ZIG ZIGLAR

INTERNATIONAL BESTSELLING AUTHOR

THE FASTEST WAY TO SUCCESS

MASTERING YOUR MINDSET, HABITS, AND GOALS

THE FASTEST WAY TO SUCCESS

Zig Ziglar



Published 2022 by Gildan Media LLC
aka G&D Media
www.GandDmedia.com

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Front cover design by David Rheinhardt of Pyrographx

Design by Meghan Day Healey of Story Horse, LLC

Library of Congress Cataloging-in-Publication Data is available upon request

eISBN: 978-1-7225-2726-6

10 9 8 7 6 5 4 3 2 1

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Master Your Winning Edge

Master Successful Personal Habits

Master Your Goals

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FIRST EDITION 2021

Front cover design by David Rheinhardt of Pyrographx

Design by Meghan Day Healey of Story Horse, LLC

Library of Congress Cataloging-in-Publication Data is available upon request

ISBN: 978-1-7225-0321-5

10 9 8 7 6 5 4 3 2 1

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Foreword

In the world of personal development, motivation, and sales, there will never be another Zig Ziglar (1926–2012). His infectious sense of humor, his masterful storytelling skills, his uncanny ability to inspire, and his down-home Southern charm are all part of his legacy. Zig's character was unquestioned.
He had a legendary impact in helping people become more, be more, do more, and have more.

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What will your legacy be? What lasting imprint do you want to make on the world? With this classic collection of success ideas from Zig Ziglar, you won't leave your legacy to chance. You will be intentional about the impact you make on your loved ones, your friends, and your business associates.

Master Your Winning Edge presents Zig's timeless lessons on success and happiness that have inspired millions of people for more than a generation. This book features his unforgettable lessons about how to get more of the things that money will buy and all of the things that money won't buy. Here's just a sampling of what you'll learn in this volume:

- How winners don't react; they respond.

- Identifying and correcting image problems.
- Steps to a healthy self-image.
- Succeeding in a negative, cat-kicking world.
- Commonsense communication tips for influencing others.
- Creating winning relationships at home and at work.
- And much more.

As Zig grew in his career, he realized this simple truth: if you take all the best skills in the world and put them on the wrong person, it won't do any good. First, you have to develop the person from the inside out. They need to have character and integrity and discipline. They need to be motivated. They need to have a specific goal-setting plan in place so that they can become the right kind of person. Then they have to have relationship skills so that they can work with others. Once you have that person, then you can give them the technical skills, and they can do and achieve just about anything.

That's what this book is about. It's about understanding that skills are critically important, but it doesn't really matter unless the right person is employing those skills.

Once a friend came up to Zig and asked him, "Zig, how come when you speak to a large audience, 80 or 90 percent of your talk is exactly the same talk that you gave the last time?"

Zig just smiled and said, "The truth never changes."

Today things depend more upon truth than ever. We want truth. We want to know that we can count on somebody. We want to deal with people who have honesty and integrity. We want to know that what we stand for and the people we lock arms with have values that line up with truth. As you go through this book and learn these different truths, understand that the more you employ them, the more effective you will be.

A legacy is giving somebody a guideline, a set of rules, a set of beliefs and principles that they can apply to any situation.

Zig's legacy can be summed up in his famous quote, which he often repeats in this volume: "You can have everything in life you want if you'll just help enough other people get what they want."

In our society, people are teaching the ideas of crushing the competition and winning at all costs. But Zig believed that you want to start with having the other person's best interests in mind. When you serve somebody else's best interests first, you build a feeling of trust and endearment. The other person will always

remember that. Over time, business will seek you out, because people want to do business with people they know, like, and trust.

As Zig taught, we all go through a journey in life, which he characterized as a process of moving from survival to stability, from stability to success, and from success to significance.

It's not a bad thing to want success, but success is for the most part about the things you can have—money or fame or influence. Significance is helping somebody else be, do, or have more than they thought possible.

Legacy is about significance. When you achieve significance, you achieve the greatest level of joy imaginable, because there is no greater joy than seeing somebody do something they didn't think they could do. That's what drove Zig. And the more we seek significance, the more likely we are to be successful along the way.

It's sometimes said that we no longer live in the information age or the computer age; we live in the connection age. If you're going to live to win, you have to know how to go forward on these foundational principles and truths, which never change despite all the changes that happen before our eyes every day.

Some people say that Zig's ideas are old-school; they don't really apply to today's world. Here's the reality.

Zig said there are absolutes. For example, would you hire an accountant to work for your company who was *relatively* honest? Of course not. That's a truth that never changes. There are relationship principles that never change. People like to be talked to and respected in ways that never change, and these are the core foundational principles that Zig talks about.

So are you going to look to the wisdom of the ages, or are you going to try the new guru on the street? Just remember: there's a reason they call it the wisdom of the ages.

Now more than ever, if you embrace these ideas, you'll stand out. You'll be a rarity. You'll become a leader. You'll become an example. You'll have a competitive advantage, because unfortunately today these principles are not commonly taught. You have to seek them out on your own, and that's what you are doing by reading this book.

ONE

Make Friends with Yourself

We hear a lot about positive thinking, but positive thinking won't work unless you have a good, solid picture of yourself. In this chapter, I'd like give you some wonderful ideas about how you can build a healthy self-image. You're going to learn how to get along with yourself, which is key to getting along with others. We will look at the causes of a poor self-image, the manifestations of that poor self-image, and, more importantly, what you can do about it. We have to get along with ourselves.

The question I want to start with is, do you respond to life or do you react to it? It's extremely important to know the difference between responding and reacting. The doctors say that responding is positive; reacting is negative. If you get sick and go to the doctor, she'll give you a prescription and say, "See me tomorrow."

You walk in the next day, she shakes her head, and says, "Uh-oh. Your body is reacting to the medicine. We have to change the prescription." But if she smiles and says, "Hey, it's working. Your body is responding to the treatment, and everything is going to be OK," you get excited.

On January 23, 1981, I was in Kansas City, Missouri. It was my final stop in a long week. I'd been doing four-hour seminars north, south, east, and west, border to border, coast to coast, and when I do a four-hour seminar, I expend an incredible amount of energy. On this particular day, we were recording, and

when you record, you move it up a notch, because you don't have your body to communicate with. It has to be all voice—inflection and excitement and that sort of thing. So I turned it up a notch. Since I already speak at a rate of about 280 words a minute, with gusts up to about 550, I'd *really* turned it up.

In 1981, recording gear was bulky. One of our boxes weighed over 140 pounds. My son-in-law, Chad Witmeyer, was with me, doing the recording. We had a 3:00 flight back to Dallas. We finished at 1:00. The airlines had said, "You have to be here at least an hour early so we can stow the gear."

The minute I finished, we started assembling all the gear. We packed up as quickly as was humanly possible. We made the mad dash to the airport and got there straight up and down at 2:00. When I walked into the airport, there were two long lines of people. We chose what I thought was the shortest line and prepared to wait.

Almost immediately I noticed that there was a vacant spot down at the counter, with a sign that said, "Position closed." I also noticed there was a lady who was walking around behind the counter. I realized that in a matter of minutes "Position closed" was about to be turned over to "Position open," so I got ready.

Sure enough, the lady walked down, flipped the sign over, looked at the two long lines of people, and said, "Those of you who have seats on the 3:00 flight to Dallas, come over here."

Quick as a flash, I was over there. I got to the new line before anybody else had even left the old line. The lady smiled at me as pleasantly as I've ever been smiled at and said, "The 3:00 flight to Dallas has been canceled."

"Fantastic," I said.

She looked at me strangely and said, "What do you mean fantastic? I just told you that your flight has been canceled."

"Ma'am, it's very simple," I said. "There are only three reasons on earth why anybody would ever cancel a flight to Dallas. Number one, something is wrong with that airplane, or number two, something is wrong with the person who's going to fly that airplane, or number three, something is wrong way up there. Now, ma'am, if any one of those three situations exists, I don't want to be up there. I want to be right down here. Fantastic."

Have you ever noticed that some people can't wait to give you the bad news? "Aw, Sally, I hate to tell you this. It just kills me to tell you this," and they can't wait to get the bad news out.

The lady put her hands on her hips and said, "Yeah, but the next flight doesn't

leave until 6:05." "Fantastic," I said.

By now, the people in the other two lines were looking over at me as if to say, "Who is that nut that says everything is fantastic?"

This brought the gate agent to a dead stop. She looked at me and said, "Now, look. I just told you that you have a four-hour wait here in the Kansas City airport, and you say fantastic. Now why on earth would you say a thing like that?"

"Ma'am, it's very simple," I said. "I'm fifty-four years old, and in my lifetime, I have never before had an opportunity to spend four hours in the airport in Kansas City. Do you realize at this precise moment, there are tens of millions of people on the face of this earth who are not only cold but hungry? Though it is awfully cold on the outside, here I am in a marvelously warm building. There's a nice little coffee shop down the way. I'm going to go down there, get myself a cup of coffee, and relax for a minute. Then I have some extremely important work I have to do. Now here I am in one of the most beautiful buildings in the Kansas City area, with four hours of rent-free space, and I am really excited about it."

Now you might be thinking, "Ziglar, I've heard about these positive thinkers, but man, that's way out. Are you telling me the truth? Are you absolutely sure that's exactly what you said?"

Scout's honor, that is exactly what I said, and my son-in-law will validate that statement. Then you may say, "OK, OK, you said it, but now tell me the truth, Ziglar. Is that the way you really felt?"

Of course not. I'd been gone all week. I was tired, I wanted to be headed home, but you see, there are some things that we absolutely are not going to change in our life. I had a choice there. I didn't know that lady, but I knew that although she could cancel my flight, she couldn't cancel my day.

Did I want to respond, or did I want to react? I could have reacted sarcastically. I could have said, "That's just great. I've had my seat reserved now for over a month. As I drove up here, I could not help but notice a whole bunch of your airplanes sitting out there on the runway, not doing a cotton-picking thing. How come you can't crank up one of those airplanes and take me on down to Dallas with the other folks that want to go to Dallas?"

I could have done that. The next flight still would have left at 6:05.

I could have jumped up and down, ranted, raved, screamed, stomped my foot, and made an idiot out of myself: "I'll sue you, that's what I'll do to you. You hear me? I will sue you for the dastardly deed that you are pulling here." The

next flight would still have left at 6:05.

Now, folks, there are some things you ain't going to change. If you were born white, you're going to stay white. If you were born black, you're going to stay black. You're not going to change one whisper about yesterday. Tomorrow, however, is an entirely different story, and whether you respond or react really does determine exactly what is going to happen in your life.

As I said, that lady could cancel my flight. She could not cancel my day. You know how folks are. You let them cancel today, and the first thing you know, they'll want to cancel two days, and then three days, and then four. Some people permit others to cancel their entire lifetimes. I've seen it happen.

Do you respond to life, or do you react to life? That is an enormously important message we need to understand.

Have you ever been riding down the freeway, minding your own business? You're neither positive nor negative, you're just riding along, and all of a sudden some idiot pulls in front of you.

You hit your brakes, you hit your horn at the same time, and you proceed to give him a piece of your mind. "Why don't you watch where you're going, you dummy? I could have hit you, and I could have been killed, and you could have been dead too. I'll tell you, your life is not safe anymore." You really read him the riot act.

You get down to your office, and what do you do? You tell the first person you meet about these crazy people out there on the freeway, and you tell the second person and the third person too. "He must have been drunk or on drugs or something. Your life is not safe out there anymore."

In the meantime, the man who did the dastardly deed rides merrily along, unaware of the fact that you even exist. Yet he's in control of your thinking, which means he's in control of your actions. He is affecting your relationship with those below you, above you, and around you, which means he is in control of your career, and you don't even know who he is. It is the ultimate putdown.

Do you respond or do you react to life? Your self-image is the key to which of these you do. Are you threatened by every little thing that comes along, or do you respond to that situation?

Several years ago, I went over to the bank out in North Dallas, and as I was pulling out into the flow of traffic, I heard the screeching of brakes and the shriek of an extraordinarily big horn, and I hit my brakes as quickly as I could. I looked up just in time to see a dude come steaming by in a big, old Mercedes.

If that look could have killed, there'd have been a funeral in Dallas a couple

of days later. If it could have melted steel, I would have needed a new automobile. I'll tell you, I have never seen such a high concentration of ugly in one spot in my life. When that dude looked at me, he was upset.

I had a choice. I could have looked at him and said, "Why don't you watch where you're going, you dummy? I could have been killed. Come on back here, and we'll talk about this thing." I could have done that. Suppose he had. Suppose he had come back, gotten out, and whipped me.

Now, folks, it's kind of funny, yet it's tragically serious. Every day of our life in America, people are killed for less reason than that.

I had a choice: do I respond to what has just happened, or do I react? As he rode past, I looked up at him, and I said, "Hi." The guy did another take, and he gave a big smile. He waved his hand back at me, and was probably thinking to himself, "Boy, I almost blew it. That must be a friend of mine."

I believe that it is infinitely more important to respond than to react, and it is going to play a major role in how you get along with your mate, your children, your boss, your employees, your neighbors, and everybody else. The key is the image you have of yourself and your life. You cannot tailor-make the situations in life, but you can tailor-make your attitude in advance to fit those situations. That attitude, as I said, rests purely on the picture you have of yourself.

What does this story have to do with your self-image? It has everything to do with it. Reacting breeds anger. It breeds depression. It brings negativism and bitterness. Responding breeds hope and creativity, and it breeds action.

I'd like to give two classic examples of what I'm talking about. One is of a person who responded, and the other is of a person who reacted.

A number of years ago, a lady who had been doing a marvelous job with a particular company had a little problem with management. For whatever reason, they suddenly decided that they needed to serve drinks—cocktails, beer, wine, and so forth—at their meetings, particularly at their regional and national conventions.

She protested very strongly, because she knew the destructiveness of alcohol, and her belief system said, "This is not a good idea." She was the one who had built that sales organization. But she resisted serving alcohol so strongly, and management got so unhappy with her that one morning, when she awakened to get up and go to her job, she looked out on the front porch, and there was her desk. After a number of years, she had been summarily fired.

That's a pretty drastic action for somebody to take. Now the woman had a choice. Should she respond or react to that particular situation?

The woman quickly analyzed the situation, realized that she had already built that organization, which was doing millions of dollars' worth of business, and decided that she could do exactly the same thing for herself. She started a similar company. It was very difficult, because in those years, bankers did not believe in lending money to women, especially ones who didn't think you ought to drink.

This woman had some other weird ideas. For example, she thought you ought to pay your bills on time. She thought the customer ought to get a good deal, the salespeople ought to get a good deal, and the company still ought to be able to make a profit. She had a tough time getting along, but she hung in there, because she knew that she was born to win.

Eventually this company went on to in excess of $600 million worth of business. The lady I'm talking about is Mary Crowley. The company I'm talking about is Home Interiors & Gifts. She responded to the situation; she did not react. Responding is important. It's the direct reflection of the picture you have of yourself.

In the other case, I was once in a meeting where a very strong and successful businessman started talking about his childhood during World War II. His daddy had gone off to war, and while he was gone, his mother and aunt had—according to his father when he came home—made a sissy out of their little boy.

The father got a traveling job, and every Friday evening, he would come in and demand a list of all of the sins and crimes this little guy had committed in that week. One by one, he would go down the list, so the youngster started fearing when his dad would return home.

On one memorable occasion when the boy was in the first grade, a bully jumped him on the way to school and beat him up. He came home crying. His daddy said to him, "If you're going to act like girl, I'm going to dress you like a girl." He put a dress on him and sent him back out to fight the bully.

As I sat there listening to this man, the tears were streaming down his cheeks. He said, "I believe—I don't believe, I *know*—that that's been one reason that I became an alcoholic." But then he said, "Long ago, I dealt with this issue. I know that my daddy did not treat me that way because he hated me. My daddy treated me that way because he loved me. That's exactly the way he had been raised. That was the only thing that he knew. I've been able to deal with it and put it behind me."

Let me inject an important point here. Most people do what they do, not because they want to hurt somebody else, but because they're acting on the best information they have at the time. When we understand that, it makes

forgiveness easier.

Of these two people, the woman, Mary Crowley, responded. The gentleman initially reacted, with disastrous results. Learning how to respond to what life brings us is enormously important.

One of the most beautiful letters I've ever gotten was from psychologist Dr. Jocelyn Fuller. She had attended a sales seminar, and she said, "You know, I never realized that salespeople are such good psychologists. I learned some things at that seminar that I never dreamed I would. I learned to appreciate my own profession more. Since then, I no longer have to parade my credentials. I no longer have to tell about my academic background. I still have them up on the wall, but I value myself for who I am, and not because of some piece of paper or a degree."

I work with a psychologist named Dr. John Leto. Dr. Leto says that if we learned to deal with everyone as if they were our best friend, we would be able to get along with and be accepted by far more people, and as a result our own self-image would be substantially improved.

I know it's awfully tough to respond when your mate of seventeen years walks out and leaves you with four children to raise. That doesn't get solved in twenty minutes. I know it's tough to respond when a trusted partner and friend embezzles funds from the company and forces you into bankruptcy, so that you lose your home and many other things.

I know it's tough to respond when you're unjustly fired, when you were abused as a child, or when your child was killed by a drunken driver or by a drive-by shooting, and the culprit walks away scot-free.

These things are awfully tough, but the question is how you respond. What steps do you take? First of all, you must acknowledge where you are. That's something we don't want to think about a lot of the time. Where am I at this moment? Where are you when something like that happens? I'm here to tell you we grow in adversity. Mary Crowley grew in adversity. You can grow in adversity.

There was an article in *Parade* magazine about a young man from Fort Worth named Randy Souders. He was seventeen years old, an athlete, a very healthy, outgoing young man. He injured himself in a diving accident and became a paraplegic. He was in the hospital for five months, and of course he was very upset about what had happened. One day, he's active and enthusiastic and doing everything that a healthy seventeen-year-old athlete would do. The next moment, he realizes he's going to be in a wheelchair for the rest of his life. He had a pity

party going on there for about five months.

In the past, Randy had demonstrated some artistic skills. A therapist at the hospital forced a brush into his hand, so he again started doing some work in the world of art.

Randy's original objective had been to get into creative advertising. While he was piddling with his artwork, he went to work with an ad agency, and one of his pictures was sitting on the floor. A gentleman saw it and said, "Hey, do you have another picture like that? Do you have any that are for sale?"

Six years later, this young man had developed a talent that enabled his paintings to be in over fifteen hundred galleries around the country. He said, "Had this accident not happened to me, I doubt that I would be where I am today."

Randy took the proverbial lemon and made the proverbial lemonade. He took what happened to him, moaned for a few months, and then decided he had to get on with life.

People have asked Randy, "Do you think about that wheelchair all the time?"

He responds, "The last thing I ever think about is my wheelchair when I get up in the morning. I'm excited about what I'm doing."

When we get excited about life, we can respond instead of reacting. Understand where you are. Take a little inventory. If you're feeling down, if you really are not happy with things, it's OK.

Years ago *The New York Times* published a very significant article. It pointed out that a lot of people have every reason to be negative and pessimistic. Maybe their lives up until this point have indicated that that's where they ought to be. But once you've identified where you are, don't go around beating yourself up about it. Start looking at how you can change your thinking. When you change your thinking, you change your action. When you change your action, you change your future.

How do you change your thinking? You change what you put in your mind. Your mind is the gateway to the heart. You're what you are and where you are because of what's gone into that mind. You can change what you are and where you are by changing what goes into your mind.

I love the story of the old Eskimo up in Alaska who had two fighting dogs. One was white, and one was black. He brought them to town every Saturday. In those days, they had vicious dogfights. One Saturday the white dog would win; one Saturday the black dog would win.

The dogs were vicious and cruel, and after a period of time, they had chewed

each other up so much that they no longer could put on a good fight, so the Eskimo retired them.

One Saturday, he was back in town, and somebody asked him, “You know, I noticed that the white dog won one week, and the black dog won one week, but I also noticed that 100 percent of the time, you bet on the dog that won. How on earth did you know every week which one was going to win?”

The old Eskimo smiled and said, “Well, it really was pretty easy. I always bet on the one I’d been feeding all week.” It doesn’t take a genius to figure that one out, does it?

Nor does it take a genius to figure out that what we put in our mind affects our thinking, and our thinking affects our actions, and our actions affect our future? The major message: acknowledge where you are.

The second thing to do, if you believe that someone is responsible for your dilemma in life, then you ought to get rip-roaring, snorting mad about it. Get absolutely furious, and blame them for everything that’s gone wrong in your life.

Write this person a barn burner of a letter. Express every emotion you have; say, “You rascal, you shouldn’t have done this. You dirty dog, this was wrong, and I’m furious with you for doing it. You made a mess out of my life, and I’m mad, mad, mad.” Let it all hang out.

Put the letter aside for a few hours, then get it back out. Reread it to make certain you’ve included everything. If you have to add a PS, or even three or four, add them all. Read the letter over carefully. It might be ten or twelve pages. Make certain that you’ve gotten it all out.

Now you take that letter, go outside, and take a page. Say, “You dirty dog, you shouldn’t have done it,” but burn the page and say, “I’m going to forget about it. I’m going to forgive you for this.” Burn the next page, and say, “I forgive you for this.” Burn the next page, and say, “I forgive you for this.” Burn the next page, and say, “I forgive you for this,” and so on.

Let me emphasize one point. When a lot of crimes have been committed, especially incest, sexual abuse, and verbal abuse, and they’ve been brutalized over a long period of time, some people find it absolutely impossible to forgive them without some help. I encourage you to get counseling, because forgiveness is absolutely critical. You must forgive them for what they have done.

You might argue, “That so-and-so doesn’t deserve to be forgiven.” I would agree with you, but let God be the decider in that issue. Don’t play God. Let God forgive them; let God deal with them. You need to forgive that person for your own benefit.

That might take counseling, and in many cases, it absolutely will take counseling, but let me add that I do not recommend that you go and confront that person, particularly at this stage of the game. Don't be vindictive. Physician Hans Selye says, "The healthiest human emotion is gratitude, and the most destructive is revenge."

Do not do anything that would hurt the other person. Remember, you have forgiven them. Although I have said to forget what has happened, in many cases, this is impossible, because everything we've ever seen, heard, smelled, tasted, touched, or thought about has become a part of us. Rather, when I say forget it, you forget that you're going to extract vengeance on them. You give up the right to extract revenge from them. It's tough to do, but it's enormously important.

Actually this process is extremely dangerous to do.

When you've been blaming somebody else for your problems all of your life, and all of a sudden you forgive them, you can no longer blame them. That means you're now accepting responsibility for your future. That's the most important step you will ever take: accepting that responsibility. Nonetheless, you'll discover that the load is so much lighter that you can move much faster.

The Roman emperor and philosopher Marcus Aurelius put it this way: "How much more grievous are the consequences of anger than the causes of it."

I love what author Bill O'Hearn says in one of his little books: imagine in life that you're given so many grams or ounces or BTUs of energy. When all the energy is gone, that's the end of your life. Also suppose that every time you love somebody or are nice to somebody, you're given an extra portion of energy.

Then, he said, imagine that every time you seek revenge or let anger control your life, a double portion of that energy is burned. You're shortening your own life. Incidentally, that's exactly what doctors say as well.

You need to learn to forgive. In our society today, we not only need forgiveness, but we need to develop a little sense of humor to go along with it.

I love the story of the lady who went in the grocery store and ordered a twenty-five-pound turkey. The butcher said, "We don't have a twenty-five-pounder, but I can get one for you."

"No," said the woman. "I didn't want to buy it. I just wanted to look at it."

"Why would you want to look at a twenty-five-pound turkey?"

"I've been on a diet, and I've just lost twenty-five pounds. I wanted to see what it looked like in one spot."

I believe that we need to learn to laugh at a lot of things. We also need to remember that the strong and the wise admit they have weaknesses. It's an

indication of a healthy self-image.

It doesn't bother me that I can't perform an appendectomy. As a matter of fact, there are over fifty thousand ways to earn a living in America that I don't know how to do. Why should we get concerned about what we cannot do? Why not concentrate on the things we can do, including admitting our weaknesses? Let me give you some examples.

If you had a broken leg, you wouldn't hesitate to go to the doctor to get it fixed. If you had a serious drinking problem, if you were wise and strong, you would admit you could not handle it. You would seek help of some kind through Alcoholics Anonymous (AA) or any number of other sources, but you'd say, "Hey, I have a problem I can't solve. Would you help me?" A lot of times, counseling with a godly counselor will help you to forgive a person if you cannot handle it yourself. Let me offer another example.

My son Tom and his wife, Chachis, had gotten on various eating and exercise programs before. Tom needed to lose about forty-five pounds, and he'd been on and off and on and off. He went to see Dr. Cooper, who'd been a friend of mind for many years and had been so helpful to me. Tom checked out to find out exactly where he was, and then he joined a health club and hired a trainer.

Why would he hire a trainer? You can learn what to do, but do you sometimes know what to do and still don't do it? Have you ever turned in a report or a paper in school when you didn't really want to, but you knew the teacher demanded and expected it, so you showed up with a paper?

Until the habit becomes a permanent part of us, we often flat-out need somebody to assist us in our discipline. Tom needed to lose weight. Chachis, on the other hand, needed to gain some weight, and she needed to get stronger. They both hired a trainer.

For the first few weeks, they'd come in saying, "I'm so tired. I'm so sore," but they knew that was going to happen. They had made the commitment. In the end, Chachis gained seven pounds and got considerably stronger, and her energy level dramatically improved. Tom has lost over forty pounds, and his energy level was higher too. Guess what that also did to their self-images.

Tom and Chachis had a problem. They said, "I can't solve it. Won't you help?" A good, healthy self-image will let you do that.

You also need to forgive yourself. That too might take counseling. In cases of sexual abuse, notably incest, the victim is often persuaded by the perpetrator that it's all the victim's fault. Let me give you this assurance: if you were a child when that happened, there is nothing on earth you could have done to prevent it.

There is nothing you could have done to stop it. If you have any guilt feelings, it is because the perpetrator planted those feelings of guilt and fear as the incidents were taking place. If you cannot forgive yourself, you need to go and get some counseling and get that forgiveness.

How important is your self-image? Let's play a game. Let's pretend that one morning, as you're getting ready to go to work, the telephone rings, and the voice at the other end says, "Charlie, I hope I didn't wake you up, and I don't want to slow you down from getting to work on time, but I've been thinking about you, and I just wanted to call you and tell you how much I admire and respect you. You're the kind of person that I flat-out enjoy being around. When I'm with you, I'm always encouraged and enthused.

"Charlie, if there were more people like you, we would have a much better world to live in. If I could spend five minutes a day with you, I'd be able to turn this world upside down. Man, I hope you live a long, happy, and prosperous life so you can encourage other people as you encourage me. That's all I wanted to say, Charlie. Talk to you later," and he hangs up.

This call was from a close friend, so you knew he was sincere. Here's my question: what kind of day would you have after you got this call? Would it be a pretty good day? If you were a salesperson out making sales calls, would you be more enthusiastic, more persuasive, and more committed? Would you do a better job that day? If you were a physician, would you be a better physician? If you were an attorney, would you be a better attorney? If you were a schoolteacher, would you be a better teacher? If you were a mom or a dad, would you be a better parent?

Of course you would. Let me tell you why. You'd say, "I'm an asset to my community. I'm a credit to my profession. That old boy said so, and he is one smart cookie."

Your friend would have taught you nothing about being a better salesperson, a better doctor, or a better parent. Nevertheless, you would be better at all of these things, because the picture you have of yourself, your attitude toward yourself, would have undergone a substantial change. When that happens, performance goes up.

How do you change your self-image? Let's look at some specific steps. Eleanor Roosevelt said that no one on earth can make you feel inferior without your permission. So promise yourself that never again will you permit anybody else to make you feel less about yourself. I cannot state this point strongly enough. It is important.

I love the story of a little guy whose self-image was pretty intact. The teacher required the class to talk about some exciting event that took place over the weekend. She called on Little Johnny first and said, “Johnny, what happened to you this weekend?”

“Oh, teacher, it was wonderful,” said Little Johnny. “My dad took me fishing. We caught seventy-five catfish, and each one of them weighed seventy-five pounds.”

The teacher said, “Now, Johnny, you know that could not possibly be true.”

“Oh, yes, it is.”

“Now, Johnny, I know that that cannot be. What would you think of me if I said to you that on the way to school this morning, I was confronted by a thousand-pound grizzly bear? He was just about to jump on me and eat me up when an itty-bitty dog that weighed about three pounds came up to him. The dog jumped up, grabbed the grizzly bear by the nose, threw him down, and shook him until it killed him. Johnny, what would you think about that? Would you believe it?”

“Yes, ma’am, I sure would,” said Little Johnny. “As a matter of fact, that is my dog.”

I would say that his self-image was OK.

How does your image affect your performance? How does the way you see other people affect their performance?

When our daughter, Julie, was in the fifth grade, the teacher came to us and said, “Julie is an average student. She’ll make Cs primarily. She’ll make an occasional B and an occasional D, but don’t worry about it. She’s very personable, she makes a lot of friends, but don’t be too hard on her if she’s not a top performer.”

We never told our little girl she was a C student. Nor did the teacher, but because you treat people exactly as you see them, I’m certain that in a thousand different ways we communicated to Julie, “We expect a C performance out of you.”

At one point, after having been out of school for something like seventeen years, Julie went back to school. During her first semester, she carried sixteen very tough hours, including two very difficult labs. She made the dean’s list. She came within a whisper of a 4.0 average.

One night I called her house and spoke to her husband. After we had chatted, I said, “Let me speak to Julie.” He started laughing.

“What are you laughing about?” I asked.

“Julie’s next door teaching Diane advanced math.” He was laughing about that because for a great part of her life, she had been hearing that old refrain: “I just can’t learn math. I just can’t learn math.” Yet here she was, teaching advanced math to a neighbor.

What had happened? She explained it to me: “Dad, I discovered that knowledge reveals itself to anyone who diligently pursues it. I had never really mastered the formulas, and when I learned those formulas, math is a snap. It is easy.”

Quite possibly ten or more years after you finished your formal education, you decided to go back and get more education. It’s also quite possible that when you went back, you did better, maybe substantially better, than when you’d been in school the first time.

If so, let me tell you why. You planned to do better, you prepared to do better, you expected to do better, and you went back at your own expense. It’s called *commitment.* Furthermore, over the years, you had learned that you are a bright, productive person. The picture you had of yourself, as well as your ambition to go back, says a lot about you. When the image changes, the performance is absolutely going to change.

The *Los Angeles Times* once ran a substantial article about a study of people who were enormously successful. At one stage of their lives, these people had made a deliberate choice to associate with a different crowd. Apparently the crowd you associate with has something to do with your accomplishments in life.

Today we have an entirely different crowd that is influencing many. It is an income suppressant that some people refer to as *television.* Think about the crowds you run with when you look at television: murders, drive-by shootings, violence, rapists, racists: you see absolutely everything there. When you associate with those people, when mom and dad sit and watch these things with their children, they’re tacitly saying that it’s OK to cuss, it’s OK to be violent, it’s OK to get drunk. Watching those things actually encourages participation.

The tragedy is, television could be enormously helpful. It dramatizes things so powerfully that it would be beneficial if they chose the right things.

Watch the people you associate with. Watch what goes on in your mind; it affects your thinking. Your thinking affects your performance. Your performance reflects back your image.

To improve your image, improve your memory. How many times have you bragged about having a lousy memory? Have you ever said, “I can remember

faces, but I cannot remember names"? When you repeat that over and over, it's like my daughter with math. It becomes a reality.

I don't necessarily believe that everybody needs to know how to remember three hundred people right after they met them, but I'm going to tell you a little story.

We teach a three-day seminar called "Born to Win." One year, we were doing a portion on memory in that seminar.

A fellow named Dan Clarke and his wife, Kelly, from Salt Lake City attended. He was the all-American football player—big defensive end, good-looking guy, outstanding speaker. She was a beauty queen, a gorgeous, wonderfully personable, sweet individual. That was a match. You'd say, "Those two really do go together."

We had a hundred people there, and the memory teacher that day was giving out points if participants got the first and last name of every person there. In the little test that followed, Kelly was number one. She only missed one out of a possible two hundred.

We gave out little awards, so when Kelly stepped up to receive hers, she broke down and wept. She said, "All of my life, I thought I was dumb. I just learned in the last hour and a half that I'm a very bright person."

This has a double point. There are a lot of good memory books and techniques from which you can learn in order to improve your self-image and give you added confidence. But what I'm really talking about is growth. Every time you take a step forward, every time you learn something of value, it tends to improve the picture. You need to keep growing.

Football player and sportscaster Terry Bradshaw says, "The life of a winner is the result of an unswerving commitment to a never-ending process of self-completion."

The question that is most often asked of my staff and my family is, "Is Zig really up like that all the time?" Well, let me tell you, folks, I *am* up, but there is a difference between being up and being on.

If you're on 100 percent of the time, folks, you're doing something that's going to end up killing you. The only time I really get down is when I am physically exhausted. Years ago I learned I do not make important decisions when I'm physically exhausted.

When I finish a three- or four-hour seminar, I'm exhausted.

At these points, I will go home, and my wife—whom I call the redhead—will have lunch for me. We'll eat and visit for about an hour, and then I will take a

nap for about thirty or forty minutes. When I get up, I will take a casual walk for about thirty minutes, and then I will take a fast walk for about thirty minutes, and I'll be ready to go again. That's the way I stay up the overwhelming majority of the time.

The second thing I do is practice what I preach. I read for three hours a day and have for twenty years. But maybe the most significant thing is that when I speak, I'm the one who's listening more carefully than anybody else. This is my self-talk. When I'm saying to you, "This is what you ought to do," I'm saying, "Yeah, Ziglar, that sounds like a good idea, man. Do it yourself." To the very best of my ability, I do exactly what I am telling you to do.

How do you build your self-image? Remember that failure is an event; it is not a person. A musician hits a sour note. Does that mean he's a failure as a musician? A student misses a question. Does that mean she's a failure as a student? The cook burns the beans. Does that mean he's a failure as a cook? The salesperson misses a sale. Does that mean that that salesperson is a failure? You take a wrong turn on the highway. Does that mean you're an idiot, or does it simply mean you made a wrong turn? When the quarterback throws past the wide receiver, does that mean he's a failure as a quarterback, or does it simply mean that on that particular occasion, he happened to make a mistake?

I don't believe I can say too many times that failure is an event. It is not a person. Yesterday did end last night. Today is a brand-new day, and it's yours.

I love the story told of the thirty-year-old scrubwoman who was on welfare. To quote her, she had been born ugly, and then somebody scared her. She was not a beauty contest winner. As she was pondering her welfare and floor scrubbing job, she started doing a little personal evaluation. She picked up a book entitled *The Magic of Believing.* This book gave her a new picture of herself. It gave her new hope, and remember, if there's hope in the future, there's power in the present.

She remembered that when she had been in school, she had the ability to make people laugh. So she decided that she would start practicing on her friends and in social events. She started making people laugh, and over the years, Phyllis Diller earned millions of dollars making people laugh.

I'm here to tell you that we can change. We can grow. We can be more than we are. If you don't like who you are or where you are, don't sweat it. You're not stuck with who you are or where you are. You absolutely can grow. You can change.

How do you build a healthy self-image? Take inventory of yourself. How

much money would you take for your health? Once a man named Barney Clark was given a mechanical heart implant. It cost several million dollars, but it only extended his life for a few weeks. If you have a good heart, then, how much is yours worth?

Once a lady went to a doctor about a rash on her face. He prescribed some drugs. They settled in her eyes, and she lost her sight. The insurance company gave her a check for a million dollars. What would you take for your eyes?

Similarly, a lady was injured in an airplane accident and lost her ability to walk. They gave her a million dollars. What would you take for your legs?

In the 1940s, actress Betty Grable was known for her legs. She had a beautiful face and nice arms, but her legs were insured for a million dollars. If your legs will let you move around, how much would you take for yours? When you begin to evaluate yourself, the figure really gets to be high.

Let me remind you of my friend John Foppe, who was born without any arms. He said to me, "You know, Zig, I can only do so much with arms, but I can do so many things with my mind."

When you take inventory, we really are extraordinarily well-off.

If you had a $50,000 automobile, and somebody said something ugly about it, you'd get upset: "What do you mean talking about this $50,000 car? Man, it's magnificent." Now *you* can say something ugly about your car, but you don't want anybody else to.

What about the billion-dollar you? You're fearfully and wonderfully made. Evaluate yourself. I'm not talking about a superinflated, "I am the greatest" ego. You know, conceit's a weird thing: it makes everybody sick except the one who has it. That's not what I'm talking about. I'm talking about a simple, healthy self-acceptance. To improve your self-image, you need to make up, dress up, and then you need to go up.

Saturday is one of the best days around my house. The redhead takes a trip every Saturday that we're in town, and she's gone about two hours. When she comes back, she's stepping a little bit higher, she's smiling a little bit more broadly, and she's a little more friendly.

Where's she been? To the beauty shop. I've never been able to figure what rearranging a few hairs on the head has to do with all that, but it really has a lot. Don't you feel more competent, more confident when you're sharp-looking?

When they have picture-taking days at school, they've found that the kids were better behaved and performed better on that day. When you look sharp, you feel sharp, and that makes you sharp. When you make up and dress up, your

chances of going up are absolutely better.

How many of you remember the comic strip *Li'l*

Abner, by Al Capp? I used to love Li'l Abner. My favorite character was General Bullmoose. He used to say, "If it's good for Bullmoose, it's good for the world." He had a good, healthy self-image, although unfortunately his went into egotism.

In Southern schools, they used to have a Sadie Hawkins Day, when everybody dressed up in raggedy clothes. After a few years, they stopped having them. Why? Violence, vandalism, poorer conduct, poorer performance were the direct result of looking like that.

When you make up and dress up, your chances of going up are definitely going to be improved. You need to get the bear out of the tree. What do I mean when I say that?

Years ago, in Keithville, Louisiana, they had an incredible amount of excitement. Late one Saturday afternoon, just as it was getting dark, somebody was riding through this little underbrush area. They looked up in the tree, and there was a black bear. Now a black bear up a tree close to Keithville, Louisiana, created a lot of excitement.

They notified everybody. The fire department came out. The police came out. A veterinarian came out, and everybody was there. They decided to let the veterinarian start shooting the bear with tranquilizer darts. They got the fire department there with a net to catch him when he fell out.

Well, they kept shooting that sucker, and he kept staying up there. They finally decided they'd just patiently wait all night, and they posted a lookout to see if any activity took place up there. Nothing happened.

The next morning, they still couldn't get him out. They decided that they were going to have to cut the tree down, because they didn't want that black bear running loose in the neighborhood. They cut the tree down, and they were prepared to do what they needed to do to make certain that he didn't get hurt or hurt anybody else. When the tree came down, they discovered it was a plastic bag filled with garbage.

There are an awful lot of people who have a bear up a tree. They have their pasts buried in their mind. They concentrate on the negatives of life. As a result, they end up never doing the things that they are capable of doing. Your self-image is enormously important.

TWO

Polish Your Self-Image

It seems that a certain fellow was driving in what we'll call a nonprofessional manner. A police officer arrested him and took him to night court. As the man stood before the judge, the judge said, "OK, I want you to do a few things."

"Like what?"

"I want you to lift your hands straight up over your head."

"I can't do that."

"Why can't you?"

"I was injured in a skiing accident."

"OK. I want you to turn your head left and right."

"I can't do that."

"Why?"

"I was injured in a diving accident."

"OK. I want you to bend over and touch your toes."

"I can't do that."

"How come you can't?"

"I injured my back lifting."

"All right. I want you to stand on one leg."

"I can't do that."

"Why?"

"Because I'm drunk."

Then the judge said, “All right. That’ll be $1,000 or ninety days. Which will you choose?”

“I’ll take the $1,000.” I would say he had great presence of mind.

What causes all of the image problems that we have? Why are the acknowledged beauties of Hollywood the envy of so many “average” people? Why do over 90 percent of people want to change the way they are? It is simply because they have a perception of their image. The beauty magazines, the fashion magazines, the articles that we read are constantly lauding beauty and health and brains.

Those things obviously could be assets or they could be liabilities, but we don’t put enough emphasis on the things that really make a difference—character qualities.

In addition, there is so much negative input. Author Shad Helmstetter says that the typical sixteen-year-old has been told “no” or “you can’t do it” 147,000 times. If you tell a youngster they can’t do something 147,000 times, they are likely to believe it.

Parents often say, “You never do anything right. You’re always late. That’s dumb. You can’t learn math.” Think of the pictures that those statements

make in the person’s mind.

I’m convinced that the greatest damage, the greatest injustice, that has been done to the black man by his white brothers relates to self-image.

Now, I’m a child of the South; I was raised over in Mississippi. When I was a boy, I used to go to Shirley Temple movies, and I thought they were so cute. She was always dancing and singing, and she was Little Miss Perfect.

I vividly remember seeing one of her movies, but until Bill Cosby explained the movie through the eyes of a black man, I had no idea of the incredible damage that has been done.

Here’s the scene: There’s a birthday party. Little Miss Shirley is five years old. She has her friends around, and they’re having their cake and ice cream at the party. It’s just about over, and then a tall, slender African-American girl, who appears to be thirteen or fourteen years old, comes up to her, with two friends, who are much younger.

As they came up, they said, “Miss Shirley”—get that picture, a thirteen-year-old addressing a five-year-old—”we brought you a present.”

Miss Shirley says, “Oh, thank you very much. Now you can have some of our leftover birthday cake.”

The little black girl puts her hands over her eyes, and says, “Oh, Miss

Shirley."

Can you see what that would do to the self-image of blacks? As a child, I'd watched that scene, but I'd never understood it before; I just thought it was cute.

But hearing Bill Cosby explain it was one of the most eye-opening experiences I have ever had.

This story appeared in *Reader's Digest* a number of years ago: A salesman was on the streets of New York selling balloons. As the crowd grew smaller, he would release a balloon, maybe a white one. You know how people watch those things when they go up? Then people would gather around and buy again. In a few minutes he would release a red one, and the same thing would happen. Then he'd release a yellow one.

Presently a little African-American youngster walked up to him, tugged on his sleeve, and said, "Mister, if you released one of the black ones, would it go up?"

With a wisdom that you really would not expect to find in one who was selling balloons on the street, the man looked down at the youngster and said, "Son, it's what's inside of those balloons that makes them go up."

That's what we need to understand. It's what's inside that's going to make us go up. "Some of us," as my friend, psychologist Don Beck, says, "are packaged a little differently, but when we get inside, the heart and the mind are all exactly the same color."

One of the most impressive articles I've ever read was in the February 1992 issue of *Scientific American.* It was about some Indonesian immigrants in America. They had been in detention camps two or three years, so their educational process had been hampered.

These immigrants were put in the inner cities of America; five hundred students were involved in the study. The researchers discovered some interesting things. Number one, the larger the family, the better the students' grades. The older kids in the family were teaching the younger kids.

Number two, the researchers found that when the parents read to the students, whether it was in their native tongue or in English, their grades were absolutely fabulous. The researchers also discovered that when the immigrants reinforced their culture and their self-image by being proud of their heritage, their grades were affected as a direct result. Furthermore, when the parents and the teachers worked together, the results were magnificent.

This study centered around one particular group, but the article pointed out that right after World War II, when prejudice was at its very peak against the

Japanese, Japanese students who were given exactly the same treatment at home and whose parents cooperated with the teachers showed the same results. They did a study of African-Americans in Chicago and discovered the same thing. The same with a study involving Jews. It doesn't make any difference which continent you're from or what the color of your skin is—the same treatment will produce the same results.

Now think with me. What would it do to the self-image of everyone to really understand that how you treat people has a bearing on their image? Their image

in turn has a direct bearing on their performance.

Let me give you a tragic example of what happens when a youngster has a poor self-image and is rejected.

In March 1993, a fourteen-year-old from Haltom City, Texas, killed a policeman and seriously wounded three of his neighbors, even though his father was on the police force. The youngster was also killed as a result of the interchange of gunfire.

What brought this on? The boy's classmates called him a nerd. They made fun of his clothing. He did poorly in school. His parents disciplined him and made him stay at home and study on Saturday. Something apparently snapped. He reacted to what had happened with tragic results.

You have to wonder what would have happened in that youngster's life had even one student come to him and said, "I think you're a neat guy. I think you are an OK kid. I'd like to be your friend."

I'm not saying this to put a guilt trip on any of his classmates. You can't saw sawdust, you can't undo what has already happened, but we can learn from the lesson and prepare for the future.

I'm totally convinced that if this boy's self-image had been different, he would have been a different person. He'd been conditioned to believe that he was a failure. Negative conditioning is the mother of learning, the father of action, and the architect of failure. Positive conditioning is the mother of learning, the father of action, and the architect of success.

Do you respond to life, or do you react to life?

Once when I was out in San Francisco doing a seminar, I went down to attend a football practice session at Los Gatos High School in Los Gatos, California. The coach was the late Charlie Wedemeyer. The practice session was fascinating.

Charlie and I spent about an hour and a half together talking, but about every three minutes, one of the assistant coaches would come running up and say,

“Charlie, they’re trap-blocking us every time on that play. What do we do?” Immediately Charlie would give them an answer.

A few minutes later, another coach would come back to him and say, “Charlie, that guy is beating us around the end every time. What can we do?” Charlie would give them an answer. He had been watching intently and listening just as intently. He led his team to the only state championship they have ever won.

Now the fascinating thing is that Charlie Wedemeyer could not talk. As a matter of fact, he had Lou Gehrig’s disease. The only parts of his body that could even move were his eyelids and his mouth. His vocal cords were paralyzed. Nothing came out; only his lips moved. His wife, Lucy, read his lips and communicated the message to whoever was there.

I’d never seen anybody with a healthier self-image. Here was a guy who, in the seventies, was the athlete of the decade in Hawaii. He was a superb physical specimen in every way before he fell victim to that disease, but he understood that his value was not wrapped up in what he could do physically.

Charlie was an inspiration. He had one of the greatest senses of humor I have ever dealt with. He traveled a lot. It was difficult, with the equipment they had to haul with him, taking the nurse, and taking his wife, and so forth, but he frequently went to address high schools and prisons. He made a statement, and then Lucy repeated it.

Charlie was honored in 1992 as the Disabled American of the Year. President George H. W. Bush was supposed to attend the session, but at the last minute had to cancel. When Charlie made his talk (obviously with Lucy doing all the talking), he said he was very sorry that the president couldn’t be there, because he’d been planning to say to him, “Read my lips.” He had responded rather than reacting to what had happened to him.

Now let me ask you a question: do you honestly believe that the works of Abraham Lincoln, Helen Keller, Martin Luther King Jr., Moses, Confucius, Mahatma Gandhi, and Jesus Christ have had a positive influence, not only on America but on the world?

If so, do you believe that the input of a Prince or a Madonna or 2 Live Crew or Ice-T could have a negative influence on our behavior and what we do in America?

You may remember the sex books that Madonna put out. I think 700,000 or 800,000 copies were sold very quickly, at $50 a throw. Time Warner only put two restrictions on her: she could not use a religious object to have sex with in

the pictures, and she could not have sex with an animal.

Now let me ask you a question. Will that build the kind of America that can solve its multitrillion-dollar deficit? Will that build a kind of America that will solve our crime problem, bring our families back together, and make our streets safe to walk on? What do you think?

If we acknowledge that good input produces good results, then we cannot deny that improper input will produce improper and undesirable results.

Let me give you one of the great truths of life: you, or the people you talk to, might not believe everything you say, but I can guarantee you they're going to believe everything that you do.

Be careful about what you put in your mind. Suppose you were told over and over, "You're a winner. You can do it. You're a marvelous human being. Here's why." Suppose that over and over you were told of all the good things you could do. Would that have a positive influence on you?

Suppose you were told over and over, "You're a dummy. You can't do it. It's OK to fight somebody," and that sort of stuff. Do you believe that could have a negative influence on your life? I think the point is pretty well made.

The *Dallas Morning News* of March 10, 1993 had a substantial article about the damage that is done to people's self-image when we compare ourselves to the glamorous and brilliant people of the world.

Does that constitute success? Actually, millionaires are boring. You'll probably be surprised to know that there are far more salespeople who are millionaires than doctors. There are countless millionaires in America with average jobs. According to *U.S. News and World Report*, fewer than one percent of all of the millionaires in America are in athletics, entertainment, music, television, and the movies combined. The other 99 percent are people like you and me who hung in there over a period of time. We need to get a different picture of ourselves.

What causes a poor self-image? Poverty can be a cause. For example, if a home is such that the child is unwilling to bring their friends there, that has an impact. If the child has a parent who is a drunk or a drug addict and is embarrassed to introduce people to them, that can give them a poor self-image.

Harsh, brutal treatment, physical abuse, verbal abuse all have an impact, but the number one cause of a poor self-image is a lack of unconditional love. You accept and love your child, not because they made an A, not because they cleaned their room, not because they made their bed, not because they're in on time, but because they are yours and you unconditionally accept them as yours.

As I’ve mentioned, one of the most destructive things for self-image has to do with incest or sexual abuse. (Incidentally, for what it’s worth, when a single mother who has a little girl invites her boyfriend to come live with her, she has just extended an invitation to the neighborhood pedophile. This happens too many times to be a coincidence.)

What causes poor self-image? Media treatment today. Have you ever noticed the way they treat two-parent families, or people who have religious convictions? When was the last time you saw a series that had a regular husband and wife as the heroes of the series? Most of the time, the father is either brutal or a wimp. Too much of the time, the children make old dad look like an idiot, and the kids are smarter than mom and dad put together. That creates a real problem.

It pains me to say this, but negative preachers are one of the biggest causes of a negative self-image—the ones who talk about nothing but hell and brimstone. Now don’t misunderstand; I think some of that ought to be there, but we need to look at the positive side as well.

Exploring the manifestations of a poor self-image will help us identify the people we’re dealing with, and hopefully ourselves. If we can tell that a person has a given problem, and if we have the same kind of problem, we’re in a position to offer a solution.

One manifestation of a poor self-image is jealousy without cause. Many times a husband or wife will say, “I just love them so much, I can’t let them out of my sight.” They’re really saying, “I cannot believe he or she would be faithful to poor little old me.”

The second manifestation of a poor self-image is a failure to give your best effort. If you don’t, you can always say, “If I’d really tried, I would have succeeded in that endeavor.” You have a fear that if you’d really tried but failed, your self-image would deteriorate further. As a result, people don’t finish projects, whether it’s cutting the grass or getting the report in on time.

When you finish, you get recognition, you get praise. So such people think, “I don’t deserve praise, so if I don’t finish the project, I won’t get praise.” They may not think this through consciously, but instinctively that’s what happens.

People with a poor self-image are afraid that others are laughing at them. If they leave a gathering before it’s broken up, they’ll ask later, “What were you all talking about? Did you mention me?” They’re overly sensitive to criticism. They can’t handle a compliment. If someone says, “Boy, I’m telling you, this is one of the most delicious casseroles I’ve ever eaten,” they’ll reply, “I wish I’d had time

to marinate the veal a little bit longer."

Or if someone says, "My, that's a beautiful dress you have on," they'll say, "I've been wearing it for there years, but thank you."

Or if they're told, "My, your house is always so neat," they'll say, "I wish I'd had more time to take care of some of the panels."

People with a poor self-image cannot accept a simple compliment and say thank you, which is a sign of a good, healthy self-image. Or they may insist on picking up the check at a meal, even though they cannot afford it. They believe they're not worthy of your company unless they give you something, so they pick up the check.

People of this kind advertise themselves by dressing in revealing clothes. Fishermen call that trolling. The only problem with trolling is that sometimes you pick up an old boot or a stump, and you find out that it's tougher to get it off the hook than it was to get it on.

Salespeople with poor self-images will fail to ask for the order. For fifteen years, I was in direct sales. I've seen hundreds of efforts by salespeople to close the sale. They'll be talking and talking without ever asking for the order. Finally, the prospect says, "Well, John, you're not trying to sell me something, are you?"

"Oh, no, no."

What are you then, a professional visitor?

We've discovered that sales escalate dramatically when the self-image improves, because when you have the right image, you're selling the right product. If you feel good about yourself and what you're selling, you want the other person to own it for their benefit, not yours.

Another manifestation of a poor self-image is overpromising. We've all seen it. A new coach comes in and says, "It might take a rebuilding process, but I can guarantee you it's going to be a lot faster than a lot of people think." They overpromise. Politicians are notoriously famous for that, are they not? They overpromise because they are afraid they won't be accepted unless they do.

The old motormouth is one sign of a poor self-image. People of this kind talk all the time. They simply can never slow down because they feel they always have to be selling and selling.

Have you ever paid a short visit on a motormouth? After about fifteen minutes, it's time to go. As you head for the front door, he blocks it off; he stands in the way; he has something else to tell you. You finally maneuver to get out the door, and he follows you out to the car. He opens the door for you, and as you're backing out, he says, "Roll down the window. I have one more thing to

tell you.” In many cases the class clown is another type of individual who has a poor self-image.

Sometimes a silent mouth is also a sign of a poor self-image—not always, but sometimes. These people are simply afraid that what they have to say is of very little value; consequently, they do not say anything.

Of course, a filthy mouth is one of the surest giveaways of all. These people think that in order to get somebody to listen, they have to punctuate their talk with obscene comments. One of the advice columnists—Ann Landers or Dear Abby—did a survey and found that 99 percent of the people in America believe that TV and movies play down to us, and we’re offended by a lot of the language used. What can we do about it? Hey, don’t watch them. That’s one thing we can do.

Interestingly, even a golf ball can be a sign of a poor self-image. I found one once when I was out walking. It was out of bounds. It was a brand new Titleist, and on it was written, “Strike three.” Does that tell you something? Does that say this was an individual who had painted a picture in his mind of himself as a lousy golfer, who was thinking, “I know what I’m going to do. I’m going to strike out again”?

These same manifestations of a poor self-image occur in other professions and areas of life. The student with a poor self-image, for example, will never confront the teacher over a grade, even when he knows he deserves a better one. He won’t ask the pretty girl for a date, because in his mind, he doesn’t deserve such a girl. The tragedy is, she probably wanted to go out with him.

The office worker with a self-image problem won’t assert herself and ask for a raise even when she knows that the caliber of her work warrants more pay. Unfortunately, if the worker doesn’t get the raise and recognition she deserves, she will become resentful and feel that no one understands or appreciates her. The net result is a negative effect on her performance and a reduced possibility of a future raise.

The husband or wife with a poor self-image becomes a doormat for the other one. They never quietly, sanely, reasonably raise questions or say, “Here’s what I think. Have you explored this? Have you looked at the other side?” That doesn’t make for a good relationship.

There’s evidence that the good old Joe (and his female counterpart) has a problem that has nothing to do with age, sex, education, size, or skin color. He has the syndrome of thinking, “I must be a nice guy and never offend anyone.” As a youngster, he smokes cigarettes he doesn’t want, takes the drink he doesn’t

like, laughs at dirty jokes that actually offend him, joins the gang he dislikes, and goes along with conduct and dress that he secretly abhors.

One survey about drinking at colleges, reported in *USA Today,* said that many of the students who get drunk do so because they think that everybody expects them to and that it will make them more acceptable. But the survey proved beyond any doubt that they actually go down in the estimation of others, so they are acting on a false idea.

Good old Joe and his female counterpart are inclined to be engaged to or even marry their first romantic interest. The fear of not being accepted by anyone else frequently leads them to foolish and impetuous behavior, including early marriage and/ or promiscuity.

As an adult, good old Joe has a tendency to tell people only what he thinks they want to hear. He would never send an overcooked steak back to the kitchen. He lets others take his parking spot and doesn't object when a coworker takes credit for work he has done.

Speaking of parking lots, I like the story of the lady who was driving a big luxury automobile. She was headed for a spot in a big, crowded lot, and suddenly a young guy with a tiny sports car zipped right in front of her.

He hopped out, waved at her, and said, "When you're young and strong and athletic, you can do things like this."

The woman didn't say a word. She backed her car up, went charging right into his, and smashed it in the side. Then she backed up and hit it again. He came running back and said, "What on earth are you doing?"

She said, "You can do things like this when you're old and rich."

Don't misunderstand. If your self-image is so healthy that you truly view these incidents as minor and meaning nothing in your game plan for life, then your self-image is in excellent shape. However, if you acquiesce to gain acceptance, you're gaining everything but acceptance. The reason is simple: you're not presenting the real you. In fact, you're presenting a phony. Most people, including other phonies, don't like a phony.

Let's take another look at building a healthy self-image. I'm convinced that in addition to what we as individuals must do, we need to do something nationally about it. No snowflake ever blames itself for the blizzard, no raindrop ever blames itself for the flood, but each one of us has a responsibility to our country and to our society.

I want to be pragmatic in looking at one of the causes of poor self-image and what we can do about it.

The news has been flooded with a fact that from the fifth grade on, girls are constantly harassed sexually by the boys. Something like 80 percent of them complained about having lewd remarks made at them, being patted and pinched, having obscene gestures made at them—a constant bombardment of that sort of thing. They commonly said, "This makes me feel dirty. It injures my self-esteem."

That's why I was so stunned when I read in the *Dallas Morning News* that you could not teach a sex education course in school and use the words *spirituality* or *soul* or *moral.* You cannot even say those words. One court recently ruled that you could not even use the word *abstinence* in a sex education course. They said that is a "religious" teaching.

I believe in things that work. If what they're doing would work, I'd tuck my tail between my legs and never say another word about it, but what they're teaching is not working.

Let me be very specific. In the schools where they teach sex education, 113 girls out of 1,000 who take the course become pregnant. According to a study by the organization Focus on the Family, in the schools where they teach moral values and abstinence, they have 3 pregnancies out of 1,000.

Now I'm a taxpayer. I have to support, as do you, the result of many of those pregnancies. Elayne Bennett, who is the wife of former education secretary and drug czar Bill Bennett, created a program in inner-city Washington called Best Friends. She teaches working together. She teaches abstinence. They teach moral values, and among students in the program there are very few if any pregnancies.

There's a fear of anything religious in our schools. The Constitution does not separate us from religion. It provides for freedom *of* religion, but not freedom *from* religion. Let me be very specific.

For over two hundred years in our schools, we taught biblical principles. The *New England Primer* was the original source. Do you know how they taught the alphabet? They would give you A, and they gave you a Bible verse. B, and they gave you a Bible verse. In 1963, that was changed, and it could no longer be done.

I'm not trying to get religion taught in school, but I am trying to get values taught in school. The reason is very simple. They work. According to *The Wall Street Journal,* 84 percent of all the people in America want values taught. In 1776, three million Americans produced Thomas Jefferson, George Washington, Benjamin Franklin, Alexander Hamilton, John Adams, James Monroe—you name them right across the board. In 1993, 250 million Americans produced—

fill in the blanks.

What were they taught in 1776? Over 90 percent of it, according to the Thomas Jefferson Research Institute, was of a moral, ethical, and religious nature. As Ann Melvin of the *Dallas Morning News* said, “Something is wrong when we can teach a child to use a condom before recess but won’t let them pray before lunch.”

Psychiatrist Robert Coles of Harvard University says, “Many schoolteachers are afraid to bring up moral and spiritual questions for fear that they violate the Constitution. It’s a tragedy intellectually as well as morally and spiritually. This might relate to the educational problems among some children. A large number of the schools’ assumptions are materialistic and agnostic. There’s a culture conflict between families and schools. That conflict may have some bearing on whether children learn and what they don’t learn and how children behave in school.”

Why am I so strong about this point? For years, we’ve had a course called “I Can.” We don’t teach religion, but we do teach honesty, character, integrity, hard work, enthusiasm, responsibility, and commitment. What is the result? Grades are better; attendance is up; drug use is down. Attitude is better—less violence, less vandalism.

Charlie Pfluger from Indianapolis came to one of our seminars on “I Can.” He was the assistant principal at an inner city school in Indianapolis. He got so carried away with it he went back with more ideas and more excitement than he could use.

Charlie took a dollar coin, put it on a piece of cardboard, and cut it out. On one side, he put “PLA money,” for *positive life attitude*. On the other side, it said “I can.” They started giving the kids an I Can dollar every time they did something a little unusual. If they helped an old lady across the street, if they picked up trash on the school grounds without being told, if they erased the blackboard, if they graciously, courteously, and enthusiastically welcomed a newcomer to school, they would be given an I Can dollar. A student who accumulated $100 of these would be given a winner’s T-shirt. There were 593 kids in this inner city school, and that was their last year there. Normally when students are about to leave school, nobody cares what happens to the school, but 587 of those kids won those I Can T-shirts.

Charlie said it got to be hilarious. They’d see a piece of paper blowing across the schoolyard, and there were nine kids out there running it down. The blackboards were cleaner than ever before in history. They’d help old ladies

across the street when they didn't want to cross the street. When a newcomer would come to school, about seventy-five of the kids would welcome them.

You might say that's an expensive program until you hear the rest of the story: not one single act of violence, not one single act of vandalism, not one single drug arrest. Grades were better. Part of the curriculum required the kids to go home and thank their parents for something nice they did that day. For the first time, parents, teachers, and kids became a unit.

You know what they taught them in that "I Can" class? Respect, courtesy, enthusiasm, hard work, discipline—those are the values we're talking about.

For years and years, we have been intimidated. People say, never talk about religion or politics. I challenge you—tell me any two subjects that are more important than religion and politics. The fact that we haven't gotten involved in politics is the reason, ladies and gentlemen, we are in the turmoil that we are in, in our country today.

We have to put moral values back in our schools. Let me ask you, do you think honesty is a moral value? According to the Chamber of Commerce, folks, 50 to 60 percent of all businesses go bankrupt because of employee theft. And in recent years, 85 percent of all new jobs have been created by businesses of fifty people or less.

Now put those facts together. How many tens of thousands of people are out of work today because they were not taught moral values by their parents or the educational system? We need to look at that, and we need to look at it very carefully.

I believe that if you were to ask an individual who's been raped or mugged or wounded in a drive-by shooting, they'd say, "Man alive, I wish that person had been taught some moral values."

In one of many unfortunate cases, Donald Thomas, an African-American in Dallas, was killed by three skinheads who rode by and senselessly shot him, entirely because he was black. I'll guarantee you that his mother wishes they had been taught moral values in school.

Mary Crowley has been a friend and a hero of mine for many years. Many years ago, she said to me, "Zig, there comes a time in everybody's life where they encounter problems they cannot solve. That's when something greater than we are needs to take over."

If you've ever participated in AA or any of the twelve-step programs, you know that there are two keys. The first is to acknowledge that you cannot handle the problem. You need help from a higher power, God, as you understand him.

The second key is that you stay sober by helping somebody else stay sober. Is that a moral value, accepting responsibility for your brother? I believe that it is.

Once I was in Atlanta doing a seminar. When it was over, a lady who was seated in the second row with her husband came up. She said, “Mr. Ziglar, I’m Janet McBarron. I wrote you a letter.”

“Yes, Janet,” I said. “It’s an absolute delight to see you.”

“I just wanted to elaborate on what I said in the letter,” she said. “This is my husband, Duke. Like you, I weighed well over two hundred pounds for a number of years. As you can clearly see, I’m no longer overweight. Unlike you, I used to smoke two to three packs of cigarettes a day. I no longer smoke. Unlike you, I used to drink, and I’m embarrassed to say that on one or two occasions I drank too much. I no longer drink.

“I was a nurse,” she continued, “I had been a nurse for eight years. I loved being a nurse, but, Mr. Ziglar, my self-image was absolutely at the rock bottom. It was down to zero. I started listening to you over and over.”

That’s why I keep saying repetition is the mother of learning. That makes it the father of action. That means it’s the architect of accomplishment.

Janet went on: “I heard you quote Dr. Joyce Brothers, who said you cannot consistently perform in a manner which is inconsistent with the way you see yourself. I especially appreciated the fact that you kept emphasizing that life is tough, but when you’re tough on yourself, life is going to be infinitely easier on you. I loved the fact that you kept saying, ‘If you don’t like who you are, and where you are, don’t worry about it. You’re not stuck with where you are. You can grow, you can change.’

“Mr. Ziglar, let me reintroduce myself. I’m Janet McBarron, MD. I worked my way through medical school as a full-time nurse. I’m one of five women in America who has their specialty in bariatrics—weight management, weight control.”

I’m saying that the right input, her commitment, an awful lot of hard work, and a willingness to serve made a difference. Remember, we identify what people really want: they want to be happy; she and her husband are. Let me tell you one reason why.

As I’ve said earlier, others can give you pleasure, but you’ll never be happy until you do something for somebody else. Today Janet McBarron is a published author. She has three clinics. Over five hundred thousand of her books have been sold. She has a heart for helping people. She says the most satisfaction she gets out of life is when she teaches the functionally illiterate how to read.

“Zig,” she said, “you cannot describe the joy I get when I have a fifty- or sixty-year-old man or woman who is able, for the first time, to pick up a newspaper and read it, who can be in a strange neighborhood and not have to ask anybody, ‘What street am I on?’ Most of the older ones, for the first time in their lives, are able to read the Bible, and that seems to be what they center on.”

You can be happy only when you do things for somebody else. Janet McBarron is a happy lady. She’s a healthy lady. She’s a prosperous lady. She’s a secure lady. She has lots of friends. Her family relationships are magnificent. She has great peace of mind and tremendous hope for the future.

Let me say it again: if you don’t like who you are, don’t worry. You’re not stuck with where you are. Janet McBarron read, listened, studied, took action, and did something for others.

I love what Helen Keller said in her autobiography. She records endless days of anticipation and despair, waiting for someone to draw her out. Then she records the day she first met her teacher, Anne Sullivan. This is what she wrote:

> *I learned a great many new words that day. I do not remember what they all were, but I do know that* mother, father, sister, teacher *were among them—words that were to make the world blossom for me, “like Aaron’s rod with flowers.” It would have been difficult to find a happier child than I was as I lay in my bed at the close of that eventful day and lived over the joys it had brought me, and for the first time longed for a new day to come.*

To build a healthy self-image, know that you’re not stuck where you are. You can grow, you can change, and when your self-image is solid, you’ll be happy with your mate, your child, your job, and your neighborhood. If you find fault with yourself, it’s easy to find fault with everything else.

I love what my friend and fellow speaker Mamie McCullough says: “Every time you look at your hand, you should concentrate on your thumb, and you should look at your thumb and remember that you really are thumb-body.” Now that might be a silly little way of doing it, but since I heard her say that, every time I look at my thumb, I am reminded of it.

Now let me emphasize a point that is aimed primarily at the millions of Americans who at least occasionally read their Bibles and go to church. Some preachers in the past have tried to make you feel guilty about being successful, and I want to deal with that.

Take a sheet of paper and separate it into three vertical sections. At the top of

the first column, write, “Be.” At the top of the second write, “Do.” At the top of the third write, “Have.”

You will discover that everything you have is as a result of who you are and what you do. You have to be before you can do; you have to do before you can have. I challenge you to give me an exception to that.

Now, for you Bible readers, who are you? Look up John 1:12: “But as many as received him, to them gave he the power to become the sons of God.”

What can you do? Look up Philippians 4:13: “I can do all things through Christ which strengtheneth me.”

What can you have? Look up Romans 8:16-17: “We are the children of God: And if children, then heirs; heirs of God, and joint-heirs with Christ.”

Now let me talk about a couple of words that give a lot of people a lot of trouble. One is *deserve.* I look up the word in the dictionary, and it says *to be worthy, fit, or suitable for some reward.* A laborer deserves his wages. Customers deserve service. And while we’re on the subject, let me ask you, what’s a reward? According to the dictionary, it’s *to give in return,* either good or evil. Rewards and punishment presuppose moral agency and something voluntarily done, whether it’s well or ill.

For 150 times in the Bible, we read about rewards. Look up Proverbs 24:20, Psalms 58:11, Matthew 5:12, and you will see a lot about rewards.

One last little thing for Bible believers. If you have a child, how does it make you feel when your child comes to you and says, “Mom or Dad, I’m a nothing, I’m nobody, I’m a loser. Let’s face it. I am just a nothing”?

Doesn’t that make you proud? Doesn’t that get you excited? Do you say, “That’s right, honey, and I’m glad that you’ve decided that you are where you are,” or does it break your heart?

Do we have a right to criticize our Heavenly Father? When you say you’re a nothing, you’re saying, “God, let’s face it, you just made a mistake.” Folks, my Bible tells me God doesn’t make mistakes. Ultimately it’s going to work out.

THREE

Vote for You!

I heard a story about the chairman of the board of a fast-food company who was making his rounds and checking up on how everything was going. He walked into one of his facilities about 10:45. Closing time was 11:00. He noticed no customers, nor was there anybody working.

The chairman looked through the opening at the door, and back in the kitchen he saw an employee smoking a cigarette. He about blew his stack. He walked around very briskly behind, and there was the manager, also smoking a cigarette.

The chairman proceeded to read them the riot act in no uncertain terms. Finally, when he got completely run down, the manager said, “And just who are you?”

The chairman of the board said, “I’m the chairman of the board of this corporation. What do you think about that?”

“I think ain’t neither me nor you going to ever go any higher in this organization.”

Sometimes you have to face reality, and I think he was right on the target on that one.

I love the story of the seventy-five-year-old gentleman. When somebody asked him, “Can you play the piano?” he said, “I don’t know.”

“What do you mean, you don’t know?”

“I never tried.”

Unfortunately, we often automatically say no when somebody asks us if we can do something, when in reality there's a chance that maybe we could. Now don't misunderstand. I'm certainly not trying to shortcut training, but can't you at least give something a try?

I love the self-image of the old fellow who was walking down the street, talking to himself. Somebody stopped him and said, "Why are you talking to yourself?"

"Two reasons," he said. "First of all, I like to talk to intelligent people. Second, I like to listen to intelligent people talk." Now I thought that made an awful lot of sense.

One important step in building a healthy self-image is to avoid certain things, like pornography. Psychologists say that three viewings of a pornographic film will have the same negative impact on your image as one action, and when you see mankind at his worst, you see a depreciation of your own value of yourself.

I'm going to make a strong statement, and don't squeal too loudly when I make it: I do not believe that you can be optimistic and morally sound and watch the daily or nightly soap operas. Here's the evidence I present.

Let me quote a weekly summation of the soap opera *All My Children.* If you want to have fun, cut out these weekly summations and get together as a family: the challenge is to read them with a straight face.

> *After Brian and Dixie make love for the first time as husband and wife, they argue about her plans to go to Napa Valley to find Tad. When Dixie catches up with Tad, she accuses him of being after Nola's money. Distraught, Tad runs to Nola's grave, where a vision of Nola tells him that Dixie needs him. He rushes to Dixie's side, and stops her from leaving with a kiss.*
>
> *When Helen walks in on Adam and Gloria in the midst of an embrace, she calls Gloria a tramp. To appease Helen, Adam offers to pay for Walter's funeral. Helen makes Gloria's day by telling her that she is moving to Pine Valley.*
>
> *When Taylor overhears Mimi tell Lucas that she can't sleep with him anymore because she has chosen to be with Derek, Taylor runs to tell Derek. Lucas then must do his best to convince Derek that nothing ever happened.*

You thought you had a bad week when you only broke one leg. Now think

about what has just been described. In one week's time, one soap talks about two-timing, fornication, gold digging, promiscuity, distress, slander, appeasement, manipulation, lying, gossip, adultery, and bribery. How many of those are positive?

If you think that that was just a rare exception, let me cite one more, *Days of Our Lives:*

> *A videotape of the bogus Bo brutally beating Cash, plus Cash's identification, causes Bo to turn in his badge. Not satisfied, Lawrence blackmails Philip into broadcasting the videotape in the hope of completely destroying Bo.*
>
> *Upon learning that she doesn't have much longer to live, Vivian aborts her plot to kill Carly, but she has another plan in mind. Marlena is taken aback when Rebecca wearing only John's shirt answers his door.*
>
> *Although rejected, Austin still goes to bed with Carrie for the Face of the Nineties contest, but admits on Jennifer's show that he is available. Victor finds out about Billie's forgery but lets it slide because she is on cloud nine over her book contract.*

What have we discussed there? Resignation, falsehood, brutality, blackmail, revenge, forgery, a murder plot, rejection, and deceit. What do you think? Is that positive or negative?

The kids today say everybody is doing it, and they're partly right: everybody on television is doing it, but everybody in real life is *not* doing it. If TV sets this as the standard, more and more people will be doing it. I'm not only talking about fornication and adultery; I'm talking about revenge, violence, murder, thievery, and everything else.

You're what you are and where you are because of what's gone into your mind. You can change what you are and where you are by changing what goes into your mind.

We need to be repeatedly reminded that failure is an event; it's not a person. Churchill failed eighth-grade English three times and he had a speech impediment, but did that mean he could never be an outstanding writer and orator? I don't think anybody would make that statement. For a statesman and a leader, failure is a part of life.

Did you know that pitcher Nolan Ryan has probably lost more games than 99.9 percent of all of the people who will ever throw a baseball? We don't think

of him as a failure, because he kept coming back and winning more.

Quarterback Roger Staubach has probably thrown more incomplete passes than 99.9 percent of the football players who will ever throw a ball. The same thing is true of Terry Bradshaw and Joe Montana, but do we think of them as failures? Not hardly. They kept on.

Did you know that George Washington only won two military victories in the War of Independence? The British kept pushing him back, but he was getting stronger and stronger.

Valley Forge, the toughest time of all, enabled us to win our independence. At Valley Forge, Baron von Steuben, the little Prussian officer, taught Washington's men discipline, close-order drill, and military attacks in formation, and they became toughened and more determined than ever. That's what brought about victory. It happens over and over that tough times develop us so we can produce good times.

Another step in building a healthy self-image: we need to know how to communicate. Communication is enormously important. Vocabulary is the key to communication, but confidence is what we build communication on.

I'm not necessarily talking about public speaking—being able to stand up and make a speech—rather, I am talking about effectively communicating with other people. Your communication skill and your listening skill are two of your most important assets. Listen. Learn to communicate.

Actually the best and fastest way to dramatically change the picture you have of yourself is to take a good course in public speaking. A lot of the colleges offer them. The Dale Carnegie people have an excellent one. Naturally our company has the best one, but at any rate, you need to develop that skill of communication. Most people credit somebody who can stand up and speak without collapsing with an intelligence they do not necessarily possess. Now don't let that get around, we want to keep that one very quiet, but that is a matter of record.

Learn how to stand up and address a group of people. What it will do for your image is absolutely remarkable. Let me give you two or three fast steps you can take.

Number one is, if you're afraid of talking to a group, don't talk to a group. When I speak, I speak to people individually. I've never met a person in my life that I wasn't willing to talk to, and chances are, you haven't either. Talk to them one at a time.

If somebody is out in the audience who is an old sourpuss, don't think that

you have to win them over and make friends with them. Instead, seek out the person that is responsive and friendly, and talk to that person. Get your support and encouragement from them.

Have you ever heard of Alben W. Barkley? He was a longstanding senator, and vice president of the United States under Harry S Truman. After he left office as vice president, he ran for the Senate again and won. In a speech he gave on April 30, 1956, he said he was willing to sit with the other freshman senators, despite his long years in the Senate before he was vice president. He ended with an allusion to Psalm 84:10, saying, “I’m glad to sit on the back row, for I would rather be a servant in the House of the Lord than to sit in the seats of the mighty.” He then collapsed onstage and died of a heart attack.

I mention Barkley because he was one of very few people to have given their lives making a public speech. The odds of your dying while speaking in public are infinitesimally small. Folks, it’s safe; it really is. More people get killed bathing than they do speaking in public. So step up with confidence.

I will give you another little tip. You could lead an old Mississippi mule across a stage, and he’d walk right across. He wouldn’t be the least bit concerned about the audience, but if you led a thoroughbred, I guarantee you that he’d be all over the place. So if you get a little nervous when you stand up to speak, be grateful that you’re a thoroughbred and not a mule. It will do a lot for your self-image.

Another tip for enhancing your self-image: recognize that nobody really look likes those TV models and those glamour pictures. A failure to realize that creates problems among a whole lot of people. Be fair to yourself.

Make the right choice; that will have a marvelous impact on your self-image. It’s safe to say that most problems are caused by a poor self-image. We retreat, we don’t go forward, we don’t do the things we really are capable of doing. We sell ourselves short.

That’s the reason I keep going back to the growth process. The Japanese raise bonsai trees. Bonsai take years and years to cultivate and develop. It is an art. They are absolutely beautiful. The bonsai tree, which can be any one of a number of species, is anywhere from twelve to twenty-two inches tall. When the little tree pokes its head above the soil, they extract it, they tie off some of the feeder roots and tap roots, they carefully shape it, and they watch it grow.

There’s a tree out in California call the General Sherman; it’s a giant sequoia. The General Sherman is nearly 300 feet tall. It’s wide enough that you could drive two automobiles through it side by side. Engineers have estimated that if

they were to cut it down and saw it up into lumber, they could build thirty-five five-room houses.

Now the interesting thing is this: the bonsai tree and the General Sherman, at one time, were approximately the same size. Each weighed less than one-three thousandths of an ounce when they were seeds, but the bonsai tree had its growth stymied and stunted. The General Sherman was nourished by the richness of the California soil, by the sunshine, and by the rain. As a result, it grew to a forest giant.

Neither the bonsai tree nor the General Sherman had a choice, but you have a choice. You can grow. Tomorrow is a brand-new day. Yesterday is gone. Make friends with yesterday, focus on what you can do today, and plan and prepare for tomorrow. That's when life takes on new meaning, and accomplishments grow. That's when we have the best chance of being happy, healthy, reasonably prosperous, and secure, and of having friends, good family relationships, and peace of mind.

Now I'm going to share my own story with you, because for most of you, my story is your story. With three exceptions, you and I have walked in the same pair of shoes.

The first difference, for some of you, is that I have never lost a mate or a child through death or divorce. I do not know how it would feel to have suffered that loss. I can say to you, "I know how you feel," but the reality is, try as I might, I really cannot, because how could I know the depth of your love and your feeling for your loved one?

The second possible difference is that I have had somebody who loved me all of my life. It's true that my dad died when I was five years old. Times were very tough, the six of us were too young to work, money was short, and a lot of other things, but my mother always had plenty of time for loving me and all of my brothers and sisters. My older brothers and sisters also loved me. I have also been lucky to have a mate who has always loved me. I can safely say that she loves me more today than she ever has, and I love her more today than I ever have. I have four children. I'm safe in saying that each one of them loves me. I'm doubly fortunate in that my three sons-in-law and my daughter-in-law also love me. I have been greatly blessed in that area.

The third possible reason that we might not have been walking in the same pair of shoes is this: I've always been healthy. I've never had any emotional problems. I have never had any serious physical problems. If you have, again, I can say to you, "I know how you feel," but the reality is, I cannot.

As for being discouraged, being broke, being uncertain about what tomorrow's going to bring, or not having a clue about what I was going to be doing or how I could handle any number of situations, I have walked in all of those pairs of shoes.

So in many ways, our story is the same. I was raised in the little town of Yazoo City, Mississippi, during the Depression. We survived after my dad's death. He died on Thursday; my baby sister died the following Tuesday. We had five milk cows and a big garden.

I was milking cows before I was eight years old, and I know that some of my readers are city slickers, and you don't know a whole lot about cows. So let me tell you something about cows: they don't *give* milk. Now I don't know what you can do with that information, but there it is. You use it as you see fit.

As a youngster, I worked in the garden and did all the other things that my brothers and sisters did. I was very small for my age, and in those days we didn't have poor self-images; it was called low self-esteem or inferiority complexes. One manifestation of a poor self-image is that you're impatient. You cannot solve problems. You have to get on with it. For example, when I disagreed with somebody, if we could not solve it in ten seconds or less, I would rear back and bust them one. I never discriminated about whether they were bigger or smaller, whether they were black or white or anything in between.

A Mexican boy broke me of that habit. I have never been as glad in my life as I was to see Miss Street, my third-grade teacher, come to the rescue, but in all fairness to me, I scared that poor guy half to death. He thought he'd killed me. I learned a lesson there.

I went to work in a grocery store when I was just nine years old. I worked every afternoon after school and all day Saturday. I was a teller. I'm not trying to impress you with the title; it just meant I told people to move while I swept. I was not in management.

In those days I made 20 cents for working from 3:20 in the afternoon until 7:00 at night. I earned 75 cents from working from 7:00 in the morning until 11:30 on Saturday night. I earned a grand total of $1.75 a week working all those hours. I know what it is to need a dollar and want a dollar, but I learned a lot of things.

For example, my boss, Mr. Anderson, was a former schoolteacher, and when I would drop a grammatical boo-boo, he would always correct me. He became a surrogate father. He had a big farm, and every Wednesday afternoon he used to take me out there and let me watch him as he talked with the laborers.

Mr. Anderson showed me an awful lot of things by example. I remember vividly one day when a man came in with some kind of a promotional idea. As a ten-year-old, I sat there listening to it, and boy, it sure sounded good to me. My boss never even considered it. When the guy left, I said, “Mr. Anderson, why didn’t you go along with that idea?”

He said, “Well, you know, I don’t know a whole lot about what he was talking about, but I learned a long time ago that you can’t make a good deal with a bad guy. If his word is not his bond, you better walk away.” I found that to be true all of my life: you can’t make a good deal with a bad guy.

When I was twelve years old, I added a paper route to my everyday activities. On Tuesday and Friday nights, I delivered the *Yazoo Herald.* One night a week, I collected for the *Herald.* I was a busy guy.

When I entered the twelfth grade, I moved next door. The man who’d been running the butcher shop there in the Yazoo City Piggly Wiggly store was named Walton Haining, and he wanted me to come next door and work with him in the butcher shop. I worked with him that last year.

Then I got into the Naval Air Corps. Incidentally, there’s nothing that’s ever happened to me that’s given me as much confidence and boosted my image as much as getting in, because it was the tail end of World War II, and very few were making it. I’d always considered myself below average, and yet for some reason, I wanted to fly those airplanes so badly that I applied. When I made it, you cannot begin to know what that did to my image.

I was to report for duty on July 1, 1944. The night before I was to leave, Mr. Haining took me aside, and he said, “Zig, the war is winding down. I know you’ll be back in a couple of years. I’d like for you to work for me when you get back.”

“Mr. Haining, I don’t think I’d be interested in

that.”

“Why not?”

“There’s just no money in a grocery store.”

He pulled out his tax returns from the year before. He said, “Let me show you something, Zig. Last year, after all taxes, I earned $5,117 for the year.” In this age, that doesn’t sound like a whole lot of money, but he was earning $100 a week, and let me tell you what you could do in 1944. You could buy three pounds of good bacon for 27 cents. You could buy a twenty-five-pound sack of good flour for 55 cents. I bought a little jacket for 87 cents. I’m here to tell you that in 1944, $100 a week was a ton of money.

Mr. Haining said, “If you will come back and work for me for two years, I’ll teach you everything you need to know about running a market. I will help you get your own location and another store. I’ll help you get your credit established, and you can own your own business.”

Man alive, I couldn’t wait. The next day I was so excited. I was going to go off to war, and I was going to get that thing over with. I was going to come back to work for Mr. Haining for two years. I was going to get my own market, and I was going to earn me $5,117 in a single year. I was motivated.

At 9:06 p.m. on September 15, 1944, I walked into the YWCA on State Street in Jackson, Mississippi, for the first and only time. Standing over by the nickelodeon was the prettiest little auburn-haired girl I’d

ever seen in my life. Man alive, did I ever fall for her.

I went over to her, and with an enormous amount of originality, I said, “Hi.” With equal originality, she responded, “Hi.” The courtship was on. Now I have to confess to you that when I first saw her, I wanted to walk over, grab her, hug her, and start kissing on her right then and there. That’s what I wanted to do, but if I had, I would have skipped too many steps, and I can guarantee you, she would not have become my wife.

I make this point for this reason: in life, there are a lot of steps, folks, and you have to take them. It is not an overnight thing, and if you’ve been going down one path for many years, don’t expect to instantly reverse the whole process, but one step at a time, you can do it. You can eat an elephant a bite at a time. You can accomplish some amazing things if you build the right foundation and take the right steps.

I got in the Navy and met that little redhead, and then my plans changed. In 1946, I was going to the University of South Carolina. Uncle Sam had sent me up there as part of the training program. When they discharged me, I decided to go back up there, and in November 1946, we got married.

I was selling sandwiches around the dormitories at night to finance the marriage and my education. I conceived the idea and bought a little grocery cart. I’d load up the milk and the sandwiches and the coffee cakes, and I’d go around selling them.

I did extremely well during the regular school year, but when summertime came, the enrollment dropped to less than one-third of what it had been (no air-conditioned dormitories). The guys and girls started going out at night to get their little snacks, and I had to look for something else to do financially.

The redhead saw an ad in the paper for a $10,000-a-year salesman. I went

down and applied for the job. It was in direct sales, selling cookware on a person-to-person basis on commission. I had to buy my samples. But they did not believe I could sell. They turned me down.

It took me two full months to convince them that they should at least give me a chance. They finally did. They said, “We’ll put you through the week of training, and if at the end of the training we think you can sell, we will give you the contract,” but they wouldn’t even tell me what the commission was or anything else. They really did not think I could do it.

At the end of the week, I guess they figured they had nothing to lose, so they gave me the contract. For the next two and a half years, all I did was prove they had been right to start with. That doesn’t mean I didn’t sell a lot, because I did: I sold my furniture; I sold my car. That’s awfully close to the truth. I had my lights turned out; I got there just in time for them to turn them back on. I’ve had my telephone disconnected. Again, fortunately, I happened to be stopping by, and I had just enough money so they could reconnect that telephone.

I’ve gone down the grocery line and miscalculated, so I had to put a loaf of bread back, and that’s when bread was a dime a loaf. I bought my gasoline 50 cents’ worth at a time.

I never will forget the day I had 50 cents in my pocket and my old 1940 model Studebaker quit running. I stopped in front of a mechanic’s little shop under a shade tree, and I told him, “Sir, my car quit running. Let me tell you before you even raise the hood, I have 50 cents. That’s all I have to my name, but I sure need my car running. If you would just look at it.” Well, he looked it, and it was the points. He reset them, and I was off.

When my first daughter was born, the hospital bill was $64. I didn’t have $64. I had to get out and make two sales before I could even get my own daughter out of the hospital. I’m here to tell you I know what it is to be broke.

This went on for two and a half years. One time, I was doing so miserably, I asked Bill Cranford, my sales manager, “Go with me. Find out what I’m doing. Help me. I have to make some sales.” He went with me on a call. When it was over, I said, “Bill, what do you think?”

“Well, Zig, let me ask you. What are you selling?” “Bill, you know what I’m selling.”

“Yeah, I know, but don’t you think you should have told that lady?”

“Bill, it wasn’t that bad.”

“Come on,” he said. “Let’s go to the training

room.”

We went to the training room, and he recorded my talk. It was a nineteen-minute presentation. I said “uh” 187 times. Later on, I became the fastest drawl in the West, so you really can change.

The other people were putting on group demonstrations where they bought the food, paid a hostess a premium to sponsor the demonstration, and sold to the prospects.

I wanted to do that, but I had three basic problems.

Number one, I didn’t have the money to buy the groceries or the premium. Number two, I did not know the first thing about cooking, and number three, I had never seen a demonstration, but with the confidence that generally goes with ignorance, I figured I could do it.

I heard of a Mrs. B. C. Moore, who lived at 2210 High Street on the corner of Colonial Drive. I can see that home as clearly in my mind today as I could that day. It was a white, two-story frame house, no air conditioning, no insulation, and it was August. It was brutally hot. She had a set of our cookware, but she didn’t like it because she didn’t know how to use it.

I said, “Mrs. Moore, I’ll make a deal with you. I will teach you how to use that set of cookware if you will invite in two prospects and if you will buy the food for the demonstration.”

She said, “It’s a deal.” She invited Mr. and Mrs. Clarence Spence, her sister and brother-in-law, who were living with her while their home was being built, and Dr. and Mrs. M. P. Gates. He was a dentist who had a set of the cookware. They didn’t like it either, because they didn’t know how to use it.

I put on the demonstration. Apparently it was at least satisfactory. I didn’t burn anything. When it was over, Mrs. Spence made a five-minute speech. She went into great detail about how tough times were, how they were building a house, how they were in debt, and how they were struggling to make ends meet.

My heart got heavier and heavier as she was talking, but she said, “You know, I’m always in debt. We’re always broke. If I don’t go ahead and get this nice, heavy set of cookware right now, I never will be able to get it. I’ll take it.”

Mrs. Gates took her cue from Mrs. Spence. She too made a five-minute speech. I don’t know whether they were trying to impress me or their husbands or their hostess. She made the same speech, but it ended up the same way: she said, “I’ll take it.”

Now, folks, let me repaint the scene. Here I was so broke that if it only cost 50 cents to go around the world, I couldn’t have gotten out of sight. There were two ladies with their money in their hot little hands, saying, “I’ll take it.” What

would you have done under those circumstances?

Guess what Old Zig did. Scout's honor, I looked at my watch, and I said, "Ladies, I'd like to sell you that set of cookware, but I can't. I have another appointment, and I'm running late now. I'm going to have to go and see them."

With two ladies with their money in their hot little hands, saying, "I'll take it," I said, "Oh, no, you won't. I have something important to do," and out of there I scooted. When I got to the other appointment, obviously the prospects were not there.

Here's my question. On your dumbest, greenest day, if you have sense enough to get out of a telephone booth without written directions on the side, would you ever have done such a thing as that? What I'm trying to say is, friend, there is hope for you.

My whole world changed one day. I went to an all-day training session in Charlotte, North Carolina. I lived in Lancaster, South Carolina, which was about thirty-eight miles south. I spent the day but didn't learn a thing.

I got back home that evening. I had a demonstration; I conducted it and got in about 11:30 that night. Our daughter kept us up most of the rest of the night. At 5:30 the next morning, the alarm clock sounded to get me up to go to the second day of the training school. By force of habit, I rolled out of bed. We were living in a little three-room apartment above a grocery store. I cracked the Venetian blinds, looked out, and said, "Ziglar, anybody with bat brains won't get out there amidst all of that ice and snow, driving a little old Crosley automobile without a heater. Man, don't be ridiculous."

I did what any intelligent person would do: I got back in bed. But as I lay there, the words of my mother came back to me (again, here's that repetition, which is so important). My mother preached to me a thousand sermons: "When a task is one begun, you leave it not until it's done," and "Be a matter great or small, you do it well or not at all." She said that your word is your bond, and she also said, "If your word is not worth anything, then nothing about you or what you have is worth anything at all."

When I had taken the job, I had agreed that I would be at every sales meeting and every training session. Although I had done nothing in the business in two and a half years, not only had I never missed a meeting, I had never even been late for one. That early input rolled me out of bed, and I went to the meeting. That's where my whole life changed.

A man named P. C. Merrell was there. Mr. Merrell was my hero. He had set all of the records with that company and written all of its training programs. I

still don’t remember what I learned in the session itself, but when it was over, he took me aside. He said, “Zig, I want to talk to you privately.”

I was thrilled to death that Mr. P.C. Merrell, my hero, was willing to spend a few minutes just with me. There were twenty-one other people there he could have talked to. He chose me.

The conversation lasted probably less than two minutes. By design or by happenstance—I don’t know which it was—he got me in a corner and said, “Zig, I’ve been watching you for the last two and a half years, and I have never seen such a waste.” Now that will get your attention.

I said, “Mr. Merrell, what do you mean?”

“Zig, I believe you could be a great one. I believe you could go all the way to the top. I believe you could become a national champion. I believe, Zig, that if you really recognized your own ability and went to work on a regular schedule, someday you could be an executive in this company if you chose to do so.”

Please understand. He was talking to a little guy from a little town who was going to struggle all of his life. I never thought I’d live in the slums, but neither did I honestly think I’d have more than one suit of clothes. Here’s a man saying, “You could be an executive. You could be a national champion. You could be a great one.”

“Mr. Merrell, do you really believe that?”

“Zig, I know it.”

My picture of myself changed dramatically. There’s an old and true statement: a lot of people have gone a lot further than they thought they could because somebody else thought they could.

Now I want to emphasize two points. First of all, Mr. Merrell was a man of unquestioned integrity. I knew he was speaking truth; I knew that was the way he felt. Had I thought for one moment that he was just telling me that so I’d sell more cookware and he would look good, it would have had zero impact. But knowing him as I did and knowing his reputation, when he said, “You could be a great one,” I believed him.

Now let me emphasize the second point. When he said, “Go to work on a schedule,” it was enormously important. At that point, I knew how to get prospects. I knew how to make appointments. I knew how to conduct demonstrations and handle objections, and I knew the sales closings.

The salesman was ready, but the man was not ready. Until you get the man ready, the salesman is not going to be ready. Until you get the person ready, the teacher is not going to be ready. You have to be before you can do. I had already

been trained in the skills and techniques, and now the confidence that goes with a healthier self-image was my own.

When I left the meeting that day, I was floating on cloud nine. That little Crosley automobile without a heater never touched the ground on the way back.

Had the three couples at the demonstration that evening been even half smart, they would have opened by saying, “OK, Zig, we know you’re going to be the national champion this year. Don’t worry about the demonstration. Just give us something to eat, man, and we’ll go ahead and buy.” They never had a chance.

I had not learned anything about selling, but I learned a whole lot about me. When my image changed, everything about me had changed.

I finished that year as the number-two salesman in America out of over seven thousand. I had the best promotion that company had to offer. The next year I was their highest-paid manager in the United

States. Three years later, I became the youngest divisional supervisor in the sixty-six-year history of that company.

Ever since then, I’ve never given a talk without praying, “Lord, make me a P.C. Merrell in the life of the people who are there.”

I travel a lot. I get to meet a lot of people. I seldom get to know anyone, and I’m the loser as a result. I wish I could. I wish I could meet and come to know every person who sits in my audience, picks up one of my books, listens to one of my tapes. I wish that I could get to know that person on a personal basis, but of course I know that is impossible.

If I could, I would look you straight in the eye, and I would say to you, “You were born to win. Out of the twelve billion people that have walked the face of this earth, there has never been another one like you. You’re rare. You’re different. You are special. You are unique. You’re fearfully and wonderfully made. You were born to win, but in order to be that winner, you have to plan to win; you have to prepare to win. Then, and only then, can you legitimately expect to win.”

I don’t know if you voted in the last election; I hope you did. I think that we as citizens need to participate in every election locally, statewide, and nationally. If we don’t, we have no right to complain about anything that is going on. We have abdicated the right to gripe if we’ve not accepted the responsibility of doing something about it. But I’m going to ask you now to cast a vote of an entirely different nature. I’m going to ask you to vote for *you*.

Here’s the process. Imagine that you can step directly into the polling booth of your own mind. Imagine that you reach up and pull the draperies shut,

because this is a very private affair. As you make this particular vote, here you are in the voting booth, and there are a lot of levers there.

One of those levers has a name on it that is pure gold. It's bigger than any of the others. It has your name on it. You reach up, and you grab that lever with your name on it. You pull it down, excited, motivated, enthusiastic, and you vote for you. When you do, you'll discover that long ago God had already voted for you. The eternal arithmetic clearly says that you plus God equals enough.

FOUR

Stop Kicking the Cat

A lot of people have difficulty with relationships. In this chapter, I'm going to share some ideas that will help you to build better, winning relationships.

A lot of people start off well. It's like the lady who was talking to a friend; she said, "You know, when we were first married, we got along wonderfully well, but then we left the church."

I love the story of an executive called Mr. B. He called a meeting one day and told all of his people, "Now, folks, we've been doing well, but we can do a lot better than we've been doing in the past. I have to confess that much of the difficulty has been lying with me. I've not been the leader that I'm capable of being. I've not set a good example, but from here on in, I'm going to get here early. I'm going to stay late. I'm going to take short coffee breaks and short lunch breaks. I'm going to be the example, and I encourage everybody to follow through, because we can be so good in this company. We can grow so fast. We can do so much."

It was quite an inspiring speech, and Mr. B really intended to follow through, but you know how folks are. They forget those speeches after a little while. A couple of weeks later, he was out at the country club having lunch, and he forgot all about the time. Suddenly he looked at his watch and realized he was due back to the office in four minutes.

Mr. B. hopped up, made a mad dash to the parking lot, and went off doing

ninety miles an hour down the freeway. The long arm of the law entered the picture and gave him a ticket.

Mr. B. was absolutely furious. When he got back to the office, he was steaming. He said, “The very idea of this man out there worrying about somebody breaking the speed limit a little! He ought to be looking for robbers and murderers and rapists and people who are really breaking the law. Leave us peaceful, tax-paying citizens alone.”

Mr. B. walked into the office, and you know what we’ve always done: when somebody catches us with our hand in the cookie jar, we tend to say, “Look there” to divert the attention. He walked in, he called for his sales manager, and in a loud voice he said, “Come into the office. I want to talk to you.”

The sales manager came in. Mr. B. said, “I want you to tell me about the Armstrong account. I want to know what’s been happening with it. You’ve been fooling with that deal for three weeks. You should have closed it a dozen times. Bring me up to date.”

The sales manager said, “Mr. B., I don’t know what happened. I had it; I thought I had it. I thought it was all signed, sealed, and delivered, but at the last minute it just came unglued, and I lost the deal.”

If you think Mr. B. was upset before, you should have seen him now. He hit the ceiling. He said, “You’ve been my sales manager for sixteen years. I’ve been depending on you to bring business in. Here we had the chance to really have a big breakthrough, and what do you do? You blow it. Let me tell you something, friend. Just because you’ve been here for sixteen years does not mean you have a lifetime contract. You’re going to replace that business, or I’m going to replace you.”

Mr. B. was upset, but if you think he was upset, you should have seen the sales manager. He went storming out of there and said, “This is ridiculous. For sixteen years, I’ve been running this company and brought in all of the business. If it hadn’t been for me, it’d have gone bankrupt years ago. Now, just because I fouled up one deal—it could have happened to anybody—he blames me.”

The sales manager was really upset. He called his secretary and said, “I want to know where you are on that Hilliard account.”

“Well,” she said, “I’ve been working on three or four other things at the same time, and you said they took precedence.”

“Look, don’t give me any lousy excuses. I want that account taken care of. I want those letters gotten out that I’ve given to you, and I want to know if you got them out.”

“No. I’ve been busy on the other projects.”

“Just because you’ve been here for eight years doesn’t mean you have a lifetime contract. If you can’t do better on these things, I’m telling you right now, I’m going to get somebody who can.”

The sales manager was really upset, but if you think he was upset, you should have seen that secretary. She went storming out of there, saying, “This is ridiculous. I’ve been running this company for eight years. If it hadn’t been for me, it’d have gone bankrupt years ago. Now, just because I can’t do three things at once, he jumps all over me. This is not fair. Who does he think he’s kidding, firing me?”

The secretary walked out to the switchboard operator and said, “Look, I have a half dozen letters. I want you to get them out. I know this is normally not your job, but you don’t do anything anyhow but sit out here and occasionally answer the telephone. I’m telling you right now that if you can’t get them out, I’ll get somebody who can.”

The secretary was really upset, but if you think she was upset, you should have seen that switchboard operator. She said, “That’s ridiculous. I’ve been here over ten years. As a matter of fact, I’m the glue that holds this company together. If it weren’t for me, we’d have gone out of business years ago. Now here they are, not doing a thing in the back but gossiping, talking, and drinking coffee. I’m worked to death out here, and then they load something on me and say, ‘If you don’t do it, we’re going to fire you.’”

The switchboard operator got the letters out, but when she got home, she was furious. She walked in, and the first thing she saw was her twelve-year-old son lying on the floor, watching television. The second thing she saw was a big rip right across the seat of his britches.

She said, “Son, how many times have I told you? When you come home from school, you’re supposed to put your play clothes on. Mother has a hard enough time as it is supporting you and sending you through school. Now because you’ve been disobedient, go upstairs right now. There’s going to be no supper for you tonight and no television for the next three weeks.”

That operator was upset, but if you think she was upset, you should have seen that little boy. He hopped up and said, “That’s ridiculous. I was doing stuff for my mother. She didn’t give me a chance to explain. It was an accident. It could have happened to anybody. It wasn’t my fault.” About that time, his tomcat walked right in front of him, which was a mistake—a bad one.

The boy kicked the tomcat. He said, “You get out of here. You’ve probably

been up to no good yourself." Now let me ask you a couple of questions.

Wouldn't it have been much better if Mr. B. had just gone directly from the country club to the operator's house and kicked that cat himself?

Whose cat have you been kicking? Let me ask you another question. Has anybody been kicking your cat?

Have you ever been waiting at the go light for the right color to come along, and just as the light changes, all of a sudden there's a screaming horn right behind you? It's an instant that elapses between the time the light changes and the horn behind you sounds. You hear that horn, you turn around and say, "Can't you see we have other people in front of us? I'll be going in just—." Can you understand that it has nothing to do with you? Somebody has been kicking that dude's cat all day long.

Have you ever gone into a restaurant to get a cup of coffee? You sit there, and you sit there, and finally you hold up your hand and say, "Ma'am, could you get me a cup of coffee?"

She says, "Can't you see I'm busy? I'll get to you just as quick as I can."

How do you respond? Do you say, "Well, you don't have to bite my head off?" or can you understand it has nothing whatever to do with you? Somebody had been kicking her cat all day long.

Have you had a marvelous day when everything went your way? You close the big account, you've gotten a lot of proposals out. You're on a roll; it looks as if it's going to be the best month of your entire life.

At home, you walk in whistling and singing and call out to your wife, "How are you doing, honey?"

"You know how I'm doing," she says, "and if you'd been here putting up with what I've been putting up with all day long, you wouldn't be feeling so good yourself."

Can you understand that it's not about you? Somebody has been kicking her cat all day long.

We're emotional people. When we deal with people, can we get in a situation where we do not let those emotions control us and how we feel?

Of course, much of this is aimed at myself, because, you see, all of us need to be reminded sometime. Let me remind you that everybody wants to be happy and healthy, they want to be reasonably prosperous, they want to be secure. They want to have friends, they want to have peace of mind. They want to have good family relationships, and they want to have hope.

Those are the things most people want in life. Much of that depends upon

your job or profession, and much of that job or profession depends upon your relationships with other people. Getting that job, getting that promotion, and keeping that job are very often determined by the relationships you have established. People hire you and keep you on the payroll because of your productivity, but also because they like you.

What can we do to make certain that those relationships are solidly built? Let me give you ten commandments of human relations. They're not originals by any stretch of the imagination. You'll recognize virtually all of them.

1. You speak to people. Now that's elementary, isn't it?
2. You smile at people. It takes seventy-two muscles to frown and only fourteen to smile, and a smile is the first thing you notice about others.
3. You call people by name. You've heard it a thousand times.
4. You're friendly and helpful to people.
5. You need to be cordial. Speak and act as if everything you do is a genuine pleasure.
6. Be genuinely interested in other people. You can like almost anybody if you really try.
7. Be generous with your praise and very careful with criticism.
8. Be considerate of the feelings of others.
9. Be alert to giving service. What counts most in life is what we do for others.
10. Add a good sense of humor.

The best thing to do behind a person's back is to pat it. If you meet somebody with a chip on the shoulder, the best way to get it off is to let them take a bow. This is very elementary, yet it is enormously important.

People want to be right, they want to be appreciated, and they want to be understood. The Department of Labor says that 46 percent of people quit their jobs because they did not feel appreciated. These ten commandments will help solve some of that.

Although we want to be always right, none of us can be right every time in everything that we do. But we can let people know we understand how they feel. When we say no to someone, we can cushion it by adding, "I appreciate your position."

All of us are emotional. Everybody says, "I make logical decisions." In a pig's eye you do. Sometimes you may deal with the facts, but when you really get right down to it, it's the heart that has the most influence.

Have you seen the movie *E.T. the Extra-Terrestrial?* If you have, did you cry

when that little dude kicked out? Very likely you did. Now here's an alien from outer space, not even a person, and it's on the screen, so you know it's imagination, and yet you sat there crying like a baby.

Are we logical? No way. People don't act logically, they act emotionally, and the best way to get along with them is to understand them and try to get on their side of the fence. When we do that, it improves those relationships.

Although we need to be sensitive to the way the other person feels, we don't want to go overboard. We certainly don't want to let paranoia set in.

I was reading about a youngster who enrolled in a new school; I believe he was in the second grade. His mother, being a very sensitive lady, started querying him about the makeup of the class. She asked, "Son, are there any minorities there?"

"Yes," he said, "there is one black person there, an African-American."

"Do you play with this person?"

"Absolutely not."

The mother proceeded to give the boy a lecture on racism, and then she asked, "Now are you going to be more cooperative and play with this person?"

"No, ma'am."

"Why not?"

"Mom, she's a girl."

What I'm really saying is get information, get the facts, and then you can act in a better way.

We need to be more sensitive. We need to be more understanding. Yet the least sensitive people on earth never recognize this fact. They're obnoxious. On many occasions, they'll defend themselves by saying, "That's just the way I am"—so you supposedly ought to accept them as they are and let them go ahead and be boorish.

I saw a cartoon one-liner that says it all. A personnel manager to a young woman: "Sexist? Don't be ridiculous. We employ plenty of dames."

Yet it's true that some people are tough to deal with. They're just obnoxious. They have barracuda personalities. We need to understand that, but we also need to understand something about their nature. My friend and mentor Fred Smith says, "When others are mean and nasty and rude to you, that in most cases, they do not want to hurt you. They're that way because they are hurting."

In many ways, every obnoxious act is a cry for help: "Understand me. Help me to get through this."

The Center for Creative Research did a study, conducted by Michael

Lombardo, Morgan McCall, and Ann Morrison, and here's what they learned.

Most successful executives had, at one time or another, had a boss who was impossible, but they learned to deal with that impossible boss and get along with him or her. They acknowledged that it was the impossible boss that made it possible for them to develop tolerance and growth, overcome obstacles, and obtain their positions of success. In addition, the difficult bosses helped these executives form their own best management techniques and procedures. They had seen an individual who was tough to deal with, and they determined they were going to do it a whole lot better. The experience helped them acquire the patience to deal with conflicts constructively. It turned out to be a good teacher. They avoided destroying that relationship; instead they built the relationship, learned from it, and benefited from it.

What can we learn from our relationships with our bosses? According to these behavioral psychologists, never forget that he or she is your boss. It is your job to do the work the way the boss wants it done. You're paid to do your job in a way that makes the boss's job easier. You're there to remove obstacles for the boss, not to be an obstacle. Again, the responsibility begins with us. Management will judge you by how well you get along with the boss, and that judgment will affect your progress. Working with or around a rotten boss teaches you how to set priorities, neutralize potentially explosive situations, and choose your moments.

I've mentioned John Foppe. Because he was born without arms, John has to solve more problems creatively every day than you and I have to solve in a month's time. For this reason, he quickly developed a great deal of maturity and is able to understand how other people feel. For this reason, he is far more successful than almost any other twenty-two-year-old I have seen in my life.

Don't try to change the boss. There's only one person in the world that you can change, and that's you. When you change, you can more effectively deal with the other person. Remember, don't let the way the other person treats you affect or determine the way you treat them.

Most of us know the story of Helen Keller. She was born a perfectly normal little girl, but very early she was afflicted with a terrible disease that took away her sight and her hearing.

As a result, her family pitied, pampered, and spoiled her. She became incorrigible—a little girl that nobody could get along with. Although you felt sorry for the fact that she was in that condition, she was a spoiled kid.

The first day that Anne Sullivan was brought into the household to work with

Helen Keller, Helen picked up food and threw it on her, screaming or trying to scream with what pitiful voice there was there.

Anne Sullivan simply looked at her and said, “Little girl, you can act as you want to, you can be as mean and as obnoxious as you choose to be, but I don’t see you in the same way you see yourself. I believe you were put here for a purpose. I believe inside of you there is enormous potential. I’m going to love you, and I’m going to treat you in such a way that this potential is going to be brought out.”

We know Helen Keller’s story. Anne Sullivan was the individual whom God used to make that story a reality. Anybody that can treat people that way really would be remarkable, but the potential of the human being is astronomical. We need to be careful about the way we judge others versus the way we judge ourselves.

I read this recently and was impressed with it:

> *When the other person blows up, he’s nasty; when you do it, it’s righteous indignation. When he’s set in his ways, he’s obstinate; when you are, you’re just being firm. When he doesn’t like your friends, he’s prejudiced; when you don’t like him, you’re simply showing good judgment of human nature. When he tries to be accommodating, he’s polishing the apple; when you do it, you’re using tact.*
>
> *When he takes time to do things, he’s dead slow; when you take ages, you’re deliberate. When he picks flaws, he’s picky; when you do, you’re discriminating. When he reads the riot act, he’s vicious and insensitive; when you do it, you’re just being honest for his own good.*

Isn’t it amazing how we set those double standards? Rare indeed is the person who can weigh the faults of others without putting his own thumb on the scales.

When we hire young people and they stay with us over a period of time, and as we watch our children grow, we seem to forget that they’re growing, developing, maturing, and becoming more capable all the time. I was amused again by a little clipping out of *Reader’s Digest.*

> *My mother’s always treated me like her baby, no matter what my age. After turning thirty, I purchased a computer and learned to use it. Thinking I’d impress her with my skill and maturity, I sent her a well-*

written letter, complete with computer graphics, borders, and an elaborate typeface. I phoned to ask what she thought of the letter.

"It's lovely dear," she replied. "I have it hanging on the refrigerator for all the neighbors to see."

Let me plead guilty. One Saturday afternoon several years ago, I was coming back from an out-of-town trip. I stopped by the office to pick up my mail, and as I did so, Lisa Carpenter, who worked with us at that time, was walking out the door. I said, "Lisa, what are you doing here on Saturday afternoon?"

"I just came by to pick up the supplies I need for the training session I'm conducting this afternoon."

All of a sudden it hit me like a ton of bricks. We had hired Lisa as a part-timer when she was still in school. She was a neat, pleasant student and a very bright worker, but with all my travels, I had not spent a lot of time talking with Lisa. I had completely forgotten that she was one of the most capable speakers and staff members we had. I had not kept pace with her growth in my mind.

It's one of the most serious mistakes we make in management. It's one reason that a lot of people go and seek greener pastures elsewhere: they say, "I cannot get recognition here and respect for what I'm doing."

Let me stress here that you treat people as you see them, and the way you treat them determines your relationship.

Years ago, a young lady went to work for the Hilton hotel chain. She was doing quite well. She got word that Mr. Hilton himself was going to be a guest in the hotel the next day. She had never seen him. She asked the other clerks, "Have you seen Mr. Hilton?" They'd not seen him either, but knowing that he was going to be a guest, she got all uptight. She said, "Oh, boy. I hope that I don't foul up if I'm the one who checks him in."

The next evening, she got a call from Mr. Hilton. He said, "When I checked in this afternoon, you were so professional, you were so gracious, you were so friendly. I am delighted to have you as a member of the staff."

She never knew that he had checked in. She had been treating every male with the thought, "Maybe this is Mr. Hilton."

Why don't we treat everybody like VIPs? Would it make a difference in the relationships we have with them? I think we all know the answer to that.

Your happiness is determined more by the success of your relationships than by any other single thing. If you're not getting along well with the people who are important to you, you're one miserable human being.

Your relationships will have a direct bearing on your effectiveness on the job. They'll have a direct bearing on your health. They'll have a direct bearing on your happiness. They'll have a direct bearing on your hope, your security, and everything else. If your relationships are not going well, you start finding fault with everything you do.

As we've already learned, the way you see your business is going to play a major role in how effective you are in that business. In other words, your business is not out there; your business is right in here, between your ears.

The way you see yourself has a direct bearing on how effective you are in your relationships, because if you can get along with you, then it's infinitely easier to get along with others. By now, you should be comfortable with the way you see yourself so you can easily adjust and see others properly. That's important because, again, the way you see them determines the way you treat them, and the way you treat them determines their performance.

Nowhere is discipline more important than it is in the way we deal with people. When you meet somebody who's rude and nasty and obnoxious, the inclination is strong to bite back at them, but the future that you have in a lot of companies is determined by that relationship. According to executive recruiters, seven people out of ten who lose their jobs do so because they do not have the right kind of relationships. There are personality conflicts.

Basically, we live in a self-centered, "I want to be me," "I want to be free" society. "Let it all hang out. Let me express myself." A lot of songs have the refrain, "I want to be free." Yet if you take the train off the tracks, it's free, but it can't go anywhere. If you take the steering wheel out of the automobile, it's under the direction and control of no one, but it can't move.

Think about it in this light. The sailor only has freedom of the seas when he or she has become an absolute slave to the compass. Until you are absolutely obedient to the compass, you have to stay within sight of shore. Once you're obedient to that compass, you can go anywhere in the world the boat you're on will take you.

When we become so disciplined that we no longer utter everything that's on our mind, when we control our voice, we have a better opportunity to get ahead in life. Do you respond to the way people treat you, or do you react?

I love the story of the Berlin Wall. When it was erected, obviously with a lot of construction, they had a lot of garbage and trash. Before the wall was sealed, the East Germans took a lot of that trash and hauled it over to West Berlin.

The West Berliners got pretty unhappy about that. They decided they would

load up a dozen truckloads of garbage and haul it back, but wiser heads prevailed. Instead, they got together a huge truckload of food, medicine, and blankets, and they sent it back across with a little note, “Each gives what each has to give.”

What do we return? What is in it for us, you might ask? Let me tell you what happens when we adopt the kind of attitudes I’m talking about. According to author Norman Shidle, a group becomes a team when each member is sure enough of themselves and their contributions that they can praise the skill, abilities, and contributions of others. Again, it’s back to the self-image. When you’re comfortable with yourself, fear and prejudice go right out the window.

I think one of the most moving newspaper photos that I’ve ever seen was taken at the end of the 1992 Army-Navy game. Army had won that particular game. This particular photo shows Brian Ellis, the Navy quarterback, who had just thrown a last desperation pass, but it had been intercepted. The photo shows him on his knees; his head is bowed. It also shows an Army defensive back, Cadet Gaylord Green, who was an African-American, standing there with his helmet in his hands, his face against the helmet of his fallen adversary. He was simply saying to him, “We just played a tough game, but underneath we’re on the same team. We’re brothers.” A classic example of what happens when prejudice is eliminated.

Now, folks, you know today in our society, service is the buzzword. You hear it everywhere you go: service, service, service. That’s what we have to do, and service involves relationships. Henry Ford said this, “A business absolutely devoted to service will have only one thing to worry about, and that’s profits. They will be unbelievably, embarrassingly large.”

The reality is that there are a lot of people who only give lip service to service. Now why is that? Because you can’t have service without a servant, and for whatever reason, in our society today, a lot of people think that if you’re going to be a servant, you have to be servile. Nothing could be further from the truth. As a matter of fact, two thousand years ago, the carpenter from Galilee said, “He who would be the greatest among you must become the servant of all.”

In dealing with a lot of top executives around the country, I have observed that they really do have a servant’s heart. They want to help other people progress and go ahead in their own lives. As Henry Miller said, “Render a service if you would succeed. This is the supreme law of life. Be among the great servers, the benefactors. It is the only path to success. Give, and it shall be given unto you. Make society your debtor, and you may find your place among

the immortals."

Nobel Prize–winning physicist Clinton Davis-son said, "If you want to become the greatest in your field, no matter what it may be, equip yourself to render greater service than anyone else."

Albert Schweitzer said, "I don't know what your destiny will be, but one thing I know, the only ones among you who will be really happy are those who have sought and found how to serve."

Let me emphasize that the words you use are important. The titles, the names, the way you address people are very important as well.

When our third daughter was born (our son didn't come until ten years later), we knew perfectly well that we were going to have trouble with our second daughter. How did we know?

Very simple. Our friends and relatives had all told us, and I'm here to tell you that they were absolutely right. It started the day we got home with the new baby from the hospital. As you know, the neighbors and relatives all come in. They make a beeline to the bassinet, and you know how people always talk to new babies: "Coochie, coochie, coochie. Oh, isn't she cute? Look at the way she holds her head up."

They spent a lot of time there. Our oldest daughter would be standing right there, and the neighbor would say, "Oh, I know that you're going to love this little sister. You're such a big girl. You're going to be an awful lot of help to mommy. Can I take your baby sister home with me?" They really put it on thick for the new baby and the oldest one, but what about that oddball stuck in the middle? "Well, hi there"—that was about the extent of it.

Cindy, our middle daughter, became a griper, a whiner, and a complainer. As she would do things, old Dad would say over and over, "Why can't Cindy be like everybody else? Why can't she be like Julie (our baby), or Susan (the oldest girl)? Why does she have to cry and whine all the time? Just one time, if that young 'un could be a happy little girl, I would be so happy."

I have to confess I handled this with sheer genius, if I do say so myself. I gave her a nickname. It was Tadpole. When I introduced my children, I'd say, "This is Tadpole." Every time somebody would come over, I would say, "I want to introduce you to Tadpole, the happy girl in our family, the one who's always laughing and smiling and having a wonderful time. Aren't you, baby?"

She'd look up and give me that little two-front-teeth-missing grin and say, "Yes, sir."

One day, after about a month, one of the neighbors came over and I said, "I

want to introduce you to our happy little girl. Tell them what your name is, baby."

"Oh, Daddy, I've changed my name."

"What's your name now, baby?"

"I'm the happy tadpole."

Family is so important. So is the language we use on them and the way we treat them. Again, you treat people as you see them, and the way you treat them has a direct bearing on their performance. Can you take negatives away and make them positive? Most of the time, you can.

I remember Barry Tacker from Bay City, Texas. I addressed the school down there in relation to our "I Can" course. They told me about Barry Tacker, the disciplinarian. Now I don't know how many states have disciplinarians in their schools, but at this time, that particular school did. Do you think that most kids get excited when they get a chance to see the disciplinarian? It brought forth fear and trembling.

But when Barry Tacker became the disciplinarian, he changed the rules of the game and instituted a new policy there. On the first day, a teacher said to one of the youngsters, "OK, you need to go see Mr. Tacker."

The kid said, "What did I do?"

"I don't know, but apparently it's pretty serious. You need to go see Mr. Tacker, and you need to see him right now."

The youngster walked down with fear and trembling, and said, "Mr. Tacker, I don't know what anybody told you, but I'm not the one who did it. I plead innocent."

Mr. Tacker said, "Well, I have several eyewitnesses that you are the guilty party, but before I did anything at all about it, I wanted to confront you directly to see if it really did happen in both cases. If not, then I'll apologize and send you back to the classroom. One of your classmates said that they saw you warmly greeting a new student in school yesterday and telling them how glad you were that they're in the school. Now do you plead guilty or innocent?"

"Well, yes," said the kid, "as a matter of fact, I did." "Not only that, but you were seen picking up some trash on the schoolyard and helping a senior citizen across the street. Now did you or did you not—"

"Oh, yes, I did it. I did it."

"Does your mom know what you're up to every day of your life?"

"I don't know."

"Well, she needs to know. I'm going to give you this note. I want you to take

it home and get your mom to sign it. It says that you have pled guilty to warmly greeting a new student in school. You pled guilty to picking up trash. You pled guilty to helping a senior citizen across the street. I want this signed and brought back tomorrow."

Now let me ask you: do you believe that approach is likely to get good results? What do you think they thought about Mr. Tacker? What do you think the kids thought about the school?

Let me tell you one of the facts of life: the behavior which is recognized and rewarded will be repeated, whether it's negative or positive.

When a four-year-old holds his or her parents hostage in the grocery store, kicking and screaming and demanding a toy or some special food, and mom and dad are coerced into giving in, you can absolutely count on it that on the next go-around, exactly the same thing is going to happen again. Behavior, whether it's good, bad, or indifferent, if it's recognized and rewarded, will be repeated.

The words you use do make a difference. They're very important. Somebody once said that one picture was worth ten thousand words, but that individual had obviously never read the Declaration of Independence, the Bill of Rights, or the Twenty-third Psalm. They're all words, but they paint such vivid pictures, and they give so much information.

What words are important? The most important thing you can ever say to a child is, "I love you." You may say, "I demonstrate my love by providing them with a home and food and education and everything they need." Even so, let me tell you, the kids want to hear you say, "I love you."

The second most important thing you can say to them is, "I made a mistake. Please forgive me." A lot of parents believe that that would undermine their authority, but nothing can be further from the truth. What you're really saying is, "I'm wiser and have better judgment than I did an hour earlier or yesterday." Nothing pleases a child more than to know that you are willing, and you're secure enough in your role, to say, "I made a mistake."

"I appreciate what you said or did," are very important words. So are "You were a big help." "That's a great idea." "Thanks for your input." "What is your opinion?" "You are important." Thank you." The most important word is *you.* The least important word is *me.*

Remember, people want to be right, and they want to be understood. Remember too that the input in their minds is going to determine their output in life.

As should be clear by now, I'm a great believer in putting forward the good,

the clean, the pure, the powerful, and the positive, but please don't misunderstand. When somebody is consistently doing and saying the wrong thing, you need to have one-on-one visits with them and explain the bounds in which they can operate.

I'm talking as much about attitude as about anything else. What is the tone of your voice? When you were growing up, did your parents say to you, "Watch the tone of your voice, young man or woman"? Have you ever said that to your kids? It's not what you say, it's the way you say it.

One of the most fascinating stories I've ever heard involves the Babemba Tribe in South Africa. They're a very gentle and peaceful tribe. When a member of their tribe does something that is antisocial, they have the whole village get together and put that individual on trial. They have a big pow wow or meeting in the center of the village, with the individual on trial in front of them. They start with the very youngest person in the tribe who's old enough to express themselves. The child will say to them, "Do you remember the night you held me on your lap, and we were around the campfire, all of us talking and eating, and you shared your food with me?"

A somewhat older child would say, "Do you remember that you were the first one who taught me how to bait a hook and how to set a trap for some game?"

Another one, still a little older, might step up and say, "Don't you remember, you're the one who told me how to find the trails in the forest?"

Every member of the tribe is called on to make some comment about this individual. It must be true, and it must be positive. They have to tell them of all of the good things they have done, and the message that keeps coming in is: "I can't believe a man or a person with all of these good qualities would do this antisocial thing."

The records show that there's almost never a second time where the individual has behaved in an antisocial way. "As you sow, so also shall you reap." Garbage in, garbage out. Put the good stuff in, you get the good stuff out.

How do you build winning relationships? You put a lot of the good things in, starting with a genuine interest in the other person.

FIVE

The True Power of Words

One fellow married a lady that was several years older than he was. She was extraordinarily wealthy, and for about five years, they had a wonderful time together. They traveled the world, lived in a huge home with swimming pools and butlers, and always drove luxury cars. They went to all the best places to eat.

Then the wife died. A few months later, a friend said to the husband, “I know you lost your wife, but she left you in pretty good shape, didn’t she?”

The old boy kind of smiled, and he said, “Well, yes, she did, but you know, sometimes I miss her so much I think I’d give $1,000 just to have her back.”

Many people don’t quite understand how to be appreciative of other people. In this chapter, we are going to give particular emphasis to the fact that you can have everything in life you want if you will help enough other people get what they want. This is not a tactic. It is a philosophy. Walmart founder Sam Walton put it this way: “I discovered that by enriching others, I enriched myself.” This applies in our personal life, family life, and business life.

Again, let’s identify what everybody wants. Everybody wants to be happy, to be healthy, to be at least reasonably prosperous and secure, to have friends, to have peace of mind. They want to have good family relationships, and they want to have hope that the future is going to be even better.

That’s what everybody wants in life, but what about work? What do people want there? As somebody once said, perception is the cruelest form of reality. A

study was reported in *USA Today* about what managers thought their workers wanted and what the workers themselves wanted. These were quite different.

The managers thought that the personnel wanted, number one, good wages; number two, they wanted job security; number three, they wanted promotions in the future. That's what the managers thought the workers wanted.

When the researchers asked the workers, they got an entirely different perspective. The first thing they wanted was interesting work. Number two was appreciation for the work they had done, and number three, they wanted a feeling of being in on things.

Let's start by assuming that we know what the employer wants: productivity, quality merchandise, and the loyalty of the employees; they also want a profit. Isn't that basically what every owner of every business wants?

Let's also assume that the employer makes certain, or works to make certain, that the employee has interesting work, and that the employer shows appreciation for the work done. As I've already pointed out, according to the U.S. Department of Labor, 46 percent of the people who quit their job do so because they do not feel appreciated.

One study by James Howard, a consultant to our company, asked people, "What does your boss or immediate supervisor say when you've finished an assignment?" and 92 percent said, "Nothing." How does that make you feel? Does that motivate you?

Let me ask you: do you believe that if the boss provides interesting work, shows appreciation, and gives employees the feeling of being in on things, that would make them happy?

Do you believe that your attitude and your happiness have anything at all to do with your health? Do you believe that if employees are happy and healthy, they're going to do better work and consequently have a chance to get a raise and go up the economic scale? In other words, their chances of prosperity increase.

Does it give the workers a greater feeling of security to know that they're doing their job and are being appreciated? Do you believe that having these things going for them would help their attitude? Would they be more outgoing and friendly, and as a result would they have more friends?

Does all of this contribute to the employee's peace of mind? If you have good things going on at the job, does it make sense that you will have a more relaxed attitude and will probably have better relationships at home? In other words, when you go home from work, if the boss has said, "Good job," instead of "You

lazy rascal," it does make a difference, doesn't it? That improves family relationships, and if you put all these things together, that gives them hope. As I've already noted, people want to have hope. Studies done at UCLA discovered that if you have hope, love, and faith, it strengthens your immune system.

Now the employer has provided what the employee wants. The employee gets the benefit, but what about the boss? He's thinking, "I'm in this deal to make a profit. That's the reason I opened my business." With all of these things going for them, does it make sense that employee's productivity would go up?

If you have a job where the boss is giving you everything you want, would you want to keep that job? I don't think anybody would ever say, "I don't want a job like that."

What does the boss want? Quality work. If employees are getting all of these other things, aren't they more likely to say, "My company" or "our company" instead of "the company" or "that company"? Isn't that the kind of employee that will be loyal to the employer?

According to *Fortune* magazine, Merck & Company was voted as the number-one employer in America—the most desirable place to work—for seven years in a row. The magazine listed ten criteria, and Merck placed first in eight out of ten.

Why would Merck be so interested in employee satisfaction? Very simple. They discovered that replacing a valued, skilled, trained employee cost them the equivalent of one and one half years of salary. So economically it behooves Merck to work to keep their employees happy.

What does all of that do to the bottom line? Do you believe that these advantages enhance the company's chances of making a profit?

You see, it is absolutely true that you can have everything in life you want if you will just help enough other people get what they want.

I love what the late business counselor Robert Updegraff said along these lines: "In terms of downright happiness, the returns per minute from giving are far greater than the returns for getting." When we're givers, things do happen.

In the business world, the number-one quality that owners and managers are looking for is the ability of each employee to get along with others. If you have one person who is a sour apple, who is disgruntled, not carrying their part of the load, and creating problems, that individual will do tremendous damage by bringing productivity down. As you well know, generally part of the company does not go out of business; they're all in it together.

Let me tell you one of my favorite stories about being oriented toward other

people. Two of Britain's greatest prime ministers were William Gladstone and Benjamin Disraeli, who lived in the nineteenth century. Although both Gladstone and Disraeli were tremendously effective as prime ministers, they were totally different personalities.

A story is told about a titled English woman who was at a banquet one day with one of those prime ministers and with the other one a week or two later. In those days, it was the custom to pair up men and women alternately at the dinner table, and etiquette demanded that the man and the woman talk to each other.

The day after the lady had dinner next to Mr. Gladstone, somebody asked her, "What did you think about Mr. Gladstone?"

She said, "When I listened and talked with him, I became convinced that he had to be one of the brightest, wittiest, best-informed, most knowledgeable human beings I have ever seen in my life. It was absolutely astonishing, the amount of wisdom and knowledge that this individual had."

After the lady had sat next to Disraeli, the same person asked, "What did you think about Mr. Disraeli?"

She said, "After talking with Mr. Disraeli, I became absolutely convinced that I was one of the wittiest, brightest, most pleasant and knowledgeable persons on this earth."

Had these men been running against each other, which one do you think this lady would have voted for? No question about it, is there? Which one would she have followed the furthest? Which one did she think was the smartest? Disraeli, of course, because he had put her in front of himself. When you get wrapped up in yourself, as some people have an inclination to do, you really do make a very small package.

Several years ago, I injured my right knee bowling. One of my friends, who is not overly bright, made some reference to my age. I know he wasn't very bright, because if he'd thought about it for long, he would have realized that the other knee was exactly the same age as the injured one, and nothing was wrong with it, so obviously age has nothing to do with it.

Anyhow, I was scheduled to speak the next night. There was a large group of people, about three thousand. I walked out on the platform, and as I did, I was noticeably limping. I could almost hear and feel the audience saying, "Look at that. Old Zig is kind of crippled, but I know he's going to give it his best shot. Bless his heart. I know he's going to do it." I could just feel it coming from the audience.

They put that microphone around my neck, and I don't know about the

therapeutic value of a microphone around your neck as it relates to sore knees, but when they did, my knee quit hurting. For the next sixty minutes, I was up and down, around and about, stooping, squatting, shouting, whooping, doing all of the things I normally do, and I'm telling you, the thing went over well.

When I got through, I took the microphone off, stepped down off the platform, and hit the deck. My knee collapsed. Why did it not bother me at all for sixty minutes and then suddenly go awry?

I think the answer is very simple. For sixty minutes, I was wrapped up in serving an audience. Although I did not do this consciously, when I finished I apparently thought, "Boy, I'm glad that's over. Now, Ziglar, you can think about yourself," and boom. That's when I hit the deck.

One of my favorite stories is about the great industrialist Andrew Carnegie, who had forty-three millionaires working for him. This was a hundred years ago, when a millionaire was much richer than a millionaire today. A reporter asked, "Mr. Carnegie, how on earth did you hire forty-three millionaires?"

Carnegie smiled and said, "When I hired them, none of them were millionaires."

"What did you do to develop them to the degree that they became so valuable to you that you could pay them enough money to become millionaires?"

Carnegie taught us a tremendous lesson with his answer: "You develop people in exactly the same way you mine gold. When you go into a gold mine, you expect to move tons and tons of dirt to find an ounce of gold, but you don't go in there looking for the dirt. You go in there looking for the gold."

You really do find what you look for. So many people have been told so many times what they cannot do. They've been so heavily criticized that they really do not know what they can do. They don't even know what they want, because they do not know what's available for them. They can understand that somebody else can get it, but for poor little old me, there ain't no way.

People who build winning relationships are what I call good finders. When we first moved to Dallas in 1968, I met one of the most fascinating men I ever met. His name was Walter Hailey, and he was in the insurance business. In those days, virtually all insurance was whole life; there wasn't much term insurance being sold. A million-dollar producer was a pretty good producer. A two-million-dollar a year producer was outstanding. Walter devised a method of marketing through mammoth grocery warehouses that enabled his representatives to sell $10 million, even $15 million worth of life insurance each year.

When I met Mr. Hailey, he said, "Zig, I want to take you over and let you see

one of these mammoth warehouses. You won't believe how many groceries they can put under one roof." He was absolutely right. I didn't know there was that much food in the world.

We walked in the front door, and there was a huge switchboard and a lady who was in charge of it. There were others, but he walked up to her and said, "Excuse me, Zig, just for a moment." He said, "Ma'am, I just wanted to tell you, you're absolutely the greatest on this switchboard I have ever seen. You make me feel that you've been waiting for me to call, and it

makes me feel so good. I just wanted to tell you how much I appreciate you."

She said, "Why, thank you, Mr. Hailey."

We walked on down one of the corridors and got to a little office, and he said, "Just a minute, Zig. Let's step in here for a second." We stepped inside, and there was a gentleman. Mr. Hailey stepped up, and he said, "My name is Walter Hailey. I have not met you, but I have been watching your results. You know, we haven't had a problem in this department since you took over. I just want you to know how much I appreciate you."

The man said, "Mr. Hailey, I do the best I can."

"Well, you're certainly doing a good job. Keep it up."

We walked upstairs, into Mr. Hailey's outer office, and there was his secretary. He walked over and said, "Zig, shake hands with the greatest secretary who ever sat behind a desk. I believe, and my wife believes, that she hung the moon, and I'm just asking you right now, don't you ever take it down. I like it where it is."

She said, "Mr. Hailey, you're mighty sweet to say that. Thank you very much."

We walked in his office, and there sat one of his agents. Walter said, "Zig, shake hands with the greatest insurance salesman to ever put on a pair of shoes."

The guy said, "Oh, Walter, you're just always full of that sort of thing, but I really like it. Keep it up."

The whole trip took less than ten minutes. Let me emphasize something: you never say something to somebody that you would not say behind their back, whether it is good or bad. If you would not give a person that kind of a compliment behind their back, then you're talking about flattery. If it's sincere, however, then a compliment is verbal sunshine.

That whole extra trip took less than ten minutes. But do you believe that as a result of those ten minutes, those four people were more productive that day than they would normally be? It's better to have one person working *with* you than it

is to have three people working *for* you. When you form a team, you can get more done. That's a winning relationship. That really is what it's all about—being thoughtful of the people you're with and around.

A few years ago, I was speaking at an insurance company banquet in Dallas. Two vice presidents and I were seated at the head table. I was in the center. There were three other executives with the company over on the other side.

When the lady who was waiting on us brought us the salad, I smiled and said, "Thank you." A few minutes later, she poured the coffee, and I said, "Thank you." A few minutes later, she served the entrée, and I said, "You know, I'm astonished that you're doing this so quickly, and yet you do not seem to be in a hurry. You're so pleasant to the people around you."

She said, "Thank you very much. I appreciate you saying that."

When the two vice presidents' coffee was poured, their salad served, and their entrée delivered, they didn't even grunt. They didn't say anything.

Finally came dessert time. The dessert was a chocolate sundae. It was a scoop of ice cream with some chocolate syrup poured on it. I exaggerate not one iota when I tell you that those two vice presidents got a scoop of ice cream about the size of a golf ball. My scoop of ice cream was bigger than my fist, and the chocolate syrup was running all down the sides.

"Zig, you obviously know this lady," said the executives.

"No, I don't know her, but I sure know a lot about her."

"How do you know that?"

"I recognized right away that she was a human being, and there isn't a human being alive who does not genuinely appreciate a courteous, enthusiastic individual who appreciates the effort that they were rendering."

Now I wasn't doing all that to get more ice cream. That's not the deal. I don't eat much ice cream (I found out a few years ago my body actually retains ice cream), but again, it simply says that you can have everything in life you want if you'll just help enough other people get what they want.

The story is told of a fellow who was given a tour of heaven and hell so he could choose where he wanted to end up.

He went to hell first, and there they had a banquet table set out that was absolutely unbelievable.

It was a block long, had every delicacy the world has to offer—all the fresh fruits and vegetables and meats and sweets, the whole schmear. The people seated there at that table were half starved. No smiles on their faces, no laughter, no gaiety, nothing.

Then the guy was taken to heaven, where they had exactly the same menu—every imaginable thing—but here the people were laughing and joking, they were well-nourished, they were singing and having a marvelous time. It was a wonderful place to be. The man said, “I don’t understand. You have exactly the same menu, but in one place they’re happy, and in another place they’re miserable. What’s the difference?”

The guide said, “Had you looked carefully, you would have noticed that a three-foot fork and a three-foot knife are attached to the arms of each person. In hell, each person was trying to feed themselves and could not, but in heaven, they simply were feeding the person directly across from them.”

I believe that’s more than a parable. I believe that’s life. In this life of ours, we live with an awful of people. Our ability to get along with them to a large degree determines just how happy we’re going to be.

If you’ll check the records, you’ll discover that regardless of how everything else is going, if you’re not getting along well with the people who are important to you, you’re not a very happy camper. If you look in the other direction, I don’t care how badly things are going in every area of your life, if you’re really getting along well with the people who are important to you, overall you’re basically a pretty happy individual. Psychologist Les Carter has said that 100 percent of all of his counseling has to do with relationship problems, either between husband and wife, brother and sister, parent and child, neighbors, or whatever.

I believe that winning relationships are built on trust, respect, and genuine interest in the other person. From time to time, you may be deceived if you trust too much, but you’re going to live in torment if you do not trust enough.

How do you build winning relationships? You learn from chess players and athletes. In chess, all of the parts that you play with are out right in front of you. In championship matches, frequently the chess master will get up, go around—this is permissible, of course—and look at the scene from his opponent’s side, because sometimes they see it a little differently. I believe that’s a good idea. Try to see it from the other person’s perspective.

In athletics, your objective is to analyze your opponent, find out where they’re weak, and exploit that weakness. In football, boxing, tennis, basketball, or any other sport, you probe to find out where your opponent is weak, and you exploit it.

Similarly, in life, in selling, in medicine, in management, in education, you determine where your opponent—that is, your prospect or your client or your student—is weak. But here you strengthen that weakness. If you find out their

needs and help them meet them, you're going to be doing your job in the most effective way.

One way of building winning relationships is to eliminate gossip. I heard a little fellow say one time, "I hate to spread gossip, but I don't know what else you can do with it."

I overheard these two people talking, and one of them said, "Tell me more."

The other one said, "I can't. I've already told you more than I heard." Unfortunately, there seems to be too much truth in that.

When somebody says to me, "Did you hear about—?" I say, "First of all, let me get you to do one thing. If you don't want me to repeat this and give my source, I encourage you not to tell me, because I forget who tells me what and whether it's a secret or not. It's too much of a burden for me to try remember what I can tell and what I can't tell. I talk a whole lot anyhow, so if you don't want me to tell, simply do not tell me."

People don't like gossips. Have you ever noticed that? When people don't like you, they'll hurt you if they can. If they can't hurt you, they won't help you. If they have to help you, they won't hope for you. If they won't hope for you, even if you achieve the victory, it is a hollow one. Author and pastor Dr. John Maxwell said that, and I believe there's much truth in it.

Here's what we read out of *The Wall Street Journal:* "The snake that poisons everybody, topples governments, breaks marriages, ruins careers, busts reputations, causes heartaches, nightmares, and indigestion, spawns suspicion, generates grief, and dispatches innocent people to cry on their pillowseven its name hisses. It's called *gossip.*"

I love this also: "I'm an office mystery. I'm never seen, but I'm everywhere. I'm always on the job and often forecast important events. I make and unmake morals, reputations, and cooperation, but I'm seldom blamed for my mistakes. I have no responsibilities, and I am one of the most powerful molders of opinion. I add humor and anger to the office, and I pass with the speed of sound. I am basic in human nature, and you must accept me. I grow right behind you. I am the office grapevine." How true.

If you want to build winning relationships, you need to remember that the mic is always open and the lights are always on. Often when celebrities are questioned about something they said, they reply, "I didn't know that was for public consumption," or "I didn't know the microphone was on," which is pretty ridiculous.

Several years ago I was speaking at a trade school up in Tulsa, Oklahoma.

The media somehow or other had learned that I was going to be there. As I was speaking, roughly one-third of the kids were sitting there, all ears, on the edge of their seats. They were really lapping it up. They were having a wonderful time. Roughly one-third of the students sitting there were reading newspapers or magazines, and roughly a third were leaning back, acting as if they were going to sleep.

When the television camera came in, they started at the very back of the room. The bright light on the front of the camera was on, and they were videotaping the kids in that audience. The camera operators walked straight down, came up on the side of the platform, and came behind me, shooting me talking to the students.

In ten seconds flat, I saw the most amazing transformation in an audience I have ever seen in my life. The papers disappeared; the magazines disappeared; everybody sat up straight. They started straightening their hair.

"Now, kids," I said, "I want to observe something for you. A few minutes ago, many of you could care less about what I had to say. Possibly you could still care less, but all of a sudden, you're very concerned about your image. Well, your image is not a thing in the world but the way you really are. Sooner or later, it's going to show itself.

"You can fool some of the people all of the time and all of the people some of the time, as the saying goes. At work you can fool the boss, you can even fool the people around you, but as employers, you will never fool the people below you. They get to see you, warts and all. They get to see the good part and the bad part.

"Remember that the lights are always on and the mic is always open. If you keep that in mind, you'll be able to go further in life."

Above all things, we need to make sure that our hearts and our attitudes are right. I like the story of this young woman who was talking with her mother. The daughter's friend Linda showed up in the long driveway, and the daughter said, "You know, Linda is so slender. I just hate her."

The mother said, "Come on. You know perfectly well that there's something you can do about that."

The daughter said, "There sure is. Linda, I'm sure glad to see you. I've been saving you a big, ol' piece of chocolate cake."

That's not exactly the approach I had in mind.

How important are relationships? God issued two commandments on which he hung all the law and the prophets: one, love God; two, love your neighbor as

yourself. Albert Einstein put it this way: "*Love thy neighbor as thyself* is like a natural law, almost like a physical part of the universe."

How important are words? On a weekend several years ago, the redhead and I were at a little resort area. We were scheduled to play golf. We were to tee off at around 1:30. As often happens on holiday weekends, things get backed up and delayed.

When we got there, I knew we'd be at least thirty minutes late. We were putting and piddling around until tee-off time started. Finally, there was one foursome in front of us, and the redhead and I were standing there waiting for them. This young Adonis was on the tee box. He was six feet, four inches tall, weighed about 240 pounds, and had a forty-eight-inch chest and a thirty-one-inch waist. He was the kind of guy you could instantly dislike. He had muscles in places where I don't even have places.

This young man stepped up to the tee and teed his ball up. He took his driver, laid it down and picked it up, and he laid it down and picked it up again. He would get ready, and then he would look up.

I turned to the redhead and said, "That guy's not a golfer, that's for sure."

"How do you know?"

"Come on, sweetheart. I've been playing golf a long time. I've seen a lot of golfers, and I can tell you that dude is not a golfer."

Finally, after what seemed like forever, the young man drew the club back, and he busted that sucker 240 or 250 yards right down the middle. So much for my golf expertise. He walked over to his cart, put his club in his bag, and walked straight back to me.

He said, "Mr. Ziglar, I heard what you said when you spoke in our community about two years ago. It completely changed my life. I want you to know it's an honor for me to be on the same golf course with you."

I don't need to tell you that I felt about two inches tall, and the thought occurred to me right then and there as I silently asked for forgiveness, "What would my impact have been on him had he heard what I said then?"

One man I admire a great deal is Rabbi Daniel Lapin. As I frequently say, I never say or write something until I've checked it out psychologically, theologically, and physiologically, because we are physical, mental, and spiritual beings. Unless we put all these aspects together, we risk being in error. I do a lot of talking with Rabbi Lapin about the theological aspects of what I discuss.

Rabbi Lapin has this to say in his publication *Thought Tools:* "If we listen as others are maligned, in spite of our disinclination to believe what we hear, our

relationship with a vilified individual is forever altered." In other words, we are involuntarily influenced by everything we hear.

Harmless gossip does not exist. Listening to gossip can even leave us feeling dissatisfied with our spouse, children, employees, friends, or life in general. Uttering gossip usually leaves us feeling less worthy. Words penetrate to our souls and cannot be erased or ignored.

In Leviticus 19:14, it says: "Thou shalt not curse the deaf." But if a deaf man can't hear, what's the damage? The damage is done to the individual who utters those words. Acid destroys the vessel which contains it.

"Overcome your inhibitions," Rabbi Lapin says about talking to yourself. "Speak passionately to yourself. Prepare speeches by actually saying them out loud. A winning mindset is the consequence of hearing words that penetrate right to the core of personality. If we truly wish to believe something, we should tell it ourselves audibly rather than think it silently."

Our language should be so clean and friendly that we could give our talkative parrot to the priest or minister. Many times today we hear people use what they perceive to be adult language. I'm also guilty of using an enormous amount of adult language—words like *honesty, responsibility, optimism, discipline,* and *commitment.* These too are words of adult language: *decisive, dedicated, competent, dependable, consistent, punctual.*

I don't know where they ever got the idea that filthy and vulgar words were adult. Any four-bit psychologist will tell you that using them is a mark of insecure, immature individuals who do not know how to express themselves any other way; they resort to cheap language hoping that they can get somebody's attention. They do get their attention, but it is not favorable attention.

I also use a tremendous number of four-letter words—words like *hope, care, love, good, team, warm, free, able, kind, nice, wise, hero,* and *help.* Of course, one of my favorite four-letter words is the word *Jean.* That just happens to be the name of the redhead I'm married to. When I say that four-letter word, I guarantee you, it brings a smile to my face. Four-letter words can be enormously helpful.

Let me tell you what I just really did. As I used those words, pictures were being painted in your mind. When you hear the word *hope,* you think of an honest, optimistic, and confident expectation of things that are going to happen in the future. *Warm* is a word that's important. The word *hear* is up there too.

I have a friend out in California who woke up one morning totally, completely, irreversibly stone-deaf. That was many years ago. He said, "Zig, the

thing that I miss most in life today is the fact that I can never hear my wife, my children, or my grandchildren say to me, 'I love you.'" Most of us take things like that for granted on an everyday basis.

Humor helps to build winning relationships. A person with a good sense of humor will not take themselves overly seriously. I love the story of the lady who was talking on the telephone. After a few minutes, she said, "Oh, you were trying to sell me something. Thank goodness. I thought you were trying to collect for all the stuff I've already bought."

I like the story of the door-to-door salesman who said to the prospect, "You make a down payment, and then you don't make any more payments for six months."

The guy said, "Who told you?"

A good sense of humor, I believe, comes in handy.

If we want to build winning relationships, we need to be finders of good. I love the example that Ted Engstrom uses in one of his books.

Years ago at the University of Wisconsin, there were about twenty young men who were destined for greatness. There was no question about it. They were brilliant writers. Every week, they had a little club, and they would get together, talk about, and critique what they had written.

When the group got started, it was friendly, but it gradually turned into caustic criticism. As a matter of fact, they called themselves the Stranglers.

There were also about twenty ladies who decided if those guys could get together like that, they were going to get together too. They started critiquing each other, but there was a dramatic difference: any kind of a criticism always carried a suggestion for improvement. They encouraged one another. Instead of the Stranglers, they called themselves the Wranglers.

In the end, nothing was ever heard from a single member of the Stranglers, but about five of the Wranglers, including Marjorie Kinnan Rawlings, who wrote *The Yearling*, went on to literary prominence.

When you put negative words into criticism, it does make a difference—a negative difference. We teach a program called "Born to Win." People have come from all over the world, and I mean all over the world: everybody from sixteen-year-old students to the chairman of the board of Bethlehem Steel, and everyone in between.

We encourage husbands and wives to come together. It has nothing to do with the marriage relationship per se, but hundreds of times I've seen couples arrive at each other's throats and walk out in each other's arms. They've learned to

understand and appreciate each other; they've learned how to communicate and make friends with their mates.

Although I generally lecture every day in the series, most of the time is spent around a little table in groups of seven. They do a lot of participation, and every time anybody says or does anything, the other six write a note on a little pad we have called "I like because." They list some specific, observable behavior: "I like Sally because she always has a word of encouragement for me." "I like Bill because he's so friendly and outgoing." "I like Bob because he always brings his project in on time and under budget."

By the time we get through, each individual there has at least a hundred of those notes. What is the purpose of that? To teach them to start looking for the good things in the other person.

One time four couples attended the course. They were so tremendously impressed that on the first night, they went out to dinner in one of Dallas's most expensive restaurants.

They hit the jackpot with the waiter. He had been a waiter over twenty-five years. He was magnificent. He was there when he was needed, but he did not join the party. He was friendly but not familiar. If there was a need, he instantly met that need, then disappeared so that they could enjoy one another's company. He contributed enormously to the enjoyment of the meal.

When the four couples left, they left the waiter a 25 percent tip, and that's a big tip in that restaurant. Each one of them wrote him a little note: "I like you because …"

They walked out the front door and had gotten about a hundred feet out when all of a sudden, they heard the waiter's voice: "Wait a minute, folks. Wait a minute." He came running toward them, waving those eight slips of paper.

He drew a breath and said, "You know, I've been a waiter over twenty-five years." Then he could not continue; he started to weep. When he finally regained his composure (which they said seemed like forever, although it undoubtedly was just a few seconds), he said, "In twenty-five years of being a waiter, this is the most beautiful, the most significant thing that has ever happened to me. I will never forget tonight." With that, he turned and walked back into the restaurant.

My good friend, inspirational speaker Cavett Robert, says there are over three billion people on the face of this earth who go to bed hungry every night, but there are over four billion people who go to bed hungry every night for a word of appreciation, a word of encouragement, a compliment.

Wouldn't it be a tragedy if one of those people was your wife or your

husband, your mom or your dad, your brother or your sister? Maybe it's the next-door neighbor, maybe the person you work with every day. This is a good person, a good man, a good woman, who's been there years and years, but for whatever reason, over the last few months, everything that individual touches has gone sour. One word of encouragement might mean a tremendous difference in that individual's life. Encouragement, giving hope, is one of the most powerful tools we have for building winning relationships.

Once, during a tour of Australia, I was in Melbourne. During one of the breaks, a lady came up to me and said, "Mr. Ziglar, I'm thirty-two years old. I have two little girls. They're six years old and nine years old. I've been listening to your series on raising positive kids in a negative world. Mr. Ziglar, let me tell you, my two little girls had every psychological problem known to man. They'd reverted back to infantile behavior.

"In your recording, you keep saying, 'Tell your kids that you love them. If you don't tell them that you love them, they're going to grow up getting married and have children, and then they won't tell their children they love them. Somebody has to break the chain.' Mr. Ziglar, I'm thirty-two years old. In my lifetime, I've never had a living, breathing human being say, 'I love you.'

"It was weird. It seemed that every time I put that particular tape on, it was always on that one specific spot: 'Tell your kids that you love them.'

"One night we were sitting around in the den. I was seated on the sofa. My six-year-old was at my feet, and my nine-year-old was across the room. All of a sudden I remembered, and I just blurted it out: 'Girls, I just want you to know I sure do love you.'

"My six-year-old sprang up like she'd been on a spring. She threw her arms around my neck, hugged me, kissed me, and started crying. My nine-year-old was immediately across the room. She threw her arms around me, hugged me and kissed me. By then, all three of us were crying. I don't know how long we cried. It might have only been a couple of minutes. All I know is that when we finished, we were emotionally drained, and yet there was an exhilaration that we had never experienced before.

"My little girls and I determined that night that every morning and every night for the rest of our lives when we were together, we would hug and kiss and tell each other how much we loved each other."

The woman continued, "You know, Mr. Ziglar, when I lay down that night, all of a sudden, that lifetime of bad habits and negativity started coming back in my mind. I'd never been told, 'I love you' myself, and I was wondering, was that

just a blip on the screen of life? Or is there legitimate hope that something can be done?

"Then it hit me: I am their mother; I am the adult. It is my responsibility to take the action. I instinctively realized that you cannot make an overdraft on the bank of love all of your life and expect to bring the account up to date with one deposit, regardless of how big the deposit is.

"I determined that come what may, the next morning I'd grab my little girls and I'd hug them, kiss them, and tell them how much I loved them. Mr. Ziglar, I very quickly learned something: you can hug a dirty child, but it's very difficult to hug a ramrod-stiff girl. That's the way they were the next morning. To tell you the truth, I was a little stiff too, but I determined to keep it up."

The woman added, "It took us two weeks before we ever started feeling relaxed and having a natural feeling for it. In about a month, we started adding a hug when we just bumped into each other accidentally. Mr. Ziglar, in about sixty days after we got started, over 90 percent of those psychological problems had completely disappeared."

Two thousand years ago, a Jewish scholar wrote his relatives in Corinth a love letter. Some say it's the most beautiful love letter ever written. He wound it up by saying, "Love never fails" (1 Corinthians 13:8). I believe he's right. Genuine love is based on your interest in doing the right thing and the best thing for the other person.

Now please understand this. Sometimes you plant seeds that don't bring a harvest. That's part of life. Everybody that you're nice to is not necessarily going to be nice to you, but that's their problem; it's not yours. I'm convinced that over a period of time, when you persist in doing the right thing, things are going to happen.

Something tremendously exciting happens when you go out of your way to be nice to other people. The brain produces a certain chemical called serotonin. Serotonin hits the system in full force at about 10:00 in the morning. Most people start their day a little earlier than that. When you want to jump-start the flow of serotonin, do something nice for somebody else early in the morning. This activates the part of the brain that produces the chemical. You feel better about yourself. Your image improves, and as a result, you're energized. Physiologically, things do happen.

This involves change. I love what my friend, comedian Ken Davis, has to say. A young fellow was working at a restaurant or a store there, and he's ringing up sale after sale. The boss came along and said, "How's it going?"

“It’s going pretty good,” said the young man. I don’t have trouble putting it in, and I don’t have trouble getting it out. It’s making the change that is the problem.”

A lot of people hate to make changes. You get set in your ways, but one definition of insanity is to think you can keep on doing the same thing and somehow get different results.

You build winning relationships by creating the correct environment. For example, you get up thirty minutes earlier. That’s a tremendous step toward creating the right environment in your home. Why? Because when you start your day in a dead run, run all day, and end your day in a dead run, you don’t have the inclination to be as nice to people as you otherwise would. A thirty-minute start, which enables you to be a little more casual, can make a great difference.

If you’re married, or if you have children, send them off with something positive, a hug and a kiss, in the morning. Later, reenter the relationship in a positive way. Many times kids come home from school griping and complaining about what happened. In most cases, they learned it from mom and dad, who, when they’ve been coming in from work all these years, have greeted each other with, “You can’t believe what that idiot I work for did today,” or, “You think that’s a problem; let me tell you about mine.” Then we wonder why our kids are not excited about going out, getting a job, and going to work.

Instead of doing that, make an absolute pact that when you get back together, it’s going to be in a positive light. Husbands and wives, ask, “What happened to you today that’s really exciting? Tell me about it. What was the best thing that happened?” When kids come in, say, “What did you learn today” or, “What happened today that was the most fun?” or, “What are you learning that I’d like to know about?” Make it positive.

I’m not advocating that you ignore any problems. I’m saying, delay serious discussion until after you’ve gotten back together—later that evening, after dinner, when things are settled down.

See, if kids identify coming home as negative, they’re going to go join a gang. If husbands and wives identify coming back home as a negative experience, that’s when they start stopping off at the bar and doing other things. Let’s create an environment that makes it true and makes it good.

Let me also say this: if there is a difficulty between you and a person you love, you need to get it right as quickly as possible. You don’t let it fester.

One of my favorite people is Neal Jeffrey. Neal was the quarterback for the Baylor Bears and led them to the Southwest Conference championship. Neal

stutters, yet he's one of the most effective speakers I've ever heard in my life. He's never let his condition become a problem. As a matter of fact, he used that condition the most effectively I have ever seen in my life.

When Neal was young, he was very close to his dad. His dad had certain rules and regulations, as his mom did, about what time he was going to come in from dates.

One night Neal stayed a little over time, and on the way home he realized he was going to be late. He said, "Shucks, I'm already in trouble." He turned around and went back to spend a little more time with his girl, and he got home a couple of hours later than he was supposed to be.

Nobody was up and around. Neal sneaked up, and he was hoping that his dad hadn't even noticed. It was Saturday night. He got up Sunday morning and went down to breakfast, hoping that he'd get there early and his dad wouldn't be up.

There was his dad. Not a word was said. Nothing was said on Monday. Nothing was said on Tuesday. Finally, about Wednesday, Neal said he could no longer stand it. He went to his dad, and he said, "Dad, here's what I did. I was wrong. Will you forgive me?" The relationship was restored.

The more quickly you do things like that, the more easily the relationship is going to be rebuilt.

In dealing with people, including our children, I love a little example that happened to me. A family picked me up in Cleveland, Ohio: David and Jane Mezey, who have two beautiful children. Gregory was a first-grader, and Brian was a sixth-grader, who probably had the vocabulary of a tenth-or eleventh-grader.

On our way to the restaurant, Brian spoke up, saying, "Dad, if you cut left right here, you will miss some of the traffic, and we can get there sooner."

When he said that, David said, "Brian, that's a good thought. Thank you for giving it to me, but I've already calculated in my own mind that the way we're now going is a more direct route. I believe we can get there faster this way, but thank you very much for your suggestion. It was a good one."

That's what I call an authoritative response. By contrast, the authoritarian individual, whether it's in the workplace or at home, says, "You do it because I said so, that's why," or, "You do it because that's the way we've always done it." The authoritative person, which is what David was, simply says, "We're going to do it this way, and let me explain why."

David was courteous to his son: he showed him respect. He gave him a logical explanation, simply saying, "I've already thought this one through, and

here's why this one would be better," but he also thanked him. I don't need to tell you they have a tremendous elationship between the two of them.

The relationships between husbands and wives are, of course, the most important ones. Journalist Sydney Harris says, "The only way to understand a woman is to love her. Then it isn't necessary to understand her." We fellows laugh about this a whole lot. They say, "Women understand women; they don't like each other. We don't understand them; we just love them." I know that's the way I feel about the redhead.

The best way to build a lifetime relationship is to make your mate your best friend. There are some things you'd never say or do to your best friend. Make your mate your best friend, and the relationship will be much better.

Isn't it ironic? The communications technology that we have today is so enormously effective, yet communication individually, one-on-one, is a bigger problem today than it has ever been. Similarly, in primitive societies, they don't have any timepieces, but they have lots of time. In our society, we have incredible numbers of timepieces, but somehow or another, we don't have any time.

In the April 1993 issue of *The Atlantic Monthly*, there is an article about the importance of the family. It points out that in single-parent families, children are six times as likely to be poor. They're two to three times as likely to have behavioral and emotional problems. They're far more likely to quit school, become pregnant, abuse drugs, and get in trouble with the law.

Furthermore, 70 percent of the juveniles in state reform facilities are from fatherless homes. The chances of being physically or sexually abused in these homes are forty times as great as they are in the two-parent family. That doesn't necessarily mean that the stepparent is the abuser, but a lot of times with the natural father and mother, there's a respect shown that otherwise is not.

Let me stress, however, that I never say anything with the purpose of hanging a guilt trip on anybody. As I frequently say, 99 percent of the people do what they do when they do it based on the information they have at that time and the circumstances that existed at that time. As a matter of fact, I was raised by a single mother. My wife was raised by a single mother. They were both widowed when we were very small.

SIX

You Never Know How Far It Goes

Several years go, at the cafeteria at Southwestern Seminary in Fort Worth, they had a sign at the beginning of the serving line in front of the apples that said, “God is watching. Take only one.”

As you went down the line and got to the end of it, they had the cookies. The sign there said, “Take as many as you want. God is busy watching the apples.”

Then there was the time when the pope was making his tour of America. A lot of people don’t know this, but he loves to drive cars. He had never driven a fancy limousine, and obviously they had the very best for him. He’d been all over the place, being chauffeured around. It came time for him to go back to the airport to catch the plane, and he told the chauffeur, he said, “You know, I’ve never driven one of these. Let me drive.”

The chauffeur tried to talk the pope out of it, but he said, “No, I’m an excellent driver, and I want to drive.” He was an excellent driver, but he did drive a little fast. He got out on the freeway and had that sucker really going. He heard the siren behind him and saw the flashing lights.

The pope pulled over to the side. The patrolman got out, walked up, took one look at the pope, and said, “Excuse me.” He went back to his patrol car, called headquarters, and said, “Hey, we have serious problem.”

“What’s the problem?”

“We have a big one.”

“Well, is it the mayor?”

“Oh, no. He’s bigger than that.”

“Is it the governor?”

“Oh, no. He’s lots bigger than that.”

“Well, how big is he?”

“I don’t know, but he has to be a big one. He has the pope as his chauffeur.”

There are many important people in life, but let’s explore the philosophy of how you can have everything in life you want if you’ll help enough other people get what they want.

How does it work in the corporate world? Let me give you some data. Between 1974 and 1991, American exports of automobiles to Japan declined 2 percent. During the same period, German exports of automobiles to Japan increased over 700 percent.

Why did the Germans get so many more cars into Japan? At one point they sent an entourage from

Berlin to Tokyo. The entourage landed, caught a cab down to the hotel where they’d be staying, looked around for a day or two, and then caught a plane back to Berlin.

“We’ve made an astonishing discovery,” they said. “The Japanese drive smaller cars than we do, and would you believe they put the steering wheels on the right-hand side of the automobile? It’s because they drive on the left side of the road. Maybe if we build smaller cars and put the steering wheel on the right, the Japanese would buy our cars.”

The Germans built the cars that way, and sure enough, that’s exactly what happened. The Japanese said, “Hey, we like these automobiles. Send them on over here.”

At one point around the same time, there was a showroom displaying the new Jeep that Chrysler was selling over there, and Japanese were excited about it. The crowds were gathering around it, and they were buying that car like crazy. They could not keep them in stock. Why the difference all of a sudden?

Chrysler did a very smart thing. You may have already guessed what it was. They put the steering wheel on the right-hand side of the automobile.

What did the Japanese want? Cars with steering wheels on the right-hand side. What did the Germans want? They wanted to sell cars. The Germans helped the Japanese get what they want, so they got what they wanted. It’s not that complicated.

Again, you can have everything in life you want if you’ll just help enough

other people get what they want.

It really does begin with us. I had the privilege of being on a program with John Mackovic, who at the time was head football coach at the University of Texas. He made this observation: “When we have the ball, I’m very much interested in the defense the other team has, but I know deep down if I’ve recruited the right athletes, if I have trained them and taught them as they need to be taught, if I’ve developed the right plan of action, regardless of the defense they throw at me, I’m going to get my share of points.” In other words, he’s saying, “The action really does start here, with me.”

How did Chrysler sell Jeeps? Very simple. They took the initiative. I wonder how many Japanese cars would be in America today if they had insisted on putting the steering wheel on the right-hand side.

In other words, we have to look at the other person and find out what they want in the relationship. It’s not what you *think* they want, but it’s the way they want to be treated.

Let me refer you to the December 8, 1989 issue of *The Wall Street Journal.* It talks about the Golden Rule companies: they act according to the principle do unto others as you want them to do unto you.

They discovered something rather intriguing about these companies. Number one, they grow faster. Number two, they make more money. Number three, they have a greater return on equity than do the other companies.

What kind of doctor, what kind of store, what kind of service person do you want to go with? Isn’t it always somebody who has a prime interest in you, who’s absolutely honest, whose integrity is beyond question, whom you can absolutely trust?

The reality is, these companies are more profitable. In the December 1989 issue of *Executive Excellence,* there’s an article by Ken Blanchard, author of *The One Minute Manager.* In it he points out that had you invested $30,000 in the stock market across the board thirty years before, you would have had roughly $109,000. Had you taken the same $30,000 and invested it in the fifteen companies that have integrity as the base from which they operate and a stated policy that they’re in business to serve the public, you’d have over $1 million.

With integrity, as I’ve often said, you have nothing to fear, because you have nothing to hide. Let’s see if we can tie all of this, again, into the way we deal with other people.

Many years ago, just outside of Boston, there was a mental institution, which for its day was well advanced. Nevertheless, it had a dungeon downstairs, where

they put the ones for whom there was no hope.

They had a little girl named Little Annie. She had tremendous mood swings. One day she was kind and loving and gentle, and on other days she became almost a little animal. She was impossible to predict, so they had her down in the dungeon.

There was a nurse in that institution who was nearing the age of retirement. For whatever reason, she started going down there every day and having her lunch just outside of the cage where Little Annie was being housed. She wouldn't necessarily talk to her. She might speak, might say a few things, but she was there every day, in her own way communicating to her, "You are a human being. I do love you. I have an interest in you."

One day the nurse took some brownies and put them inside. Little Annie ignored them, but the next day the nurse noticed that the brownies were gone. The next Thursday, she took some more brownies down, and the process continued.

The doctors noticed that there was improvement in Little Annie. They decided they would move her up and put her into the treatment process. Later they pronounced her well. They said, "You can leave now. You're OK. You can function in society."

Little Annie said, "No. This has meant so much to me. It has given my life back. I would like to stick around for at least a few years and pay back by doing some things for some other people."

Many years later, when Helen Keller received England's highest recognition for a foreigner, Queen Victoria asked her to whom she attributed her remarkable success in life, despite all of her handicaps. Without any hesitation, Helen Keller said, "Had it not been for Anne Sullivan, this would not have happened."

That woman was Little Annie. In relationship building, you never know how far it's going to go.

When I was a teenager, I wanted to get in the Naval Air Corps. It was my dream. World War II was going on. I wanted to fly those airplanes shooting down the enemy, come home a conquering hero, and have a ticker-tape parade in Yazoo City, Mississippi.

I knew that I had a basic problem. Number one, my grades in school had not been the best. As a matter of fact, I was in that part of the class that made the upper half possible, if you know what I mean. But between my junior and senior year, I decided to go to summer school and pick up some extra math and science so I would be better prepared to get into the Naval Air Corps.

I had to take a course in American history in order to get my high-school diploma, and it griped me no end. “Why should I take this course in history? What good is it going to do me to know what happened one or two hundred years ago? I want to take some math and science so I can learn how to fly those airplanes, shoot down enemies, win the war, and come back a hero.”

I had no choice. They said, “You have to take the class in order to graduate. No high-school graduation certificate, no Naval Air Corps.”

I walked into history class that first day with a chip on my shoulder. I sat and thought, “I’m going to get enough out of this to pass, and that’ll be the end of anything I have to do with history.”

Coach Joby Harris was the teacher, and he threw me a curve. He turned salesman that day, and what a magnificent sales job he did. He sold us on why I had to know my history. I walked out of there that day a history major, and it was the only course I consistently made A’s in for the rest of my academic career.

Today my favorite subject is history. The best book I’ve read in the last twenty-five years is a history book: *The Light and the Glory: 1492-1793 (God’s Plan for America),* by Peter Marshall and David Manuel. It reads like a novel. It gives you the real story of America—what really happened—and it’s extremely well documented and researched.

Coach Harris did something else that day. He turned out to be a prophet, way ahead of his time. It was 1943. He said, “Those of you who have an ability that goes beyond just providing for your own needs have a responsibility and an opportunity to reach down and lift up those people who do not have that same ability and opportunity. As a matter of fact, if we don’t reach down and help others up, the day is going to come when by sheer weight of numbers, they’re going to reach up and pull us down.”

That’s exactly what is happening and has already happened—in terms of standard of living, educational levels, the whole schmear. Our “I Can” course, which is taught in many schools, is the direct result of that. The financial cost on our part has been substantial, yet I believe it’s one of the most important things we have ever done. Youngsters today tell me, “Fifteen or ten years ago, I took the course. Let me tell you what happened.”

The work I’ve been doing in the drug war and the prisons and churches and other places is a direct result of what Coach Joby Harris said to me in history class. You can affect people, and you never know how many people that you are going to affect.

When Coach Joby Harris was a youngster, he was a Boy Scout. His Scoutmaster, who also was the first Scoutmaster and Scout official in the state of Mississippi, was a gentleman named Thomas B. Abernathy. Mr. Abernathy, for whatever reason, took an unusual interest in Joby Harris. Although Joby had a father, Mr. Abernathy became a second father, a mentor, to him. He taught him all about scouting, but he also taught him a lot of other things.

Mr. Abernathy had four children: three daughters and a son. His youngest daughter is a girl named Jean, and Jean Abernathy has been Mrs. Zig Ziglar since 1946. There's no way on earth Mr. Abernathy could ever have known that when he was spending the time influencing Joby Harris, he was teaching the man who would have such an impact on his future son-in-law, the father of his yet unborn grandchildren. You never know what's going to happen when you do something for somebody, but the story is not over.

World War II was winding down. They decided not to continue the flight training, so I never even got to it. I was still in the college portion when the war ended. I never got into the Naval Air Corps, but if your son or daughter were to go to Corpus Christi, Texas, today and become a naval aviator, they would take our business development course, "See You at the Top." All instructors are required to take it before they can train young pilots.

We never know. The influence you have today, the good you do today, is going to live and live and keep on living. Your attitude affects your relationships with your people, and it also affects their income. The way you see them determines how you treat them. The way you treat them has a direct bearing on their performance.

Let me give you another personal example of what I'm talking about. At age twenty-five, after I finally got my start in selling, I became the youngest divisional supervisor in the sixty-six-year history of that company. We were in cookware sales, and in direct sales the field managers are the ones who really control the organization's destiny. Their daily contact with the salespeople, their training, their inspiration, their leadership, their problem solving, and their guidance and direction are enormously important.

When I was promoted to the position of divisional supervisor, I had in turn to promote a person who was really not ready or qualified to move to the field manager level, but I had no other options, so it just had to be.

When I got the promotion, that division was going really gung-ho, but almost immediately things started to happen. The manager who had taken my place did not have the experience, so that organization collapsed. Another field manager

had a heart attack, which took him out of operation, and his part of the organization collapsed too.

Still another man had his big toe almost completely cut off. He spent twenty days in the hospital, and for the next four months he was on crutches. He was largely negated in terms of doing the necessary field work. His organization went kaput. Yet another manager had an integrity problem—which always brings difficulty—and his part of the organization caved in as well.

Here's the scene. One month we have a gung-ho, going, moving organization, and two months later, it's still going, but all of it is downhill. A rumor got started that the company was going to replace me: I could not handle it, I didn't have enough experience, I was too young.

Now you're talking about somebody who had a pity party. Old Zig really had one: "I'm the good guy. I didn't have anything to do with that heart attack. I didn't have anything to do with cutting that toe off. I didn't have anything to do with the fact that I had no choice to promote someone who wasn't qualified. I had nothing to do with that integrity problem. It's not my fault."

I really felt put upon: "I'm the good guy, and they're saying those ugly things about me. That ain't right." I had an advanced case of stinking thinking. It was fast settling into hardening of the attitude. I desperately needed a checkup from the neck up.

At the time we were living in Knoxville, Tennessee. I walked down Main Street there and saw a new book in the shop window. Its title was *The Power of Positive Thinking*. I said, "Boy, if anybody has ever needed some positive thinking, it's Old Zig."

I walked in, I picked that sucker up, and I started reading it walking out the front door. I was on my way to the airport to catch a flight down to Nashville, where I'd been scheduled for several months to speak to another division of the company on—guess what?—positive thinking. Here was the guy with the worst attitude in the division being invited to speak on positive thinking.

I got into that book, and I realized that the author, Dr. Norman Vincent Peale, had written it specifically for me. He kept saying, "Now, Zig, I agree with you. You are not responsible for the heart attack. You're right, Zig. You had nothing to do with the big toe. You're absolutely right, Zig. You had nothing to do with all of those things, but let me tell you what you are responsible for. You're responsible for the way you handle that situation. It's not what happens to you. It's how you handle what happens to you that makes the difference."

Let's have a quick reality check. Some people are so "positive" that they lose

their judgment. They think it's negative to ever say, "Here's a problem." That is not being negative. Identifying a problem is not being negative. But it is negative when you say, "Here's a problem, and there's nothing I can do about it. It's unsolvable." That's negative. Positive thinking identifies the problem and says, "Let me see how I am going to solve it."

Before I got a third of the way through Dr. Peale's book, I started looking at each one of the divisions and saying, "Now here's something we can do, and here's something we can do, and here's something we can do"—a dramatic, total, 100 percent turnaround.

Let me emphasize that the economy had not changed. The toe was still in bad shape, the heart was still in bad shape, the integrity was getting in a little better shape, and experience was being gained on the other end. Within sixty more days, we were doing more business than we had been doing when all of those things happened. What changed? The thinking of the person in charge.

One of my favorite statements when I do leadership conferences is, "When you have one stinking thinking, inept worker, you have one stinking thinking, inept worker, but when you have one stinking thinking leader, you have an organization full of inept producers."

I'd been promoted in May. We finished that year twenty-second out of sixty-six divisions. The next year we were fifth. The next year we were third: New York and Kansas were the only two states that beat us. What happened?

What happened was very simple. Instead of having a pity party, my attitude changed. I started analyzing all of the strong qualities and the good things that these managers could be doing, and the results were absolutely dramatic. I got so excited about it.

Let me simply say that I had a big promotion followed by a big collapse. I caught the PLOM disease, "poor little old me" disease, big time. I spread the stinking thinking, and the solution was, I read a book.

Yes, you really can have everything in life you want if you will just help enough other people get what they want. I will say that enough times that I can guarantee you it's going to become a tremendous part of your life.

Some years ago I had the privilege of going back to Hinds Junior College, which is now known as Hinds Community College, in Raymond, Mississippi, to help set up a scholarship fund for Coach Joby Harris and his wife, Jim El. It was an exciting occasion. I spoke to the student body, the faculty, and some visitors that morning, and that afternoon, we had a public seminar in Jackson.

The meeting on campus was truly exciting to me, and out of it I got a

tremendous lesson. The auditorium was packed, and I looked at the students and faculty lined up all the way around the auditorium. As I started, I said, “Now, folks, if you will notice, we have five vacant seats down here, and four vacant seats over here. All you have to do is come down and claim them. They are yours.” Only one person moved.

Then I said, “There are no obstacles. I wish I was strong enough and had the time to pick them up and take them back to you. First of all, I’m not, second of all, I don’t have time, and third, I’m sure the administration would be very unhappy if I could pull a Superman and do exactly that. Come on down. They’re available.” Still, only the one came down. None came to the second row.

“Now,” I said, “I’ll be the first to confess you’re going to have to climb over two people to get to these four seats, but that’s the way life is. Sometimes you have to climb over obstacles in order to get there, but I can tell you it’s well worth it. The front row seats are available.”

There’s a lot of room at the top. There’s just not enough room to sit down. You know what the difficult part is? It’s getting out of the crowd at the bottom. That’s the tough part, because at the bottom you have tens of thousands of people. It takes a whole lot for you to be able to stick your head high enough even to be seen, but once you take that first step out of the crowd at the bottom, the competition starts to diminish dramatically.

A number of years ago, I ran an ad in a newspaper in Houston. At the same time, I ran an ad in Denver. I’ll not identify what the response was from which city, but in one of the ads, I’d said, “Earn $20,000 a year.” In the other ad, it said, “Earn $50,000 a year.” I got twenty-five times as many responses to the one on the lower figure, because most people at that time could not see themselves earning the higher dollars.

Most people never really see themselves as the capable individuals they are. That’s the reason I spend so much time on building a healthy self-image. I just want you to know that front row seats are available, but they’re not going to come to you. There are obstacles to climb, but they really are climbable.

How do you climb obstacles? I love the picture of the person standing at the foot of a flight of stairs. Over there is an elevator, and the sign above it says, “The elevator to the top is out of order. You’re going to have to take the stairs.”

I believe that’s the way it is in life. The elevator to the top is out of order, and yes, you are going to have to take the stairs in order to get there. I believe, ladies and gentlemen, that winning relationships and friends are going to be playing an important part.

I love the story of the little guy that was trying to get his dad's attention. His dad was ignoring him; he was busy with other things. The little boy got very insistent. He said, "Dad, who's your favorite? Do you like Superman or Batman better?"

The father said, "Oh, son, I'm busy."

"But, Daddy, just tell me. Which one do you like the best, Superman or Batman?"

Finally the father said, "OK, Superman is my favorite."

The little boy said, "Well, Daddy, Batman is my favorite."

The father said, "That's nice, son, but Superman is mine."

Then the little boy said, "But, Daddy, aren't you going to ask me why Batman is my favorite?"

"OK, Son. Why is Batman your favorite?"

The little boy looked at him and said, "Daddy, Batman has a friend."

The father finally got the point. He said, "That's important to you, isn't it, son?"

"Yes, Daddy, it is."

Aren't we all looking for friends? Don't we all need that attention? Isn't it true particularly within our families? Isn't it true that the applause of a single human being is of great consequence? Doesn't it affect our productivity, our happiness, and everything we do in every area of our life? It really boils down to becoming interested in the other person. It really does.

There's no such thing, folks, as somebody who does not have value. Everyone has value. When we recognize and encourage that value, it's amazing what can happen as a result.

* * *

I want to close by telling you a love story. It's a little different from most love stories, but it really does have a lot to say. It's a love story about the game of golf.

Nothing pleases me any more than to get out there on the hillside or on the golf course, and I like to tee that sucker up so I can get at it. I rear back, and when I do, I let the string all the way out. I hit that sucker as far as I can. Boom. Then, if I can find it, I hit that sucker again.

I found out a long time ago that a slow game of golf and a fast game of golf in reality both take about the same amount of time. It'll take you about five hours, counting getting there, getting ready, and warming up, to play it and get back home.

I travel a lot, and I wasn't about to come home, kiss the redhead and my son good-bye, and head for the golf course, but I love to play golf. So I did something really bright, if I do say so myself. I bought my wife and my son a set of golf clubs. Everybody was excited about it, except my wife and son.

They went along with me for about five games. At the end of about the fifth game, the redhead said, "Honey, I just do not like to play golf. It's too hot, or it's too cold. It's too wet, or it's too windy. You're just going to have to count me out." There went golf buddy number one.

At the end of the summer, my boy said, "Dad, I hardly know how to tell you this. I know how much you like to play golf. Dad, I like to be with you, and I know you like to be with me, but golf is just not my game, Dad. I'll wrestle with you, I'll throw the football with you, I'll go fishing with you, I'll ride bikes with you, but, Dad, golf is just not my game. Count me out." There went golf buddy number two.

For the next three years, there wasn't much golf in my life. One night I was back in town, and we'd been out to dinner. We were on Dallas's North Central Expressway, and we passed a driving range. All of a sudden my boy spoke up. He said, "Dad, let's stop and hit a few golf balls."

My son is a smooth talker. So we stopped to hit a few golf balls. We were banging away, and suddenly he said, "Dad, let me borrow one of your woods." So I pulled my four wood out of the bag and handed it to him.

My boy choked up on it a little bit, reared back, and he cold-cocked that sucker about forty yards further than he had ever hit a golf ball before in his life. When he turned around, that smile on his face clearly said, "Ziglar, you've got yourself a golfing buddy now." It was the second most beautiful smile I've ever seen on his face.

The most beautiful one was a few days later. We were out at the club playing. We were out on the par fours. My boy took that four wood, and again he let the string out. He busted that sucker right down the middle. It had a little draw on it, hit the ground running like a scared rabbit, and stopped dead center, right in the middle of the fairway—a perfect position.

We got to that ball. He took the five iron out, and just as you see them doing on television, he kept his head down. He smooth-stroked it. It took off, got right over the green, and landed just as soft as a feather about forty feet from the cup. He was hunting his bird. (If you're not a golfer, that simply means that if he sinks that putt, he's one under par on that hole. If you don't know what that means, it means he done good.)

I showed my boy how to line the putt. I showed him how to stroke it, and when he stroked it, there was zero doubt about it. It was in the cup all the way. When that ball hit the bottom of that cup, that boy jumped about six feet straight up in the air, still beating me to ground by five seconds. Man alive, was there ever excitement.

I grabbed him and hugged him, and we did a little dance for a couple of minutes. Then it occurred to me that I had a problem. I was on the green in two also. I was hunting my bird too. I was only about ten feet from the cup. I knew that if I missed the putt, my son would figure I'd missed it on purpose so he could win. That would have given him a cheap victory, which is quite a loss.

So I determined I was going to do the very best I could, so that if I did miss it, I could honestly say, "Congratulations, son. You won it fair and square."

I lined the putt as well as I know how to line a putt. I stroked it as well as I've ever stroked a putt in my life, and just as if it had eyes, it went straight to the bottom of the cup. Before I reached down to pick it up, I looked at my boy, and I said, "Now, tell me the truth, son. Were you pulling for Dad?"

He was eleven years old. He'd never beaten his dad at a hole of golf. It would have meant an awful lot to him at that point. If I had missed, he would have won the hole. Without any hesitation, quietly but very firmly, he looked me right in the eye and said, "Dad, I always pull for you."

That, ladies and gentlemen, is love. That's pure love.

That's what we need more of in Dallas and Portland and San Diego and Albany. It's what we need more of in every home in every county in every state in this great land of ours. We need it between the parent and the child, between the husband and the wife, between the employer and the employee, between the teacher and the student.

We need somebody who is pulling for us to do our very best, because there's an old saying that people don't really care how much you know until they know how much you care about them.

When you really are pulling for the other person, there is a persuasiveness that becomes part of you that is beyond belief. When you're pulling for your child to do something for their benefit, when you're pulling for a customer to buy because deep down you know it's for their benefit, when you're pulling for an employee to perform better because it is to their benefit, when you're pulling for anybody to do something because they're going to be the winner, you become instantly more effective, instantly more professional, instantly more persuasive. Love is a tremendous persuader.

Every year in Yazoo City, we have family reunions. Because we live in Dallas, the other members of family live much closer. We generally fly to Jackson, rent a car, and stop by the grocery store to buy our contribution to the big spread. The other members of the family bring theirs in already cooked.

Several years ago, we stopped by to get the things we were going to buy: a smoked ham and a smoked turkey, some little snacks, and a number of canned soft drinks. We got to the checkout stand, and the cashier figured it up. The redhead had her checkbook out. She wrote the check, and as she handed the check to the cashier, she automatically reached into her wallet to pull out her driver's license and several credit cards.

As she did so, she said, "You probably will want to see these." The cashier never looked down. She was looking at the check. As she did, she said, "No. In Yazoo City, the name Ziglar is all the identification we need."

I left that city in 1943. The cashier didn't recognize me or my name. She was talking about my mother and older brothers and older sisters, who had left us a legacy that is beyond price. Legacies are left through relationships—the way you deal with people. It's the basic foundation upon which you have built.

When we build that right foundation, when our heart is right, when we really do have an interest in others, when we live with integrity, then we can live and leave something that will last infinitely longer than we will live.

I think Dr. Jack Graham sums it up as well as anybody when he said, "Wealth is the total of what you have that money can't buy and death can't take away."

I believe with all of my heart that if you buy the ideas and concepts I've been talking about in this book, I'll be able to close this by saying, as I always do, "I'll see you, and yes, I really do mean you, at the top.".

God bless you.

MASTER SUCCESSFUL PERSONAL HABITS

Zig Ziglar
Foreword by Tom Ziglar

Published 2021 by Gildan Media LLC
aka G&D Media
www.GandDmedia.com

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FIRST EDITION 2019

FIRST PAPERBACK EDITION 2021

Front cover design by David Rheinhardt of Pyrographx

Design by Meghan Day Healey of Story Horse, LLC

Library of Congress Cataloging-in-Publication Data is available upon request

ISBN: 978-1-7225-0531-8

10 9 8 7 6 5 4 3 2 1

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Foreword

by Tom Ziglar

I am very excited to introduce you to *Master Successful Personal Habits*. I've had the privilege of growing up with Zig Ziglar and seeing him as a father, a speaker, an author, and a person. I've met with many people that he impacted—many of today's leading speakers, authors, and business leaders. They are still being influenced by his messages, his wisdom, and his philosophy—his core statement that you can have everything in life you want if you'll just help other people get what they want.

That is more true today than ever. People need help and encouragement more than they ever have. All you have to do is check out the Internet, listen to the news, listen to people in the line at Starbucks, and you'll see how many are concerned about the future. They don't know what's up next. But the simple truths of life that are found in this book are the things that make all the difference. It's about your relationships. It's about the way you see yourself, and it's about the goals that you set and the way you view the future.

These teachings are the summation of Dad's entire career, and I think you have to go back to the start to figure out how we ended up here. In his early life, he was in sales, and he really struggled in the beginning. Then a wise person named P.C. Merrill spoke to Dad and taught him some important principles.

After that, Dad's sales career took off. In fact, he was immediately recognized as one of the top salespeople in an organization of over 7,000. When that happens, no matter what business you're in, you immediately get elected to do

training. So Dad's first start in training was in sales training—sharing with others the principles, ideas, techniques, and tactics that he had learned and applied that made him successful.

As Dad grew into this role, he realized this simple truth: you can take all the best skills in the world and put them on the wrong person, and it won't do any good. So as Dad developed, and he started to learn and see people's responses, he realized that the first thing you had to do was develop the person from the inside out.

The person needed to have character and integrity and discipline. They needed to be motivated. They needed to have a specific goal-setting plan in place so they could become the right kind of person. Then they had to have relationship skills so that they could work with others.

Once you have that person, you can give them the technical skills, and they can do and achieve just about anything. That's what this book is about. It's about understanding that while skills are critically important, it doesn't really matter unless the right person is employing those skills.

Dad had an amazing impact. His character was unquestioned. The impact that he had on other people's lives to help them become more, be more, do more, and have more is legendary, but it wasn't until he passed away in 2012 that we really understood the magnitude of his legacy.

We had over 13,000 comments on our Facebook page within twenty-four hours of the announcement. As people sent in a message or an email or a letter or a card, the story was almost the same. It was this: "You know, I heard Zig Ziglar, in 1978, or 1986, or 1994. I was in a room, and there were 10,000, 20,000 people. When it was over, I was inspired, and I wanted to meet him. So I stood in line for two hours, and when I finally got to him to get that autograph, it was like I was the only person in the room."

For me, that's such a powerful story, because it's going to be hard for anybody to think, "Golly, I could be Zig Ziglar on stage," but you know what? I believe that each person reading this can be Zig Ziglar one-on-one. That means that you can give somebody undivided attention and let them know that you care about them.

My good friend Scott Schilling came to me and said, "Tom, I was backstage with your Dad years ago, and I asked him, 'Zig, how come when you speak to a large audience like this, 80 or 90 percent of your talk is exactly the same talk that you gave the last time?'" Scott said, "You know, Tom, your dad just smiled and looked at me, and he said, 'Scott, the truth never changes.'"

Dad went on to tell me many times that people are always hungry for the truth. I think that this book is more relevant today than ever, because for some reason our culture has bought into the idea that things are relative. Dad couldn't have disagreed more, and neither can I.

Things are more dependent upon the truth than ever. We want truth. We want to know that we can count on somebody. We want to deal with people who have honesty and integrity. We want to know that what we stand for and who we locks arms with have values that line up with truth.

As you go through this book and learn these different truths, understand that the more you employ them, the more effective you will be. Our good friend Seth Godin talks about the idea of trust. In his business, he focuses on scaling trust. Think about thatscaling trust—because Dad said years ago that the number-one reason that people won't buy is lack of trust.

If we can build trust, then we've overcome the number-one objection that people have to us or to our product or service, and trust is the by-product of integrity. Many people ask, "What is Ziglar up to these days? Is Ziglar going to continue on?" and I am excited to say that Ziglar is about legacy.

Legacy really means this: it's the sum total of the impacts that you've had and the generational impacts that these have in turn, and so on and so on. Dad's legacy is living and growing even as we speak, as people are equipped with these materials and these ideas, use them in their own lives, and then teach others.

Dad's legacy lives on when we share these messages with others. That's why I'm so excited about this project, because it's not just a product with a result that ends some day. It's actually carrying on a legacy.

Legacy is different from *inheritance. Inheritance* is when you give somebody money or something like that which they can spend. *Legacy* is when you give somebody a guideline, a set of rules, a set of beliefs and principles that they can apply to any situation they go into and have it bear fruit. It's the difference between giving somebody a fish and teaching them how to fish.

Dad's legacy can be summed up in his famous quote, "You can have everything in life you want if you'll just help enough other people get what they want." There's pushback today in our society, because you hear about people who teach ideas of "win at all costs" or "crush the competition" or "in it to win it."

What does that mean in terms of Dad's legacy? First off, Dad believed, and I believe as well, that you want to start with having the other person's best

interests in mind. When you serve somebody else's best interests first, and they know that, that builds a feeling of trust and endearment. Whether you can help them in that situation or not—the timing may or may not be right—they will always remember that. Over time business will seek you out, because people want to do business with people they know, like, and trust.

Legacy is a journey, and we all go through a journey in life. When I speak to organizations, I talk about the process we go through from survival to stability, from stability to success, and from success to significance. The world is hung up on this idea of success. This is a good thing; it's not a bad thing to say, "I want success," but success is really about the things you can have. It's about money or fame or influence, but people who understand the difference between success and significance are the ones who really get it.

Significance is when you help somebody else be, do, or have more than they thought possible. Legacy is about significance. Again, it's about helping someone else become, be, do, or have more than they thought possible. When you achieve significance, you achieve the greatest level of joy imaginable, because there is no greater joy than seeing somebody do something they didn't think they could do. They look up, and they give you that smile, and that's what drove Dad.

That's what inspires us today. It's to achieve not only success but significance, and the more we seek significance, the more likely we are to be successful along the way.

Legacy is intentional. It's actually a choice, just as attitude is a choice, or success is a choice; so, really, is anything that we do.

There's a feeling today that "life is so full of circumstances. I have no control over where I'm going."

The reality is, you have complete control over the choices you make. You may not like the circumstances, but you can choose to respond or react to those circumstances, and Dad knew full and well early on that he was going to leave a legacy.

You know what? You're going to leave a legacy as well. The question is, what kind of legacy are you going to leave? What kind of markers and mileposts?

Quick story on this. I had the job of helping Dad clean out his library when he moved from his large home to a smaller place in his last few years. As we looked at those 3,000 books there, I knew I had to get them down to about 100. Boy, that was a big task. I had to decide which books I was going to keep and which we were we going to get rid of.

I decided to flip through each book. The more markings a book had in it, the more likely I was to save it in that special pile. As I was flipping through the books, I looked down, and I could see from his markings on a certain page that this was the foundational information that he used for part of one of his talks. It was like finding buried treasure, and when I closed the book—you wouldn't believe this—the title of the book was *Buried Treasure* by Rabbi Daniel Lapin.

So what kind of legacy are you going to leave? What kind of mileposts and markers will you leave behind when your kids go to your home or your office or your desk and flip through the books and look at your emails and texts? What kind of markers are you leaving?

Dad influenced my life in many ways, but he never said, "Son, I want you to be a speaker. I want you to follow in my footsteps and lead this company or be in sales."

I'm sure he hoped those things, but what he told me was this: "Son, whatever you do, I want you to do it with 100 percent effort and 100 percent integrity." That gave me the freedom to go out and explore who God made me to be. So, as you learn from this book, and you think about how you can impact those around you, I encourage you to take those words and realize that you are blessed with an incredible family and teammates and people that you associate with. Look for the best in them.

Dad gave me a set of philosophies, guidelines, truths to live by. It didn't matter what field of work I chose to go in. I knew that the right way to do it was with honesty and character and integrity, with hard work and discipline. When you add those to anything, success is far more likely and eventually will happen.

Dad was known for his book *See You at the Top.* In fact, if you do a Google search online and you read a list of the most influential personal development books of the last 100 years, that book will often be in the top ten. It impacted so many people.

Seth Godin says that we no longer live in the information age or the computer age; we live in the connection age. If you're going to live to win, you have to know how to employ the best ways to go forward in life, and that's by using these foundational principles and truths. With all the changes that happen before our eyes every day, these truths never change.

This book contains a lot of references to personalities of the mid-1990s, such as sports figures, celebrities, and politicians. These personalities aren't in the foreground of people's attention these days, but the lessons they embody continue to live on.

Some people are saying that Dad's ideas are kind of old-school, that they don't really apply to today's world. I couldn't disagree more.

People may be good marketers. They may know how to write good headlines, things that'll catch people's attention, and I applaud them for that, but here's the reality. Dad said there were some absolutes. For example, would you hire an accountant to work for your company who was *relatively* honest? Of course not. That's a truth that never changes.

There are relationship principles that never change. The ways people like to be talked to and respected never change. These are the core, foundational things that we talk about.

So when you look at how you're going to carry forward in life, are you going to try the new guru on the street, or are you going to look to the wisdom of the ages? After all, why do they call it the wisdom *of the ages?*

When I first started working at the company over twenty-eight years ago, I heard Dad tell our team, "We're not in the book and tape business. We're in the life-changing business." As you read this book, you might see Dad talk about tapes and books and other things that now are available electronically and digitally, on your iPhone or in the cloud. He'll also talk about the value of listening to the tapes. Know this: it's not the medium that makes a difference, it's the message. And you can absorb the message by reading just as well as by listening.

This material is more relevant than ever, because now more than ever, you can see how the people who embrace these ideas stand out. That's right. When you employ these ideas, you become rare. You become a leader. You become an example. And you have a competitive advantage, because unfortunately today these principles are not commonly taught anywhere, unless you seek them out on your own—and that's what you are doing by reading this book.

Tom Ziglar is the president of Ziglar Training Corporation, the author of the book *Live to Win,* and a successful platform speaker in his own right.

Four Concepts That Make a Difference

I'm Zig Ziglar, and I want to begin by saying this book is for everyone. Whether you're a mechanic or a physician, whether you're a college professor or a kindergarten student, you will benefit from this information.

Let me say simply that this is also about hope. Psychologist Alfred Adler said that hope is the foundational quality of all change. It's my conviction that encouragement is the fuel of that hope, and so this material is designed to encourage and inform. Countless adults have shared with me that these concepts have had a dramatic influence in their lives.

Below I will give you an idea that you will agree is absolutely significant. Then I will give you four concepts that, if you will apply them, will make a difference in your life. As I present them to you, you're going to be thinking, "You know, I like that. I'm going to remember it."

When you finish this material, virtually none of you will be able to give all four of them back to me. That's why we will encourage you to expose yourself to this over and over: because repetition is the mother of learning. That makes it the father of action, and that means it's the architect of accomplishment.

Now let's start with this. Do you honestly and sincerely believe that there's something you can specifically do in the next two weeks that would make your personal life, your family life, and your business life all *worse?*

You probably know the next question then. Do you believe there's something you can specifically do that will make all of them *better?* OK.

Do you believe that the choice is yours? Do you believe that every choice has an end result? Do you believe making the right choices is your responsibility?

Probably you've said yes to these questions. Now here's what you have said, whether you realize it or not. You have just said that regardless of how good or bad my past has been, regardless of how good or bad my present is, there is something I can specifically do now that will make my future either better or

worse, and the choice is mine.

Now, folks, that's profound. I'll always tell you when I've said something profound, because I found out a few years ago that an incredibly high percentage of people do not recognize my profound statements when I make them unless I tell them they are profound.

This is going to involve a lot of communication. A lady once went to see her attorney about a divorce. The lawyer said, "What's the problem?"

She started rambling.

He said, "No, be specific."

She said, "Like how?"

"Well, do you have any grounds?"

"Oh, yes, as a matter of fact, we have about forty acres right out here on the north end of town."

"No, that's not what I'm talking about. Do you have a grudge?"

"No, but we have a really neat little carport right on the side of the house."

"Woman, we need to make this personal."

"Like how?"

"Well, does that man ever beat you up?"

"Oh, no, I'm up every day at least an hour before he even turns over."

The lawyer said, "Do you accept any responsibility for the difficulty?"

The woman said, "Like how?"

"Well, for example, do you ever wake up grouchy?"

"Oh no, I just let him get up on his own whenever he will."

"Well, why do you want to divorce the man?"

"The guy just can't communicate."

We're going to try to make this communication such that as you read this book, you will have no difficulty understanding exactly what I am talking about. Everything is choice. For example, for twenty-four years of my adult life, by choice I weighed well over 200 pounds. The reason I say "by choice" is simply because I have never *accidentally* eaten anything. It's always been a choice. If I choose to eat too much, then I have chosen to weigh too much. You are where you are because of a series of choices that you have made.

I'm the tenth of twelve children. I asked my mom one time, "Mom, why so many?" She said, "Well, son, where do you think I should have stopped?" It's for sure that I didn't think it was after number nine: you can absolutely count on that.

Let me say something that I think is very important. A few minutes ago, you

made the observation that the responsibility was yours to make the right choices. Responsibility carries a lot of weight in life.

Barbara Tuchman, a two-time Pulitzer Prize winner, said the number-one need we have in our society today is for people to accept responsibility. That is so tremendously true.

I was raised during the Depression. My dad died when I was five years old. There were six of us who were too young to work. Yazoo City—a small Mississippi town. We don't even have a village drunk; we share him with a little community next to us. But it's exciting about once a month when a train comes through. I know that doesn't sound like excitement until I explain we don't have tracks there. We used to hang a mirror at the end of Main Street to make the town look bigger.

I can joke about my home town for one very good reason. It's an amazing little town.

The former president of the American Medical Association is from Yazoo City. The former president of the American Bar Association is from Yazoo City. The former president of the Southern Baptist Convention is from Yazoo City. The former editor of *Harper's Magazine* is from Yazoo City. So are the former secretary of agriculture and the chairman of the Republican Party. Comedian Jerry Clowers is from Yazoo City.

The point I'm making there is that we can joke about that little town because of its productivity. People who are confident and productive don't mind you kidding them along.

In any case, I don't need to tell you that we had a tough time financially. Other families had it tough too, but I'm grateful that for whatever reason, I did not choose to notice what we did not have.

I did notice what a lot of people *did* have in that little town. Even in those times, I noticed that some people wore nice clothes. They drove nice cars. They lived in nice houses. They took nice trips. They even had dinner out. Some of them even played golf at the country club.

I've noticed that there are some people that don't pay any attention at all to the economy, regardless of how it is. (As you know, the media has accurately predicted twenty-seven of the last two recessions.)

Now there are some people who just don't pay any attention to what other people are doing. For example, I've noticed that in some instances, many instances, when the economy is absolutely magnificent, there are a bunch of folks going broke. I have noticed that in some instances where the economy is

absolutely horrible, there are a bunch of folks getting rich.

Major point number one is, you do have a choice. You can do something now about your life, making it better or worse, and the choice is here.

Point number two is this: it is not what happens out there that makes a difference in your life. A lot of that you cannot change. There's nothing you can do about Bosnia personally at this moment. There *is* something you can do about you and your future. It's what goes on between your own two ears. That's what makes the difference.

Neil Rudenstine is the president of Harvard University. His mother is a part-time waitress. His father is a prison guard. This is point number three. It's not who your mama and your daddy might have been. It's not what they have done. The question is what kind of legacy you will leave to your children and your grandchildren. It is what *you* do.

A lot of times we encounter people who have a pity party on a regular basis. They have what we call the PLOM disease, P-L-O-M. That's "poor little old me." The problem with pity parties is that when they have them, very few people come, and those who do don't bring presents.

They did a study of 300 world-class leaders. I'm talking about Roosevelt and Churchill. I'm talking about Martin Luther King and Mahatma Gandhi. I'm talking about Clara Barton and Helen Keller and Mother Teresa, world-class leaders, 300 of them. Seventy-five percent of them were either raised in poverty or had been abused as children or had some serious physical impairment.

They understood point number four: it's not what happens to you, it's how you handle what happens to you that is going to make the difference. I think, for example, of the Edsel automobile, which many people recognize as being by far the most profitable motor car that Ford ever built.

I know what you're thinking right now: "Ziglar, that sucker was a dog. It cost them a whole lot of money. They stopped production. What do you mean it was the most profitable one?"

Remember—it's not what happens to you, it's how you handle it. You see, out of the Edsel came the Mustang. Out of the Mustang came the Taurus. They took the mistake, learned from it, capitalized on it, and look at what happened as a result. It's not what happens to you. It's how you handle it.

John Foppe was recognized two years ago as one of the top ten young Americans by the United States Junior Chamber of Commerce. I met John when he was speaking for the Department of Defense up in Colorado Springs. He had admirals, generals, CEOs of the Fortune 500 companies in front of him. He was

a nineteen-year-old man, and he spoke with confidence and clarity and conviction and power.

John graduated from college cum laude in three and a half years, working his way partially through. You ought to see John drive a car and scramble eggs and go skiing and paint portraits. You ought to watch him just eat. You see, John Foppe was born without any arms.

John said to me one day, he said, "You know, Zig, if I had the longest, strongest arms ever put on a human being, he said there'd still be only so high I could reach, only so much weight I could lift. I don't care how long and tall and strong and big your arms might be, they have a limit, but I face more situations every day where I have to use my creative imagination than the average person does in a month's time. There's no limit to what we can do internally."

The message is the power of hope, because if there's hope in the future, there is power in the present.

My objective here is to share how you can get more of the things that money will buy and all of the things that money *won't* buy.

Money is important. At least in one or two instances in our lives, all of us have been in situations where if we had a flat tire, it was a financial disaster. If we spilled something on a dress or tore a suit, it really represented difficulty. We would run out of gas on the highway. There are people you know who are struggling for survival.

Part of my objective is to help those people. We want to share with you how to move from survival to stability. Then how do you move from stability to success, and then how do you move from success to significance? Money is important. Don't misunderstand: it's not everything, but it ranks reasonably close to oxygen. It has to be in the picture. Anybody says they're not interested in money is going to lie about other things too.

I have to confess, I like the things that money buys. I like to wear nice clothes. I like to drive a nice car. I like to live in a nice house. I like to take nice trips. I like to take my wife out to nice restaurants. I *like* all of those things, and all of them cost money, but I *love* the things money won't buy. Money bought me a nice house. It'll never buy me a home. Money will buy me a bed. It won't buy me a good night's sleep. Money will buy me a companion. It won't buy me a friend. Money will buy me a good time, but it won't buy peace of mind. All of those things are available. I'll never tell you it's easy, but they are available.

I want to share with you how you achieve job security in a world where job security no longer exists. How do you live well, and how do you finish well?

How do you develop the qualities that are necessary to accomplish all of these things, and do you have what it takes?

I'm going to be giving you a lot of stories, examples, and illustrations. The Center for Creative Leadership out of Greensboro, North Carolina, said that the parable, the story, and the example are the best way to teach, particularly if you're teaching values. Seems that a couple of thousand years ago, somebody else used the parable quite effectively in teaching the truths that really do make a difference.

As you read this, you might be wondering, "You know, Zig, you've said some pretty significant things about what is available. I wonder"—poor little old me, PLOM disease in full force—"can *I* accomplish those things?"

Let me tell you about Vince Robert, and you see how you compare to Vince. How old are you? He's thirty-seven years old. How much education do you have? He had a fifth-grade education. What do you do? He drove a taxi.

Where do you think Vince Robert was going to end up, in the minds of a lot of people? Many would say that there's a perfect candidate for governmental assistance, but one day when Vince was waiting on a fare in front of a hotel, lightning struck.

Vince Robert bought a book. It was a dictionary, a fifteen-pound Webster's dictionary.

He put that dictionary on the front seat of his automobile, and starting on word one, page one; he started learning those words. By the time he had barely gotten into the dictionary, maybe an eighth of an inch into it, all of a sudden he started understanding things he'd only been hearing, understanding things he'd only been reading.

This has been validated by Georgetown Medical School, whose studies said that in 100 percent of the cases, no exception, when your vocabulary increases, your IQ goes up. You can build a magnificent vocabulary and not invest any time at all. All you have to do is get a dictionary and put it in the bathroom.

Now let me tell you what happened to Vince Robert. As he started hearing things and listening to things, he started understanding them. He started investing in the stock market, took every dime he could spare. He ended up buying the 19 Car Cab Company. He kept investing. Today he's a wealthy man and travels through Canada telling people how he did it.

You know what I believe with all my heart? There are tens of thousands of Vince Roberts who will listen to what I just said and say, "If that guy can do it, I can do it too." That's what this is all about.

I want to share with you a basic concept which you will hear me repeat over and over: failure is an event. It's not a person. Yesterday really did end last night. Today really is a brand-new day, and it gives us another choice to do with it whatever it is that we wish to do.

One thing I'm going to be covering is, how do you get along with other people? How do you get along with that bloodsucker of a boss who wants to squeeze every ounce of blood out of you and only pays you minimum wage because it's the law? How do you get along with that lazy, irresponsible employee who wants all the benefits and does none of the work? They think they ought to show up when they want to, where they want to, how they want to, and do what they want to. How do you get along with that person? How do you get along with that man you're married to that no human being alive could ever tolerate? How do you get along with that woman? How do you handle that irresponsible, lazy teenager? How do you get along with all of these people?

Let me tell you how you handle a job you hate. I was going through the airport out at Dallas-Fort Worth, the security bit. This young man was there. I always say, "Thank you very much. How are you doing?" He said, "Just awful. I hate this job." I smiled at him, and I said, "That's interesting. I'm certain that there are thousands of people in Dallas alone who would love to have this job that you absolutely hate."

The young man did a quick double-take and said, "You know, I never thought about that."

I said, "Well, don't you really think you ought to think about it just for a moment?"

How do you learn to love a job that you hate? If you can't learn to love it, how do you get to be productive?

Let me tell you a story about a guy named Richard Oates. Richard Oates was a superintendent with one of the nation's largest homebuilders. For five years he worked with them. The last three years he was under such intense pressure that he told me less than a week ago, he said, "You know, I hated Sundays." I said, "Why on earth did you hate Sundays?" He said, "Because Sunday was the last day before I would have to get back in the rat race, and I was under so much pressure, I was stressed out to an incredible degree."

Let me tell the rest of that story. In the five years he was there, he only missed four days because of illness. In the last three years he was there, he was never late a single time regardless of the weather, regardless of how he felt, regardless of car trouble. He never used his complete vacation time. The last year he was

there, he was recognized as one of their top superintendents. He would have undoubtedly gotten the award for being the best, but in the meantime he had accepted a better position, and they certainly don't give those awards to people when they have left the company.

Perhaps the most amazing thing, though, is that although he had 400 home units that he was in charge of, with fifteen to twenty homes going up at all times, in the last ten months he built and closed eighty-three homes without missing a single move-in date. That is absolutely unbelievable.

I asked him, "How did you do it?" He said, "Well, first of all, there is a question of survival. I do have responsibilities. I just love to eat. I have a responsibility to my wife. I have other responsibilities. I had a responsibility to my company. I'm known as a company man. My responsibility was to give them the very best that I had regardless of how I might be feeling at the moment."

Now, folks, that's what we call character. Character is the ability to carry out a good resolution long after the excitement of the moment has passed. That is accepting responsibility. He also said, "I had a mentor, Stan Sermanack, who had taken me under his wing and made it possible for me to get this particular job. He was my mentor and encourager. I did not want to let him down."

What is all of that saying? There are some absolutes in life. We talk about relative this and relative that, but as far as I'm concerned, relatives are brothers and sisters and in-laws, but there are values that are not relative. Suppose we were to take the laws and say, "We have about 2,000 on the books. I believe in this one and this one, but I don't like that one at all. I'm going to take that one out of there." We would be in chaos, would we not? It would be anarchy.

Now the thing I like best of all about Richard Oates—and I recognize that this is going to sound a little self-serving—is that he happens to have married one of the most beautiful girls I've ever seen in my life: my daughter. That means that he's my son-in-law, but today he's also our vice-president in charge of marketing and product development, applying the same energy, the same commitment. He took a job he did not like, gave it his absolute best, and learned the skills, the commitment, the responsibility to move into a better job. Don't like your job? Give it your best shot. That's the way you get a better job.

Let me give you another illustration. My executive assistant, Laurie Majors, is quite a story. She's been with me eighteen years. She finished the tenth grade. Two years ago, we evaluated our key employees. Laurie graded out at slightly above the master's degree level. You can finish school. You can even make it easy. You never finish your education, and it is seldom easy. She simply keeps

on learning, keeps on going.

Anyway, Laurie got a phone call from this lady in Birmingham, Alabama. After the call, she said to me, “You know, Zig, the lady thinks she has an incredible problem. I think that you could probably solve it in five minutes if you can meet with her when you get to Birmingham.” I said, “I’ll get there early. Invite the lady to come backstage. We’ll have a little chat.”

Incidentally, I don’t do counseling. I’m not trained for it. I don’t have the time for it. My natural inclination is to believe everything from the last person I talked to, and that doesn’t really make for professional counseling. If somebody says, “I have a problem,” if I have five minutes, I’ll give it my best shot. That’s all I can do.

When the lady spotted me, she came walking across the stage, and I have never seen such anger in my life. I mean, the stage was rattling. I’m not going to say she was overweight, but she was about five and a half inches too short. She was the kind of lady that can brighten up a room by leaving it, if you know what I mean. When she saw me, she started crying, “Oh, I’m so glad to see you. I’ve got this terrible job. I just hate it. I want out of it. Can you help me?”

Now I could imagine this lady thinking that I was going to verbally put my arm around her and say, “Yes, my dear. Life is tough, but you have to hang in there, and by and by things will work out OK.” I could have done that, but if I had, I would have betrayed everything in which I believe. If somebody says, “Help!” I believe I’m supposed to help.

As I said, I don’t do any counseling, but I’m fortunate to have access to some of the outstanding minds in this country. I check things out psychologically, physiologically, and theologically, and have strong endorsements from all three disciplines before I record it, write it, or verbalize it.

There’s one thing I do know about counseling, and that is that most people who come to you with a problem do not want a solution to the problem. What they want is to tell you about it. They want to talk about the problem. They do not want to solve the problem. If you foul up the deal and solve the problem, then they can’t tell you about again and again and again.

I had very few minutes. I knew I had to get her attention, so I said, “Yes, you know, ma’am, the sad thing is I believe your situation is about to get a whole lot worse.” Had I hit her in the face with a bucket of ice water, I could not have stunned her more.

She said, “What do you mean?”

I said, “I believe that your company is going to fire you.”

“Fire me? Why on earth would they fire me?” Isn’t it the truth that people who are the problem never recognize they are the problem? They’re in complete denial. They think denial is just a river in Egypt. No snowflake ever blames itself for the blizzard. No rain drop ever blames itself for the flood, but each plays a part. Every person in life either builds or tears down. “Why would they fire me?”

I said, “Ma’am, I don’t believe there’s a company in America big enough to sustain this much poison in one small spot.”

All of a sudden the job she hated everything about took on a different hue. She said, “Well, what am I going to do?”

“Do you really want to know?” I said.

“Yes, that’s the reason I came to you for help, but you sure haven’t been much help so far.”

“Well, ma’am, I’ve got an idea. I believe it’ll work. If you will do it, I know it will work.”

“Tell me about it.”

“When you get home tonight, I want you to get a sheet of paper out, and I want you to make a list of all the things you do like about your company and the people down there.”

She interrupted me. She said, “That’ll be easy. I don’t like nothing about that company. I don’t like nothing about those people down there.”

“Let me ask you a question. Do they pay you for working there?”

“Of course they pay me for working there.”

“You don’t like to be paid for working?”

“I certainly do.”

“Then you like to be paid.”

“Of course.”

“Well, that’s one thing you like about your job.”

“Why, certainly.”

“A minute ago you said there was nothing you liked about the job.”

“I didn’t know you was talking about that.”

“Well,” I said, “don’t you think money’s important?”

“Yes.”

“OK, let me ask you the second question. Do they pay you above average, below average, or about average for what you do?”

“Well,” she said, “I have to confess. They pay me above average.”

“Don’t you like to be paid above average?”

“Why, certainly I do.”

“I’ll tell you what I want you to do. I want you to get that sheet of paper out right now. We’re going to make a list of all of the things that you do like about your job.”

She just sat there. I said, “No, go ahead. Get paper out. We’ll make a list right now.” She just sat there. I said, “Ma’am, let me tell you what my experience in life has been. People that won’t take step one never take step two. If you’re unwilling to get involved in solving your own problem, we might as well terminate the interview. I can’t solve your problem as you listen to this. I can give you some ideas, some information that will put you in better a position to solve it, but I cannot solve your problem, nor can anyone else. We can give you ideas and information, but ultimately the solution has to be there.”

She didn’t want any part of having to solve her problem, so I did that. I said, “You got your notebook in your hand. Open it up, and let’s take some notes.”

With anger, she opened the book. She said, “Now, what did you say the first thing I liked about my job was?”

“They pay you for working there. Write it down. ‘I like my job.’”

By the time we got through, there were twenty-two things she liked about her job. She had three weeks’ vacation with pay. She had hospitalization insurance, health insurance. She was on a profitsharing plan, had a great retirement plan. She was on a bonus program. She was in on executive decisions. She lived less than fifteen minutes from her office—twenty-two things.

“Now, ma’am,” I said, “when you get home tonight, I want you to get this list out. I want you to change it from ‘I like my job because …’ to ‘I love my job.’ I want you to get in front of the mirror, and I want you to look yourself right in the eye and say, ‘I love my job,’ and do it with enthusiasm. You’ll sleep better tonight. When you get up tomorrow morning, get back in front of the mirror before you go to work, look yourself right in the eye, and say exactly the same thing. Take the list with you, because in twenty-four hours, you will have moved from being a fault-finder to a good-finder.”

You know, a lot of people look for fault; they try to find fault as if there’s a reward for it. I said, “You will begin to look for something good, and you’ll be amazed at how much that list is going to grow. Do this every morning, every night for the next thirty days.”

Six weeks later, I was back over there conducting a sales seminar. In the meantime, she had gotten our set of tapes, and she had learned that everybody’s in sales. The sales department is not our company, but our whole company is our sales department. Everybody’s in sales.

When I got there for the sales seminar, there she sat, right in the front row, grinning so wide she could have eaten a banana sideways. She was really excited. I said, “How are you doing?” She grinned even more broadly, and she said, “I’m doing wonderfully well, Mr. Ziglar. You cannot believe how much those people down there have changed.”

How do you change all those people you’re talking about? You don’t. You change *you.* When you change you, that’s when your world begins to change. God said to build a better world. I said, “How? It’s such a cold and lonely place, and I’m so small and useless. There’s nothing I can do,” but God in all his wisdom said, “Just build a better you.”

That’s what this is about: building a better you, because you have to *be* before you can *do;* you have to *do* before you can *have.* You have such a wide range of choices, and we’re filled with them.

There’s a story of two twins. One of them was an alcoholic. One was enormously successful. In separate interviews, they asked the alcoholic twin, “How did it happen that you became an alcoholic?” He said, “I had no choice. My father was an alcoholic.” They asked the successful young man, “How did you do it?” He said, “I had no choice. My father was an alcoholic. I didn’t want to be like him.” The choice, you see, is ours. We go through life with that.

I do tell a lot of stories. I want to share a lot of philosophy with you. Philosophy simply means the love of wisdom. One thing that you will hear me say over and over is that you can have everything you want in life if you’ll just help enough other people get what they want.

I’ll be quoting a lot of people. I’ll be quoting John Maxwell, John Johnson, Solomon, Lincoln, Emerson, St. Augustine, Christ, Helen Keller, Mother Teresa, Dr. Forest Tennant, Rabbi Daniel Lapin, Martin Luther King. I’ll quote Mahatma Gandhi, and many others. I try to give credit when somebody gives me information. I do that for three reasons. Number one, it is the right thing to do. Number two, it indicates I’ve done my research. Number three, if it’s wrong, I can always say, “That fellow ought to have known better than that.”

Let me say to you without any fear of error that you were born to win, but in order to be the winner that you were born to be, you have to plan to win. You have to prepare to win, and then and only then can you legitimately expect to win.

At Stanford University in 1920, Dr. Lewis Terman started a study on 1,440 gifted youngsters. When he retired, another professor was assigned to them. They followed them to the end of their lives. Many of them were extremely

successful, brilliant young men and women. Many had gone on to great success. Not a single one attributed their success to their IQ. They attributed their success to their ability to focus on the issue at hand.

When a lot of people are working on the job, they're thinking about other things. They're thinking about their families. When they're with their families, they're thinking about their jobs, and they're not doing either job very effectively. You really need to be able to focus on what's going on.

You were born to win, but you have to plan, you have to prepare, and you have to expect to win. Bobby Knight, who has won three national championships in basketball at Indiana University, says that the will to win is nothing without the will to *prepare* to win.

I'm not a football expert, but I do know one thing about it: in the last two minutes of the half, and in the last two minutes of the game, they score 20 percent of all of the points that are scored during the entire sixty minutes.

In four minutes, they score 20 percent of all of the points in the entire sixty minutes. The reason they do is they have the two-minute offense. The end of the first half, the end of the second half is when they do the score, and they plan to score, they prepare to score, and consequently, they expect to score. Then, incredibly enough, the defense cooperates with them to help them score.

I know you're thinking now, "Ziglar, that's crazy, man. Why, the defense all week long practices that defense. They take the linebackers out, they send out their nickelbacks, they put in their two best pass rushers, they get in a bend but don't break mode. They call it their *prevent defense.*"

Let me ask you a question. If they score three times as fast against the prevent defense as they do against the regular defense, is it prevent or permit? What do you think?

A few thousand years ago, a fellow named Job said something profound: "That which I feared greatly has come to pass." They're afraid they're going to score, and that fear comes to pass.

Psychologists will tell you in a New York minuteand for your information that's thirty-two secondsthat you move to the strongest impression in your mind. If you're afraid they're going to score on you, then the chances go up that, yes, they will score on you.

Did you know that if an arresting police officer keeps the light flashing when he pulls a motorist aside, the odds are seven times as great that he will be run into by passing motorists? That's right; they call it the *moth attraction.* The field-goal kicker that says, "Oh, I'll miss it, we'll lose the game," is much more likely

to miss it than is the one that says, “I’ll split the uprights, we’ll win the game.”

The worst possible thing a parent can say to a child who wants to help with the dishes is “OK, but be careful. This is our best china. Don’t break it.” If they had sat up all night praying, “Lord, what can I tell this kid to help him break the dishes?” they couldn’t do a better job than that.

The sales manager who sends a salesperson out and says, “This is our number-one account, don’t foul it up” couldn’t have given a worse instruction. He should say, “I’m sending you out because I have complete confidence that you’re the one person I can depend on to handle this in the best possible way.”

Let me give you a specific example. How many of you remember the tragedy that took place in San Francisco in 1982 when the San Francisco 49ers beat the Dallas Cowboys in the NFL championship game? (I know a lot of you are not going to think that’s a tragedy, but believe me, it was.)

Dallas had just gone ahead and scored a touchdown. Now they kicked off two minutes of play. Joe Montana led the 49ers all the way down the field. We had our prevent defense in there. You know what the play was. He sent Dwight Clark into the end zone. He threw him the pass. Clark jumped twenty-eight feet straight up in the air and made the catch, and the 49ers won the game.

The next day, Tex Schramm, who was the president of the Cowboys at that time, was being interviewed by the media. They asked him, “Tex, what happened?” He gave us a lesson in life with his answer. He said, “The Dallas Cowboys went out there determined not to lose the game. The San Francisco 49ers went out there determined to win the game.”

I want you thinking, how do I win the game. From what I know about football (I’m not a football coach, but I am a verbal coach), I wouldn’t send nickel backs out there to defend for my team. I would send the Bruise Brothers out there. I would send the takeover guys. I would send the control team out there. I would send the intimidators out there. I would send somebody out determined not only to keep them from scoring, but to take that ball away and score ourselves.

Yes, I believe that you were designed for accomplishment. I believe you were engineered for success. I believe you’re endowed with the seeds of greatness. You were born to win, but you have to have a plan if you are going to win.

What is winning? The reality is that all of us want basically the same thing: Everybody wants to be happy. I’ve never met anybody who said, “I want to be miserable.” Everybody wants to be healthy. Everybody wants to be at least reasonably prosperous, and I know many of you want to be *un*reasonably prosperous. That’s OK. I’ve had money, and I haven’t had it, and I’m here to tell

you it’s better to have it.

A lot of times my Bible-reading friends will misquote the Bible and say, “You know, Zig, the Bible says that money is the root of all evil,” but it doesn’t. It says the *love of* money is the root of all evil.

Two-thirds of Christ’s parables had to do with our physical and financial well-being. Two-thirds of the success stories there had to do with that subject. There’s a lot more talk about success in the Bible than there is about heaven. The Good Samaritan never could have put that old boy in the inn after he’d been mugged if he hadn’t had some money to do it with.

Yes, everybody is interested in money. Everybody wants to be secure. They want to have friends and peace of mind, they want to have good family relationships, and they want to have hope that the future is going to be even better.

What part does hope play in all of this? I believe it’s the basis of everything. You see, John Maxwell says if there’s hope in the future, there’s power in the present. Answer these questions.

How happy could you be if you had no hope? How healthy would you be if you had no hope? How prosperous could you be if you had no hope? How secure are you with no hope? How many friends would you be able to accumulate if you’re the kind of person who’s just always moping and groping and griping and complaining? How much peace of mind would there be, and how would your family relationships be?

I think hope is the key to an awful lot of things. Let me emphasize a point: I will never tell you that acquiring these things is going to be easy. I know that life is tough, but I also know that when you’re tough on yourself, life can be tremendously rewarding to you.

When you discipline yourself to do the things you need to do when you need to do them, the day’s going to come when you can do the things you want to do when you want to do them. My friends, the road to the top goes through lots of valleys. You do not develop champions on a featherbed. There have to be those trials and difficulties in order for you to develop the muscles and the qualities that are going to make a difference in your life. You have to *be* before you can *do.* You have to *do* before you can *have.*

The Size of the Hope

Some years ago I was coming in on a plane, which is generally the way I fly, and I was seated next to an old boy. I couldn't help but notice he had his wedding band on the index finger of his left hand. I commented on it. I said, "Friend, you have your wedding band on the wrong finger." He said, "Yes, I married the wrong woman."

Well, I don't know if he married the wrong woman or not. I'm delighted to be able to say I did *not* marry the wrong woman. (When I talk about my wife, at her suggestion, I always call her the redhead. When I'm talking to her, it's sugar baby. Incidentally, her name is Jean.) You see, we had been married over twenty-seven years before I was ever able to give her financial stability, much less financial security.

Yet during all those years, not once do I ever remember her saying, "Honey, if we just had more money, here's what we could do," or, "If we had more financial stability, here's what we could do."

There was one five-year stretch when I was in seventeen different deals, and that's all they were, just deals. In all those years, she would always say, "Honey, tomorrow's going to be better. You can do it." Then, the two things that meant the most to me, "I love you, and I believe in you." I cannot begin to tell you what it meant to me to have a cheerleader cheering for me every day of my life and praying for me every night of my life.

I can tell you without any reservation that had it not been for her, I would not be talking to you right now. That encouragement and support meant it all. She knows, and I know about her, first of all, that half the money is hers. The only time she goes berserk is when she's shopping for the grandchildren. Had we known grandchildren were going to be so much fun, we certainly would have been nicer to their parents.

Anyhow, she knows that I delight in seeing her go shopping now, because

she's very responsible. It's a delight to be able to have her do that, because for so long she could not. No, she does not get the least bit upset about the fact that I tease about that.

One reason I believe I'm qualified to make suggestions and make a difference in your life is that I've walked in your shoes. Today I was reminiscing about when I was a young salesman in Lancaster, South Carolina, and we were having such a struggle. I've had my lights turned off. I've had my telephone disconnected. I had to turn a car back in that I didn't want to turn back in.

My first baby was born. The hospital bill was $64. I didn't have $64. I had to get out and make two sales in order to get my own baby out of the hospital. I vividly remember one day as I was struggling with "How do I eat?" and "How do we put gasoline in the car to go make the sales calls?" I was going through some of my drawers there at home. There were two twenty-dollar bills and a ten-dollar bill, and it looked like all the money in the world.

I've been confused many times in my life. I didn't know what I'd be doing tomorrow, much less next week, next month, or five years down the path. I don't believe there's anybody who has ever been as despondent on occasion in those early years and as puzzled and as curious. "What do I do? Why can't I make things happen?" I've been down that route, and yes, I've hurt as much as anybody, I believe.

On May 13, 1995, my oldest daughter went home to be with the Lord. I know what it is to feel pain. I know what does work. I know what does *not* work, and that's the reason I believe hope is such an important ingredient.

John Maxwell put it well: "If there's hope in the future, there's power in the present." John Johnson put it this way: "It's not the color of your skin. It's not the place of your birth. It's the size of your hope that's going to determine where you're going to go in your life."

John Johnson was born in a shotgun house with a tin roof in Arkansas City, Arkansas. For those of you who don't know what a shotgun house is, let me simply tell you that it's so named because you could point a shotgun and fire it through that house and wouldn't hit anything at all, because it's just a shell.

Today John lives next door to Bob Hope part of the time. He lives in a high-rise on Chicago's Gold Coast overlooking Lake Michigan the rest of the time. He's been a guest in the White House with every president since Eisenhower. He's one of the 400 wealthiest people in America. He owns his own insurance company, his own cosmetics company, *Ebony* magazine. When he says it's not the place of your birth or the color of your skin, it's the size of the hope, I take

him very seriously, because I do believe he knows what he is talking about.

If an individual really wants to be happy and healthy and prosperous and secure and have friends, peace of mind, good family relationships, and hope, let me tell you that you have to deal with all facets of life. You have to deal with your personal life, your family life, and your career. You cannot separate them.

The January 8, 1990, issue of *USA Today* said the number-one cause of productivity decline in America today is marital difficulty at home. You can't have a knockdown drag-out at home and go to the job and be as productive as you otherwise would be. You cannot get fired or chewed out by the boss on the job and go home with the same attitude as you'd have if you had just been given a significant raise or recognition. You cannot separate all of these things.

I will attempt to make one thing crystal-clear: if you go for quality of life first, invariably your standard of living goes up, but if you just go for standard of living, there's no assurance that your quality of life is going to go up. We will deal with all of these.

The principle we're going to be teaching through this book is the principle that made our country great. Did you ever wonder why it is that in 1776, 3 million Americans produced Washington and Hamilton and Jefferson and Madison and Monroe and Franklin, and why it is in 1995, 265 million Americans produced—I'll let you fill in the blanks?

I don't believe you can name one person with the stature of the individuals I have just named. Let me ask you. Could it be what they were taught? As you reflect on it, do you believe that what you teach has anything to do with what you believe, and what you believe has anything to do with what you do, and what you do has anything to do with what you have?

Let me tell you what they were taught. According to the Thomas Jefferson Research Institute, in the 1770s, over 90 percent of all of the education had a moral, ethical, faith basis—solid foundation stuff. That's the reason we produced all of the people we did in that period of our history.

So many times people think, "Well, I'm just an accountant or a bookkeeper or a salesperson or a household executive or a doctor or a lawyer or whatever. What can I do?"

Again—yes, you were designed for accomplishment. You're engineered for success. You're endowed with the seeds of greatness. You're fearfully and wonderfully made. You were born to win, but it takes a plan.

When I was writing my book *Over the Top,* my daughter was the editor. She's the best editor, by far, I have ever had. We completed a manuscript. We sent it to

the publisher, and he promptly packed it up and sent it back and said, “How can you tell people how to go over the top when you haven’t identified what the top is?”

I thought to myself, “Well, that’s a big snap.” I worked for two solid months. I would write, and no, that’s not it. I’d write some more. No, that’s not it. I’d try again. I’d get out and take those long walks and nothing was happening. I didn’t have a clue.

Then one day the redhead and I were in Shreveport, Louisiana. We were there visiting her sister, who’s in a nursing home. She has MS. Many of the people in that home are beyond human help.

I’m a solution-oriented guy. Somebody says, “Here’s a problem.” I say, “Step number one is this, step number two is this, step number three is that.” But some of those people unfortunately are beyond this kind of human help.

The redhead is not burdened with the belief that she has to solve people’s problems. She just walks in, grabs them, and starts hugging them and starts telling them how pretty they are, how much she loves them, how glad she is to see them, and they gather around her like bees at a hive.

On that particular day, I couldn’t handle it. I walked out. As I walked out, I was praying. I said, “Lord, give me that kind of heart. Make me have that kind of compassion for my fellow human being. Touch me so that I will have that kind of spirit.”

In a few minutes, I felt better. I walked back in. They were in the big meeting room. My wife and her sister were seated at the table. I walked in and sat down, and all of a sudden, it started to come.

The only piece of paper I had was the back of the motel bill, which I had just paid. I took the bill out, and I started writing. Ninety percent of this is what I wrote in those few minutes after I’d struggled for two months.

You’re at the top when you clearly understand that failure is an event, not a person, that yesterday ended last night, and today is your brand-new day. You’ve made friends with your past or focused on the present, and you are optimistic about your future. You’re at the top when you know that success, a win, doesn’t make you, and failure, a loss, doesn’t break you, when you’re filled with faith, hope, and love, and live without anger, greed, guilt, envy, or thoughts of revenge.

You’re at the top when you’re mature enough to delay gratification and shift your focus from your rights to your responsibilities. You’re at the top when you know that the failure to stand for what is morally right is the prelude to being the victim of what is criminally wrong.

You’re at the top when you’re secure in who you are so you are at peace with God and in fellowship with man. You’re at the top when you’ve made friends of your adversaries and have gained the love and respect of those who know you best, and when you understand that others can give you pleasure, but genuine happiness comes when you do things for others.

You’re at the top when you’re pleasant to the grouch, courteous to the rude, and generous to the needy. You’re at the top when you’ve loved the unlovable, given hope to the hopeless, friendship to the friendless, and encouragement to the discouraged.

You’re at the top when you can look back in forgiveness, forward in hope, down in compassion, and up with gratitude. You’re at the top when you know that he who would be the greatest among you must become the servant of all.

You’re at the top when you recognize, confess, develop, and use your God-given physical, mental, and spiritual abilities to the glory of God and for the benefit of mankind. You’re at the top when you stand in front of the Creator of the universe, and he says to you, “Well done, thou good and faithful servant.”

After I identified the top, I realized what I’d really done. I’d identified the bottom. That’s the base. That’s the foundation upon which you can build any kind of career, whether it’s in education, athletics, business, medicine, law, accounting, computers, or whatever. I believe these are principles that will make a difference. have a good friend. Her name is Pam Lontos. Pam was an overweight, depressed housewife. For five years she had been under the care of a psychiatrist who assured her every time they got together that she would always need him because she was never going to get any better; he was her only hope.

She was sleeping from twelve to eighteen hours every day. She only got up to prepare breakfast for her children and husband, and then she went back to bed. She got up again to prepare them dinner, and she went back to bed again. That was her daily routine, and it had been going on for several years.

Then one day she heard an advertisement on the radio. The advertisement was about a health club, and it piqued her interest. For the first time in a long time, she caught a glimmer of hope.

As a story within a story, General Robinson Risner is a friend of mine. He was a prisoner of war in the Hanoi Hilton for seven years. For five and a half years he was in solitary confinement in a minute cell. The way he kept from losing his mind was that he would jog in place by the hour, right there in his cell. Still, on occasion, it was so depressing in there that he would take his underwear and stuff it in his mouth and scream at the top of his voice. He did not want the

enemy to know that they were getting to him.

One day in the depth of his despair, he was down on the floor in this little cinderblock cell, and he started crawling around and putting his eye up against the wall, hoping he could see something on the outside.

There was a minute crack, and he saw a single leaf, and he said, “You will never know what it meant to me to see a single, green leaf after having seen no sign of life other than my tormentors all of these years.”

I don’t know how that story impacts you, but when I heard that, I made a new resolution, and that was I’d be very careful about what I complained about and very sensitive to the things that I have to be grateful for.

Back to Pam Lontos. That day, she listened to the radio and caught just a glimpse of hope from what that commercial said. She decided to get up and go down to that health club. She saw lots of people there, and everybody was smiling, everybody was busy, everybody seemed to be in a good mood and having fun. She decided to join.

That’s step number one, and that’s so important. We all have to have that first step my friend Joe Sabba has said: you don’t have to be great to start, but you have to start to be great.

Pam saw that. She had taken that first step. She joined the club, and when she started exercising, she started feeling so much better. As a matter of fact, she got a job selling the enrollments in that club and was very successful at it, but she was very spasmodic. She was up and down. She was on a roller-coaster, because you don’t cure depression like that just by a few exercises and a few weeks.

Her manager gave her a set of my tapes. She started listening to those tapes, and that was an encouragement that she needed to fuel the hope. She stabilized her productivity, which consistently got better and better, and then she decided she wanted to sell radio advertising, because she really loved radio.

She applied at her favorite station. They weren’t even interviewing anybody, wouldn’t even talk to her. But if you have hope, you’ll take action. She just showed up at 8:00, when the manager got there, and stood just outside of his office from 8:00 until 5:00, when he left. She did it one day, two days, three days, and on the fourth day the manager said, “You know, I believe this girl wants a job.”

He interviewed her, and bottom line is she sold him. She got the job, and almost immediately she became the number-one salesperson there. A few months later, she was outproducing the other four salespeople combined. Then she got a big break. She broke her leg, and it was a serious break. She was in a

cast from her hip to her ankle. The doctor said, “It’s going to be ten months before you’ll be able to go back to work.”

Ten days later, she showed back up at the radio station on crutches, hobbling around. She hired a driver to drive her around, but it was so difficult getting in and out of cars, she knew she had to do something else. But now she’d been fed with hope. She’d seen what she was able to do. She’d seen the changes that came through the inevitable question: “What can I do now?” People with hope get to be creative, you see. “What can I do now that will enable me to remain or retain my productivity? I simply cannot fight this getting in and out of the car a dozen times a day, and sometimes the person I want to see is not even there.” She started studying telephone selling and became so good at it that her productivity went up.

Then the other salespeople came to her and said, “Tell us what you’re doing.” She started teaching them. Then the sales manager quit, and they petitioned management to make Pam the sales manager, and they did. Now she really got busy, and production doubled and tripled. As a matter of fact, it was with the Disney Radio chain, so they started taking her to other radio stations, and productivity went up in every case.

She was invited to speak, and after a few weeks, they made her the vice-president in charge of sales. Here’s a lady who, three and a half years earlier, had a psychiatrist tell her she was never going to do anything because she was going to be depressed all her life, and now she’s the vice-president in charge of sales for Disney Radio.

They invited her to speak at the National Radio Broadcasters Association, and she was so effective that eighteen stations invited her to come do some training in their company. Today she’s a published author and an internationally known speaker. She started with hope.

I want to read something written by Dr. Joseph Sizu, and the title of it is “Unsung Heroes.”

> *Let it never be forgotten that glamor is not greatness. Applause is not fame. Prominence is not eminence. The man of the hour is not apt to be the man of the ages. A stone may sparkle, but that does not make it a diamond. A man may have money, but that does not make him a success. It is what the unimportant do that really counts and determines the course of history. The greatest forces in the universe are never spectacular. Summer showers are more effective than hurricanes, but they get no publicity. The world*

would soon die but for the fidelity, loyalty, and consecration of those whose names are unhonored and unsung.

What else do you have to look at? Let me ask you this: do you have a racehorse worth over a million dollars?

If you did have one, let me ask you a question: Would you keep him up half the night, letting him drink coffee and booze and smoke cigarettes and eat junk food? If you did, how many races would he win? I think you'd probably agree he wouldn't win very many races. Would you treat a ten-dollar dog that way? A five-dollar cat?

What about a billion-dollar body? "Oh, but that's mine. I'm doing it to *me*." Well, what do you have against *you?*

You have to look at all aspects: the physical, the mental, and the spiritual. In the last twenty-three years, I've read an average of three hours a day. I read a little bit of everything. I try to read my Bible every day and the daily newspaper every day. That way I know what both sides are up to.

We need to get balanced information. You have to look at the spiritual side of life, among other things. You're going to be dead lots longer than you're going to be alive.

The April 28, 1986 issue of *Fortune* magazine talked about a study they did of the CEOs of the Fortune 500 companies. Over 50 percent of them came from lower-middle-class or poor families; 91 percent of them were either Catholic, Jewish, or Protestant. There was evidence that they were at least semiactive in their faith, meaning they got their ethics, their morals, their judgment, their values, their wisdom out of the Bible.

Have you ever wondered why 65 percent of college graduates, 72 percent of Rhodes Scholars, 75 percent of military-academy graduates, 65 percent of U.S. congressmen, 85 percent of airline pilots, 85 percent of FBI agents, and eleven out of twelve astronauts who walked on the moon were all Boy Scouts, according to the autumn 1992 issue of *The American Scholar?*

Let me see if I can explain why. First of all, Boy Scouts talk to themselves. I'm going to do a lot of talking about self-talking, because that is one of the keys to success.

All of us talk to ourselves. As a matter of fact, you talked to yourself on the way down here tonight: "I wonder if they're going to get started before we get there. Will there be a seat for me? Where should I park my car? I hope Sally's going to be here." We do it all the time.

Every Thursday night in Yazoo City, Mississippi, I used to stand up there as a Boy Scout and say, “On my honor”—boy, isn’t that a great word?—”I will do my best to do my duty to God and my country, to obey the Scout Law, to help other people at all times, to keep myself physically strong, mentally awake, and morally straight.”

Boy, that is good stuff. And the Scout Law says a Scout is trustworthy, loyal, helpful, friendly, courteous, kind, obedient, cheerful, thrifty, brave, clean, and reverent. If you were an employer, how many of you would like to have all of your employees with all these qualities? Would an individual like that have a pretty good chance of having a little more job security?

Let me tell you something else the Scouts did. One Thursday night a month, we had Court of Honor. That’s when we stood up there, and we were given the merit badges for what we had been doing.

We knew exactly what it took to be a first-class Scout. We had the merit badges all laid out. That’s goal setting. We knew what it took to be an Eagle Scout, and Eagle Scouts are successful in all facets of life to an extent that goes far beyond their numbers.

If I was raising a young boy or a young girl today, I’d have them in the Boy Scouts, the Cub Scouts, the

Girl Scouts. You know their mantra is “Be prepared,” and you know what they say: do a good deed every day. Understand that you can have everything in life you want if you will just help enough other people get what they want.

The Scouts teach leadership. I was talking with Scout executives just this week, and they explained to me at the first camp they have somebody teaching the young Scout how to drive the stakes and set the tent up. At the next Scout camp, the kid who was learning is now teaching. That’s the way you learn things. You hear, you forget. You see, you remember. If you see it and hear it and do it, you understand, and you’re successful at it.

To go back to self-talk: the most important opinion you have is the opinion you have of yourself, and the most important conversation you will have today is the conversation that you will have with yourself.

Recently a study validated that what you say to yourself has a direct bearing on your performance. Dr. Joyce Brothers says you cannot consistently perform in a manner which is inconsistent with the way you see yourself.

A lot of people say, “I don’t talk to myself,” but interestingly, the same person talks to the driver of another car three blocks away—with considerable feeling, I hasten to add. You’re not going to believe this, but some people even talk to golf

balls: “Go in the hole, stay in there.” You know exactly what I’m talking about.

So we’re going to have you talking to yourself, and that’s going to be fun. Now we’re going to have some fun too. There was a lady in Dallas, sixty-five years old, who watched an exercise video. She got all motivated. She went home and told everybody, “I’m going to start an exercise program. I’m going to start walking. I’m going to walk five miles a day every day for the rest of my life, starting today.”

Her family tried to talk her out of it. They said, “That’s too much. You don’t start with five miles. Start with one mile.”

“No, I’m going to walk five miles a day every day for the rest of my life.”

She is now eighty-three years old, and her family doesn’t have a clue as to where she is.

We’re going to be talking about change. Change is stressful, but so are unemployment and bankruptcy. One statement from Alcoholics Anonymous says that one definition of insanity is to think you can keep on doing the same thing and somehow get different results. The truth is if you keep on doing what you’ve been doing, you’re going to keep on getting what you’ve been getting. If you like what you’ve been getting, that’s fine, but if you don’t like what you’re getting, then, ladies and gentlemen, maybe we need to explore some changes.

I want to have you thinking big. Let me share with you our mission statement at the Zig Ziglar Corporation. It is to be the difference maker in the personal, family, and business lives of enough people to make a positive difference in America and the world. I know that’s pretentious. We’re a small company, but let me tell you why our mission is not impossible. Let me share with you why it is possible.

I love this story of the grandfather walking on the beach with his grandson. Every step or two, the grandfather would reach down, pick up a sand dollar, and throw it out to sea. He’d take a couple of more steps, pick up another one, and throw it out. Finally the grandson said, “Granddaddy, what are you doing?”

The grandfather said, “Son, these sand dollars are living organisms. If I don’t throw them out to sea, they’ll die in the hot sun. They’ve been washed ashore by the tide.”

“But, Granddaddy, they are thousands of them. What possible difference can it make?”

The grandfather reached down, picked up another one, threw it out to sea, and said, “To this one, it makes all the difference in the world.”

We’re going to be talking about significant things. We’re going to explore

why immigrants—I'm talking about legal immigrants, whether they're from the Orient or South America or Africa or the Middle East—are four times as likely to become millionaires in America as are the people who are born here.

It was explained to me in minute detail by a little four-year-old girl. Three or four years ago, I got aboard an aircraft in Dallas headed for Norfolk, Virginia. I was the first passenger aboard. I was seated in seat 2C. A mother and her three little ones got aboard right behind me. She was carrying the infant, leading the toddler. The four-year-old was following behind.

The little four-year-old got on board, and she looked left into the cockpit and saw those three impressive figures with all the boards, and she saw the electronic gadgets there, probably more than she had ever seen in her lifetime. When she turned around, those little eyes were as big as the proverbial saucers.

I don't know why, but the child put her little hands on her little legs just above her knees. She bent down, and she looked down that long fuselage and said it all with one word, "Gosh."

Gosh. That's what immigrants say when they get to America. They've left it all behind them, friends and family and support groups, climate and culture and language. They come into this land without the things that so many have. The first thing they do when they land in America is get the daily paper. They look up the jobs that are available. They would pick up the Dallas paper and say, "There's 291 jobs advertised today, some of them paying over $5 an hour. Where I come from, that's three days' wages. I'll work not just eight hours a day, I'll work twelve hours. I'll get my education at a community college. I will live cheaply. I will save my money. I will take advantage of the opportunities that are here," and by the time they find out we have problems, it's too late.

They've already made it.

In 1990 the number-one selling T-shirt in Japan was "We're number one." The number-one selling T-shirt in America was "Underachiever and proud of it."

Too many people born in America get up every morning and say, "Big deal." The immigrant gets up and says, "Wow, what a deal." What a difference it makes. We're going to be looking at why that is so important. They come here with a vision, with a mission. A vision is a clearly articulated, results-oriented picture of a future you intend to create.

I'll not tell you this is easy. It's not. I believe—and know, as a matter of fact—that life is tough, but I also know that when you're tough on yourself, life is going to be infinitely easier on you.

Here's what they have on the wall in a church in Sussex, England: "A vision

without a task is but a dream. A task without a vision is drudgery, but a vision and a task are the hope of the world." I believe that is absolutely true—not easy, but it's worth it.

All of my life, I have thought I was an optimist, until I heard about this lady who moved into a retirement home. On the very first day at lunch, she was seated across the table from a gentleman who was there. After a moment or two, he became concerned about the fact that she was really eyeballing him. I mean, she was staring a hole through him.

He grew uncomfortable, and finally he said, "Ma'am, I don't understand. Why are you staring at me?" She said, "I can't believe it." He said, "You can't believe what?" She said, "I can't believe that you look exactly like my third husband—the color of your eyes, your mannerisms, the way you talk, your age, your size. You look exactly like my third husband."

He said, "Third husband? How many times have you been married?"

She said, "Twice."

I want you to know that people can change. I want you to know even animals can change. This past week the redhead and I were down at our home at Holly Lake, Sugarville. We were out walking our little dog. We have a little Welsh Corgi, and his name is Taffy.

We were out walking, and we met this other couple, and they had a little dog, except he was about three times as big as our little dog. He was a beautiful dog—healthy-looking, gorgeous fur, the whole bit. We got to talking, as dog owners always do. I said, "That's such a beautiful dog. It looks so healthy. What are you feeding that dog?"

"Turnip greens," the man said.

"I never heard of anyone feeding a dog turnip greens. My dog wouldn't eat turnip greens."

He said, "Mine wouldn't either for the first three weeks."

Too many times, we forget that we are measured by far more than just our intellect. For example, Mike Singletary played linebacker for the Chicago

Bears. He was All-Pro. He was drafted as late as he was because his time in the forty-yard dash was not really that good. Not only that, but he was too short. What they could not measure, though, was just how badly he wanted to be the best at what he was doing.

Nor did they know that there was a shorter distance that for linebackers was even more important. That's the way you got off the ball, and so when he was playing linebacker there for the Chicago Bears, when a running back would

break through the line of scrimmage, the typical linebacker would cut him off about seven or eight yards down the field. Singletary started so fast that many times he caught them *at* the line of scrimmage. He held them to two-yard gains where the others were permitting five-, six-, seven-, and eight-yard gains. They couldn't measure that.

Emmitt Smith—same story. You know, he's not really fast on the forty-yard dash. We see him run down from behind from time to time, but off the ball, at that first accelerated moment, he is really fast. That's the reason he can get through that hole and pick up that yardage time after time.

Jerry Rice—same story. All three of these players were drafted later than they would have been because they were just timing the forty-yard dash. What they had not determined at that point was an unusual characteristic Jerry Rice had, and that is when he was running stride-by-stride with a defender, and he looked up and saw the ball in the air, he had another gear reserved especially for that occasion, and though they'd been running neck-and-neck, all of a sudden he put it in that other gear, and he just pulled off and left the guy.

Some things you just can't measure. This is what I really want to talk about to you. See, all three of these men had tremendous pride in what they did. Bible students occasionally say that pride is kind of a dirty word. Let me tell you something about words. They change meaning.

For example, if I were to look at you and say, "You're silly," you'd be offended unless you knew that the word *silly* comes from *saelig*, an Old English word that means *blessed*, *happy*, *healthy*, and *prosperous*. So if anybody ever calls you silly again, you ought to just grin and say, "Man, you don't know how right you are. You got it right on the button."

What does this have to do with pride? The Bible is talking about false pride, or vanity. Pride is an honest evaluation of that which is good. Could it possibly be wrong for me to say to my children, "I am proud of the values you have?" Could it be wrong for me to say to my staff, "I am so proud of the job that you do"?

I love the acrostic *pride* forms. It is Personal Responsibility in Daily Endeavors. Pride is important. For the first fifteen years of my career, I was in direct sales. I've knocked on tens of thousands of doors in my lifetime. I don't ever remember getting excited about going out and knocking on doors. I did it because that's one of the things I had to do to make sales.

After a period of time, I started putting on cooking demonstrations, where the hostess would invite in several couples, and we'd cook up the meal and make the

sales. I finally got semismart and realized I couldn't do it all myself. I ran an ad in Columbus, South Carolina, for a lady to help me. A lady named Jerry Arrowwood responded.

To give you an idea of what her personality was like, she was baking cakes and taking in sewing to help support her three daughters. Does that tell you something about her? Very quiet, very shy, but also very neat. I told her that in essence I wanted her to do the cooking, wash the dishes, clean the cookware, and clean the kitchen. A real top-level job.

She said, "Oh, Zig, I'd love to have that job. I love to cook, don't mind washing dishes, don't even mind cleaning the kitchen, but as you can tell, I'm very shy. I have to get a promise from you that you will never call on me to participate in the actual demonstration itself. In other words, Zig," she said, "you do the talking, I'll do the working."

I could instantly tell that Jerry and I were going to get along real good—no conflict of interest there. Well, we did for a couple of months, and then one night my mouth overloaded my back. I made too many promises. I said, "Jeri, you have to help me."

"What do you want me to do?"

"I want you to deliver these six sets of cookware I've sold and teach the husband and wife how to use them on their own stove."

Sheer terror filled her eyes. She physically started shaking instantly. "I can't do it. I can't do it."

"You can't do *what*, Jeri?"

"I can't deliver that cookware and teach those people how to use it on their stoves."

"Jeri, I said, "every night for the last two months, that's what you've been doing to the host and hostess."

"Yes, but you're always here, and if I foul up, I know you'll bail me out."

"Jeri, it's not that big a deal." I didn't even come close to making that sale. She just wasn't buying any of it. We had a twenty-five-or thirty-mile drive back home. It was very quiet. She was obviously thinking about it.

Then, just as she started to get out of the car, she turned to me and said, "All right. I'll do it. I'm not going to sleep a wink tonight. I'll probably foul up the deal tomorrow, but you stuck your neck out, you got the people's money, you told them it'd be delivered tomorrow. I don't want to hurt your reputation, so I'll do it. But, I'm going to tell you something, Zig. If you ever do this again," she said, "it's going to be your neck. It ain't going to be mine. I'm not going to ever

do this again."

She got out of the car, and I don't know if she slept that night or not. I know I didn't. The next night, I got one of the most exciting telephone calls I have ever gotten in my life. It came in about 9:00. It took me about forty minutes to get that introvert off the telephone. I mean, she word-by-word, step-by-step, blow-by-blow gave me in minute detail everything that took place.

She said, "When I got to the first family, Zig, they had the coffee made and a dessert on, and we had a wonderful time. They told me how personable I was, what a great personality I had, how professional I was. Zig," she said, "I had a wonderful time there, and three of the six couples had the coffee on and the dessert ready, and they all bragged on me. Zig, I'm telling you I had the time of my life. I'll do this any time you want to do it."

Didn't happen that year or the next or the next or the next, but a little less than five years later, Jerry Arrowwood was the vice-president in charge of sales training internationally for a multimillion-dollar cosmetic company.

You know what I believe? I believe with all of my heart there will be tens of thousands of Jerry Arrow-woods who will hear this, and they will reasonaccurately—that "if she can do it, I can do it too."

I have one major regret in this whole episode, and that is I did not retain the name and address of the first couple that she delivered that set of cookware to. She approached that first home with fear and trembling. She was in a mad dash. She couldn't wait to get to the second one.

It's amazing what a word of encouragement will do. Somebody once said that a lot of people have gone a lot further than they thought they could because somebody else thought they could. That first couple had a profound impact. They're unsung heroes. They really did something for Jerry Arrowwood.

Have you ever noticed that normally when somebody says, "I'm going to tell you something for your own good," they tell you something bad? Did it ever occur to us that if we're going to tell somebody something for their own good, we ought to tell them something *good* for their own good?

This is an old principle. A hundred years ago, Andrew Carnegie had forty-three millionaires working for him—and a hundred years ago, a millionaire was a rich dude. A reporter got wind of it and asked him, "Mr. Carnegie, how on earth did you hire forty-three millionaires?" Mr. Carnegie said, "None of them were millionaires when I hired them."

"Then what did you do to develop them to the degree that they became so valuable to you that you could pay them so much money they became

millionaires?”

Carnegie taught us a great lesson when he said, “You develop people in the same way you mine gold. When you go in a gold mine, you expect to move tons of dirt to get an ounce of gold, but you don’t go in there looking for the dirt. You go in there looking for the gold.”

I believe there’s a gold mine inside of everybody we deal with. I believe that people have a great deal more inside of them than they realize. It took an awful lot of courage for Jerry Arrowwood to take that first step. Courage is not the absence of fear. It’s going ahead despite the fear.

Shakespeare said, “The applause of a single human being is of great consequence.” When Jerry got that first round of applause, she liked it so much she started doing other things. She became a student. She started learning. She became excited about growing in life, and when people are growing, then they are generally excited. When you’re learning things, that’s what creates excitement.

Jerry was a very humble person. Humility is one of the great qualities of leadership. When a person is humble, it doesn’t mean that they think less of themselves. It simply means they think of themselves less. Over a period of time, Jerry’s confidence grew, but it never turned to arrogance.

When you get arrogant, that’s when Buster Douglas knocks out Mike Tyson. For the benefit of those of you who are not fight fans, that’s when Mike was the unbeatable heavyweight champion of the world and Buster Douglas was almost a nobody. They weren’t even betting on it because Mike was such a prohibitive favorite, and that was the last fight Buster Douglas ever won.

Jerry Arrowwood retained her humility. She built her confidence. She worked very, very hard. She became a student, but she took what she had and developed it. That’s one of the reasons I will say so many times to you that you need to listen to your tapes over and over. You see, they keep hope alive. When you hear these things going in your mind over and over, you’re going to get a lift. Throughout this book, I will say, I bet, fifty times that you can have everything in life you want if you will just help enough other people get what they want.

I’m certain that when Jerry Arrowwood got out of the car that night to deliver that cookware, she wasn’t thinking, “Zig’s been telling me I can everything in life I want if I just help enough other people get what they want, and what I want to be is vicepresident in charge of sales training for that big, old cosmetics company. And if I deliver these cookware sets, then I’ll get to be the vice-president”—now isn’t that insane?

She did it because it was the right thing to do. I was in a jam. She felt loyalty to me and a concern for me as a friend and as her employer. I’m not talking about a tactic. I’m talking about a philosophy.

The Day before Vacation

Let me ask you a question. As a rule, do you get more work done on the day before you go on vacation than you normally get done in two, three, even four ordinary days?

Now if you can figure out why and how and repeat it every day without working any harder, does it make sense that you'd be more valuable to yourself, your company, your family, and your community? The answer is yes, it does make a whole lot of sense.

I want to make another profound statement: what you do *off* the job determines how far you go *on* the job.

Every athlete knows that. Every entertainer knows that. Every public speaker ought to know that. If every other worker doing anything would learn that, they would be getting ahead much faster in life.

They did a study of the typical American manufacturing plant. The person working the line on an hourly basis watched an average of thirty hours of television a week. The person in charge of that line watched an average of twenty-five hours of television a week. The foreman watched an average of twenty hours of television a week. Are you noticing a little trend here?

The plan superintendent watched an average of fifteen hours of television a week. The vice-president of the plant watched an average of twelve to fifteen hours of television a week. The president watched an average of eight to twelve hours of television a week. The chairman of the board watched an average of four to eight hours of television a week, and for 50 percent of that time, they were watching training videos.

What do you think would happen to that person who's watching thirty hours of television a week if they were to take ten of those hours and get involved in what you're doing right now: reading good books, listening to tapes, attending valuable seminars, getting that education? Are they a victim of circumstances, or is it because they're a victim of inertia?

The biggest damage television does is what it keeps you from doing. It keeps you from talking to folks, it keeps you from exercising, it keeps you from reading, it keeps you from learning, it keeps you from associating with other people, developing friendships, and 101 other things.

What all this leads up to is this: on the night before the day before vacation, did you get out a little sheet of paper and say to yourself, “Now, self, tomorrow you have to do this and this and this”?

In its simplest form, that is goal setting. I do a lot of public seminars where I’m fortunate enough to be on the program with some real celebrities in life. I mean, President Ford, President Bush, Schwarzkopf, Colin Powell. Is that OK for name dropping? Don’t misunderstand. I don’t classify them as buddies. I’d love to. I am proud of the fact that the last time I saw Colin Powell, he did give me a big, old hug, and since he’s one of my heroes, I kind of liked that.

Anyhow, I do a lot of those public seminars. Now, they did a study, and who is *they? They* is David Jensen, the chief administrative officer for the Crump Institute of Molecular Imaging in the department of pharmacology in the UCLA School of Medicine.

He did a study on the people who came to the seminars. It represents a broad section of American industry, everybody from psychiatrists and truck drivers to schoolteachers and household executives, salespeople, entrepreneurs, business owners, all kinds of people. Those who set goals and developed a plan of action to get there earned an average of $7,401 a month. Those who did not set goals earned an average of $3,397 a month. That’s over $4,000 a month difference.

As you read this, I want you to answer the question for yourself. Do you have time to invest another ten minutes a day to pick up another $4,000 a month?

Here’s the rest of the story. The survey also showed that these people not only earned the additional money, but were happier and healthier and got along better with the folks at home. People who know where they’re going, and have a plan to get there, are easier to get along with. That’s what this boils down to.

You set those goals, and then you have to organize In other words, you say, “First of all, I’m going to do this,” and you lay it out. You kind of see your hand. Now you get organized. Once you have it organized, you accept the responsibility. You say, “This is what I am going to do.” You accept the responsibility. That’s something a lot of us don’t like to do, and it goes back to Adam and Eve.

You remember the story. They were in the Garden of Eden. God gave it all to them. He said, “You can have everything you want, but there’s a tree right in the

middle of the garden. Leave it alone. Don't eat from it." You know what happened. They ate the fruit. A lot of people say it was the apple in the tree that caused man's problems. Not so. It was the pair on the ground that created the problem.

You know what happened. God came walking in the garden that evening and said, "Adam, where are you?" Now God knew where Adam was, but he wanted Adam to say, "Over here, Lord."

"Adam, did you eat that fruit?" God knew the answer, but he wanted Adam to fess up, but Adam did the manly thing and has passed it on to every generation since. He said, "Lord, let me tell you about that woman."

The Lord said, "Eve, did you eat that fruit?"

She kept the ball rolling. She said, "Lord, let me tell you about that snake." Of course, the snake didn't have a leg to stand on.

Now I know that theologically I don't have a leg to stand on with that last statement either, but here's the point. You don't have a leg to stand on, I don't have a leg to stand on, when we constantly blame other people in the past. Realistically, if somebody fouled up your past, you're not going to give them permission to ruin your future, are you?

We have to get serious about doing something about our future. We have to get serious about doing things with our lives. Now let me go ahead and say something you might already have noticed.

I speak and write at the seventh-grade level. I do it deliberately, because I learned a few years ago that if you keep it there, even the college professors will be able to follow along with you.

See, college professors are people. My good friend, Dr. Steve Franklin, a college professor at Emory University, says, "You know, Zig, the great truths in life are simple. You don't need three moving parts and four syllables for it to be significant. Think about it for a moment, Zig. There are only three pure colors on the face of this earth, but look at what Michelangelo did with those colors. There are only ten mathematical digits, but look at what Einstein did with them. There are only seven notes, but look what Chopin and Beethoven and Vivaldi did with those seven notes. Look at what Elvis did with two."

Lincoln's Gettysburg Address is 262 words, and 202 of them are one syllable. Simple, direct. John 3:16: twenty-five words, twenty-one of them one syllable. I believe in keeping it simple. I believe in making it so plain that nobody can miss what is being said.

Now you've gotten organized, and you've accepted the responsibility, and

you've made the commitment. Most people are about as committed as a kamikaze pilot on his thirty-ninth mission. They just don't take it seriously.

I well remember January 7, 1992. I rode past the Plano, Texas, Recreation Center. That's where I do my exercises and weight lifting. (Had to stop the weight lifting. I was bulking up, and a lot of folks thought I was on steroids, and we can't have that.)

I rode past the center, because there was not a parking space. I was back over there the next day, and this time I squeezed in, but in the Nautilus room, they had lines behind every machine—three, four, five, or six deep. You can't exercise three minutes and rest for fifteen, so I went back outside to the desk and asked the young man, "Sean, what on earth's going on?

Sean laughed and said, "Oh, Zig don't give it a thought. Give us about three weeks. This will be back to normal. These are our New Year's resolution people."

You see, a New Year's resolution is really nothing but a New Year's confession. "I confess I have to lose some weight. I confess I have to get better organized. I confess I have to get more education. I confess I have to spend more time with my family. I confess I have to quit smoking." The confession lasts as long as it's convenient, requires no trouble, takes no time, and involves no pain.

Now that I've said that, let me say that confession is extraordinarily important, because it can be step one, and you have to have step one before you can take step two.

This is where it gets to be important. If you tell enough people, "I'm going to quit smoking, I'm going to get an education, I'm going to get better organized," and you repeat it enough times, one day, all of a sudden, it finally breaks through.

A message can go 24,000 miles around the world in less than a tenth of a second, but sometimes it takes years for it to get that last one-sixteenth of an inch.

One day, though, it finally gets through. You confess it enough times, and then you verbally stomp your foot and say, "I'm going to do it." You've made a decision, and the way the mind works is really very simple. Once you've made a decision, then you say to yourself, "Now, self, if you're going to do that, you're going to have to get yourself a plan of action."

Whether you build a house, want to build a better marriage, get a better education, lose thirty-seven pounds, whatever it is, if you have made a decision, start with the confession, move to a decision, and then you automatically say,

“Hey, I have to get a plan of action.”

Once you have a logical plan of action that you believe in, then you say, “I can do it.” Now you’ve made the commitment. Why is commitment so important regardless of what area of life you’re in? If you’ve made a commitment, whether it’s to get the education, maintain the marriage, lose the weight, or whatever, when you hit the wall—not *if,* but *when*— the first thing you think about is “How can I solve the problem?” If you haven’t made the commitment, you think, “How can I get out of this deal? See, we find what we are looking for.

Now on the way to work the next morning, you’re talking to yourself like crazy: “The first thing I’m going to do when I get there is this. I know I can handle this, and I know I can do that. Yes, I’ll take care of that.”

When you get there, there’s only one change you should make. Instead of the most important thing for number one, you ought to put the most disagreeable thing first. If you have to go deal with Charlie, if that sucker’s been a thorn in your side, and you have to handle the situation today, you go deal with Charlie. But if he’s number five on the list, you’ve finished number one, and you’re thinking about Charlie. You finish number two, you have to deal with Charlie. Finish number three, you have to deal with Charlie. So get Charlie out of the way.

Like this old boy down home says, “Friend, if you’re going to have to swallow a frog, you just don’t want to look at that sucker too long. He ain’t going to get no prettier. He really is not.”

So you get there on time, maybe even a little earlier. (The boss likes that.) You don’t look around and say, “I wonder what I ought to do first.” You have a plan of action. You’re a self-starter, and you are optimistic that you’re going to be able to get the job done. You become the kind of person that would take their last $2 and buy a money belt. (I tell folks I’m so optimistic, I’ll put a dime in the parking meter while the redhead goes shopping. If that’s not optimism, I don’t know what optimism is.)

OK, now you get started. You get your job done, and that start is so important. Joe Sabba put it this way: “You don’t have to be great to start, but you have to start to be great.” A lot of people never get started.

You’re extremely enthusiastic. You just get carried away with it. Let me talk about enthusiasm a minute. Enthusiasm is kind of like running in the dark. You might get there, but you might get killed on the way. If you’re going in the wrong direction, blind enthusiasm just means you’re going to get to the wrong place quicker.

What you have here, though, is a plan of action. Enthusiasm with a plan of action will produce dramatic results. You're going on a lighted path. You decisively move from one thing to another. You focus on the issue at hand. You discipline yourself to stay with the task until that task is completed.

If somebody comes along and says, "Hey, did you watch that game last night?" you say, "I'd like to talk about that, but I have some things to do."

Have you noticed that as a rule, people with nothing to do want to do it with you? When you are organized and disciplined, moving from one take to another, somehow those people just don't get in the way. They see that you have something to do, and your enthusiasm and discipline show up, kind of like Little Johnny.

He was one enthusiastic kid. Second grader. One Friday afternoon, the teacher said, "Class, if anybody has any unusual experiences this weekend, let me know on Monday. The class will want to hear about it." On Monday morning, Little Johnny was a pistol. That kid was all over the place sitting still. The teacher could tell: "Johnny, I'll bet you had a good weekend."

"Yes, ma'am, I sure did."

"What did you do, Johnny?"

"Me and my daddy went fishing. We caught seventy-five catfish. They all weighed seventy-five pounds."

"Son, you know that's not the truth."

"Yes, ma'am, it is. My daddy's a great fisherman. I'm even better than he is. We caught seventy-five catfish. They all weighed seventy-five pounds."

"Now, Johnny, if I were to tell you that on the way to school this morning, just before I got here, a big, old 1,200-pound grizzly bear ran up out of nowhere and was just about to grab me and eat me up, when suddenly a little eight-pound yellow dog jumped up, grabbed him by the nose, threw him down, bounced him back and fourth, broke his neck, and killed him. Johnny, would you believe that?"

"Oh, yes, ma'am. As a matter of fact, that's my dog."

Enthusiasm is important. Discipline is important. Persistence is important. You see, 175 of the CEOs of the Fortune 500 companies are former U.S. Marines; twenty-six of our presidents served in the military. What do they teach in the military? They teach discipline and persistence and focus and organization and direction.

These are the qualities that will make you a better husband, a better wife, a better parent, a better employee, a better employer, the whole bit. Along that

line, you know that positive mental attitude, that old PMA, kicks into gear.

I don't believe there's anybody in America that is as excited about positive mental attitude as I am. One reason is that I believe I understand what positive thinking will let you do. I also understand what positive thinking *won't* do. I get concerned when I hear some highly motivated, enthusiastic, gung-ho guy or gal get up and say, "Man, with positive thinking, you can do anything." That ain't positive thinking. That is New Age thinking.

Positive thinking will let you use the ability you have, and that is awesome. There are some things it won't let you do. For example, Shaquille O'Neal—over 300 pounds of highly motivated, enthusiastic, revved up, raring to go basketball player. One of the most positive thinkers I've ever seen, but he would be a total failure as a jockey.

Nate Newton plays the line for the Dallas Cowboys, 340 pounds, give or take a hundred. Also outstanding, positive, optimistic, really a neat guy. He couldn't make it, though, in ballet. I don't care how positive he is. I'm positive, but I can't slam-dunk a basketball, and I've tried. Twice. If you need major surgery, I'm positive, but I don't recommend me.

Positive thinking won't let you do everything, but it will let you do everything better than negative thinking will. Let me tell you about positive thinking. When we walked in here earlier today, this room was pitch-black. They flipped some switches. It became lighted. Flipping switches didn't generate electricity. It released it. Had it not already been generated, we'd still be in a dark room.

The youngster that thinks he can go in to take a test and pass it with positive thinking, but hasn't studied—he's going to flunk that sucker. But if he has studied, the positive thinking will release the information, and he can put it on paper. We can document hundreds of cases where when kids changed their attitude, they were able to call up the information and make dramatically better grades in class and in any area of life.

The truth is you become a very, very positive individual because you have a plan of action and you become a team player. Team play is extremely important. Positive thinking and team play kind of go together.

I love the story coach Lou Holtz tells. Incidentally, Lou Holtz has been using our goal setting system every since he was at the University of Arkansas. His Notre Dame team follows it. He uses the system to help his team pass and graduate. That's their first goal. Then he uses it to blend them into the team.

One of Lou's favorite stories is about this fellow who was out in a rural area, and his car slid in a ditch. There was a farm close by, and he went to the farmer

and said, “Can you help me? I don’t have a jack.” The old farmer said, “Well, I got an old mule, Dusty, but he’s kind of hard of hearing and getting kind of old. I don’t know he can or not, but I’d be willing to give it a try.”

They got old Dusty. They took him out, and they hooked him up to the car. The old farmer got behind him and in a very loud voice said, “Pull, Billy, pull.” Nothing. “Pull, Roscoe, pull.” Nothing. “Pull, Charlie, Pull.” Nothing. “Pull, Dusty, Pull.” Old Dusty pulled that car right out of the ditch.

The fellow said, “I don’t understand. You were calling on Billy, and you were calling on Roscoe and Charlie, and there wasn’t but one mule there. What are you doing?” He said, “Well, like I said, Dusty’s getting kind of old. He’s hard of hearing and can’t see very good. To tell you truth, he’s gotten a little negative in his old age. If he thought he had to pull that car out by himself … but as long as he though he had a lot of help there, the team was with him, he figured he could do it, and out it came.”

I make another important point: Until he called Dusty by name, Dusty didn’t move. That’s one key right there. The name of another person is very, very important.

A giant Belgian horse on its own can pull 8,000 pounds. Hook him up with another giant Belgian, and the team will pull 17,000 pounds. Send them off to school, and teach them to pull in harmony, the team will pull over 25,000 pounds.

Can you imagine what would happen if we could get every member of your family, every member of your company to pull together? It’s awesome. I believe the day is going to come when we’re going to have everybody in our company on the same page, pulling in the direction and with the same objectives. When that happens, we will absolutely explode. You can count on it. The same thing will happen in your own company.

Teamwork is so important. The Houston Rockets this year are again the world champions in basketball. Knowledgeable basketball people—and that does not include me—say there were at least four other teams that had much better personnel than the Houston Rockets did, but the Rockets functioned as a team, and they had a team leader whom they greatly respected in Hakeem Olajuwon. Again they won the world championship.

To go back to that day before vacation, the interesting thing is when the day was over, although you had gotten two or three times as much done as you normally get done, you were highly energetic. At the end of that day, man alive, you were jumping up and down and bouncing around, and you couldn’t wait to

get home. On the way home, again, you were talking to yourself. The energy level was enormously high. You didn't have a tired bone in your body.

You know when you're the most exhausted? When you've tried to fool the boss all day long, when you've had to make work and act like you're busy. Those are the days that you really are exhausted, but today you are so delighted that your competence and your creativity take a giant step forward. You're on a roll. That momentum builds; you're getting things done, and you feel so good about yourself. That self-image just blossoms.

When she was washing dishes and cleaning cookware, Jerry Arrowwood took pride in the way she could leave that kitchen so spotless, the way she could make that cookware shine, the way she washed those dishes and always left that lady's kitchen in much better shape than it was when she got there. That's what I'm talking about. When you sign your name with pride to what you've done, you'll be doing a better job.

Now I'm going to ask you a question. Have I said a word about working harder, or am I talking about working smarter? The answer is *smarter.*

If this works so well in organizing your job and your career, do you think there's a chance that if you planned your family time, your vacation time, your exercise time, your social time, you would get more of each of them done? What do you think?

I believe I work more hours than 99 percent of people. At 5:00 this morning I was working, 6:00 yesterday morning I was working, 5:00 the day before. Here is it 10:00, and I'm still at it. Yet I probably spent more time with my wife today than you did with your mate or your children. We spent an hour at breakfast. We spent nearly an hour at lunch. We spent forty-five minutes at dinner, and we had a lot of conversations in between. I also got in my forty-six-minute walk this morning. You have to plan things if they're going to happen. They're not accidentally going to come about. When you put it all together, you get many more things done.

I'm talking about running your day by the clock and your life with a vision. If you put it together in that way, then you can get so many more things done.

If you're an employer, let me ask you: would you fire any employee who came to work and performed every day like we're talking about here? Or would you say, "Hey, I want to make that man or that woman a lifetime deal"? "I want them to be with me forever. As a matter of fact, I have a little raise in mind for them. Who knows? Maybe even a promotion."

Now you might say, "But, Zig, suppose the same thing happens to me that

happened to my buddy. He worked at this company twenty-three years, and then the boss's son got out of college and came home, and that young whippersnapper took his job. No fault of mine, but I lost it. What do I do now?"

Let me ask you: if you'd worked every day like you do the day before vacation, what kind of recommendation do you think you'd get? Would it be fabulous? What about your sales talk when you go to apply for a job and the person doing the interviewing asks what experience you've had?

What if you can look at that them and say, "I've had forty-one years' experience being absolutely honest. My tests all indicate that I'm a very intelligent human being. My goals are clearly defined. I'm a well-organized person. I accept responsibility for performance. I make commitments and keep those commitments. The résumé I gave you, my work record, shows it clearly. I am a very punctual person. I'm always there when I'm supposed to be. I get started when I get there."

Think of the sales talk you can give. When you get to the end, you say, "I know I have a great selfimageself-image, and I'm highly competent. I believe these are the qualities that your company needs. I believe this is the experience you need. I can start immediately, unless it would be better to wait until Monday morning. What would you prefer?"

You might say, "Zig, come on, man. Is that real?" It's as real as today and tomorrow, folks, because the world is always looking for somebody with these qualities.

Let me ask you another question: if your company goes belly-up, will you get another job because you *worked* for XYZ Company or because you *performed* for XYZ Company? Now whose responsibility is it to perform?

We're not victims. Yes, there are things that we can do to build employment security. There is no question about that. As we look at the list we've been talking about, how many of those qualities right there are positive qualities? Anybody?

OK, you think honesty and intelligence, goals, being organized, responsibility—you think all of those are positive qualities, am I right on that? How many of them are leadership qualities? How many of them do you have?

Let me tell you something interesting. We deny our talents and abilities because to acknowledge or to confess them would commit us to using them. Isn't that something!

Let's look at a couple of other thoughts. You're the only one that can use your ability. It's an awesome responsibility. Oliver Wendell Holmes said, "It's tragic

in America that we waste our natural resources, but it's infinitely more tragic that so many people go to their grave with their music still in them." All of that talent, all of that ability.

I think of Vince Robert and Jerry Arrowwood, and I think of all of these other people for whom something had to happen to bring it out and put it to work. You have to use that ability, or it goes to the grave with you. Tragically, when you deny your talents and abilities, you deny yourself, your family, your company, and your society the fruits of those abilities.

I'm going to ask you to do something right now. Since you've confessed that these all are qualities that you have, I'm going to ask you to stand up and claim them right now.

Stand up and say, "I"—call out your name—"am an honest, intelligent, goal-directed person. I am organized, responsible, and committed. I am punctual, a self-starter. I'm optimistic and enthusiastic. I'm highly motivated, decisive, and focused. I am disciplined and persistent and have a tremendous positive mental attitude. I'm a team player, energetic, competent, and I have a magnificent self-image."

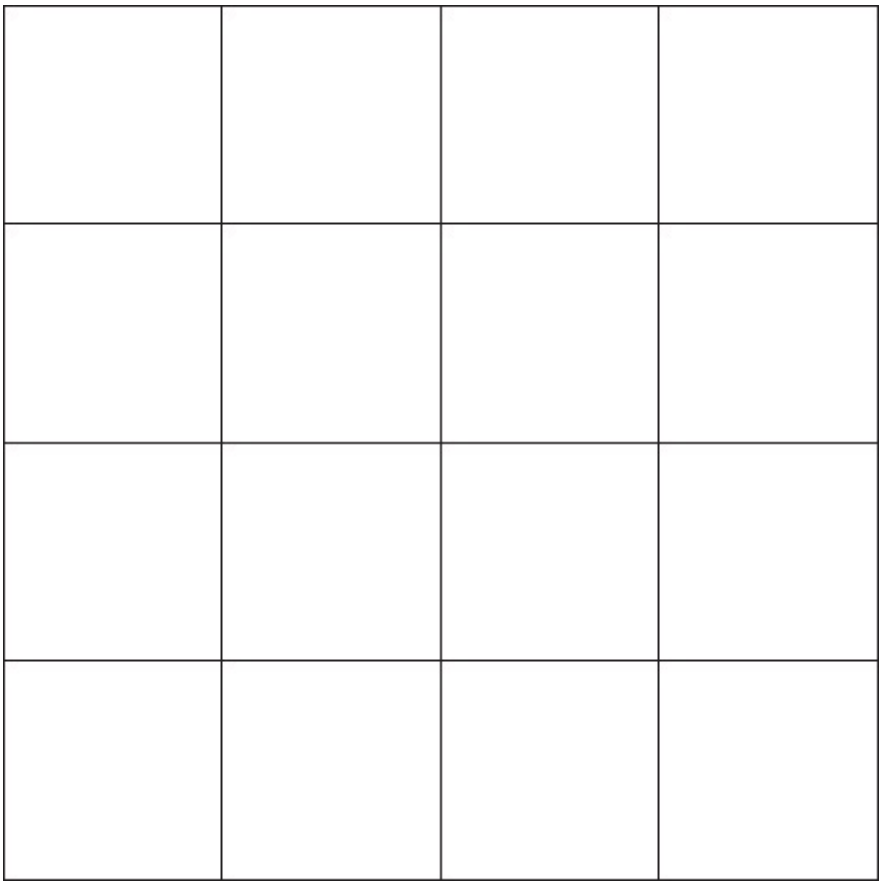
You survived, did you not? In all the years I've been doing this, not once have we ever had a loss because someone did this.

Let's look at something else. Taking those qualities that we've discussed: do you believe that if you used them every day, you would be happier, healthier, more prosperous, more secure, have more friends, greater peace of mind, better family relationships, and more hope for the future? Then just take what you've got, use it, and then develop some more.

Let me also say that motivation is the key. There's a lot of confusion about what motivation is all about. You might ask me, "Is motivation permanent?" The answer is no, it's not. Neither is bathing. Does that mean I'm opposed to bathing? No. I'm very excited about taking a good shower. (I hope you are, too, especially if you use that new twenty-three-hour deodorant. The company that makes it figures everybody's entitled to some time to themselves. There's another one called Stereo. It doesn't kill the odor, but at least you can't tell where it's coming from.)

Motivation is extremely important. Motivation gets you going. Habit gets you there. Make motivation your habit, and you'll get there quicker, and you'll have more fun on the trip.

Let me show you this diagram:



It shows a series of squares. I want you to count those squares. Most people automatically say there are four, eight, sixteen. Then, almost immediately, they say, “Shucks, the whole thing is a square.” That makes it seventeenth, but right here in the middlethe center four—there is another square, and so that brings it up to eighteen. If you keep counting, you’ll see that there are thirty squares there.

I’m not trying to trick you, but I’m like a cross-eyed discus thrower. I don’t set any records, but man, I keep the crowd alert.

How many squares did I add to the original figure? None. All I did was point out ones that were already there.

I have been leading up to something, and that is the question I’m going to ask now: how much more did you know about your job the day before you went on vacation than you did twenty-four hours earlier?

OK. Do you still agree that you get two or three times as much work done on that day than you normally get done on any other day?

There’s a reason for it. It’s called *motivation.* Motivation is the spark that lights the fire of knowledge. It fuels the engine of accomplishment. It maximizes

and maintains momentum.

Now think with me for a moment. How great would it be to know that you have a sales meeting that you and I are holding every day of your life? When you go to work, we're conducting a sales meeting. What that means is you'll get to your job excited.

The minute you leave the house, you ought to be thinking about your job. The minute you leave your job, you ought to be thinking about your home. You ought to be preparing to get into work, and then preparing to get back into your life at home, because they all do go together.

They did a study on 1,139 CEOs of major companies, the average income $356,000. That's pretty good income. Their number-one priority was their family. Their number-one asset was their integrity. I've had people telling me for years, "You know, Zig, when I get a little down, I pop in one of your tapes, and man, it always gives me a lift."

As a rule, do you deliberately drive your automobile until it's completely out of gas and you're at the mercy of other motorists to take you to get a refill? When you see the needle moving close to empty, do you say, "I have to go get some gas"?

People say to me, "When I get down, I pop in one of your tapes." Is that smart, or should they pop in the tape before they get down? It's easier to stay up than it is to get up.

Chances are that, although you've been sitting there absorbing this material, at this moment you're more energized physiologically than you were when you sat down.

Dr. Forest Tennant is in my judgment the number-one drug authority in America. He was a consultant for the Justice Department, the NFL, Texaco, for any number of other organizations, NASCAR included. Dr. Forest Tennant is a friend of mine. He went to a seminar I conducted out in Anaheim, California, back in 1989. The seminar was from 6:30 until 10:30 in the evening. The participants had been in an afternoon seminar from 12:30 to 4:30.

Before I started at 6:30, Dr. Tennant took blood samples from five of the people. When I got through, he took blood samples from the same five. The endorphin level was up to 300 percent higher when I got through, after 10:30 at night, than it had been when I started.

Since then, Dr. Tennant has done a series of other experiments. He has discovered, for example, that when the brain is activated, and that's what's happening right now, the other neurotransmitters come in and flood the system—

serotonin, dopamine, nor-epinephrine, and endorphins, and a lot of the other neurotransmitters. You are physiologically energized, not just psychologically.

This was written up in the May 1989 *Meetings and Conventions* magazine. Here's what he said: "There is a biochemical basis for why people feel good after these talks. Something in hearing about success gives us an emotional charge that releases those chemicals into the bloodstream, and that makes the body function better. While these effects last no more than a few hours, regular doses of motivation will lead to better health, happiness and achievement."

I do all of my recordings in front of live audiences and insert the humor because we want to get those endorphins and dopamine flowing. They energize you physiologically. Dr. Tennant says listening to tapes early in the morning will jump-start the flow of serotonin. Serotonin is the neurotransmitter that makes you feel good about yourself. It doesn't hit the system full force until about 10:00 in the morning.

Remember I've been saying that you can have everything in life you want if you'll just help enough other people get what they want? There's another way to jump-start the flow of serotonin: do something nice for someone else. It's amazing how good you feel about yourself when you do something really nice for somebody else. I'm talking about a procedure that works. I'm talking about a philosophy that's centered around others.

As I've already told you, I was raised down in Yazoo City, Mississippi. We lived next door to some rich folks during the Depression years, and I was over there for lunch one day, as I tried to be every day. Don't misunderstand. Even though there was the Depression going on, we certainly had plenty to eat at our house. I know we had plenty, because if I ever passed my plate, they'd always tell me, "I know you've had plenty." So I know we had plenty.

On this particular day, the cook brought the biscuits out, and the biscuits were not as thick as my wrist. I looked at them. I said, "Maude, what on earth happened to your biscuits?" She gave that big, old tummy laugh and said, "I'll tell you about those biscuits. They squatted to rise, but they just got cooked in the squat."

That's the plight of most people. They get cooked in the squat. They have half a mind to do it, or they're going to do it, but they never take that first step. That's why I'm really saying.

How many times have you ever seen somebody get excited about something but say, "When the kids get out of school, then I'll really get involved"? The kids

get out of school, and they say, “I didn’t realize it, but I have to take them even more places now than I did before the end of school. When the kids get back in school, I’ll have more time.”

The kids get back in school, and they say, “It’s the first time in seventeen years that dear old Central High finally got a win in football, and you have to support the kids. Wait until the football season is over, and then I’ll really get involved.” Football season ends. They say, “Well, here it is Thanksgiving and Christmas and New Year, and people don’t want to be bothered this time of year with all that stuff. Wait until after the holidays are over, then man, I’ll be ready to go. Wait, wait, wait. I know exactly what you’re thinking, but let me tell you the way it is. I like to get everything lined up. I prepare. I draw a plan of action. I get all ready, and then, man, I really get started. I’ll pass all these other folks that got the jump on me now, but after the holidays, you just watch.”

After the holidays they say, “You know, the weather. Have you ever seen weather like this? Wait until the weather settles down, and then, man, I’ll really get busy.” After that, they get good weather and say, “I haven’t wet a hook or hit a golf ball in I don’t know when, and you said it yourself: a fellow can’t work all the time. You have to have some recreation. Wait until after that, and then, man, I’ll really get busy.” Then after they hit a few golf balls, wet the hook a few times, they say, “It’s almost time for the kids to get out of school.” That’s where we came in.

People who wait for Aunt Matilda to move out or for John to get on the day shift, people who wait for the tax rate to change or for the new models to come out, people who wait for the new senator to take office or the new advertising campaign to start, people who wait on changes out there before they do anything in here, invariably end up getting cooked in the squat.

This information isn’t worth a hill of beans until you put it into action. When you put it into action, that’s when things happen. I promise you I’ve not given you any theories. This is valid information that has been tested and tried by tens of thousands of people, and it works in any language that you want to put it in.

That’s what I’m talking about. I’m encouraging you to buy the ideas that we’ve been talking about. Take this to heart. Put it to work, and do it now, because if you do, I will see you not just at the top. I’m going to see you over the top.

The Power of Words

Thank you, and God bless you for being here. Sometimes it is fun and exciting. A couple of you were talking as you were walking in, and I couldn't help but overhear one of you say to the other one, "Well, I can't tell you anymore. I've already told you more than I heard." It's like a couple of folks talking; one of them said, "I hate to spread gossip, but I don't know what else you can do with it." One fellow said to me, "I hate gossip, so I'm only going to tell you this once."

Incidentally, I read a study some time back that said every third person was either remarkably handsome or amazingly beautiful. I'd like to get you right now to turn directly to the person on your left and look them over real good. Now turn directly to the person on your right, and look them over real good. Now, since it obviously ain't either one of them, then guess who!

It's so neat to see so many beautiful ladies here this morning. Not only do women dress our audiences up so much, but women are just so much more practical than men. Like this lady down home. A bum came up to her in the street and said, "Ma'am, would you give me a dollar for a sandwich?" She said, "Not until I've seen the sandwich." That's being practical.

One lady said, "I didn't want to marry him for his money, but that was the only way I could get it." That really is being practical.

In December 1989, in the redhead and I walked into Prestonwood Shopping Center. That's her favorite center. That's where she made the All-Mall team for eight years in a row and last year made MVP as Most Valuable Purchaser. We walked into the little eyeglass place. I needed some glasses, and a very energetic, enthusiastic young man came up. He said, "May I help you?"

Well, I was grateful for help. I said to him, "Yes, I need some of those glare-proof glasses."

He said, "Oh, are you a photographer?"

"No, I never got involved in photography because of all of the negatives."

“Are you a producer?”

“No, I’m a speaker.”

“What do you speak on?”

“Motivation, positive thinking, leadership. I do a lot of family seminars, courtship after marriage, raising positive kids in a negative world. I do a lot in sales training, goal setting, and that sort of thing.”

He brightened and said, “Oh, kind of like Zig Ziglar.”

“Well, sort of.”

The redhead pointed her finger at me and said, “This *is* Zig Ziglar.”

He was a very cool young man. He backed up a couple of feet, looked me over pretty good, and started shaking his head. He said, “Oh, no. I’ve seen videotapes of Zig Ziglar, and Zig Ziglar is always jumping up and down. This is not Zig Ziglar.”

I said to the redhead, “You see there, sweetheart, I told you we weren’t going to be able to fool this young man. He’s probably looking for some forty- or fiftyyear-old codger, and he sees us two youngsters walk in. He looks me over real good, and he knows I could never be Zig Ziglar.”

The young man nodded and said, “Yep, that’s right.”

We went ahead with the transaction. He got ready to do the paperwork. He picked up his pen and said, “Now what is your name?”

I said, “Well, I spell it Z-I-G-L-A-R.”

He dropped his pen on the counter and said, “You *are* Zig Ziglar.”

“Yes, I have been a long time,” I said.

I want to make a very important point. The young man had a picture of me in his mind, and as far as that picture went, it was OK, because on occasion, I do jump up and down, and I do get kind of loud and exuberant and enthusiastic, but that picture he had of me was so narrow and shallow that it bore no resemblance to who I am and what I can do.

I have found that to be very, very true of people. Most people have a picture of themselves which is so narrow and so shallow that it bears no resemblance to who they are and what they can do. Most people have no earthly idea of what they can do because all they’ve ever been told is what they *cannot* do.

According to psychologist Shad Helmstetter, the average sixteen-year-old has been told no or “you can’t do that” 17,000 times. You tell a youngster 17,000 times they can’t do something, and they will begin to believe it. The picture is so incredibly important.

Most people have no earthly idea of what they can do because they don’t

know who they are. They do not know what they really want out of life because they do not know what's available for them. They can readily see where *you* could do it, but "Poor little old me, I could never do those things."

We want to work at changing the picture so that we can recognize just what is inside of us. To repeat myself again, man was designed for accomplishment—that's you, engineered for success, and endowed with the seeds of greatness. You are fearfully and wonderfully made.

There are some things you can't measure. You can measure the IQ, but you can't measure the heart. I talk to both the head and the heart because I like to get to your intelligence logically, but even more importantly, I like to get to you emotionally. Inside of us there is so much, but the picture is the key.

The picture I always had of myself was that I was a little guy from a little town who would struggle all of his life. When I was seventeen years old, getting ready to go off to the Navy back in World War II (some of you have heard about it; it's been in all the papers), my plan was to go off to war and come back to open a meat market in Yazoo City, Mississippi.

That's the picture that I had of myself. I never saw myself as having to have government assistance, but I did see myself as the little guy from the little town who would struggle all of his life. As a youngster, I was very small, and I did have that inferiority complex. That's what they called it in those days. Today they call it *poor self-image* and what have you, but the emphasis simply was that I could not do these things. The picture is important.

One time one of my children came home with a terrible report card. I was chastising him a little bit about it, and a big smile came on his face. He said, "Dad, let me ask you. Do you think this is heredity or environment?"

My environment as a youngster was a Depression environment. Survival was the issue of the day. Many of you are in a survival mode. We want to move first from survival to stability and from stability to success and from success to significance. That is the purpose, but that's going to take growth, and growth is a lifetime prospect.

I want to differentiate between personal growth and self-fulfillment. Self-fulfillment is the part of life that says, "Hooray for me, to heck with you. I'm going to win through intimidation if I have to, but I'm going to do it my way, and I'm going to look out for number one."

I can perhaps represent them in the world of athletics. It's the individual who becomes a bodybuilder. The typical bodybuilder spends an awful lot of time building those muscles and then spends an inordinate amount of time getting in

front of the mirror and admiring his handiwork. But they're not altogether selfish: many of them will put on an undershirt and walk down Main Street so that we too can admire what they have done. They will even come in the restaurant where we are eating and casually sit in that Charles Atlas pose so we can admire them.

Please understand that there are exceptions to every rule. For example, Randy Webster is a trainer and a bodybuilder. He works with my son and did work with my daughter-in-law. He is genuinely interested in taking what he knows about bodybuilding and teaching somebody else. There's your difference. *That's* personal growth—the teacher who learns things for the purpose of teaching.

Self-fulfillment is the student who learns things so they can parade their knowledge. Maybe some day they'll get invited to appear on *Jeopardy*, and they can answer all of those questions, and then the world will admire them for their incredible insights and wisdom.

But when you get into these things, you begin to think, "I'm not the only fish in the pond. There are others, and I need to live with, work with, encourage other people." That is so important.

You go up in life not just by your own efforts but by what you can persuade others to do and teach others to do. You yourself have been helped by many people on many occasions.

You walk in my office today and you will see my Wall of Gratitude. There are nineteen people there who have had an impact on my life. If you're honest and really reflect on it, you've had a lot of people that have helped you to move up in your life. Like this old boy down home says, "Anytime you see a turtle on a fencepost, you can rest assured that sucker didn't get there by himself. He had some help along the way."

What are the benefits of team play? Two of my favorite football programs are at Penn State and Notre Dame. As far as I know, they're the only two major schools which do not put the names of the players on the jerseys. They go by numbers, so that big defensive tackle has a number, as does the outstanding quarterback. They function as a team. Well, we all know the success of those two teams.

Take Penn State, for example. If one of the players, a wide receiver, a running back, or a fullback, runs for a touchdown and does all those histrionics in the end zone—you know, throwing the ball up in the stands or throwing it over the goalpost or doing some of those silly dances—he might as well just head for the bench, because he is now officially out of the game. It is required that they

simply hand the ball to one of the officials, run back to the huddle, and say, "Congratulations, fellows. Every last one of you did your job, and so the team was able to score."

What impact does this have on the individual? Check the record, and you will discover that for many years, both Notre Dame and Penn State have been at the top or real close to the top, certainly within the top five, of the teams that send players to the NFL.

You see, you have the individual with talent and ability, but you need to function in there as part of the team. I can tell you that one sour apple in a company can have a tremendously detrimental effect on the rest of the team, so this concept of team play becomes extraordinarily important.

Let me tell you first of all that it is a lifetime concept. Fifty-eight percent of the people in our society, when they finish their formal education, never read another meaningful book. On the other hand, those who make *Who's Who* read an average of twenty books a year. At the end of five years, one has read 100 books, gotten incredible additional information, stayed current and up-to-date, and is in a growth mode. When you're growing, you check your attitude. When you're learning things, that's when you are most excited.

In companies where they teach concepts and philosophies and people are growing, their rate of turnover is dramatically less than those who do not. *Fortune* magazine ran an article on an American company which for nine years was voted the number-one company, the most desirable place to work, in America. They discovered that it cost them one and one-half year's salary to replace a worker, to run the recruitment ads, and to train them, bring them up to speed. It cost them a year and a half salary every time a trained, productive individual left. So, you see, growth is important for the company, and it's important for the individual.

Let me get you to realize that the thoughts, ideas, and procedures in this book constitute an ongoing message. I don't necessarily finish a message in one particular chapter. I'm not concerned with that kind of literary structure. I'm concerned with delivering a message that will make a difference in your life.

I also want to encourage you to get your family to read this book, because that will put you all on the same page. You could even read it aloud to them. Over years, I've had lots of people tell me, "You know, there were plenty of times when my parents had me listen to Zig Ziglar. I have to tell you, I hated you. I'd say, 'Ma, do we have to read that Zig fellow again?'"

But across the board they have said, “You know, as I got old enough to even begin to understand what you were saying, I have always benefited from your ideas. I did have to admit that regardless of what you were saying, I felt better when you got through.” This kind of activity floods the brain with endorphins, dopamine, norepinephrine, serotonin, and other neurotransmitters, so the physiological impact is there.

Why should we share with our family early on? According to a study done in Missouri, 65 percent of our working vocabulary has been acquired by the age of three. It’s an established fact that people who teach you language teach you how to think. Since your thought precedes the action, that gets to be very, very important.

Now 80 percent of our character is formed by age five; 90 percent by the age of seven. Those first years are extremely important. And for those of you who think, “Shucks, my youngest child is forty-seven. Maybe it’s too late for me,” the beautiful thing is you can change. Whatever the situation is, you’re not stuck with it. You can grow. You can change.

When I was a youngster, we obviously did not have cassette players. We did not have television. We didn’t have a whole lot of other things. I had a mother with a fifth-grade education who was a magnificent philosopher, one of the wisest people that I have ever encountered.

Dad died when I was five, as I mentioned earlier, and six of us were too young to work, but Mom used to educate us by saying the same thing over and over. One of her favorites was “Willful waste makes woeful want.” To this day, I am conscious of waste.

A number of years ago, when my son was a teenager, I was in the bathroom. I used to buy shampoo by the gallon, and then I would pour it into little bottles; that was the most economical way to do it.

Well, I was shaving and getting ready to take my shower, and I was transferring some of the shampoo from the gallon jug over to the little bottles. I spilled some of it there in the sink. So I reached down, wiped the shampoo up from the sink, and put it on my hair, and about that time my teenage son walked in. He said, “Dad, what happened to your hair?”

I told him what happened, and he just laughed. He said, “Well, Dad, nobody’s ever going to accuse you of being wasteful.”

I said, “Son, you know that nice old car you have standing out there in the driveway? It’s there because we’re careful about things like this.”

My mom had all those sayings over and over. Another thing she used to say

to us: “When a task is once begun, you leave it not until it’s done.” That was hammered into my mind many times, and I remember it, obviously, until this day. She often said, “Tell the truth until and tell it ever, costeth what it will; for he who hides the wrong he does, does the wrong thing still.”

Probably the thing I’m most grateful for and proud of is that I’m consistent. Consistency is very important. Your word ought to be your bond. You should not need a written contract except for clarification.

I learned some things early on that did have a big influence on my life. For example, I milked cows when I was a youngster, eight years old. Just for your information, I have to tell you: cows don’t give milk. You have to fight for every drop.

At lunch during school, I would come home, and I would move the cows from one spot to another so they could get better grass so we would have more milk.

Once I was in a big hurry to get back and play a couple of innings of softball, so I did it very sloppily. One of the cows got loose, got in this elderly lady’s garden, and ate some turnip greens. I apologized profusely and told her how sorry I was and all that good stuff, and I really was sorry. But when I got home, my mama said, “Son, you have to do more than apologize. This lady sells turnip greens. You need to go to her and ask her to estimate how many turnip greens the cow ate, how many bunches that would represent, and you have to pay her for them.”

So I went to her and said, “Tell me what it is, and I’ll pay you.” The lady estimated that there were about eight bunches, and in those days a bunch of turnip greens sold for a nickel. That’s forty cents. Now that doesn’t sound like a whole lot, except that in the grocery store where I worked, I made a nickel on the hour. That means I worked eight hours because I did not accept my responsibility of securing that gate.

Guess what I learned early on. I learned responsibility. I think that’s important. Another little lesson I taught—and, you see, regardless of your age, I think this lesson is more needed today than ever before.

I was a Boy Scout. My instructions were, you go to the Scout meet, and then you come on home. Well, the schoolyard was next to the place where we held our Scout meeting, in the Episcopal church there in Yazoo City. A bunch of the kids decided to go over and play on the swings awhile. I went over there and played a few minutes, and then I headed home.

The next day, I got the report that some of the kids had stayed a little while

longer and had destroyed some of the swings. My part of it was $1.15. I said, “Mom, that’s not fair. I wasn’t there when any of the damage was done.”

She said, “Son, maybe that is true, but I have told you what to do and you do not do it, and many times when you’re disobedient, there is a penalty that goes along with that.” I have to tell you that $1.15 was a lot of money for me, although by then I was little older and was now making a dime an hour, so it was only a little less than twelve hours of work. But I guarantee you I listened much more carefully from that point on.

Lessons and philosophy. The reality is any kind of training that we give increases productivity—almost any kind of training. Remember the Hawthorne study? They turned the lights in this factory brighter, and productivity went up. Then they turned them down, and productivity went up temporarily.

Just about any kind of training will do that, but over a period of time, as it sets in and gets to be old hat, we revert back to form unless we as individuals grow and change.

That’s where we like to believe we’re different. We deal with the fact that you have to *be* before you can *do*, and you have to *do* before you can *have*. So we’re going to look at the growth factor that will make a difference. When you reach a certain age, there are chemical changes that take place in the human body. As you know, we have a lot of pollution out there in the air, and when the chemical changes in the body meet the pollution in the air, it destroys the strength of the lenses in your glasses.

That happened to me a few years ago. So I went down to see my friendly optometrist, and he gave me all the tests, wrote the prescription, and said “See me next Tuesday; they’ll be ready.” Well, the following Tuesday I walked in, he put these new bifocals on me, and said, “OK, Zig, how do they feel?”

I said, “They feel good.”

“They look good too. You’re on your way.”

My car was parked about fifteen or twenty feet outside of his front door. As I stepped out the front door in my new bifocals, I headed for my car. Now you’re talking about a high-stepping dude. Old Zig was really picking them up and putting them down. I didn’t realize that until I drew abreast of the car. There I was, my right leg up there about three and a half feet, and I saw the reflection in the window.

You know how you feel when you do something that’s not overly bright: you look around for fear that everybody in town has been watching you. I looked around right quick. Nobody was paying me the least bit of attention, but

realizing how utterly ridiculous I must have looked, I could not help it. I burst out laughing, and then I got excited. That day, for the first time in my life, I realized what I do. Basically, I go around this country, and other countries as well, fitting people with new glasses, because if we're going to change that picture, we have to also adapt to those new glasses that will make a difference.

I want to emphasize that these are not rosecolored glasses. I've said it before; I've said it a number of times. Life is tough, but when you're tough on yourself, then life will infinitely easier on you. I also want to emphasize that neither are they *woes*-colored glasses. Many people walk around looking like the picture on their driver's license, acting somewhat like the cruise director for the Titanic, like somebody's licked all the red off of their candy.

No, these are not woes-colored glasses. These are vision glasses, which will enable you to see further and understand more. Vision glasses are enormously important. Somebody asked Helen Keller what would be worse than being blind. Without hesitation, she said, "It would be infinitely worse to have perfect eyesight and no vision than the other way around."

In his last year, somebody asked Albert Schweitzer, "How goes it, Dr. Schweitzer?" He said, "My sight grows dim, but my vision is clearer than ever."

Solomon said, "My people perish for a lack of a vision." I believe with all my heart that's one of the basic problems, not only individually, but that we as a society and many companies and families have. Their vision is limited, and that is unfortunate. It is even tragic.

Again, Oliver Wendell Holmes was right when he said, "It's tragic, the loss of our natural resources, but what is even more tragic is the fact that the average American goes to their grave with their music still in them." All of us have those songs in us.

Nat King Cole was on the West Coast early on. He got his career started as a piano player. One night the singer did not show. The club owner said, "Where's the singer?"

Nat King Cole said, "He's not here. He's sick."

"No singer, no money," the owner said. That's the night Nat King Cole became a singer, and of course the rest is history.

Now you might not be able to carry a tune, but you have a song inside of you, and the purpose of these messages is to get the song out, whatever it might be, so that you can sing that song.

You know what I believe about myself? I tell people this, and sometimes they look at me as if I'm just whistling Dixie. I honestly believe that I'm at least five,

maybe ten years away from reaching my peak. I feel better, more energetic, stronger, better informed than I've ever felt in my life. The research I'm doing clearly indicates that if you remain active physically and mentally—and I still read an average of three hours a day—your creativity substantially increases, because you have accessed all of the accumulated information and knowledge you've acquired over the years.

I recently signed a contract to do a daily newspaper column for seven years. We're in thirty-two papers now, and if you call your local paper, maybe we'll get in your paper as well. They insisted on a seven-year renewal, so that's fourteen years. I believe in those long-range goals. I really do.

A lot of times people ask me, "Do you ever think about retirement?" I say, "Yes, and I said no a long time ago." You might not know this, but the only times retirement is mentioned in the Bible, it is always as a punishment. I hope God is not ready to punish me for a while at any rate; I have so many things I want to do. I'm ready to go when he's ready for me, but I also have a lot of things I would like to get done.

That retirement baloney got started in Germany in the 1870s, when Bismarck was the chancellor. He noticed one day that virtually every one of his powerful enemies was sixty-five and older. He persuaded the German legislature to pass legislation making sixty-five the mandatory retirement age. Now he neglected to explain to everybody what he was doing, but in one stroke of the pen, he eliminated the overwhelming majority of all of his enemies who had power, judgment, wisdom, influence, contacts, money. For some reason, a lot of other countries said, "That's a good idea; let's do that too." As a result, in many cases, we're putting people out to pasture as they hit their peak. I think it's a tragic mistake.

Many people are so age-conscious. I was doing a radio talk show a few months ago, and this lady called in. It was one of those question-and-answer deals. She was almost crying. She said, "I'm fifty-five years old. I've never done anything with my life, and now it's too late."

I said, "Ma'am, did you say you were fifty-five?"

"Yes, I am," she said.

"You're just a spring chicken," I said. "As a matter of fact, does you mama know where you are?" She got so tickled, and the rest of the time we talked about solutions.

Many people go through life whining. I really ought to carry some cheese with me so we can have whine and cheese. They tell me those things go together.

I have an idea right now that you're smiling because we've been telling a little funny or two, and you're kind of interested in what I'm going to say. As a matter of fact, you've invested your money, so that's proof that you're interested in what I'm going to say.

I'd like to talk about the power of the spoken word, because the spoken word has the power to influence in an unbelievable manner and degree. Years ago, somebody said one picture is worth a thousand words. That individual never really read the Declaration of Independence or the Bill of Rights. They've not read Lincoln's Gettysburg Address or the Twenty-Third Psalm or prayed the Lord's Prayer.

See, those are words. They're just words, but they're words that have impacted millions and millions of people. Words can make you break out in hilarious laughter. You've heard it 101 different times.

The book *Anguished English* contains this entry written by actual students:

> *Socrates was a famous Greek teacher who went around giving people advice. They killed him. Socrates died from an overdose of wedlock. After his death, his career suffered a dramatic decline.*

Now, you know, when you read something like that, you can't help but get tickled. When you read something like that, it does have an impact, an influence on your thinking.

Charles Osgood said, "Compared to the spoken word, a picture is a pitiful thing indeed." You think about these words. Patrick Henry said, "Give me liberty or give me death," and a nation united and fought for their independence. Lincoln said, "Four score and seven years ago," and a nation was reunited. Churchill said, "There will always be an England," and the country was lifted by its bootstraps. FDR said, "The only thing we have to fear is fear itself," and the Depression era got a glimpse of hope. Martin Luther King said, "I have a dream," and because of it many people dream today who did not dream before. Rosa Parks said, "My feet hurt," and because of those few words, an entire people stood up and marched forward.

Words can be so enormously important. Many years ago, I told a beautiful young girl, "I love you." A few weeks later, she said to me, "I love you." Two and a half years later, the preacher said, "I now pronounce you man and wife." A little over two years later, the doctor said, "It's a girl, Mr. Ziglar." Now those are words that can lift you up.

A youngster in a California school had all kinds of problems, came from a dysfunctional family, and was failing in everything. They put computers in there, and he had a knack for computers. All of a sudden, he started to improve, and in every area of life his grades got dramatically better. Somebody asked him, "What has happened?" He said, "Well, my computer calls me Clarence. My classmates call me stupid."

Words can make a difference. Dr. Les Carter, at the world-famous Minirth-Meier Clinic, talked about the impact of words. I was concerned about this, and I said, "Is there a correlation between violent language and violence itself?" Dr. Carter said, "I have never worked with an abuse situation that didn't follow a pattern of verbal abuse before physical abuse. Additionally, the more one cusses, the less sensitive to the nature of their own behavior they become."

The Bible says, "Thou shall not curse a deaf man." Why not? They can't hear. It's obviously because of the damage it does to you, as it destroys the vessel in which it is stored, and that's important. The way people talk is the best indication of how they think.

The most powerful instrument for influencing a person's thought process is the language you use on them and they use on themselves. That's the reason I always use so much adult language, like *dedication, responsibility, commitment, discipline,* and things like that, and a lot of four-letter words, like *good* and *best* and *real* and *fair* and *hope* and *love.* I have to confess, every once in a while I slip the F word in on folks, because I believe that faith is enormously important.

The language we use can have a substantial impact on a person's life. The language we use on ourselves can have an even greater impact. Again, the most important opinion you have is the opinion you have of yourself. I'm not talking about a superinflated ego. You know, conceit's that weird disease that makes everybody sick except the person who has it. It's kind of like the rooster who thinks the sun comes up so that it's time for him to crow. That is not what I'm talking about.

How powerful can words be? A few years ago, I was speaking in Marion, Indiana. It was a four-hour seminar. I did it on Tuesday night. When I got home on the weekend, I had a letter from a lady who was there, and she said, "Mr. Ziglar, I was there on Tuesday night. I had just gotten back from Colorado on a rafting trip. It was one of the most magnificent experiences of my life. It was really wonderful. We would raft down the river, and as the sun was beginning to set, we would pull off to a flat spot. We would build our campfire. We would cook our dinner, and then we would go up a few hundred more feet so we could

get a better view.

“The rarefied air up there, and the clarity—we could look at the stars and the moon, it was incredible. I looked at the magnificent universe, and then the next morning we’d get up and go down to the streams, and the wildlife would be coming there to take their morning drink. The whole thing was so awesome that I thought of myself as being absolutely nothing and contemplated suicide.

“That evening, on Tuesday evening, you quoted St. Augustine.” Many years ago, in 399 A.D., he said, “Man travels hundreds of miles to gaze at the broad expanse of the ocean. He looks with awe at the heavens above. He stares in wonderment at the fields and the mountains and the rivers and the streams, and then he passes himself by without a thought, God’s most amazing creation.”

She said, “When you quoted St. Augustine, I realized what I was.”

When people look at themselves and what’s important with this pair of glasses you’re being fitted with, they will also reverse themselves. They will look inside and let you see some things. You’re going to be astonished at what is already there.

The power of the word truly is awesome. We had a young man named Samuel Akwasi Sarpong who came to our three-day “Born to Win” seminar in Dallas. He’s from the Ashanti tribe in Ghana.

The Ashanti tribe, which is by far the largest tribe in Ghana, has the practice of naming their children based on the day of the week on which they’re born. They have a given name and a last name. The middle name is their Ashanti name. His Ashanti name is Akwasi, and *akwasi* in his language means *godly, gentle, peace-loving,* and *kind.* By coincidence, the young man is a Christian minister.

The babies who are born on Wednesday are named Kwaku. *Kwaku* means *mean, violent, aggressive, quick-tempered.* In Ghana, over 50 percent of all crime is committed by those who were born on Wednesday. You see, names, words, language are extraordinarily important.

Wendell Johnson wrote a book entitled *People in Quandaries.* It’s based on studies done on reservations in America. He started with two reservations and noticed something rather peculiar. Then he expanded it to many other reservations. They discovered there was not a single, full-blooded Indian who was raised on the reservation and taught the Indian languages and dialects who stuttered.

They checked the languages, and then they understood why none of them stuttered. It was because in none of the Indian languages or dialects was there a

word for *stutter.* If there's no word for *stutter,* how are you going to stutter? You see, there are no instructions. There's no picture.

Words paint pictures, and then we go to work to complete those pictures. Bill Glass says that 90 percent of the people who are incarcerated in our prisons today were repeatedly told by their parents, "One of these days, you're going to end up in jail."

Jim Sundberg is a friend of mine, a former Golden Gloves catcher in the major leagues. Jim Sundberg was doing a prison crusade with Bill Glass one day, and during one of the breaks, they were standing aside and talking. Jim said, "Bill, when I was a youngster, over and over my dad kept saying to me, 'You keep throwing that ball like that, son, you'll be major leaguer some day. You keep hustling like that, and some day you'll be a major leaguer. You keep swinging the bat that way, one of these days you're going to be a major leaguer.'" He said, "It was planted in my mind early on. I'm exactly where my dad told me I was going to be."

A prisoner was standing close by. He softly shook his head and said, "Well, you know, same thing happened to me. I'm exactly where my dad told me I was going to be."

The power of the word is absolutely incredible. Yet so much of the input is negative. What do we say to our kids? We call them the terrible twos when they're really the terrific twos, tremendous threes, fantastic fours, fabulous fives, sensational sixes.

How many times do we hear somebody say, "You never do you anything right. You're always late. You never look nice. You're just plain dumb. You'll never amount to anything. You're just like your father"? We hear that sort of stuff when we really need the good, clean, the pure, the powerful, the positive in there every day.

I was in Atlanta in my office many years ago. A young man came in with three beautiful little stair-step girls. He introduced them—"This is the one that won't eat. This is the one that won't mind her mother. This is the one who cries all the time"—not realizing he was giving them very specific instructions.

I was up in Nashville on the way down to the gate to catch a plane. I passed a mother and her three-year-old child, and since Adam and Eve there has never been a child who has walked at exactly the pace the parent wanted them to walk. Well, this little guy was dragging his heels, and the mother turned to him and said, "Come on, stupid, we're going to miss the plane."

I was in a cafeteria in Dallas, and a little girl was crying. A grandmotherly

lady bent over her and said, “What’s the matter, honey?” Her dad spoke up and said, “She’s mean, that’s what. She’s just plain mean.”

I was out in Stockton, California. I was doing my jog. I ran past a grandmother and her little granddaughter, about five, six years old, beautiful little girl. I’ll tell you just how pretty she was: she compares favorably to my own grandchildren. If that doesn’t say something, I don’t know what would.

As I ran past them, the only thing I heard was these words: “They’ll put you in jail for that.” Can you imagine?

Had I the opportunity to talk with that man in Atlanta, the man in Dallas, the mother up in Nashville, the grandmother in Stockton, I would have said to them, “If you want to destroy their self-image, if you want to discourage them, if you want to consign them to the failure heaps in life, if you want to give them higher hills to climb, you keep on doing exactly what you are doing.” The same rule applies between husband and wife and employer and employee.

As you’ve undoubtedly already noticed, I put it all together—personal life, family life, and business life, your physical, your mental, and your spiritual sides—because you’re a complete human being, not just part of a human being.

The sad thing is that there are so many people who are unaware of what they’re doing. It’s just gotten to be a habit. If they were to keep an open recording going in their house and listen at the end of the day to some of the things they’re saying, they would be absolutely astonished.

What difference do words and attitude make? I was twenty-five years old. I was the youngest divisional supervisor in the sixty-six-year history of a very large cookware company. When I was promoted, I immediately encountered difficulty. In direct sales, the field manager is the key, because they’re in daily contact with the troops, they do the weekly sales meetings, they do all of the training sessions, and I had four field managers.

In that first month, one of them had a heart attack. One of them cut his big toe almost all the way off. He was in the hospital for twenty days and on crutches for the next three months. The third one had an integrity problem: his people lost confidence in him, and they quit in droves. The fourth one had been promoted prematurely because there was no one else available. A division that was going gangbusters one month was going kaput the next month.

Some of my friends started the rumor that the company was very unhappy with me because I just couldn’t cut the mustard, as we’d say in those days. I couldn’t handle this bigger job, this bigger responsibility. Now you’re talking about a pity party. Old Zig had one, a protracted one.

I was muttering, “It’s not my fault. I didn’t have anything to do with that heart attack. I didn’t have anything to do with cutting his toe off. I didn’t have anything to do with that inexperience. I didn’t have anything to do with that integrity problem. I’m the good guy. Why are they trying to crucify me?” Business kept getting worse for some strange reason.

Walking down the streets of Knoxville, Tennessee, I saw a book in the window. It was called *The Power of Positive Thinking*, Dr. Norman Vincent Peale. I picked that sucker up. I said, “Boy, if anybody ever needs to be a positive thinker right now, if there’s anybody that needs help, boy, it is me.” I devoured that book, which Dr. Peale had taken the time to write expressly to me and for me.

Every page, almost every paragraph, it said, “Now Zig, now Zig, Zig, Zig,” over and over, and I was astonished that he had been able to personalize it to the degree that he had. He agreed with me completely. He said, “You’re right. You’re not responsible for that heart attack. You’re not responsible for the integrity problem or the cut-off toe or the inexperience. You’re not responsible for any of those things, but, Zig, you are responsible for you and your attitude. Now quit your griping, put your imagination to work, start thinking. How can you capitalize on this? How can you make it an asset instead of a liability?”

That was a dramatic turnaround. Nothing had changed out there, but everything changed in here. You see, the way you change others is, don’t even try. You change *you.* The way you change your circumstances is change *you.* The way you do things better is become better yourself. That is the key.

What happened then was very simple. Shad Helmstetter says you can’t change from a negative mind-set to a positive mind-set without changing from negative talking to positive talking.

To do that, you must change the input from negative to positive. Generally we extract the last major deposit in our thinking and in our attitudes and in our action. We simply recall the last deposit.

Let me tell you again. Input determines your out look, your outlook determines your output, and your output determines your future. See if you can do something about your input.

If I were to walk in your home with a pail of garbage and dump it on your living-room floor, we’d have serious trouble fast. You’d either get your gun and say, “Now, Ziglar, you clean it up” or you’d call the law and you’d have me arrested. Or you’d whoop up on me.

We could clean it up with some good cleaner and remove all traces of it ever

being there, but everything that goes in your mind is going to be there in some shape or form. You don't forget it. It just gets buried over a period of time.

One of the things that will happen as you listen to this is the fact that you will, over a period of time, become so conscious of what goes into your mind that you will catch yourself asking, "If I read this, am I going to be better off or worse off? If I watch this particular television show or movie, am I really going to be more likely to get the things in life I want, or is it going to be a detriment to me?" Yes, what goes in your mind is very, very important.

We have so many negatives. We call them stoplights when in reality they're go lights. They're put there to make traffic go. When we have a wreck, somebody says call the wrecker when need the tow truck. You've already had the wreck.

Incredibly enough, they bring out a loaf of bread, and the average person calls the first slice the end. Every loaf of bread I've ever seen in my life had two beginnings.

I challenge you: if you want to have fun and somebody wants directions, send them down to the go light. In a restaurant, ask the waiter or waitress, "I'd like the beginning slice of bread." They're going to look at you like, "Now there's a weird individual," but I can guarantee you it will make a difference. The power of the word can be measured in so many cases, in so many ways.

A number of years ago, when *The Dallas Times Herald* was in publication, there was an article concerning a study done at the University of Pittsburgh. They called me and asked me what I thought about it. I said, "I think it's a valid study." They said, "You mean, you believe it's right." I said, "Absolutely, that study's been done half a dozen times. I don't know why they keep on doing it."

The study showed that tall men and women do better in the business world than do short men and women. They said, "You believe that?"

"Why certainly, I believe it, and let me tell you why that is true. It has nothing whatever to do involving the distance between your heel and your head. It has nothing to do with the size of the storage place, because they basically are all about the same size. It has everything to do with what you put in it."

Tell me if you're guilty of this. Have you ever been lost? I do not mean confused, but I mean you're in a strange neighborhood and you just flat are lost. You know, Daniel Boone never was lost, but he was confused once for about a week.

Now you're lost. You don't whether to go north, south, east, or west. You see some kids playing on the school ground or on the corner or in somebody's yard.

You go over there, and you ask a question.

Here's my question to you: which one of the kids do you ask? The biggest or tallest. It might be the dumbest kid in town. He might know nothing about how to get from here to there, but you ask the biggest or the tallest for one very simple reason: lifetime conditioning.

How many times have you been guilty of this? Somebody introduces you to their child. If the child is average or above average in height, you'll say, "My, what a fine-looking young man" or "What a fine-looking young woman." What about shorty? "Oh, isn't he cute?" or "Isn't she cute?"

I have a cute little dog at home, and you can have cute puppies, but have you ever seen a cute university president or a cute admiral or a cute general or a cute CEO of a major corporation? You don't relate greatness with cuteness, but that word has been ingrained, so when a small person comes in, many times that's our attitude towards them, and it permeates them over a period of time.

I love what Oliver Wendell Holmes said—brilliant jurist, brilliant writer. He was five feet tall. Somebody asked him one time, "Judge Holmes, how does it feel to be small in a society where men and women both are taller and bigger than you are?" He had a great sense of humor and showed lot of wisdom when he said, "I feel kind of like a dime must feel when thrown in with a bunch of nickels. Half as big, worth twice as much."

What am I getting at? I'm getting at an attitude. I'm getting at the fact that words really do make a difference. In the make-believe world, television and Hollywood, profanity and vulgarity might be in, but not in the real world. I've never heard of a young girl going home and saying, "Dad, you have to let me go out with this fellow. I'm telling you he has the filthiest mouth I have ever heard in my life."

I've never heard of a director of personnel going to the president and saying, "I want to hire this person right here. He can tell the filthiest and dirtiest jokes you've ever heard. I mean, he will have an impact on our company."

Let me tell you the reality. I've never heard of anybody advancing because of vile, filthy language. I've heard a lot of them who never had a chance to get ahead because of it.

A number of years ago, I'd spoken for one of the major companies in America for a couple of years, and they asked me who I would recommend for next year. Obviously I recommended me again. They wanted my best recommendation, so you have to be realistic about it.

Anyhow, they said, "No, Zig, come on. We've had you several times now,

and you always do a great job for us, but tell us about somebody else." I suggested a fellow who happened to be a friend of mine.

They said, "Does he have any tapes?"

"Yes, he does."

"Tell him to send us a couple, and let us listen to him." He sent them the tapes. They called him and told him they could not use him. He obviously wanted to know why. They said, "You have a couple of stories in there that just won't fit in our organization."

"That's no problem," he said, "I'll just take those stories out."

They said to him, "We were really looking for someone who had never put the stories in there in the first place."

See, your language is dramatically important. That's the reason we talk about it so much. Suppose a parent were to say, "You keep performing like that, and someday you'll be the president of your own company. You keep studying like that, and someday you'll win a college scholarship. You keep treating people like that, and you'll have friends everywhere."

That, I believe, is the proper use of language. Using things that really do make a difference in people's life.

Truth not only is stranger than fiction, but in most cases, it's funnier than fiction. A number of years ago my brother, Judge Ziglar, who was also a speaker, was going through Charlotte, North Carolina. It was a cold, rainy, winter evening, and he was in the old airport. They used to have a chocolate-chip cookie machine there. You could smell those chocolate-chip cookies for blocks away.

My brother could handle anything except temptation, so he got close enough to smell, and he went up and bought himself a dozen of them. (They were small, so it's not quite as bad as it sounded.) He went into the waiting area, and there were two seats left, side by side. There was a lady on one side, so he proceeded.

He had his hat on and his topcoat and his raincoat and his briefcase, and all of the paraphernalia that goes with traveling. He put all of those things down, and as he turned around to sit down, when he looked back over, he saw a hand coming out of his chocolate-chip cookies. He thought, "Well, you know, at least she could have asked. Of course, I have a dozen, so it's OK."

He reached over, and he got himself a cookie, and the lady looked at him kind of funny. In a minute or two, she got another one, and he got another one. She got another one, he got another one, and he got the last cookie. Then she picked the empty sack up, dumped the crumbs in her hand, popped them in her mouth,

and about that time, the call came for her flight.

Well, she got up, and as she walked past him, she gave him a look that would skin the hide off of a billy goat. He thought, “Boy, that is one more nervy woman. These are strange people up here.”

About ten minutes later, his call came. He got up, slipped on his topcoat, put on his hat, and underneath his hat was a bag of chocolate-chip cookies.

Now if you ever meet a woman who said, “You can’t believe that strange dude I saw in Charlotte, North Carolina,” that was my brother that she would be talking about.

Several years ago, I got a letter from a gentleman in Toronto, Canada. The letter contained a substantial check, and he said, “Mr. Ziglar, I know you don’t do counseling, but I have young a friend who’s destroying his health, losing his family, and I believe you are the only person he will listen to. He has great respect for you. If you will give us an hour, I will fly the two of us to Dallas. The check is yours if you’ll spend an hour with us.”

The first thing I thought is, “Man, isn’t it wonderful to have a friend like that.” So I sent the check back and told him to come on down. The young man’s name was Steve Walker. They walked in, and we started our dialogue.

I said, “I understand your boss is your hero.”

“That’s right,” he said, “the most successful man that I know.”

“I also understand that you’re a hard worker.”

“Yes, I am a hard worker.”

Let me tell you just how hard he was working because his boss was a hard worker. The young man was leaving every morning at 6:00 to go to work. Drove thirty miles. He got home, generally speaking, after 10:00 at night. On several occasions, he literally went to sleep driving. His health was deteriorating, his family was coming apart, but he was really following this guy who was his boss.

“Well, now,” I said, “we have to look at success and see what it is. I’d like for you to tell me what you consider success to be.”

We talked, and when we finally got through, he agreed that anybody who was happy and healthy and at least reasonably prosperous and secure, who had friends, peace of mind, good family relationships, and hope that the future was going to be better, was a successful man.

I said, “Let’s do something that most people never do. Let’s evaluate where we are in pursuit of what we want versus where we think we might be.” I said to the young man, “For example, we know that if I divide an audience of salespeople exactly half in two, and they’re all salespeople, with the same

abilities, same experience, and same territory, selling the same products, but one half keeps precise records about the people they call on, what happened, and how they can improve on the next one, they will sell dramatically more than the other one will.

"On weight loss, people who keep exact records of what they eat, I mean every bite, will lose weight faster and will keep it off longer than those who say, 'I don't really eat that much.' It depends on what they call *much.* Most people on a diet are in denial, and as you know, denial is just a river in Egypt as far as a lot of people are concerned.

"So," I said, "let's talk about your boss, and let's see how he measures up with your picture of success. First of all, how happy is your boss?"

"I don't really think he's happy."

"Why do you say that?"

"First of all, I almost never see him smile. I don't think I've heard him laugh a half a dozen times, and on top of that, he has ulcers."

"Based on what you just told me," I said, "we have to give him a failing grade on the happiness part and on the health. If he has ulcers, that raises a failure there at this particular moment. You get ulcers not because of what you eat but because of what's eating you, so that means he doesn't have peace of mind.

"Now I've asked you one question, and three of the eight things that you consider to be success he doesn't have. Tell me about how prosperous he is."

"Oh, man, he is rolling in the dough. He's making more all the time."

"Well, OK. On the prosperity bit, we will give him a big old plus. Now let me ask you: how secure is your boss?"

Now understand he's thinking mostly financial security. He said, "Well, he's as secure as money can make him."

"Well now," I said, "we had an ex-governor worth over $100 million, and he went bankrupt. How does your boss compare to him?"

"Oh, he doesn't have that much money."

"We had an industrialist in this area worth over half a billion, and he went bankrupt. He couldn't compare with him, could he?"

"No."

So I said, "Really, the financial security—would it be fair to say that as far as that's concerned, there is a legitimate question?"

Yes, things happen. Actually only nineteen of the top 100 corporations in America in 1,900 are still in business today. So we do know that things change there.

“Tell me, how many friends does your boss have?”

He thought a minute. He said, “I don’t think he has any. Actually, I’m not his friend. I just admire him a lot. To tell you the truth, the guy is somewhat of a jerk.” “OK, then we’ll give him a failing grade on that one.” I said, “Tell me about his family relationships.”

“Well, his wife’s divorcing him.”

“We kind of have to give him a big old X on that one. Tell me about his hope for the future.”

“He thinks he has a great future, but I’m beginning to think that maybe he doesn’t after all.”

“In other words, we could put an honest question mark on the hope part.”

“Yes, I think we could.”

“Now, let’s take a little inventory of the eight things you consider to be success. He gets a plus on one, he gets a minus on five, and a maybe on two of them. Let me ask you a question. Based on this actual, factual exploration of your admiration for the most successful man you know, would you swap places with him?”

The young man sat there, kind of stunned, for quite a few seconds, then slowly he stood up. He extended his hand, indicating the interview was over.

Now let me ask you a question. Would you exchange everything you hold dear to have more bucks in the bank? I daresay that nobody would be willing to do that. The good news is you don’t have to. If you go for quality of life first and if you plan the other things, then they’re far more likely to happen as well. The better balanced you are, ultimately, the more income you’re going to have.

Life cannot always be in perfect balance every day and every week, but when we keep our records and our inventory, if we get completely out of balance and keep saying, “Next week I’ll do better,” that’s called your attention. You say, “Hey, this week is the next week I was talking about last week.” Tomorrow really does come, and we need to think about that.

If you’re going to achieve all the things you want, you have to see yourself in that category. The picture you have of yourself is enormously important. You cannot be one kind of person and another kind of performer. You have to have a picture of yourself, and you cannot, as Dr. Joyce Brothers said, consistently perform in a manner which is inconsistent with the way you see yourself.

I met the young man, Steve Walker, again a couple of years ago at one of the seminars, and he gave me this picture. His family is well together. They’ve added a member of the family. That’s what I call real growth.

He got an entirely different job. He's making more money than he was making when he was killing himself working himself to death. He said, "Thank you for helping to make this possible." The best way is the right way, folks.

For twenty-four years of my adult life, by choice, I weighed well over 200 pounds. I say "by choice" because I've never accidentally eaten anything. It's always a choice. If I choose to eat too much, than I've chosen to weigh too much.

Over those years, I tried every kind of diet known to man. I tried the thirty-day diet, and lost a month. I tried dieting religiously: I quit eating in church. I can tell you this about dieting. You need to stay away from cottage cheese. A lot of people don't know it, but that's the most fattening food in existence. Now I have no scientific evidence to validate that, but I've noticed in world travel that nobody but fat folks eat the stuff, so you draw your own conclusions. One thing I did discover that was positive is that my body retains ice cream. So I knew that I had to do something.

Twenty-three years ago, I got on a sensible eating and exercise program. Up until then, my idea of exercise was simply to fill the tub, take a bath, pull the plug, and fight the current. That's not really much of an exercise program.

The reality was that eating too much wasn't my problem. I had a picture of myself: I'm a fat boy. I'm a fat man. When my youngest daughter was eighteen months old, I told her to call me "fat boy." She didn't know what she was doing. She would laugh because I would laugh on the outside, but on the inside it was an entirely different matter.

I knew I was a fat boy, and it hurt. I could look in the mirror, and I could tell. I had a picture of me laying out on the diving board of the swimming poolat least part of me was on the diving board. I saw myself as a fat boy, and as long as I saw myself as a fat boy, it didn't make any difference how much weight I lost; it was coming right back: it will come back 100 percent of the time until the picture changes. You have to see yourself where you want to be.

One of the most amazing and dramatic stories that I've ever heard is the story of Victor Serebriakoff. When Victor Serebriakoff was age sixteen, his teacher said to him, "You're a dunce, Victor. You're never going to finish school. Why don't you drop out and get a job? At least be able to support yourself."

He dropped out of school, and for nearly sixteen years, he was an itinerant. He went everywhere, did everything, served in the Army, and a host of other things. But every morning Victor would get up, he'd look in the mirror, and he would shave the dunce that looked back at him. He would dress that dunce. He

would take that dunce to work. He would think as a dunce. He would perform as a dunce, and he would receive a dunce's wages.

At age thirty-one, for whatever reason, they did a psychological evaluation on him. The results came back, and with tremendous excitement, they went to Victor and said, "Victor, I don't know whoever told you you're a dunce, and I don't know why you think you are, because the scientific evidence is compulsive. There's zero doubt that we are in error. You, sir, are not a dunce. You have an IQ of 161. You, sir, are a genius."

They didn't tell him anything else—no new information, except the greatest information of all: you're not a dunce; you're a genius. Now he looks in the mirror and shaves a genius. He dresses a genius. He goes to work as a genius. He thinks as a genius. He performs as a genius, and the bottom line is that Victor Serebriakoff has a number of books out. He has several patents to his credit. He is a very successful businessman and owns several businesses. One year he was the international chairman of Mensa, and you have to have an IQ of 140 just to get in there.

He had the information and the knowledge and the IQ all the time, but he had the wrong picture. The wrong picture was there because of the input into his mind. When you change the picture, that's when everything changes.

Linda Isaacs is down here from Italy, Texas. Linda is African-American. She's a dwarf. They evaluated her when she was just a little girl, four years old. They discovered she couldn't learn. They put her in a school when the time came, but they were really nice to her, and they told the teacher, "Linda's a cute little girl. Her classmates will all call her Shorty. She's very friendly, easy to get along with, won't give you a moment's trouble, but don't worry about trying to teach her anything, because she can't learn."

They passed her from the first to the second to the third grade. They said, "We don't want her to have to make a new set of friends every year. Just let her go on through." She graduated from high school functioning at the first-grade level.

What about her future? She was a member of a minority race, a dwarf. What were her chances? Very slim, except her mother was getting on up in years. She had an older sister who lived right here in Dallas. Her mother brought her to Dallas to live with her older sister. She took her down to Goodwill Industries, where she met Carol Clapp. Carol Clapp put her through this intensive two-week acclimation school and discovered something: Linda could learn some things.

For years Linda had been saying, "Linda can't learn. Linda can't learn. Linda

can’t learn.” Sure enough, she was right. Now all of a sudden Linda’s saying, “Hey, Linda can learn. Linda can learn. Linda can learn.”

A year later, she was answering the telephone, checking the payroll, and functioning almost as a secretary. She learned more in a year than she had learned in the previous eighteen years.

Please do not read anything into this which I’m not saying. If there’s brain damage, folks, that’s a different matter. There are some cases where this is not going to work, but in every case, there will be improvement if we change the input and make it positive and upbeat while at the same time making it a realistic picture.

I want to tell you again: Your input determines your outlook, your outlook determines your output, and your output determines your future. The opinion you have of yourself and the opinion others have of you can make a big difference.

The most moving story I’ve ever heard about changing the picture is told by Brian Harbour in his beautiful book *Rising above the Crowd*. When little Ben Hooper was born all those years ago in the foothills of East Tennessee, little boys and girls who had no idea who their daddies were were ostracized. They were treated horribly.

By the time he was three years old, the other kids in that little East Tennessee community wouldn’t play with him. Parents were saying idiotic things like, “What’s a boy like that doing playing with our kids?” as if the child had anything at all to do with his own birth.

When he was six years old, they put him in first grade—no kindergarten—and they gave him a little desk. All the kids had desks. At recess he stayed at his desk and studied. The other kids went out and played. At lunch he took his little sack lunch and went off and ate by himself. The other kids ate together. He had an extraordinarily tough childhood.

When he was twelve years old, a new preacher came to that little church in the foothills of East Tennessee. Almost immediately little Ben started hearing about what a wonderful man he was, how nonjudgmental he was, how when he was with you, he was *with* you: he gave you his undivided attention. He had that charisma when he walked in a room. Spirits were automatically lifted. He was very popular in that little community.

Little Ben had never been to church a day in his life. One Sunday, though, he decided to go. He got there late, and he left early. He did not want to attract any attention at all, but for the first time in that child’s life, he caught just a glimpse

of hope.

My good friend Dr. John Maxwell says, “If there’s hope in the future, there’s power in the present.” I believe if there is that hope—and that’s the purpose of this book, it’s to give hope to every individual, whether you’re a John Johnson or a Linda Isaacs or any one of the other people that I’ve been talking about—if we can give that individual hope, then they’re going to take some action.

The question is how do you change the picture? Over the years, I’ve asked audiences all over the world to identify the qualities they would like to see in their boss, or if you’re a boss, what qualities you would like to see in your employees.

Now here’s something very important. I hope you have a pen. Look at this list. Go down it, and ask yourself, is that quality an attitude, or is it a skill? Write it down either an A or an S next to the word.

Honest	Decisive
Intelligent	Focused
Goals	Disciplined
Organized	Persistent
Responsible	Positive mental attitude
Commitment	Team player
Punctual	Energetic
Self-starter	Competent
Optimistic	Self-image
Enthusiastic	Common sense
Motivated	

These words will be familiar (except for the last: common sense) because I was going exactly down the list of qualities that you put to work when you go to the day-before-vacation attitude.

Here is the second list of words. Again, mark each one: is it an attitude or a skill?

Manners	Respectful
Gratitude	Caring
Teachable	Affectionate
Dependable	Supportive
Pride	Sincere
Diligent	Attentive

Thrifty	Personable
Resourceful	Open-minded
Extra-miler	A good-finder
Sober	Educated
Loyal	

Now do the same thing with this list.

Passion	Authoritative
Convictions	Self-control
Encourager	Fair
Vision	Communicator
Faith	Consistent
Wisdom	Creative
Courage	Knowledgeable
Confident	Humor
Humble	A good listener
Smart	Teacher
Hard worker	Integrity

Do those words refer to attitudes or skills?

I'd like to add a couple more:

Service attitude

Obedience

Those are words that people in modern society don't get overly enthusiastic about. Let me share a story with you.

Notre Dame coach Lou Holtz is a good friend of mine. I've had the privilege of speaking to his team. He told me something that absolutely fascinates me. At the table there were student assistants, student managers, and a couple of assistant coaches. Every few minutes, one of the assistant coaches or Lou would say something, and a student manager would hop up, and in a dead run without hesitation, they would be off to do whatever he had been or she had been told to do. None of these student managers that I saw had more than three bites of dinner.

Lou told me that in the freshman year, they have roughly 250 that come in and want to be student managers. By the end of their senior year, approximately forty of them are left. Lou said when he travels the country, and he bumps into somebody and they say, "Coach, when I was at Notre Dame, for four years I was

a student manager," he always has the same question to ask of them: "What company are you running today?" Or "what company are you the vice-president or president of?"

Almost never does he have them say anything but, "Well, I'm the CEO of—." Or "I own my business, and last year we did phenomenally."

Why would that be? Two big things, really: obedience. You have to learn to obey before you can learn to lead. Service attitude is also important. God himself said, "He who would be the greatest among you must become the servant of all."

Let's see if we can go back and tie all of this together with that Ben Hooper story. Little Ben Hooper went to church one day. He caught a glimpse of that hope, and he loved the looks of it. He was back there the next Sunday and the next and the next. He always got there late. He always left early. Did not want any attention.

On about the sixth or seventh Sunday, the message was so moving, so powerful, so encouraging that he forgot all about the time. He did not even notice that there were people who had come in and sat down behind him. Suddenly, the message appeared to him as if there were an overhead looking right at him. It said, "For you, little Ben Hooper of unknown heritage, there is hope in the future." He got so carried away with it that he forgot about everything, and suddenly the message was over.

He stood up, expecting to run out again as he had in weeks past, but this time the aisles were clogged, and he couldn't get through. As he was trying, he felt a hand on his shoulder. He turned, looked around, and looked up. He was looking right into the eyes of the young pastor, who asked him a question which had been on the minds of everybody there for the last twelve years: "Whose boy are you?"

Instantly the church grew deathly quiet. Slowly a smile started to come across the face of the young minister until it broke into a huge grin. Then he said, "Oh, I know whose boy you are. The family resemblance is unmistakable. You are a child of God."

With that, he swatted him across the rear and said, "That's quite an inheritance you got there, boy. Now go and see to it that you live up to it." Many years later, little Ben Hooper said that that was the day he was elected governor of the State of Tennessee, and later reelected.

To be candid, I lost my earthly father when I was five years old. I met my heavenly father when I was forty-five years old. I don't remember my earthly father. I can never forget my heavenly father. When

I became a child of the King, that's when everything changed. I started looking at biblical truths about success, and I checked them out psychologically and theologically, because a lot of people want to have all the bases touched.

At age forty-five, I was stone broke and in debt. I'd been working hard all of my life. I've always been optimistic. I'd go after Moby Dick in a rowboat and take the tartar sauce with me. That's my basic nature.

But nothing really happened until I looked at just who I was. That's why I keep saying, you have to *be* before you can *do;* you have to *do* before you can *have*. Failure is an event; it's not a person. Yesterday really did end last night. Today is a brand new day, and the day is yours.

Now as went you went down the above list, did you put down most of those as being attitudes? Or did you put down that most of them were skills?

The reality, ladies and gentlemen, is the best news I can possibly give you: they are all skills. Let me tell you why that's so critically important. It means they can be taught. If they can be taught, that means you can learn them.

If our kids were taught those things in our schools, do you believe that we would have a reduction in drug usage, violence, teenage pregnancy, and all of those things?

There's one exception. We cannot teach faith in our schools anymore. We did for the first 200 years; we just can't do it anymore. You ever seen a New England primer that was used for 200 years in America? You know how they taught the alphabet? A, and a Bible verse. B, and a Bible verse. C, and a Bible verse. That's the way they taught it.

Ever pick up one of McGuffey's *Readers?* You know what they were talking about? You got it, but we can't use that anymore. As a matter of fact, you'll get in less trouble taking God's name in vain than taking it in praise. Tragic, but that happens to be the way it is.

If all of these other qualities were taught, would we have better students? Would we be able to cut all those other things down? I can tell you empathically we know it will, because our company has a program that teaches how to develop these qualities there. And yes, drug use does come down. Yes, teenage pregnancy does come down. Yes, grades do go up. Yes, attendance is better, because these are qualities that really will make a difference.

Would you love to have a mate with all of those qualities? Do wish your kids had all of these qualities? Do you wish your boss had those qualities? How about your employees? Would you wish they had those qualities? Do you wish that all teachers had them? And all the politicians?

How about your doctor and your lawyer—what if they had all of those qualities? Would we have a better world?

Now let me ask you a question. How many of you when you were in school had a course which taught you how to develop all of these qualities? Let me also ask, do you believe that we're missing the boat in education?

Boy, isn't that a relief? All this time you thought that it was your fault that you haven't done more with your life, and now we have identified what the culprit is. It's those educators. Boy, I can't wait until tomorrow. I'm going to get on the telephone. I'm going to call them, and I'm going to tell them a thing or two, you bet I am. I'm going to be teaching some stuff like this.

Before you get too exercised about it, let me ask you some questions. How many hours a day do kids go to school? Let's say they go seven hours a day. How many days a year do they go to school? One hundred and eighty. That means they're in school 1,260 hours a year, or roughly 65 percent of that time, they're in class learning things.

Now how many hours are there in a year? There are 8,760 hours. The kids actually are in school 1,260 hours a year, they're at home 7,500 hours a year, and mom and dad had the kids 40,000 hours before the teacher ever saw them.

With that in mind, do you think mom and dad should assume some of the responsibility for teaching these qualities and values? Do you believe that it would be ideal if mom and dad taught these qualities, the teachers reinforced them, and then the business community implemented them?

Are you beginning to understand now why I talk about your personal life, your family life, and your business life all together? They go together, don't they?

Another question. Do you believe that it would be helpful if the parents and the teacher and the business community acquired some of those qualities before they started teaching them? What do you call a person that practices one thing and preaches another? A hypocrite.

As you well know, a hypocrite is a fellow who gripes and complains about the sex, nudity, and violence on his VCR. A hypocrite is simply a fellow who is not himself on Sunday. I get so amused that every once in a while somebody will say, "I don't go to church. Nothing but a bunch of hypocrites down there." I always say, "Friend, don't let that stop you. Come on down. We got room for one more. Not only that, but if a hypocrite is standing between you and God, that just means the hypocrite's a little closer to God than you are."

Anyhow, when you put these things together, if they were taught at home,

reinforced in school, and implemented in the business community, then we really would have a going Jesse, as we would say at home.

Do you believe that if these were taught, it would helpful in getting a job anywhere at any time under any circumstances, improving our employment security? Would it help a person to be a better doctor, a better lawyer, a better mechanic, a better teacher, a better anything?

Now suppose a doctor had every one of these skills. Would you still want him to go to medical school and learn something about medicine? If your mechanic had every one of these skills, would you also want him to know how to fix a car?

In other words, whatever you do, you have to have the specific skill for it. But this will give you the base to build on. Regardless of the profession you choose, I can teach anybody how to run the gizmo that manufactures the widgets. We can teach them procedure, and that's what the employers tell me everywhere: you send me somebody with these qualities; I'll teach him the others.

They say, "Yes, but Zig, those are values." They sure are. So are lying, cheating, stealing, and irresponsibility. If you don't teach one set, guess what's going to happen. They will acquire the others with very little effort on their part.

Very few parents have cussing sessions, where they get the kids together and say, "OK, kids, tonight we're going to learn three of the filthiest words you have ever heard." They don't do those kind of things, but they pick them up from society, from television, from the radio. Hey, they're going to learn it anyhow.

This is really all about the importance of being consistent. I think Nathaniel Hawthorne said it best: "You cannot be one kind of person long and another kind of performer and get by with it. You ultimately become confused as to who you are, and your effectiveness is dramatically reduced."

A lot of people say, "Zig, aren't kids basically good?" Anybody who asks that question has never watched a two-year-old deal with a new baby brother. I can absolutely guarantee: no, they are not basically good. We have to teach them to be good.

I love the story of the old Eskimo. Many years ago, in northern Alaska, they used to have dogfights every Saturday. They were vicious. This old Eskimo owned two dogs, a black one and a white one, and they would always put on an incredible fight. They almost killed each other every Saturday, and after a period of time they'd finally beaten themselves up so badly they couldn't fight anymore. The Eskimo retired them.

One Saturday somebody asked him, "You know, I noticed something rather interesting. I noticed that invariably when you bet on the black dog, the black

dog won. When you bet on the white dog, the white dog won. How on earth could you tell?" The old Eskimo kind of smiled and said, "It's pretty easy. I just always bet on the one I'd been feeding all week."

I bet on the individual who feeds the best part of their nature with the good, the clean, the pure, the powerful, and the positive. That's the individual that I'm going to bet on over a period of time.

What are we feeding our young people today? The typical eighteen-year-old has watched 17,000 hours of television, has listened to 11,000 hours of music, has watched 2,000 hours of MTV or movies. This does not count telephone time. It does not count athletic-event attendance. It does not count dating. It does not count riding around.

In 30,000 hours, you can send your child through kindergarten, grade school, high school, college, medical school, and have them serve an internship and a fellowship. It seems to me that's a better use of the time.

So the kids have had 30,000 hours of being directly entertained, and yet when you're around the house with them, the one thing you hear the most is "I'm bored."

Interesting, isn't it? You can't entertain people for life. At some point, we have to wean them and start teaching them responsibility. We have to start teaching them that they have some things they absolutely must do. They have to learn on their own.

Don't misunderstand. I believe there should be some pleasure in life. I believe that if you don't have some pleasure, you're not going to end up being very happy. You have to have pleasure, but we ought to always ask ourselves three questions about pleasure.

Number one, can I repeat this pleasure indefinitely and be happy? Some pleasures you cannot repeat indefinitely and be happy. They tell me that the first time a person deals with coke, there's a pleasurable sensation that absolutely defies belief. It is absolute ecstasy. That's what those who've done it say.

The second thing they say is that never again do they ever hit that same emotional high, that feeling of ecstasy as they did on that very first trip, although they will continue to try. Then something rather fascinating happens, frightening really. The coke destroys the brain's ability to reproduce dopamine and norepinephrine, and without those two neurotransmitters, it is impossible to experience joy and happiness.

They sought a shortcut to happiness, but through that pleasure destroyed any chance of being happy. Can I repeat this pleasure indefinitely without any

danger?

Number two, is it morally right and fair to everyone concerned? You cannot be happy on somebody else's back. It just does not work that way. If you've taken from somebody, you're going to have a very short-term pleasure; permanent happiness is not going to be there.

Number three is kind of hitting you below the belt: would I be willing for my mama to know I'm doing this? To put it another way, would I be willing for this to show up in tomorrow morning's headlines?

We need to teach responsibility, but here's the exciting thing, and I think it's tremendously exciting: what you do *off* the job determines how far you go *on* the job. It also determines how well the kids do in school.

As I said, they did a study on the typical American factory. The person who works by the hour on the line watches an average of thirty hours of television a week. The person in charge of the line watches an average of twenty-five hours of television a week. The foreman watches twenty hours. Are you noticing a little trend there?

The plant superintendent watches twelve to fifteen hours of television a week. The president watches eight to twelve hours. The chairman of the board watches four to eight hours, and 50 percent of that time he or she is watching a training video.

One publication recently came out with this data about how 47 percent of the people feel they never have time to do anything, and yet the same people are saying they spend endless, mindless hours watching television, and two days later they don't have a clue as to what they learned.

Here's my question. Those people who work on the line by the hour watching thirty hours of television a week—do you believe that if they were to take ten of those hours and get involved in personal growth and development and seminars and reading and learning and study they might not have permanent jobs working by the hour on the line? Does that make any sense at all, folks?

I don't think there's any question about it. In other words, we are not victims. There are some things that we can do to take responsibility and to take action.

Do we really need to teach our kids all of these qualities? Well, let me give you this information. The Search Institute out of Minneapolis, Minnesota did a survey of 270,000 young people in 600 communities in 33 states. They said, "Our research reveals that 75 percent of American teenagers have 20 or fewer essential developmental assets, the values and standards, the activities and structure that serve both as a safety net against destructive behavior and as an

encouragement to positive action."

We're not teaching what they need to know. You give me kids that have been taught these values we've been talking about, these qualities, and I'll give you a kid who's potentially a brilliant producer, who will succeed wherever they are.

USA Today of August 2, 1995 said 70 percent of college students admitted cheating; 29-35 percent of the medical students admit that they had exaggerated on their applications concerning their research; 46 percent of the teens believe lying is OK. The most frightening thing that I think I've ever read in a news article says *only* 31 percent of the adults do.

What do we teach? How do we teach it? The telephone rings in a lot of homes. All the time the parents have been saying "Tell the truth." The telephone rings. "Tell him I'm not home."

Obey the law, but I use a fuzzbuster. What they're really saying is, "Look, kid, if you're going to break the law, don't be a dumb bunny and get caught. Be smart like your old man."

In his book *Corporate Bigamy: How to Resolve the Conflict between Career and Family,* Mortimer Feinberg interviewed a hundred of the CEOs of the Fortune 500 companies and asked them what is necessary to go to the top and stay there. The answer was that they have to build their careers on honesty, character, and integrity. They said that anybody who thinks they can go to the top and stay there who's not honest is dumb. That's about as strong as it can get.

The Josephson Institute of Ethics says an unprecedented proportion of today's youth lack commitment to core moral values like honesty, personal responsibility, respect for others, and civic duty. I'm really not blaming the kids, by any stretch of imagination. It is not the kids' fault. Very few of them own television stations or music stations, and very few of them publish *Penthouse* and *Playboy* and all of that kind of stuff. It's our responsibility civically because, you see, we're all involved in crime and drugs and alcohol.

My son lost his best friend when a drunken teenager ran through a light and killed him at ninety miles an hour. Drugs were involved. My brother-in-law had his home broken into. An heirloom picture was stolen. Two hours later, it was in the veins of the heroin addict who stole it.

I'm involved in crime. I pull up to a service station. It's not as true today as it was, because they have all the automatic stuff out there, but the sign says, "Please pay before pumping." You have to go inside in order to get it.

Here's what psychiatrist Max Levine says. "There cannot be emotional health in the absence of high moral standards and a sense of social responsibility."It all

goes together. There's some good news that goes along with all of this: you already have every single one of the qualities we've identified.

"Ziglar, are you serious? I have all of them? Man, you have to be kidding me. If I had all those qualities, I wouldn't be listening to you. Hey, I'd be up there making the talk, and you'd be listening to me."

Let's look at the first one, which is honesty. Are you going to tell me there's not an honest bone in your body, that you're so crooked that when you die they're going to have to screw you into the ground?

As you go down the list, you will discover that you have the seed of every one of them. You're terribly, terribly weak in many of them. All of us are. That's the reason repetition is so important.

It's the story of the Chinese bamboo tree. They plant the seed, they water it, and they fertilize it, and nothing happens the first year. The second year, they water it, and they fertilize it, and nothing happens. The third year, they water it, and they fertilize it, and nothing happens. The fourth year, they water it, and they fertilize it, and nothing happens. The fifth year, they water, and they fertilize it, and some time during the course of the fifth year, in a period of approximately six weeks, the Chinese bamboo trees grows ninety feet or thereabouts.

Did it grow ninety feet in six weeks, or was it in five years? Think about it for a moment. You know it was ninety feet in five years, because had there been

any year when they did not water it and fertilize it, there would have been no Chinese bamboo tree.

In 1952, I dreamed the dream that I'm living right now—that someday I'd be a speaker. It took sixteen years doing it part-time before I was able to do it full-time.

It wasn't until I was forty-five years old that it absolutely exploded. Twenty years I had the dream of a daily newspaper column; I'd pursued every course I knew. Finally I said the right things to the right lady at a seminar in Chicago, Illinois, and a few months later, the syndicated column was launched.

I am simply saying that like the Chinese bamboo tree, there has to be persistence involved. That's one of the qualities. For sixteen years, I struggled desperately to get speaking engagements. For the last twenty-three years I have not solicited a single engagement, and I have to turn more down than I can accept.

One of the reasons, I believe, is that I've hung in there. You know what I do before every seminar, even if I've done it 300, 400, or 500 times? I always invest at least three hours. Because this was a recording, I invested something like

twenty hours in getting ready for it. That's on top of reading at other times.

It is not easy, but if you're willing to do these things and organize your schedule, then you can take the time to do the other things that you want to do. Hard work is part of the picture.

Let me tell you why I'm so excited that these things that we've been talking about are skills. You see, since they're skills, they can be taught, they can be learned. That means I have a chance. That means you have a chance. It means that youngster who left the slums this morning without a bite of food to eat, maybe with a kick in the rear, he or she has a chance, if somewhere along the way he or she is fortunate enough to meet a Jaime Escalante.

Some of you will recognize the name and the movie *Stand and Deliver.* An immigrant from Bolivia was teaching in the barrio in Los Angeles, a Mexican community. Drug usage was rampant out there. Crime was high. Teenage pregnancy was bad. A lot of the kids graduated without having an education. Escalante comes along, and of all things, he said, "I want to teach these kids advanced calculus."

Vision, dream, something big, something worthy. The authorities thought he was crazy. He persisted, and two years later they let him start teaching despite the fact they were saying, "Escalante, these kids have trouble with the multiplication table, and you want to teach them advanced calculus? There's no way."

Three years later, eighteen of his kids took an examination to win a college scholarship. The examination is so difficult to pass that fewer than 2 percent of the seniors in America will even attempt it, but eighteen of his kids attempted it, and eighteen of his kids passed it; seven of them had the highest possible score.

The authorities knew something was wrong: The kids had to cheat. Nobody does this. Oh, they were furious at Garfield High. They were so mad that they wanted them to take the test over. Two of the eighteen accepted other offers—one of them took another college scholarship; another one decided to go in the service. The other sixteen retook it. Every one of them made exactly the same grades they had made the first go-around, and seven years later, fourteen of those sixteen were professionals.

It doesn't make any difference where you start. It's who you are and where you go. The neat thing is these are skills that can definitely be taught. You see, Escalante had given them hope.

I'm going to tell you something, and I tell you with absolute certainly that if you will do it, in one week's time, you'll be able to tell a difference. In two

weeks' time, your family will be able to tell the difference. In three weeks' time, anybody who knows you will be able to tell the difference. I'm going to talk to you about talking to yourself. Self-talk.

We have a three-day seminar called "Born to Win." People come from all over the world. Last April 12, I got a letter from a gentleman who is a psychiatrist, Dr. Louis Cady. He's also a concert pianist. He is the one who gave me some counsel in my book *Over the Top.*

Here's what he said in the letter: "The experience of 'Born to Win'" was one of a lifetime, and I have already started putting numerous ideas to work. You also 'sold me' finally, despite my thick skull on using the affirmation card. The results thus far: five days have been almost frightening in their intensity and speed, but in a frighteningly good way."

I'm going to tell you: this will work, it has worked, is working, and will continue to work in my life. It will work in your life. I'm going to encourage you tonight when you get home, to get in front of a mirror. You square your shoulders, you look yourself right in the eye, and if you have a cassette recorder, record it as you go.

You get there, and you say this:

I, Jane Jones, am an honest, intelligent, organized, responsible, committed, teachable person who is sober, loyal, and clearly understands that regardless of who signs my paycheck, I am self-employed. I am an optimistic, punctual, enthusiastic, goal-setting, smart-working, self-starter who is a disciplined, focused, dependable, persistent, positive thinker.

I am an energetic team player who appreciates the opportunity my company and the free-enterprise system offers me. I am thrifty with the company's resources and apply common sense to my daily tasks. I take honest pride in my competence and appearance and am motivated to be and do my best so that my healthy self-image will remain on solid ground. These are the qualities which enable me to manage myself and help give me employment security in a no-job-security world.

Now, folks, I don't read minds. Neither does anybody else, but as you're reading, I'm going to tell you what's probably on your mind right now: "Well, now, Zig, that's a little much. You expect me to make all of those claims. Why, Zig, even if I have the seeds, those seeds are awfully small and awfully weak. I'm so weak in most of them, Zig, How can I honestly do that?"

You can honestly do it because in the book of Joel in the Old Testament, the third chapter, the tenth verse, says this: "Let the weak say, I am strong."

A couple of years ago, I was in Las Vegas. A lady came up to me, and she said, “Mr. Ziglar, I have three daughters. Two of them are honor students, every year. My other one also went to school. She was so overwhelmed by the older two that she just knew she didn’t have a chance, and she bought this philosophy that you’re talking about right now. She bought this qualities of success idea. She bought the idea of looking herself in the mirror and claiming these qualities. Mr. Ziglar, I’m here to tell you that last year, by a minute fraction of a point, she beat both of her older sisters.”

Am I saying this makes you smarter? Absolutely not, but I want you to notice what the qualities are. *I’m honest and intelligent, and I’m a hard worker.* As she started claiming these, she started seeing herself in that light. She started visualizing. She started thinking better. She started working harder, and then, yes, she released what was there.

At the turn of the century, down in Beaumont, Texas, a man bought some property. The oil companies came to him and said, “We believe we have oil there. Let us drill for it. If we hit it, we’ll pay you royalties.” He had nothing to lose, everything to gain, so they started drilling. The oil well came in, and the first year it had pumped out 18 million barrels out of that field. It was Spindletop, the most productive single oil field in history.

The man became an instant millionaire—or did he? You see, he’d been a millionaire ever since he’d acquired the property, but really until the oil was discovered and brought forth, it had no value. Until you recognize, confess, and develop the qualities you have, you might as well not have them.

The person that won’t read is no better off than the person who can’t read. The person who won’t use the qualities they have is no better off than a person who doesn’t have the qualities.

I’m going to give you a couple of other little stories because I think they’re so significant. In October of ‘92, I was in Birmingham, Alabama, doing a public seminar. A gentleman came up to me, and he said, “Mr. Ziglar, I was in Montgomery three years ago when you gave this qualities of success talk.” He said, “You didn’t put the card in the tapes in those days, so I put my own. I have this 5 x 7 card here,” and he pulled it out, and it was pretty dog-eared.

He said, “Every morning and every evening for the last three years, I have claimed these qualities.” I said, “Tell me what’s happened.” He said, “Number one, my income is up over 500 percent. Last year alone, over 300 percent.” He sells real estate. Do I need to tell you what the real-estate market was in 1990, 1991, and 1992?

“Let me tell you something else,” he said. “Every other facet of my life is dramatically better. My relationship with my family is so much better.”

One of the qualities that we put up there is *I am punctual.* He said, “When I read that one, I thought it was the funniest thing I’d ever read in my life, because I’ve never been on time for anything. I was late more times for school than any kid who ever graduated from the high school in Montgomery. I was late for breakfast, lunch, and dinner. I was late for church, appointments, golf games. I was late for everything. As a matter of fact, the joke was, if you want to have lunch with him at 12:00, tell him it’s 11:30, and then he’ll be there by 12:00.

“I’d only been doing this a few days when I realized that that was a choice, that I didn’t have to be late. I could choose to be there on time. Mr. Ziglar, I haven’t been late for anything in over three years, and you’d be amazed at how much better I get along with my friends and family as a result of it.” There’s no question about the effectiveness of what we are talking about.

The second paragraph. *I, John Jones, am a compassionate, respectful, encourager who is a considerate, generous, gentle, patient, caring, sensitive, personable, attentive, fun-loving person. I am a sup porting, giving and forgiving, clean, kind, unselfish, affectionate, loving, family-oriented human being, and I am a sincere and open-minded, good listener, and good-finder who is trustworthy. These are the qualities which enable me to build good relationships with my associates, neighbors, mate, and family.*

Again, Joyce Brothers says you cannot consistently perform in a manner which is inconsistent with the way you see yourself. When you claim to be kind and gentle and loving and affectionate and caring, and then chew your wife or your husband out in a restaurant or somewhere, the minute you do that, your conscience will be pricked, and you’ll say, “Hey, that is not me.” You will change the behavior.

I’m talking about something that is psychologically and theologically sound, folks, something that will make a difference in your life. There’s no question about it. Every day, you do this, morning and night. *I’m a person of integrity with the faith and wisdom to know what I should do and the courage and convictions to follow through.*

I have the vision to manage myself and to lead others. I’m authoritative, confident, and humbly grateful for the opportunity life offers me. I am fair, flexible, resourceful, creative, knowledgeable, decisive, and an extra-miler with a service attitude who communicates well with others. I am a consistent, pragmatic teacher with character and a finely-tuned sense of humor.

I am an honorable person and am balanced in my personal, family, and business life, and have a passion for being, doing, and learning more today so I can be and do more tomorrow.

Then you wind it up. *These are the qualities of the winner I was born to be. Tonight I'm going to sleep wonderfully well. I will dream powerful and positive dreams. Tomorrow I will awaken refreshed, and it's going to be an absolutely magnificent day.*

You will sleep better, and you will dream better dreams, and you will awaken refreshed. It ought to be the last thing you put in your mind at night. That's what the mind is going to be dreaming about and dwelling on and developing. Your creativity goes up. The next morning, you start today with exactly the same procedure. You do that every day for thirty days.

Let me tell you another story. A couple of years ago, I spoke in Los Angeles on a Tuesday morning. Thursday afternoon, my executive assistant, Laurie Majors, got a telephone call from a young man out there.

"Laurie," he said, "I was there Tuesday morning. I bought the set of tapes. I got the card. I've been claiming these qualities every morning and every night. When I claimed them Tuesday night, I was doing good until I got to the word *integrity*, and it bothered me. The next morning, when I got to the word *integrity*, it bothered me again. Wednesday night, it bothered me so badly when I claimed to be a man of integrity, I could not sleep. This morning, when I read it again, Laurie, I knew I had to call you and tell you something. You see, Laurie, I bought the set of tapes and paid for them, this whole 'How to Stay Motivated' series.

"When I got back home, there in the bottom of my bag were the videotapes 'Developing the Qualities of Success.' I hadn't paid for them, and I'm embarrassed about it. I'm calling to tell you I want to pay for them."

Laurie said, "Don't be embarrassed about it. Accidents happen to everybody."

Long pause. "Laurie, it was not an accident. When nobody was looking, I put them in the bottom of my bag."

Folks, the eyes are the windows of the soul. You cannot look yourself in the eye and claim one thing and then behave in an entirely different way and not have it get to you.

I'm talking life-changing stuff. That's what this is all about. Do it every day for thirty days. Then at the end of the thirty days, pick the strongest quality you have. Let's say that you are a very good, positive thinker, but let's say that your organization skills can use some help. You take a 3 x 5 card, and you write on it

the top quality—*I am tremendously positive in my thinking. I'm getting better organized every day of my life.*

An amazing thing is going to happen. For example, have you ever noticed that when you buy a green Buick, everybody in town all of a sudden starts driving green Buicks?What's going to happen is, every time you pick up a newspaper or magazine, there's going to be an article about how to get better organized. You'll go into a coffee shop, and the people in the next booth are talking about how to get better organized. You'll even turn on the television, and they're talking about how you get better organized. The company calls a meeting: hey, we're going to have a seminar on how to get better organized.

You're going to become convinced very quickly that there's a conspiracy out there to help you get exactly what you want out of life, and you know what? You'll be right, because when you get right, and you have direction in your life, you're going to be amazed at the number of people who not only will step aside to let you go, but they will give you a boost and make you get there even faster. When your attitude changes, everything about your life is going to change.

Why is it important that these qualities and values be taught not only in our family, but in our companies? According to the United States Chamber of Commerce, between $20 billion and $30 billion worth of merchandise is stolen by employees every year.

Understand that 98 percent of all businesses have fifty people or less, and 50 percent of all bankruptcies are the direct result of employee theft. In addition to that, according to Robert Half International, employees steal between $220 billion and $230 billion worth of time. The same person who would never think of putting a stapler in their briefcase and taking it home thinks nothing about making personal telephone calls or taking their time at work to write a few personal letters or spending an extra twenty minutes in the restroom although they were there just ten minutes ago. They don't think about that as theft, but in reality it dramatically impacts productivity, and that's where we get in a lot of economic trouble.

It obviously takes time and money to train people properly about qualities and other skills, and some companies say to me, "Why is it I train my people and then lose them?" There's one thing worse than training people and losing them, and that's *not* training them and keeping them. We can measure training costs. We cannot measure how much it costs you not to train your people.

All of these things that we're talking about are applicable in so many areas of life. You can use them for weight loss. You can use them for a golf game. You

can use them for anything you want to.

One of my goals is to be the world's number-one husband. I asked the redhead, "Sweetheart, if you could identify your dream husband, what qualities would you want him to have?" Over a period of three or four days, here's what she put together. She wants me to be spiritually sound and committed and faithful. You hear a lot about relativity nowadays. She does not want me to be *relatively* faithful. She wants me to be faithful, period.

She wants me to have integrity, respect her, be unselfish, a good father, with sense of humor. I think one reason we get along so well is the fact that I do have a good sense of humor. She has a fabulous sense of humor, although she doesn't tell jokes. She's never told but three since we've been married, and she blew the punch line on two of them.

Sometime back, every night before we turn out the lights, we started spending a moment or two just looking at each other. A couple of years ago, we were on vacation, and we'd been driving a long way that day. We got in bed, and a few seconds later, I turned the light out. She sat straight up in bed, turned the light back on. She said, "You didn't look at me."

I said, "Sweetheart, I did too."

"No, you didn't."

"I promise you, I looked at you."

"OK, how did I look?"

"You're beautiful. You're absolutely gorgeous.

Your eyes are just sparkling. You're sexy."

"You did look," she said.

She wants me to be a good listener. Fellows, that's what your wife wants just about most of allfor you to be sensitive, compassionate, ambitious, considerate, generous, affectionate, gentle, patient. She wants me to have good manners, to be sober, and to be wise.

You know what I do? I put that on my 3 x 5 card, and I regularly look at it, and I ask myself, did I do it today? It's a reminder. We don't need to be told, but we do need to be reminded of how you accomplish those things. Bottom line is, my wife and I are more in love today than we've ever been, because I tell folks that if that woman ever leaves me, I guarantee I'm going with her. No question about that.

The question comes up then: "Ziglar, you talk a whole lot about psychological, theological, and physiological. You talked about the things that everybody wants. You want to be happy and healthy and reasonably prosperous

and secure, and have friends, peace of mind, and good family relationships. What does the Bible say about those things?"

Let me tell you what I've done. I've adapted the Bible in scriptural self-talk. Because I'm not a theologian, after I did this, I sent it to two of the most respected Bible scholars I know, and I said, "Tell me if I'm right on. If there's any question at all about it, then I want you to tell me, because I do not want to make an error." I don't believe you fool with and alter God's word, but I also believe that many times, we eliminate many things because we don't clearly understand what God has to say. I've taken several verses on occasion and said, "This is the part I wanted theological validation on," and asked them if this is manipulating the Bible or if it is simply getting from the Bible what the Bible promises.

One of them sent word back to me. He said, "This is now the first page of my book of devotions." I assume by that he's saying it's OK.

In Psalm 84:5, here's what it says: "I am happy because I am strong in the Lord and want above all else to follow His steps."

Proverbs 3:5, 7-8: "I trust and reverence the Lord and turn my back on evil, so He directs me, gives me success, and gives me renewed help and vitality."

Proverbs 3:16-22: "My God-given wisdom gives me a long, good life, riches, honor, pleasure, peace, and living energy."

Psalms 63:7-8. "I am secure beneath the protecting shadow of God's wings and His strong right arm."

First Corinthians 2:16, Galatians 5:22, Matthew 7:12: "As a child of God, with the mind of Christ, the fruit of the Holy Spirit, and a follower of the Golden Rule, I have an eternal friend and a host of earthly friends, and marvelous family relationships."

Isaiah 26:3: "I trust you, Lord, and my thoughts often turn to you, so I am in perfect peace."

As I indicated earlier, I lost my oldest daughter on May 13 of this year. The toughest thing any father, parent, or mother is ever called on to go through. Though the grief is intense and the tears are many, they're bearable simply because we have that peace that passes all understanding. We know where she is, and equally I know that we will see her again.

Psalms 24:14: "I enjoy becoming wise, so there's hope for me, and a bright future lies ahead for me."

Again, failure is an event. It is not a person. I believe with all my heart at this moment you have the keys to a much greater and brighter future. I believe with

all my heart that if you will claim and develop these qualities and develop the specific skills your job or profession demands, that I really will see you—and yes, I really do mean *you*—not just at the top. Hey, I'm going to see you over the top. Thank you, and God bless you.

Relationships and Motivation

By now you probably are more alert to a lot of things around you, but let me give you a little test.

Do you wear a wristwatch? Have you had that wristwatch at least a year?

Now please don't look at the watch now, but if you've had it a year, you've looked at it a whole lot of times. The average person looks at their watch about a hundred times a day. (That counts the last ten minutes before lunch and the last ten minutes before they get off.) You ought to know what's on it.

Now don't look at your watch, but I want you to answer these questions to yourself.

First of all, what kind of watch do you have?

Second, does that wristwatch have roman numerals or regular numerals, or does it have numerals at all? Are there blanks or slashes or digits or whatever?

What is straight up and down at the 12:00 slot? What's at the 3:00 slot? Get a picture in your mind. What's at the 6:00 slot, and what's at the 9:00 slot?

Now that you have carefully thought it through, I want you, maybe for the first time since you've owned the watch, to very carefully look at it.

Am I right to assume that you missed at least one of the questions?

I just said I want you to look very carefully at your watch. Do you remember me saying that? OK, what time is it?

The reality is, we don't really look. We don't really listen. We don't really hear. That's the reason you will hear some things that bear repeating over and over.

Now we're going to talk about relationships, because relationships have a direct bearing on your motivation and your attitude in life. How important are they? I love the story of the little guy that interrupted his dad, who was busy at home working. He tried to get his attention, and his dad kind of resisted, and finally the little boy said, "Dad, who do you like best, Batman or Superman?"

The dad said, "I don't know, son."

The boy said, “Oh, come on, Daddy. You like one of them best. Which one do you like the best?”

“OK, I like Superman the best.”

The little boy said, “OK,” and he looked at his dad and said, “Aren’t you going to ask who I like best, Daddy?”

The dad said, “All right. Who do you like best?”

“I like Batman.”

“Why do you like Batman?”

“Batman has a friend.”

Isn’t that’s what all of us really want? Aren’t our relationships so enormously important? Yet a lot of times we seem to move them to the back burner. They’re not in our minds. They’re something that can wait for nurturing and developing.

We get wrong information from time to time. When I was a young speaker, I heard a well-known speaker, a philosopher, say that you’re where you are in life because that’s really where you want to be. I’ve always liked to sound philosophical, so I started telling people that you’re where you are because that’s where you want to be.

One night, I was in Birmingham, Alabama, on my way to Meridian, Mississippi. It was very important that I be there, because I had an engagement the next morning.

The roads were under repair. I stopped and asked a service-station attendant, “How do you get from here to there?” A very kind young man. He not only told me how to get there but drew me a little map. He said, “You follow this map, and it’ll take you right on into Meridian.”

An hour later, I saw another sign, and it revealed that I was now forty-five miles further from Meridian than I had been when I asked for the directions. I can absolutely assure you that I was not there because that’s where I wanted to be. I wanted to be closer to Meridian. I was there because a well-intentioned individual had given me wrong directions.

I would suggest that if you’re broken and dead and not getting along well with the people that are important to you, you’re not where you want to be. You could be there because over a period of time, you have followed some wrong directions.

A lot of people ask, “Do I really have what it takes to be successful in what I want to do? Do I have the qualities necessary?”

I want to use a little analogy to get you to thinking along these lines. Let’s say that you have it made financially. You’ve socked away quite a bit of money, so

you want to build your dream house. You go to the architect and say, “I want you to design me the most beautiful plans you can possibly do.” He is a world-renowned architect, and he puts the plans together. They are absolutely magnificent.

Then the architect goes to the best builder in town, who has the best reputation, and says to him, “We want you to follow these plans exactly. Use the best materials, use the best laborers, get the best carpenters, brick masons, laborers, electricians, plumbers, the very best materials, all of it.”

Finally the house is complete. You move in, have a big party. The landscaping is absolutely gorgeous. You just know you are going to have a long, happy life there, but about three months later, little cracks start to appear in the walls. Six months later, the city comes in and inspects it and says, “You have to move out. We condemned the house.”

Who is at fault? Is it the builder, or is it the architect? As you think on this, you clearly understand it has to be the architect. The builder followed the directions precisely, used the best materials, used the laborers. The plan was faulty.

Is there a possibility that you have everything that you need to be enormously successful, but simply have not developed it? Or that you’ve been listening to the wrong plans along the way? If you have the wrong plans, the wrong direction, I don’t care how many positive qualities you have, you’re going to end up in the wrong place.

I want to emphasize something, and you’ve heard me say it already several times. Failure is an event. It is not a person. Yes, today really did end last night. Today is a brand new day.

A lot of times people do not start well, but they end well. A British pediatrician named Illingworth points out that Yeats and Shaw were both poor spellers. Franklin, Adler, and Jung were poor mathematicians. Poe, Shelley, and Whistler were all expelled from school. Edison at age nine was asked to leave because he was at the bottom of the class. Gauguin was labeled a dreamer. Watt was declared dull and inept, and Einstein as mentally slow. You see, a lot of times what people do initially can be corrected. Failure really is an event.

Now as we work on attitudes and relationships, let me ask you a question. Now, I am sixty-nine years old. Am I old or young? Before you answer the question, let me ask you the next question. Do you have any confidence in what Webster’s dictionary has to say?

Well, he’s an authority in my life, so I went to Webster, and I looked up what

old and *young* were. *Old* is someone who has outgrown their youthfulness, belonging to the past, shabby, stale. Now am I old or young? More importantly, are *you* old or young? It has nothing to do, really, with your birthdays. *Young* is described by Webster to be youthfully fresh in body or mind or feeling. Significant, is it not?

I'm really talking about an attitude, not just about relationships, but about life, about your job, about every facet of life itself. I love what Dr. Smiley Blanton says: "I have never seen a single case of senility in people, no matter how old as long, as they maintain an active interest in other human beings and in things outside of themselves."

By now, you know that I do validate things psychologically, theologically, and physiologically before I verbalize it, write it, or record it. I happened to check on this particular thing, and my sources will not go quite that far. I asked whether it would be accurate to say that Alzheimer's is a disease, but senility can be the result of choices we make. They said, yes, that is absolutely on the target.

What are the choices we make? How do we take care of our bodies, our physical, our mental, and our spiritual life? Are we on a growth program? Because all the research I'm doing shows that, provided you remain active physically and mentally, the older you get, the more creative you are. There's no reason whatever for you not to get some marvelous results when you are a senior citizen.

Emerson put it this way. "We don't count a man's years until he has nothing else left to count." If we remain mentally active, if we remain physically active, then those birthdays are not going to be there. As I mentioned earlier, I honestly believe I'm five, maybe ten years away from reaching my peak.

I want to be like old Caleb in the Bible. Caleb was at age eighty-five, and the Lord said, "What part of this real estate do you want?" He said, "Give me the mountaintop where the Philistines are." He said, "I'm feel like I am forty years old. Put me amongst them."

How effective he was, I think, is visibly demonstrated by the fact that there ain't no Philistines around today. He took care of that situation big time.

If we are going accomplish anything, as you've already heard me say half a dozen times, I believe motivation is the key. Motivation does make a difference —motivation towards building a better relationship, a better career, a better family, a better community—the whole ball game is involved there.

There are three kinds of motivation. One is fear motivation. I think fear motivation is best exemplified by the story out of West Texas. If you're not from

Texas, you might not know this, but when Texans are rich, they're just richer than anybody. I mean, they really are.

Well, this was a rich Texan. Had about 65,000 acres in his spread, had about 497 producing oil wells, had about 10,000 head of cattle, and he had a magnificent mansion with an Olympic-sized swimming pool. He also had a daughter of marriageable age.

He decided to throw a coming-out party. In sales, we call this *group prospecting*. He invited all of the eligible young men of the area to come. Along about midnight, he took them outside next to the magnificent Olympic-sized swimming pool, which he'd had the foresight to stock with water moccasins and alligators.

He said, "The first one of you young men who will jump into this pool and swim the length of it, I'll give you three choices: $5 million in cash, 1,000 acres of best land, or the hand of my beautiful daughter in marriage. As you know, she is my only heir, so the one who gets her gets the whole deal."

About the time those words came out of his mouth, there was a loud splash at one end of the pool, followed almost immediately by the writhing at the other end of the pool of this dripping young man. The young man climbed out of the pool, the host ran to him, and said, "Son, that's wonderful. You've won. What do you want? Is it the $5 million in cash?"

He said, "No, sir."

"Do you want 1,000 acres of land with all of the oil wells on it, and so forth?"

"No, sir."

"Do you want the hand of my daughter in marriage?"

"No, sir."

"Well, son, what do you want?"

"I want to know the name of that dude that pushed me in the swimming pool." Now that's fear motivation.

Sometimes fear motivation works with small children. For example, you tell a seven-year-old, "If I ever catch you with a cigarette in your mouth, I'm going to wear you out, boy." Now that's fear motivation, and it might have an effect. You tell a fifteen-year-old that, and you're just backing up.

Fear motivation is sometimes effective in an employment situation, where you can temporarily persuade a person that if they don't get there on time from here on in, it is all over. Fear motivation, however, does have its limitations. Where danger is involved, it's a very healthy thing. It's called *fight or flight.*

I don't know how you feel about it. I'd a lot rather people say, "Wow, look

how fast he runs" than "Boy, don't he look natural." So the running part of fear is involved.

Then there is i*ncentive motivation.* We've all seen the picture of the donkey pulling the cart, and the driver has a carrot dangling on a fishing pole right in front of the donkey's mouth. The donkey starts pulling, and he thinks he's going to get a bite of that carrot. Ultimately you have to give him a bit, otherwise the donkey wises up and said, "It's no kind of deal," and so he quits pulling.

He gets a bite of the carrot, then you have another deal. He's no longer hungry, so in order to get him to keep on pulling, you have to shorten the stick, or sweeten the carrots. You have to do something else or lighten that load in order to get him to keep on pulling.

There comes a time in our life when incentive motivation reaches its peak, and we no longer want the bigger house, the bigger car, the second home, and what have you. The type of motivation that I'm going to be talking about is *growth motivation.* Growth motivation really is as you're doing right now: you are learning some things that hopefully will make a difference.

Life itself is kind of like a tire on an automobile. Most of the time when you have tire trouble, it is not a blowout. It's the result of a slow leak: over a period of time, all of the air goes out of the tire, and then all of the sudden one day you say, "Hey, I have a flat here."

I've been talking about self-talk a whole lot as we've gone along in this book, and basically most people are guilty of negative, not positive, self-talk.

I'm so amazed 99.9 percent of all of the golfers who play at a twenty handicap or less will emphasize the importance of the mental aspect of the game. I think golf pro Eldridge Miles would say, "Yes, that really is important." But the overwhelming majority of the golfers, although they say attitude is important, give themselves negative instruction. They miss a ball, and they say, "You dummy, can't you ever do anything right? Idiot, you have to hit the ball straighter. You can't do anything, you dummy."

What does that do to your game? Does it improve your game? When you step up there as an idiot for your next shot, are you really going to be more effective?

The same thing is true regardless of what we're doing. Nate Lipton, my ophthalmologist, is seated here, and when he's examining my eyes, I hope he doesn't ever think along the lines of "Boy, I don't know if I can do this or not. This is a tough one here in front of me." I want him to think as he does, and that's optimistic, positive, and upbeat, and that's what I'm talking about. I want the talk to be a very positive self-talk.

We use negative phrases. For example, we call those electrical appliances on street corners red lights or stop lights or traffic lights, when really their major function is to make traffic go more smoothly, more safely, and more orderly.

A lot of people today say, “I don’t have time to do anything.” The interesting thing is motivation creates the energy, and direction creates time.

Let me ask you a question. Have you ever had one of those days? You wake up, you go out, and you have a flat tire. You go to change it, but the jack is broken, and the next-door neighbor, who’s generally a good person and lets you borrow things like that, is gone. You have to go across the street.

You finally get it, you get down to work, and you notice the office is strangely dark. The electricity has been cut off. You hook up a generator, and you get the phone call saying the administrative assistant is not going to be able to make it. Two hours later, some body else calls in. One thing after another, all day long. You’re really having it tough.

Mercifully, the day ends at 5:00, and so you head home, and you’re not whipped, you are whooped. I mean, you’ve been drove hard and hung out wet. You have had it that day. You walk in, and your wife greets you very enthusiastically. “Oh, honey, I’m so glad you didn’t have to work today. Today is the day.” You say, “The day for what?”

“Oh, honey, don’t tell me you forgot. Today is the day we’re going to clean the garage.”

“Oh, honey, no, not today.”

“Don’t worry about it,” she says, “it’s not going to take us more than two, three, four hours at most. I’ll work with you, and we’ll get—”

“Honey, I can’t put one foot in front of another.”

About that time the telephone rings. You struggle over to it, and with the last breath of energy you have, using both hands, you lift the telephone to your ear and say, “Hello.” The voice at the other end says, “Hey, partner. I have a tee time at the club in seventeen minutes. We can get in now and fast if you feel like it.”

“*If* I feel like it?” Do you know exactly what I’m talking about? All right.

There are a lot of things we don’t like to do, like cleaning the garage. How can we deal with that? I have a friend up in Lawton, Oklahoma. Her name is Edna Hennessey. She owns a big beauty parlor, a big beauty school, and what have you. A very upbeat, optimistic, positive, successful lady.

Her mother had been in a nursing home for some little while, and every morning at 10:00, Edna would go see her mother. If somebody called for an appointment to see her at that point, she said, “No, I have to go see Mom at

10:00.” Then one day her mother died. Somebody called, and she started to say, “No, I have to go see my mom.” Then she said, “Oh, I wish I could get to go see my mom.”

It’s amazing. It’s absolutely astonishing what happens in your attitude when we change the *got-to’s* to the *get-to’s.*

I’m not talking about being on cloud 87 all the time. I’m not talking about these finger poppers that go around. You wonder if all of them are there, and then you talk to them and realize it’s not. I’m not talking about being high all the time. As a matter of fact, people who are high all the time are on something that’s going to kill them.

I’m talking about getting to the position where we can do something about our attitude and keep it very positive. The other day I was walking with my middle daughter, Cindy, and we were talking, as we always do, and she said, “You know, Dad, when I first starting using our Performance Planner Plus, I just hated that thing. It was a little cumbersome. I had to carry it with me everywhere I go, and I’d forget it, and I’d leave it, and I’d forget it, and I’d leave it, but you know, Dad, as I started using it and disciplining myself to follow through on it, I’d be absolutely helpless today without it.”

She said something very significant: “You know, Dad, every night when I make my list, and the next morning every time I check off a task completed, I feel just a little bit better about myself.” Image building, motivating, right there.

After that, I was taking a shower, and as I take a shower, I don’t sing. I’ve been asked not to do that even in showers. I mean, we do have neighbors. Those of you who recognize the name Mitch Miller, if you’re old enough for that—he once wrote me a letter asking me not even to bother to sing along with him, if you know what I mean.

I got to thinking that what happens is that the spray of the shower activates a lot of the factors in your skin, and you’re physiologically energized. You feel better, and as I was there, getting cleaner, I was thinking, “You know, this will clean me up and lift me up. It’s a liquid massage, but it’s not permanent.”

Sometimes people say, “Is motivation permanent?” No, but neither is bathing. That doesn’t mean I have any opposition to bathing. As a matter of fact, I encourage it. I hope you do, too. I hope you participate, I guess I should say.

Motivation does the same thing to my mind. It clears my thinking. It generates creativity. It’s mentally stimulating. It’s emotionally uplifting, though it is not a permanent thing; it has to be repeated, just like eating. Wouldn’t it be wonderful if our mind growled when it was beginning to have a difficulty, like

our stomach does when it's running a little bit empty?

Motivation, you see, energizes. It brings on creativity. It makes you friendlier. It makes you more productive. That has a direct bang on the things we've been talking out all the way through. That is, everybody wants to be happy and healthy and at least reasonably prosperous and secure. They want to have friends, peace of mind, good family relationships, and hope that the future is going to be better.

Motivation is definitely a contributing factor in that. You might say, "I don't necessarily love my job." Again I refer you back to Edna Hennessey: if you change the expression from got-to to get-to, it'll make a difference.

A number of years ago, my wife and son and I were in a steakhouse having dinner, and as we first sat down, the busboy came along to put the ice water in for us. This young man splashed the water and ice out and splashed it out in the second and third one. I just looked him and said, "Don't like your job, huh?" He said, "No, I don't." I said, "Well, don't worry about it. You're not going to have it very long."

I don't know if you ever saw any of those old slapstick movie comedies where you'd have a waiter, and he's doing something, and something goes astray, and he runs back quickly and disappears in the kitchen. Then he turns around and instantly comes back out. That's what that kid did. He scowled his way in and came out. The kid was grinning so wide it looked like he'd walked through a swinging door on somebody else's push. He was excited, and he came over, and this time he poured the water gently.

He realized that he wasn't going to have that job long with that attitude. Now he *gets to* put the water in the glass instead of *has to* put the water in the glass.

We really do live in a spoiled society. We've been raised to believe that if it doesn't look good, taste good, and smell good, or isn't fun to do, then we really should not have anything to do with it. We want instant gratification in everything, and that's the sign of an immature individual. Patience is one of those qualities we've already talked about as far as success is concerned.

I don't believe there's a human being alive who loves to do what they do as much as I do. I get excited about a lot of things. The redhead says I get excited reading the phone book. Now I don't think that is quite true, but I love what I do, although I don't love to do some of the things that are involved, when I have a five-hour delay, and I'm seated out on the runway, and the air conditioning in the airplane is not working. I don't get overly motivated about that, but there's nothing I can do about it. So now I can either sit there and shoo and fuss and

gripe and complain or I can do what I learned years and years ago to do, and that is to always have something that I can constructively work on when the unexpected happens, so I will always make it a positive instead of a negative experience. It's called *discipline.*

Discipline is a word that people don't care a whole lot about today, but when you discipline yourself to do the things you need to do when you need to do them, the day is going to come when you can do the things you want to do when you want to do them.

Consider this. The sailor only has freedom of the seas when he's absolutely disciplined to be completely obedient to the compass. Until he obeys the compass, he has to stay within sight of the shore, but the moment he trusts the compass and is obedient to it, he can go anywhere in the world the boat will let him go.

Now is the one who is close to the shore because he's not obedient to the compass the one who's free, or is it the one who is obedient to the compass and can go anywhere in the world he want to go? I think the question is self-answering, is it not?

Suppose you're not really in love with the job you do. You can fall in love with the way you do the job, and when you fall in love with the way you do the job, it's just a question of time before you will like certain aspects of the job better. Then one or two things will happen. They will either move you up to a better job, or you will be given a better job somewhere else. The law clearly states that when you do more than you're paid to do, someday you will be paid more for what you do.

For years, *The Boston Globe* carried on its editorial page this wise observation: "I'm an old man, and have had many troubles; most of them never happened."

Expectancy is so important. Robert Updegraff says this: "Be thankful for the troubles of your job. They provide about half your income, because if it were not for the things that go wrong, the difficult people you have to deal with, and the problems and unpleasantness of your working day, someone could be found to handle your job for half of what you're being paid."

It takes intelligence, resourcefulness, patience, tact, and courage to meet the troubles of any day. That is why you hold your present job, and it may be the reason you aren't holding down an even bigger one. If all of us would start to look for more troubles and learn to handle them cheerfully and with good judgment as opportunities rather than irritations, we would find ourselves getting

ahead at a surprising rate. It is a fact that there are plenty of big jobs waiting for men and women who aren't afraid of the troubles connected with them.

I *get to* instead of I *got to.* You will learn to love your job, and then you'll get better at the job, and then you'll either get the better job or another opportunity.

Attitude is so important. I love what John Maxwell, a good friend of mine, says: "Never underestimate the power of your attitude. It is the advancement of our true selves. Its roots are inward but its fruit is outward. It is our best friend or our worst enemy. It is more honest and more consistent than our words. It has an outward look based on past experiences. It is a thing which draws people to us or repels them. It is never content until it is expressed. It is the librarian of our past, it is the speaker of our present, and it's the profit of our future."

I'm suggesting a change in thinking, am I not? There's an old saying: if you keep on doing what you've been doing, you're going to keep on getting what you've been getting. If you like what you've been getting, that's OK. If you don't like what you've been getting, we better recognize that maybe the reason for it is, we *got* to do things instead of we *get* to do things.

Most people that I talk to would be in denial. They would deny that that's the way they think, and, again, they think denial is just a river in Egypt. They deny that those basic things are there, and so we need to look at it in that relationship or that light.

Now we're going to talk a whole lot about relationship motivation at this point, but here's my observation and the observations of many other people: If you're getting along well with the people you love, almost regardless of how the rest of your life is going, overall you're a pretty happy camper. If you're not getting along with the people you love, regardless of how many bucks you have in the bank, and regardless of your corporate position, overall you simply are not a very happy camper. Those relationships are enormously important.

My friends who are in counseling in the church and in psychology and psychiatry tell me that nearly 100 percent of the counseling they do is a direct result of relationship problems. Husband, wife, parent, child, employer, employee, teacher, student, brother, sister. Why is that? Why do we have so much relationship difficulty?

I think the major problem started maybe forty years ago, when as a nation, as a people, we started adopting a hooray-for-me, to-heck-with-you attitude: I'm going to do it my way, if I have to win through intimidation; I'm going to look out for number one. I just described the most miserable human being imaginable.

I challenge you to show me one happy person who is self-centered.

Invariably, when your thoughts are on yourself, you're not a happy, productive, individual.

A number of years ago, I was bowling in Omaha, Nebraska, and injured my right knee. One of my friends, who is not overly bright, to be kind to him, mentioned something about age. That's where his lack of brightness shows, because you see, there was nothing at all wrong with my left knee. So age obviously had nothing whatever to do with it.

Anyhow, I injured my right knee. That evening I was to speak, and as I came hobbling out, I could just feel the audience say, "Well, look at old Zig. Bless his heart. He's all crippled up, but I bet he's going to do the best he can. I know he's going—" Oh, I could just feel it in the audience.

They had a microphone with a cord on it. I hung the microphone around my neck. To this day, I do not clearly understand what having a microphone around your neck does to your knee, but was an instant healing. I mean that sucker quit hurting right then and there, and for the next sixty minutes, I was up and down and around about, stooping, squatting, shouting, hooting.

At the end of the sixty minutes, they took the mic off my neck, and I stepped off the platform and collapsed. Literally. Now what happened? For sixty minutes, I wasn't thinking about Zig. I was thinking about the audience. I don't remember doing this consciously, but apparently when I stepped off the platform, I was thinking, "OK, Zig, man now think about yourself," and boom. Down I went.

I can guarantee that people who are completely self-centered are miserable human beings. The basic problem is, we do live in that self-centered, selfish world, yet what we do with our life is so dependent on other people.

In my office, I have what I call my Wall of Gratitude. There are nineteen people there who've had a substantial influence on my life. I wonder where I would be had it not been for those nineteen people. You show me anybody in life who's done anything at all, and I will show you somebody who's had a lot of help getting there.

Motivation is important, but there is negative motivation as well as positive. As you will recall, I talked about the fact that when you hear a motivational presentation on success, your brain is flooded with dopamine, norepinephrine, serotonin, and neurotransmitters and so forth, and you're physiologically energized.

Unfortunately, for some people gambling produces the same results. Pornography produces the same results. A lot of times rock music produces the

same results, but basically you're energized and activated to go do the wrong thing.

Dr. Forest Tennant—a good friend of mine; I consider him perhaps the number-one brain chemist in America, certainly the number-one drug authoritysays if you can put all of those neurotransmitters in there with positive directions on what to do with your life, then you're going to get some marvelous results.

When you listen to things over and over that advise you to abuse a woman or kill a cop or try the suicide solution, over a period of time it definitely is going to have some negative results. Motivation can be negative, but it can also be tremendously and powerfully positive. That's the concept here: to make the motivation powerful, including the directions on how to get the things out of life you really want.

But back to relationship motivation, because it's so important. I want to set up a little scenario which identifies the problem and offers a solution at the same time. It's Friday afternoon in this little scenario. The husband has been out of town all week. It's about 5:00. He gets to the front porch, he's laden with luggage, and he has his briefcase bulging with work he has to do. He doesn't want to set the briefcase and luggage down to ring the doorbell, so he kicks the door.

He doesn't kick it gently—bang, bang, bang. His wife comes to the front door, somewhat startled, and sees him standing there. He doesn't move. He just says, "I've been to a meeting. That's the reason I'm late. I'm glad I went to that meeting, because I learned some things that just bother the hang out of me. I learned that there's some rights around this house that I have not been getting. I have made a list of them, and the first thing you and I are going to do, woman, we're going to sit down, we're going to make some changes around here. You can absolutely count on it."

I can imagine in this scenario that the wife says, "Well, buster, I didn't go to the meeting. I didn't have to go, and I don't have a list written out. I have it burned indelibly into my mind. You bet I want you to come on in, because there are going to be some changes around here. You can count on it. I don't think you're going to like all of them."

Don't you know they had a wonderful, loving, fun-filled weekend? Don't you know that on Monday morning they each awakened raring and ready to go and get out there and turn the world upside down in a very positive way?

Same scenario, same husband, Friday afternoon, 5:00. This time instead of

kicking the door down, he gently taps it. His wife comes to the door and he says, “Sweetheart, the reason I’m late is I’ve been to a meeting, and I’m so glad I was, because I learned some things that troubled me a great deal. I learned that undoubtedly I’ve not been meeting all of the needs you have. Before we do anything else this weekend, I would like for us to sit down, and I would like for you to share with me how I can become the husband you deserve to have and that you thought you were getting when we got married.”

I can well imagine her saying, “Well, it’s interesting you mentioned that. I’ve kind of been thinking about the same thing. Maybe I’ve not been meeting all of your needs. Let’s do sit down and talk about it.” Doesn’t need any elaboration, does it?

The reality is you really can have everything in life you want if you will just help enough other people get what they want. When you put that other person first, amazing things happen.

Now I don’t want to hang a guilt trip on anybody. That’s somebody else’s department. I’m not talking about the past. I’m talking about the present and using it as preparation for the future. Most of us, when we did what was wrong in the past, we did it based on our circumstances and, more importantly, on the information we had at that time.

As you’ve heard me say several times, we have to make friends with our past so we can focus on the present in order to make the future what it is capable of being.

I love this particular story about Thomas Carlyle. He was a Scotch essayist and historian who lived from 1795 until 1881. On October 17, 1826, he married his secretary, Jane Welsh. She was a very intelligent person and worked directly with him, but she took ill, and after several years, she had to quit doing the work.

Although Carlyle loved her dearly, he seldom had time to spend with her. He was always busy with his work. Then one day she died. He took her to the cemetery. They buried her. Carlyle came back home. He was sitting in remorse on the side of her bed, and he saw her diary, which was open.

He started reading in it. The first notation he saw: “Yesterday he spent an hour with me, and it was like Heaven. I love him so.” He turned the page. “I’ve listened all day to hear his steps in the hall, but now it is late, and I guess he won’t come today.”

Carlyle read a little more in the book. Then he threw it down and ran out of the house. Some of his friends found him at the graveside, his face buried in the mud, bitterly weeping tears. For the next fifteen years of his life, he did very

little. He was a recluse, nonproductive.

I don't share this with you to hang any guilt trips on anybody. Remember the past is exactly there. I'm talking about planning for the future. We need to invest our time well. Relationships are so incredibly important.

One recent study revealed that of all the things people want in life, 97.8 percent of them said family relationships; better relationships was number one. Then they were asked, how much time do you spend planning to have better relationships? How much time do you set aside for your family? Most of them said, "Well, you know, I'm going to do it. It just seems that I never have time." The most important thing. It doesn't make a whole lot of sense, but that's human nature.

We give in to the urgency of the moment because we do not have a plan. Remember how we talked about how much more we get done on the day before vacation than we do on any other day? Take this same principle, and then plan the time with the family. Plan the time for exercise. Plan the time to get involved in personal growth and development, as you have done.

This philosophy that we're talking about can, among other things, impact racism and sexism. Every quarter at our company, we have what we call the people-builders' meeting. We recognize the outstanding people in our company. We always bring in a corporate client who tells us what our training has meant to them.

We had a lady named Gloria Hogg with Tri-City Hospital, who was our guest speaker on one occasion. It was one of those rainy days: traffic was heavy, she was a little late getting there, and she walked in laughing and smiling and cracking jokes. The trainers who'd been working with her ran up to her, and she grabbed them and hugged them. They kidded a moment, and then Gloria came on, and she kept popping jokes to the group that was there.

Then all of a sudden Gloria came to a dead stop and said, "I don't know if you knew it or not, but you're listening to what was at one time an overtly racist person. If you were not black, I couldn't wait to get on to you and attack you verbally. Being dark brown didn't help. Being yellow didn't help. You had to be black. Otherwise I was after you.

"I've always believed in the Golden Rule," she said, "but I certainly was not living it. As this training started having an impact, saying that you can have everything in life you want if you'll just help enough other people get what they want, I realized that that made nothing but sense. It's nothing new. It's the old Golden Rule handled in a slightly different verbiage. I started going by that

thing, and I've never been happier."

For what it's worth, the governor of Texas recognized her as one of the One Hundred Texas Women of Distinction. She had a significant promotion at Tri-City. In addition to that, every morning at 5:30, she gets up and goes out and gives insulin shots, one to a white lady, one to an African-American lady, and one to a Hispanic lady. Once a month, she draws the name of a senior citizen out of a hat and pays that person's electricity bill for the month. She said it gives her a great deal of joy and satisfaction. She said, "Why shouldn't I do it? I have a wonderful job, and a lot of people simply do not have those things."

Does this work? It works because it's intellectually sound. It's psychologically right, and it's the Golden

Rule in action. It takes you away from "what's in it for me?" to "what can I do for you?"

A few months later, Elva Gonzales, also at Tri-City, was our guest. When she started with this philosophy, she was a file clerk. Today she heads three departments. Her ten-year-old son was short. He was a runner. He wanted to qualify for this big meet down in Austin. He started training and practicing, and only one person here in the whole Dallas area could qualify. His friends said, "You're too short." She took what she had learned in this approach to life and kept telling him, "If you work hard enough and believe you can, I believe that you can." Bottom line: with thirteen states competing, this youngster finished fourth in the entire thirteen.

From time to time, people say to me, "You changed my life." I'm always flattered when something like that happens, but I have to tell you they have it wrong. I did not change their life. We have some principles and philosophies that are iron-clad. They will work, but it is your choice. Do you put them to work? If you take the philosophy and put it to work, that's what changes your life, not Zig Ziglar, not anybody else. It is what you do. It's a do-it-yourself job.

As you've probably noticed, I get a lot of the heart involved in what I'm talking about. I get you emotionally involved. I used to talk about giving you a checkup from the neck up. I now believe in giving people a checkup from the heart up. I go through the mind because that's the gateway to the heart, but when you change hearts, that's when lives are changed. All change starts with a start. As my friend Joe Sabba says, "You don't have to be great to start, but you have to start to be great."

If relationships are important, how do you get people to like you? In other words, how can you become more likeable? Does it make sense that the more

likeable you are, the more friends you'll have, and the better you'll do on the job? Do you believe the boss will promote somebody they like, everything else being equal? Maybe sometimes not even everything else being equal.

Roger Ailes, in an article on personal selling power, says that what others think about you influences what *you* think about you. He said that it only takes another person seven seconds to decide what they really think about you. From that point on, all of their decisions are made largely influenced by that first impression. So that first impression is important.

First impressions are important, and a lot of people start forming impressions before you ever open your mouth. One evening the redhead and I were at our favorite ice-cream parlor. We were having our ice cream, and a young man and his girlfriend walked in. I nudged the redhead, and I said, "Look at that, sweetheart."

"I see him," she said.

"I wonder what happened to him."

"What do you mean?"

"Look at him, he's hurt. He's been in some kind of an accident."

"Oh, honey," she said, "he's not hurt. He's been to the barber shop or the beauty shop."

"Are you trying to tell me that he paid money for somebody to make him look like that?"

"Yes, honey. It happens all the time."

In my lifetime, I have never seen before or since a sight like I witnessed right there. This young man looked like the governor's pardon had gotten to the warden about ten seconds after he plugged in the chair. The hair was all over the place, except there was one piece going straight up, and it must have had two cans of hairspray on it. Had you fallen on it, you would have been hurt. I mean, it was bad. It was green and purple and yellow and orange.

For what it's worth, I would go to war and fight for that young man's right to look exactly like he does. That is America. That's what freedom is all about. You bet I'd fight for his right to look like that, but I wouldn't give him a job.

You know what's so unfortunate about that? He might be absolutely brilliant, extremely well-educated, extremely creative, very, very capable, but with 98 percent of the people in America who have jobs to offer, he'll never get even the interview.

You see, opinion has already been formed, and that opinion influences from there on in. Since likability is important, what are some of the characteristics of

the likeable person? Think about it.

I want you to do this. Take three people that you really like. You're attracted to them. What are the things that you really like about them? It probably starts as temporary favorable impressions. The smile the person had would be important, their appearance, as we've talked about. They're friendly, personable, optimistic. Their manners, if they have a sense of humor, if they're good listeners, if they're complimentary, and, now, if they're nonsmokers. Those are things that you automatically notice first off.

Over a permanent basis—integrity, common sense, if they're dependable and loyal and caring and sincere and fair and consistent and committed. In other words, that's not the description of a fair-weather friend. As you know, a fair-weather friend is always there when he needs you. That's not the kind of person that you really want to have a long-term relationship with.

Now the qualities I've just identified are the qualities we've already talked about in this book. By now you recognize that you do have these qualities, and you can use them.

You notice, of course, I'm using emotional words in all of this. When Mark Twain was a cub reporter, he was told by his editor that he must not report anything that he could not validate, that he had not seen, and that he knew for absolute certain was right.

So he went to this occasion, and here's the report he wrote: "A woman giving the name of Mrs. Jane Jones, who is reported to be one of the society leaders of the city, is said to have given what purported to be a party yesterday to a number of alleged ladies. The hostess claims to be the wife of a reputed attorney." When you put that together, it makes you realize that sometimes we can stretch things a little bit too far. What are the advantages, ladies and gentlemen, of being likeable? People who like you generally trust you, and they won't lie to you. They won't deceive you. You can pretty well count on that being true if they really like you.

Number two, they want to do business with you, so they will be more than fair. They want to help you expand your business if they like you. Don't we like to help our friends? They want to do things for you. They might even invite you to play a round of golf with them or go to dinner with them or something. Being the right kind of person is the key.

What's your objective in wanting to be likeable and having all of those friends? As I've said several times, you have to be before you can do. You have to do before you can have, and that is so incredibly important.

Let’s look at the motive. Is it motivation, manipulation, or leadership? Motivation is when you try to get somebody to do something for their own good. Manipulation is when you try to get somebody to do something for your own good. Leadership is when you try to get somebody to take an action that will benefit both of you.

Eisenhower said, “Leadership is the ability to persuade somebody else to do what you want them to do because they want to do it.” What do they want to do? Things that are in their own best interest. That’s what people really want to do.

I saw a young man with a T-shirt on, and the T-shirt said, “I follow no one.” I thought, “What a tragedy,” because with that kind of an attitude, he will never lead anyone either. You treat people as you see them. This has a direct bearing on the relationship, and the way you treat them influences their opinion of you and how well you get along with them.

My friend Lewis Timberlake from Austin does a lot of speaking. He was invited to speak to a school meeting up in Brooklyn, New York, several years ago. They were honoring a teacher who had been in retirement about ten years. They had had to call her back to assist. They had a class of boys there that, to put it mildly, were slightly out of control. In the first six weeks of school, they had run seven teachers off. It was in desperation that they called her back. They said, “We’re going to put a policeman in there so that nothing will happen.”

She looked at the list of boys. She said, “You don’t have to worry about that. I love to teach boys. I’ve never had any trouble.”

“Yes,” they said, “but you’ve been out of the system for ten years, and there have been some changes made.”

She said, “Don’t give it a thought. I love boys. I won’t have any trouble.”

“We’ll at least put an assistant in there,” they said.

“Hey, I don’t need any help at all. I can handle these boys.”

It was a marvelous year, a wonderful experience. As a matter of fact, that year she was teacher of the year.

They had this banquet. They called in a lot of celebrities. Lewis was called in to address them, and they were singing all of these praises to this teacher, and she just sat there, terribly embarrassed. When she finally got up to speak she said, “You know, this makes me feel very bad, because I didn’t do anything at all. Anybody could have done this. Why,” she said, “when I looked at that roster, and I went right down the list, Alex Anderson 137, Bill Brooks 136, Charlie Carter 135. When I saw the IQs of these kids, I knew beyond any doubt I was going to have a wonderful year.”

They told her that those were their locker numbers.

Do you think those kids loved that teacher? She treated them with courtesy and respect and had high expectations. That's why they loved her.

Who you are determines how you deal with people. She was confident in her ability as a teacher. She knew she had some raw material that would be marvelous students, so she was able to do a big job.

Relationships are important. Who you know makes a difference in your life, and who you know is the difference in your eternity.

When we look at relationships, when we under stand the influence people have on us, we recognize that a lot of people influence us. Certainly your families had an impact on your life. Your teachers had an impact. Your employer and employees, your friends have an influence. As a matter of fact, the people that you are with influence you. We know, for example, that if you're child's friends are into drugs, the odds are nine times as great that your child will get involved in drugs.

You're impacted by the people around you. You can take a Southern boy or girl and send them up north. It's just a question of time before they'll pick up an accent. Or you can take a Northern boy or girl and send them down South, and pretty soon we'll have them talking normally. You're influenced by the people you are around.

Your faith has an impact on you. Your associates have an impact on you. Television, radio, and newspapers have an impact on you, and the books, tapes, magazines, and seminars that you read and listen to have an impact on you. Ultimately, those closest to me will determine my level of success.

The Los Angeles Times did a study several years ago, and they learned that the people who had made it big in this particular study, the people who had done the most with their life, at one point in their life made a definite decision to associate with the people that would further their careers—in other words, people of high moral character, people who had ambition, people who were sound in their character, people who were going places. They deliberately chose to associate with these people.

Sometimes on the job that's not possible, but in your free time, your time away from the job, you can definitely choose your associates, and that is so important.

Let's look at some of the things that we can do that will make a difference in our own lives. How can we increase our own motivation?

This week I was reading about a book, *Emotional Intelligence*, by Daniel

Goleman. There are certain success factors that can't always be measured. We can measure your IQ, but he has something here called *emotional intelligence.* He writes: "It's crucial to your contentment, your career success, your marriage, your family life, and your children. An abundance of qualities of emotional intelligence lead to greater drive, self-discipline, caring, and cooperation."

What is emotional intelligence? He identifies it. "The hallmarks of emotional intelligence are the ability to know what you and those around you are feeling and to handle those feelings accordingly. Sensitivity is what we're talking about. This is a different way of being smart."

He goes ahead to say, "An abundance of the qualities that make for emotional intelligence leads to greater drive and self-discipline, caring, and cooperation, all of which makes our lives better and our streets safer. Those high in emotional abilities tend to be poised, outgoing, and cheerful. They have a strong commitment to people or causes, to taking responsibility, and to an ethical outlook. They are sympathetic with others. Their emotional lives are rich. In short, they're comfortable with themselves and the people around them. How well they handle emotional life determines their life destiny every bit as much as does their IQ."

Let me pause. They say self-praisers have scandal, but as old Izzy Dean used to say, "If you done it, it ain't bragging." You will have already noticed that the qualities he's talking about are those we have already identified and spelled out. Now what about that? How did it happen? When you have three sources, psychological, physiological, and theological, things like that just happen.

"If you want a happy, enduring marriage," Goleman says, "your EQ, not your IQ, can make the difference. Decades of marital research shows that it's how a couple handles emotional flashpoints, the hurts and irritations inevitable in any intimate relationship, that determines whether the marriage will last. The brightest among us can be emotional morons."

That's pretty direct, isn't it? The most stable unions are among couples who have found ways to address differences without escalating into personal attacks or retreating into stony silence. You'll never be rude with anyone you respect. That's in my book on courtship after marriage. I emphasize that you should make a friend out of your mate. You might say something mean, nasty, and ugly to your husband or wife, but you're not going to say anything mean, nasty, or ugly to your best friend. You just don't do that.

"They have mastered elements of emotional intelligence like empathy, listening without defensiveness, and criticizing without contempt or character

assassination," Goleman writes. It really boils down, ladies and gentlemen, to claiming and using the qualities we have already identified.

What's the base upon which so much of life is built? It's hope. Hope is to the spirit what oxygen is to the brain. Again, John Maxwell says, "If there's hope in the future, there is power in the present."

What is hope? It's an honest optimism based on personal effort and encouragement. Adler says that hope is the foundational quality of any change, and what's the foundational quality of hope? What does hope need? It needs nourishment, it needs feeding, and it needs it on a regular basis. Encouragement keeps that hope alive. Encouragement then becomes the basic component of change in our lives.

To tie this together, I received something in the mail the other day, and it fascinates me a great deal. I don't even know who sent it to me, but it was a paper that was produced for counselors written by C.R. Snyder, and it's conceptualizing measuring and nurturing hope.

They added some psychological mumbo-jumbo. I call anything I don't clearly understand mumbo jumbo, and that's what a lot of it was. Then it gets down to the nitty-gritty, and here's what he said. "Hope is the process of thinking about our goals and the way to achieve those goals.

"Higher-hope individuals report more mental energy and pathways for their goals, especially when there are blocks to those goals." To paraphrase somebody, he said, "When the going gets tough, the hopeful keep going." I hope people will undertake their goals with a focus on succeeding and will see roadblocks to these goals as being a normal part of life. They're going to happen.

We've already talked about that three or four times. "High-hope people have better outcomes in their lives. They have more difficult goals, greater success in achieving their goals. They see their goals as challenges, have greater happiness and less distress, have superior coping skills, recover better from physical injury, and report less burnout at work."

That's the reason I say you ought to read and reread this material. Anytime you need that word of encouragement, come back to this book and read a page or two. Don't wait until you get frustrated or discouraged. In heaven's name, don't wait till you get down. As I think you can understand, it's harder to get up than it is to stay up.

C.R. Snyder says, "Hope is not synonymous with intelligence, nor is it the same as being optimistic. It is more. High hope often assures the person of success in reaching goals. High intelligence may only give a person a chance."

What about that?

You know that he said at the end? “Hope is ultimately counterproductive to the extent to which individuals pursue their goals to maximize their outcome to the comparative detriment of other people.”

Do you hear that? It’s negative if it’s achieved at the detriment of somebody else. You cannot climb the ladder of success on the backs of others. It just can’t happen.

We’ve talked about living well and finishing well. We’ve talked about the fact that we can move from stability to success and from success to significance. We’ve talked about what to do to survive in order to even get to the stability part.

The neat thing about all of this is that it enables you to take more control of your life. The basic problem is, we have so many people who are confused between personal growth and self-fulfillment. Selffulfillment is the Dead Sea. It takes in lots of water and gives out nothing. It is dead. The river Jordan, for every drop of water it takes in, it gives out. The river Jordan is alive and well.

People who are givers are alive and well. Teachers who learn things so they can teach are much happier individuals. I’m not only talking about classroom teachers; all of us are teachers. The person who learns so they can teach others is a much happier individual than the one who learns so they can show up on a television quiz show and answer trivia questions. The personal-growth individual is learning so that everybody is going to benefit as a result.

Now think with me, if you will. Suppose everybody in your family and your company were to adopt the attitudes we’ve been talking about. I wonder what would happen. I know this involves a change, and change, you know, sometimes is painful, but then, as I’ve said earlier, so is unemployment and so is bankruptcy.

A lot of times I’ve had to explain people how to change when it’s to their advantage. They change when they believe they can. They change when they have a plan of action, and they change when they can really see the possibilities and benefits for the future. But it takes training.

Sometimes somebody says, “Well, why should I train my employees and then lose them?” As I’ve said, one thing worse than training employees and losing them is not training them and keeping them. That gets to be very expensive.

Let me make it personal. We have sixty people on our staff; twenty of them are salespeople. They bring in money—very important people. The other forty don’t sell anything, but every one of those forty is completely capable of killing a sale. Our switchboard operators can do it, our shipping department can do it,

our accounting department can do it, our collection department can do it.

Which one of the groups should I train? We can measure what it costs to train somebody. There's no way we can measure what it costs *not* to train, because we don't know how much business they might run up.

The leadership objective, and we're talking relationships now, is to have every person on the payroll thinking about *my* company and *our* company, not *that* company or *the* company, because, ladies and gentlemen, everybody is important.

What would happen if every child in America were raised on the concepts we're talking about? What would happen if we adopt what I've called the immigrant's attitude?

I caught a cab in New Orleans several years ago. I'd been at a convention down there and was headed back to the airport. It was obvious to me that the driver was not from Mobile, Alabama. So I said to him, "Sir, where are you from?"

He said, "I'm from Nigeria."

"How long have you been in America?"

"Twelve years."

"Have you had a chance to get an education since you've been here?"

"Oh yes, as a matter of fact, I get my PhD in November. My wife has already gotten her master's."

"Well, my goodness alive, how did you happen to come to America?"

"When I was five years old, first day of kindergarten, they gave me an assignment. I had to go home, needed help, and I learned that day that my parents were both illiterate. As a five-year-old, I determined I was going to get an education."

"Five years old," I said, "that's awfully young to make that kind of decision."

"Yes, but I was so hurt by my parents' embarrassment that they couldn't help me that I determined that would never happen to me. A few years later, I decided to come to America."

"Have you supported your family?"

"Well, as you can see, I'm driving a taxi, but I've been a night watchman, I've loaded trucks, I've unloaded trucks, I've been a tutor. I have dug graves. I've done everything humanly possible, including being a tutor, in order to put bread on the table, and my wife has worked just as hard as I have."

"Do you have any children?"

"Yes, they're four, six, eight, and ten."

“I bet they’re good students too,” I said.

“The three that are in school are all honor students.”

“What are you going to do now?”

“When I get my PhD, it’s in business and finance and economics. I have a deal with a New York firm, a Wall Street firm. I’m going to work for them for two years, and then I’m going back where I have a very good job with the government, and that’s where I will be.”

I can only imagine how many nights there were when he desperately had to fight sleep in order to stay awake to get his assignments, or when a child would get sick and demanded a lot of extra attention. The demands on this man’s and this woman’s life were absolutely critical, but when they came to America, it was a dream fulfilled. They worked, and they worked awfully hard. Now, for the rest of their lives, they’re going to have the benefits of that hard work.

All these things we’ve been talking about, do they work? I want to share with you a couple of additional things, because it is going to be extremely important to maintain the motivational momentum. As I said earlier, we need to run our day by the clock, our life with a vision. We need to be grateful for what happens in our life. Physician Hans Selye says, “The healthiest of all human emotions is gratitude.”

In Houston, Texas, I was headed for breakfast early one morning. I caught a cab. It was only about three-quarters of a mile, but they advised me not to walk that time, since it was dark in that particular area of town. I got in the van, and as always, I greet people with enthusiasm. I said, “How are you doing?”

His verbatim answer was, “Praise God, I am in America.”

I heard the doggonest sales talk on America in the next ten minutes I have ever heard in my life. This man had been a registered pharmacist, again from Nigeria. He was more excited, by far, about being a cab driver in America and more grateful for the opportunity.

He said, “I will get my license to be a pharmacist here, but in the meantime, I am having an absolutely wonderful time. I’m just so glad to be here.”

The more you express gratitude for what you have, the more you will have to express gratitude for. It works the other way too. The more you gripe about the problems you have, my friend—I’ll absolutely guarantee it—the more problems you will have to gripe about.

We need to express gratitude for our friends, our family, our job, our health, America. Again, the more you express gratitude for what you have, the more you will have to express gratitude for.

What you say to yourself is so incredibly important. The most important opinion you have is the opinion you have of yourself. The most important conversation you will ever have is the conversation that you will have with yourself.

When we look at the things we're talking about, I like to emphasize that you need to be realistic and practical in the things that you do. I believe that when I make statements, I am being absolutely pragmatic.

I love the story of the fellow in Tel Aviv. He was doing a tour of the Mann Center for the Performing Arts. The tour guide was really putting it on thick. It was a beautiful facility, granite and marble and tapestries and gold inlays and incredible paintings and acoustics.

Finally one of the tourists said, "I suppose this was named after Horace Mann, the famous author."

The tour guide said, "No, it was named after Frederick Mann from Philadelphia."

"Frederick Mann? Don't believe I've ever head of him. What did he write?"

The tour guide said, "A check."

Now that's being practical. That's being pragmatic.

I'm pragmatic. I was in Atlanta. A young man picked me up to take me down to the hotel where I was to be speaking, and he was going on and on about how it must be wonderful to have a company where your number-one objective in life is to help people be all they can be.

I said, "Young man, I appreciate the accolades, but you have it wrong. It's not my number-one objective."

"It's not your number-one objective?" he said. "What *is* your number-one objective?"

"It's to make a profit." I said. Samuel Gompers, an early labor leader, says that the number-one responsibility of a business is to make a profit. That's the only way you can stay in business. That's the only way those other sixty employees are going to have a job. It's the only way we can make a contribution to society, so our number-one objective is to make a profit so we can hit our number-one priority, which is to help people be all they can be.

There is that thing called a bottom line, and we learned several years ago that you can do a great deal more with profit than you can loss. Have you noticed that in your own life?

With integrity, you have nothing to fear, because you have nothing to hide. That is the most nerve-racking thing of all. Your creativity is stifled. Your

productivity is destroyed. People that run from the law for years and finally get caught say, almost across the board, “What a relief.”

I want to close with a little story about the most moving event that’s happened in my life since I have been getting into the self-talk bit. You remember that we did talk about the biblical promises that are tied directly to this. The Bible really says you can be happier, you can be healthier, you can be more prosperous. You can be more secure, you can have more friends, you can have greater peace of mind, you can have those better family relationships, and yes, you can have hope.

I got into this self-talk at a convention down in New Orleans, Louisiana, back in January 1990. About six weeks later, I got one of the most moving letters I’ve ever received from anybody.

A mother was writing me and she said, “My daughter and I were in New Orleans. She took down and listed all the qualities of success, and every morning and every night, she stood in front of the mirror, and she claimed those. As a direct result of claiming these qualities, it led her back into the Bible. She made her peace with God, and on January 20, 1990, she was killed in an automobile accident, but she is safe today.” She was only twenty-one years old.

My friends, I have to tell you, when something like that happens, you get the chill bumps all over you, but those gratitude bumps really come out big.

With these attitudes we’ve been talking about, taking this approach, putting other people first, there are going to be certain people that are going to laugh at you and say, “Man, you’re different.”

Let me remind you the little world laughed, but the big world gathered on the banks of the Hudson when Robert Fulton went steaming by. The little world laughed, but the big world was tuned in when Alexander Graham Bell completed that phone call. The little world laughed, but the big world was at Kitty Hawk when the Wright brothers took that first flight into the air, which forever changed the world we’re in.

Some people might laugh at some of the things we’re suggesting that you do here, but I’m here to tell you the big world is going to be standing on the sidelines, cheering you with incredible enthusiasm. And the big thing is, it’s not what you get by reaching your destination. It’s what you *become* by reaching that destination that is the important thing.

Buy these ideas. Take these steps. Follow these procedures, because if you do, I will see you not just at the top. Hey, I’m going to see you over the top. God

bless you.

Building and Maintaining a Winning Attitude

It's a fact of life that everybody has the right attitude occasionally. The question is, how do you maintain that attitude in a world where you have a lot of negatives?

I heard about a college professor who was told by his wife one morning as he headed off for college to teach his classes, "You know, today we're moving. Here's the address of the new house. We're not going to be here when you get here. Go to the new house."

"No problem," he said.

That afternoon, he showed up at the old house, and it was empty. Didn't see anybody there. Then he looked in the neighbor's yard, and they had a little boy playing. He called him. He said, "Son, do you know the family that did live here?"

"Oh, yes, sir. I know them quite well."

"Do you have any idea where they've gone?"

The little boy said, "Yes, sir. I do. As a matter of fact, mom told me you would probably forget."

I talk about a positive attitude. This really is the right life attitude. Some things don't necessarily call for positive thinking, but all things call for right thinking, mature thinking, sound thinking. This is the way we go through life. We need the right thing as far as our job is concerned, we need the right attitude with our family, our company, our community, our country.

I love what Chuck Swindoll said:

> *The longer I live, the more I realize the impact of attitude on life. Attitude, to me, is more important than facts. It is more important than the past, than education. It is more important than money, than circumstances, than failures, than successes, than what other people think or say or do. It is more important than appearance, gifted ability, or skill. It will make or*

break a company, a church, or a home. The remarkable thing is we have a choice every day regarding the attitude we will embrace from that day. We cannot change our past. We cannot change the fact that people will act in a certain way. We cannot change the inevitable. The only thing that we can do is play on the one string that we have, and this string is attitude. I am convinced that life is 10 percent what happens to me and 90 percent how I react to it, and so it is with you. We are in charge of our attitudes.

Attitudes are important. Today we hear a lot of talk about pushing the envelope, playing it close to the edge, and all of those other things. The American worker is recognized as being the most productive worker in the world, but if you were to look at corporate America at 8:00 in the morning, if they're supposed to be at work at 8:00, at one minute to 8:00, you see a real helter-skelter affair going on in most offices and plants. They're in a dead run to get there. They're walking huffing and puffing. They hustle back and get a cup of coffee, and they scoot back to their work station, and by the time they start to work, it's ten minutes after starting time.

If you were to look in on corporate America with a videotape at 5:00 in the afternoon, you would see the American worker all lined up in a three-point stance, and at 5:00, man alive, do they ever get out.

That's OK if that's what they really want to do, but it's the little things that make the big difference. My watch is four hours wrong. I don't have a problem with it. I can tell you at 3:00 in the morning if it's four hours wrong, but if it's four minutes wrong, then I have a problem. If my plane is supposed to leave at 11:06, and I get there at 11:10, well, you get the picture. I made a deal with the airlines years ago that if I wasn't there when they got ready to go, they were just to go ahead without me. I found out that they live up to their end of the agreement.

I'm not necessarily advocating this business of getting there early, but I am saying that you might just get there ten minutes early, casually take the necessary equipment that you need to get started, and get the cup of coffee, and the moment your paycheck starts, your workday starts. You work until 5:00. Then you pack up to leave.

That's not a heavy burden, but if you do that, instead of being caught in the mass of people running out at 5:00, when your life is in danger—they talk about danger on the freeway, but the danger is getting out of the building and out of the parking lot. Ten minutes later, you can leave in peace and quiet and safety, and

I'll tell you something else. The boss is looking. They really are.

Do we give a little extra? It's the part of the blanket that hangs over the bed that keeps you warm. If you don't believe that, you've never been in the service and been short-sheeted. You call a girl a kitten, you score all kind of points. Call her a cat, and I don't need to tell you, you have a problem. It's the little things that make a difference. Call her a vision, and you're home free; call her a sight and oh, brother.

I was so amused when the last presidential election took place, and three outstanding candidates were talking about family values, and interestingly enough, they never were able to identify the family values they discussed back and forth.

I challenge you to look at the qualities we've already identified and ask yourself if you wouldn't love to have a husband or a wife with all those qualities.

Wouldn't you love to have kids with all those qualities? Wouldn't you love to have every teacher in our education system and every administrator with all those qualities? Wouldn't you love to have a boss and employees with all of those qualities? Wouldn't you love to have every politician in American from dog catcher right on up with those qualities?

The reality, you see, is that none of those are just family values or just business values or just educational values. They're all life values. Check the records. The qualities that make a person a good husband or a good wife will also make them a better employee or a better office holder or a better FBI agent or a better whatever they do in life. I challenge you to locate one quality there that you would not want your child taught in school—with the possible exception of faith. But would you want your child to be taught everything else? What kind of child would you be raising? I can guarantee you it would be a magnificent child.

As you've probably noticed, I'm talking about a lot of things that take time. It takes time to claim these qualities. It takes time to be nice and courteous to people. It takes time to do your job. It takes a little time to get there a few minutes earlier and stay a little bit longer, but the reality is that we do not have a shortage of time. Everybody in America has exactly the same amount: twenty-four hours a day. What we do have is a lot of problems with our direction.

Again, I refer you to the day-before-vacation attitude, when you got so much more done simply because you had organized that time in an entirely different way.

Now the question is, are we really affected by what goes into our mind?

Reader's Digest recently had an interesting article that pointed out that 31 percent of the kids in America between ages four and six, if given a choice, would prefer the television set over their dad. Ladies and gentlemen, that is frightening, to say the least.

Let me ask you a question. Have you ever gone to a movie and laughed? Have you ever gone to a movie and cried? Do you think it's because they put something in the seats, or was it because they put something on the screen that went in your mind, that affected your thinking, that aroused you emotionally? That's what I'm talking about here.

People pay more attention to what you do than what you say. They won't believe everything you say always, but they will believe everything that you do. You can absolutely count on it. You know life sometimes brings some interesting challenges, interesting opportunities, I guess I should say.

I heard about this fellow that was playing golf. He was on the first tee, and he stepped up, teed that ball up, and busted that sucker about 200 yards straight and about 150 yards to the right. One of the pros was riding with him, and he said, "We're not going to be able to find that one. Let's just go ahead."

So the fellow teed up again. He hit another one, and as they were putting out on the first green, they saw this cart coming down at breakneck speed. It was another one of the assistant pros, and he was really riding down there. He came up to the green and said, "Who hit that horrendous slice that went all the way over? The governor's wife was playing golf with me, and she was in the cart. We were in the wood, and it hit her right upside the head. Who hit that horrendous slice?"

This guy very timidly said, "I did."

The other assistant pro said, "I want you to know that I talked to the governor, and he is enormously upset. He is furious."

The guy said, "What do you think I should do?"

"You should play it a little more off your left toe, and strengthen your grip. That's what you ought to do."

Sometimes things come out a little different than we thought.

OK—now to maintain the right mental attitude, that's the key. You do it by reversing the way you get out of bed. I'm not talking about getting out of bed backwards, but you know the way most people get out of bed, the alarm clock—it's misnamed, it really is an opportunity clock. If you can hear that, it gives you an opportunity to get up and go, and if you can't hear it, that might mean you done got up and gone. Depending on what you believe, that can be very bad.

Anyway, that alarm clock sounds off. People generally reach over, they finally find it, they turn it off, and then they slap their face and say, “Honey, is it already time to get up? It seems like we just lay down. I’m going to go to bed earlier tonight. I can’t take it.” No, I haven’t been at your home visiting. That’s just the way a whole lot of people do it.

Instead of doing that, let’s reverse the way you get out of bed. The opportunity clock sounds off for you. You reach over and shut it off. I think that is very important. You sit straight up on the side of your bed, and you slap your hands, and you say, “Oh, boy. It’s a great day to get up and go to work today.”

There you are, two-thirds asleep. Your hair is all down in your eyes. You’re trying to slap your hands, and sometimes you hit it, and sometimes you miss it, and you say, “Oh, boy, it’s a good day to get up and go to work.”

Hey, friend, that ain’t the way you feel at all, but let me tell you something: You do not decide to get up when the clock goes off. You decided that when you set the clock. What you decide now is *how* you’re going to get up. Are you going to get up with excitement and enthusiasm, or are you going to get up looking like the picture on your driver’s license? You have to decide.

Now, despite the fact that you might not really feel that good, you are up. That’s where you made the decision to be the night before. Then you go in the shower, and while you’re taking that shower, you do a little singing, and I know what a lot of people’s voices are, but it’s amazing what will happen.

What you’re doing when you sow an action is something that is psychologically very sound. You don’t think about it. You just do it. It’s an instinct, it’s a reflex when you do this a while. You hop on the side of the bed. You sow an action, you reap a habit. You sow a habit, you reap a character. You sow a character, you reap a destiny.

A number of years ago, I had a lady eighty-five years old say to me, “When you told me that, I thought that was the silliest thing I had ever heard a grown man say. I’m eighty-five years old, and you want me to get up on the side of the bed and slap my hands like a child. Why, that’s silly, and I knew it was. But, you know, I lay down that night, and I thought, I do live by myself, and nobody’s going to know about it but me. Why not?”

You’re only young once in your life, and she was one of these people that qualifies as being a youngster. So the next morning that alarm clock sounded. She said, “I sat up on the side of the bed, and I drew back to slap my hand, but I couldn’t do it. I got so tickled, and I laughed at myself all day long.” She’d had a wonderful day.

Have you ever participated in organized team sports? Have you ever gone out for practice when you just flat did not want to go out for practice? You ever get out there and say, “Well, the coach said he’s going can me if I ever miss another practice. I’m out here, but I’m not going to do anything. He ain’t watching me anyhow.’” After you’ve been out there about ten minutes, you say, “Well, as long as I’m here—”

Have you ever gone out for a practice feeling awful, and ten minutes later felt good? A lot of people say, “When I get motivated, I’ll do it.” Hey, friend, you got it backwards. Do it, and you’ll feel like doing it. You’ll be motivated then to do it.

You take that action. Start the day like that. Do I do this every day? Nope. Did I used to do it? Yes. Do I want to do it now? Don’t need to, but let me tell you something. If I get a late wake-up call somewhere and I have to get out of bed and run, I hop up, I slap my hands and say, “Yippee!” I head for the shower. It really does get you moving a whole lot faster.

Now, if you have gotten up early enough, you need to make a phone call. Call somebody whom you love, admire, and respect. Call that person and simply say, “You know, I’ve been thinking about you, and I just wanted you to know how much I appreciate you as an individual. You’re one of the people that has had a big influence on my life. You really are an asset to your community. You’re a credit to the profession you’re in. Just wanted to call you and say thank you for being my friend.”

Something happens. First of all, your friend is tremendously encouraged, but second, you’re inspired. Psychologically and theologically, you’re on sound ground; physiologically, you’re on sound ground. When you do this early in the morning, it jump-starts the flow of serotonin in your brain, and that’s the feel-good neurotransmitter. You feel good about yourself when you do something nice for somebody else.

I have a speaker friend. He heard me go through this one time, and he thought, “I’m going to give it a shot. I ain’t going to do it in the morning, but I will do it at night.” Every Saturday night, he calls somebody whom he hasn’t talked to in some little while, and he’ll just tell them how much he appreciates them. He said, “Zig, it’s been one of the most gratifying things in my life.” He said, “The first time I did it, it took me forty-five minutes to get that dude off the telephone. He was so excited and so encouraged.”

What are we doing? Again, we’re putting that other person in an important position. They feel good about it, and you feel good about it too. Make that

telephone call. It will make a difference in their lives.

I've talked a lot about values. I've talked about how you can have everything in life you want if you just help enough other people get what they want. In a recent issue of *Fortune* magazine, they listed the ten wealthiest people in the world. One of the men they listed was a Chinese gentleman from Hong Kong who is worth $5.9 billion. He's the ninth-wealthiest man in the world. Incidentally, he got his start selling plastic toys on the street. He has an interesting philosophy. He has two sons, and he's taught them the same philosophy.

He is a deal maker. He does joint ventures with people, and he's taught them and has always believed that if 10 percent of the deal for financing it is a fair share but you could get 12 percent, take 9 percent. He said that is good because, number one, it gives them a better chance of making it, so it makes your investment safer. Number two, word will get around, and instead of getting one 12 percent deal, you'll get a dozen 9 percent deals.

The next thing to do if you really want to maintain the right attitude is learn how to greet people. I was rather amused this evening as I was coming in a few minutes before 7:00. I greeted a number of you, always the same way, "Good morning." Most of you responded, "Good morning." Whether I'm in Auckland, New Zealand or Augusta, Maine, whether it's 9:00 in the morning or 9:00 in the evening, on average 85 percent of them will respond, "Good morning." Then almost immediately they'll say, "It's not morning."

I'll say, "Then why did you say *morning?*" "Because you said *morning.*"

I say, "That makes a really neat point." You see, you go out in life to find friends, they're very scarce. You go out in life to be a friend, you find them everywhere. What you send out is exactly what you're going to get back.

I believe the Good Book says, "As you sow, so also shall you reap." The computer people are terribly negative. They say, "Garbage in, garbage out." Us folks who are optimistic, upbeat, and positive say, "You put the good stuff in, you get the good stuff out. Send the good stuff out to get the good stuff back." It's the law. That is simply the way it works.

When you greet people, greet them with excitement and enthusiasm. If they beat you to it and say, "Good morning. How are you doing?" then you need to be absolutely honest. You say, "Better than good. How are you doing?" or "Super good, but I'll get better," instead of the way that most people do it:

"How are you doing?"

"Fine, since it's Friday."

Or “Good, since it’s payday,” or “Great, since the weather is fine today.” Don’t you just love it when they pull themselves up and say, “Well, under the circumstances …”? It makes you wonder what they’re doing under there in the first place, don’t it?

When somebody asks you how you are doing, be honest. Say, “Outstanding, but I’m improving.” You might say, “Well, Zig, suppose I’m not doing outstanding. Am I telling the truth?” Yes, you’re telling the truth. You’re just telling it in advance, that’s all.

“But is that honest?” you might ask. Well, I bring the theology into it. God’s Son himself did that. He said, “I thank you, Father, for what you’re going to do.” You’re just telling the truth in advance. That’s all that you’re doing, and so you give them that very positive answer.

Occasionally I’ll have somebody say, “Zig, do people always react favorably to that?” No, we have some folks that are a little bit—anyhow, everybody knows everybody doesn’t respond that way.

Several years ago, a good buddy of mine and I were going down to a cafeteria, and it was about 1:30. In cafeterias, by about 1:30 the lunch crowd is over, and you just have stragglers going through. This was one of those brutally hot days (not at all typical of Dallas; it just happened to be happening in Dallas). A gentleman in front of us was doing what I always do.

A number of years ago, my youngest daughter, Julie, as a teenager got a job in a cafeteria. Up until then, I had taken those folks working there for granted. I didn’t realize just what a tough job they had, but when my daughter went to work there, I noticed something very interesting.

I noticed that if the people behind the counter were pleasant and courteous but delayed the line at all, management said, “Move them along. Move them along.” If they gave them too much, management fussed. If they didn’t give them enough food, the customer fussed. It’s a tough job. So I made a decision that never again would I ever go down a cafeteria line without saying something pleasant and courteous to whoever was behind the line.

Now an interesting thing happens. By the time I’ve gone down the line four or five times, you can watch the ladies down on the other end, and almost invariably they’re nudging each other and saying, “There he is.” If you were to go with me to lunch in that cafeteria where we’ve been four or five times, I guarantee you that on the dishes where they have an option, where they scoop it up, I’ll get 25 percent more to eat than you will.

You can have what you want if you help enough other people get what they

want, but that's not the motive behind it. I should be getting less, not more, but that's their way of saying, "Thank you for treating me like a human being."

Anyway, on this particular brutally hot day, we were walking down the line. The gentleman in front of me had gone to the same school I had, and he was greeting people positively and optimistically. He got to the lady cutting the roast beef, and he asked her, "How are you doing?" You do know that some people perspire and some people sweat. Well, this gal that was cutting the roast beef, she was sweating.

When he said, "How are you doing?" she wiped her hand across her forehead, and it was loaded with sweat. She slung it on the floor, and she said, "It has been one of those days."

She wasn't talking to me, but she was talking about my day, the only one I have, and if you don't think every day is important, you just try missing one of them. She was talking here in my city. I had a reputation at stake. I couldn't let her abuse the day like that, so I said, "Yes, it's absolutely magnificent, isn't it?" She looked at me with disgust mingled with contempt as she said, "You have been out in the sun too long."

"No, to tell you the truth," I said, "I just got back from overseas. I've seen poverty like you cannot possibly imagine. I've seen men and women with nothing to eat and children with no clothes to wear. I've seen sanitation conditions that would absolutely turn your stomach, and I look at you, and you're young, and you're healthy, and you're pretty, and you're working, and you live in America. I know it in my own mind because I've seen so many cases of it happening: you can take this job you have right here, doing exactly what you're doing, and doing it to the absolute best of your ability, and they will move you up because the one controlling factor in the growth of any organization is quality, skilled, gung-ho, motivated people.

"You could someday be the manager of this cafeteria. Who knows? Someday some investors might be attracted to your personality and the way you do things, and you might be given an opportunity to become a part owner in a business, because this is America."

Personally, I thought it was pretty good. That's right off the top of my head. Hey, what do you expect? I knew that she wanted to express her undying gratitude for the fact that I'd so unwillingly and unselfishly given my time and my effort to make her lot in life better. So I looked at her and said, "Now you feel better, don't you?"

She said, "You are sick."

Well, you win some, you lose some, and some are rained out. So I tucked my tail between my legs, and me and my buddy went on down. We sat down, and, like I say, it was brutally hot. I quickly finished off the glass of tea, and there was a little lady about sixty-five or seventy years old; she was one big wrinkle. I'd never seen anything quite like it. I've also never seen eyes that were more beautiful and alive and dancing than what I was witnessing with her. She came up to me and said, "Can I get you some more tea?"

"You bet," I said. "How are you doing?"

She did a little two-step backwards and said, "Honey, if it was any better, I'd think the deck was stacked."

"Well," I said, "why don't you go tell the ladies on the serving line?"

Then she expressed a wisdom that really was astonishing. She said, "No, pardon. If I fool around with those girls very long, I might be just like they are."

Very true. Solomon said, "If you want to be wise, you run with the wise. If you want to be a fool, you run with fools."

We are affected by the people that we are around. There is no question about that. You want to build that winning attitude? You want to maintain it and keep things going in a positive way? Then you need to understand everybody you deal with is a person.

I heard about a fellow that returned a phone call. The person at the other end picked it up and said, "286-7145." The gentleman said, "Yes, I'd like to speak with John Anderson." The person at the other end said, "Well, who is this?" He said, "It's 233-9191."

People say, "Ziglar, where do you get all your stories?" Most of them happened to me.

About six months ago, I was running pretty close to departure time. I checked in at the counter, and as soon as the person saw my name, got on the little PA system to the people in the plane and said, "3C is here." I was seated in seat 3C.

"Well," I thought, "now I really am a number, but at least I got a letter to go along with the number. I'm 3C." I went in and sat down and got airborne. They came around to take the orders for lunch. The attendant came to me, and I said, "I believe you have a special meal for me." He turned to the other person and said, "Fat-free is here." So I'm 3C and fat-free in case anybody asks.

The way you greet people in person is important. The way you greet people on the telephone is extremely important also. I challenge you: two of you get together, look up ten numbers of businesses in wherever you live, and swap numbers. Don't put the name of the businesses down. When you dial those ten

numbers, you will be unable to identify more than three of them based on the way they answer the telephone: “[Blank] Company,” and you don’t have any more idea than a goat as to what the number is or who the company is.

At our company when the phone rings, our ladies pick it up, and say with a lot of enthusiasm, “Good morning.” Then they make a motivational speech—not nearly as long as the ones I make, but they make a motivational speech. “It’s a great day.”

People always ask me, “Is it always a great day?” You bet it is. Years ago, we decided it’s going to be a great day today. Then “it’s a great day at Zig Ziglar’s. This is Barbara,” or “This is Lu. How may I direct your call?” The entire length of the conversation is six seconds.

It’s astonishing how much time that will save. It is astonishing how much better a response you get, because as you know, some people in some parts of the country just flat talk funny. When the first few words on a telephone call are made, most people do not understand them. It has nothing to do whether they’re hard of hearing or not. But when we say, “Good morning,” because that’s so generally familiar, they respond to that.

Then, when we say, “It’s a great day,” now we have their entire attention, and when we identify the company, then it does make a difference. They do get the word.

When I’m at home—and I stress that this is when I’m at home—I answer the phone in a different way. I might pick it up and answer it singing or with “It’s a beautiful day,” or “Good morning to you.”

A lot of time they’ll say, “Who is this?”

I’ll say, “It’s whoever you want. Who do you want?”

“My, you sure do feel good.”

I’ll say, “Yes.” Like I said earlier, I decided a long time ago I was going to feel good today. I might pick it up and say, “Hidy, hidy, hidy.”

My favorite way of answering the telephone is “Good morning, this is Jean Ziglar’s happy husband.” I do it for two reasons. Number one, it is the truth. Number two, fellows, you cannot believe how many points I score with that redhead when I answer the telephone that way, and I like to score points with the redhead.

When my grandchildren were small and coming along, I would use it this way. My first three granddaughters were Sunshine—I nickname them all. Second was Keeper—you know, when a fisherman pulls in a good one, he knows he has a keeper. The third one was Little Lover, and the fourth one is

Promise. Now Keeper is babysitting Promise, so she's a promise keeper. She was the one who pointed that out to me.

Whenever the grandchildren were around, I'd pick up the telephone. I'd say, "Good morning, this is Keeper's proud granddaddy," or "Good morning, this is Sunshine's proud granddaddy." You ought to see their little eyes just dancing there. It is something.

When our son was a youngster, we'd pick up the telephone. The phone rang one day, and I said, "Good morning, this is Tom Ziglar's proud pop." A little voice from Sam Wing, who lived down the street, came on, and he said, "Is Tom there, he-he?"

I said, "Yes."

He said, "Can I speak to him, he-he?"

I said, "Yes. Tom."

Then Sam turned to his parents and said, "Boy, they have a weird way of answering the telephone."

But I noticed something rather interesting. From then on, every time I'd pull my car into the driveway, old Sam would see it, and two seconds later the telephone would ring. I'd answer it that way, and old Sam would say, "Is Tom there, he-he? Is Tom there?" He didn't want to talk to Tom. He wanted to hear me answer the telephone.

You might say, "What's the big deal?" Remember we talked about personal life, our family life, and our business life? Let me tell you what this does to the family. It creates an environment. See, kids are going to go where they're welcome. They're going to go where there's love. They're going to go where there's excitement.

We used to have our den filled with youngsters from all over, many of them coming in just to see who this strange couple were. But I'd rather be serving a dozen of the kids Coca-Cola in my den than having somebody else serving my children coke in their den. See, kids are going to join gangs.

The rest of the story with Sam Wing is, Sam was overweight, and we became friends. I was doing a lot of jogging. Sam started jogging with me. He lost all of the weight. When he was a junior at Notre Dame University, I got one of the most beautiful letters. He said, "You know, my family and I have always been close," and his family is loving and close, but he said, "I just want you to know that the impact your family, you and your wife, had on my life made a substantial difference."

We touch and affect people wherever we go, in whatever we do. Answering

that telephone creates an environment for our children and for our family. It does make a difference.

You might say, “That’s out of character for me.” Well, let me just say we can make it *not* out of character for you. When you act out a little of that, the first thing you know you will be that way.

I’m really talking about consideration for others. You know, there’s an African saying that it takes a whole village to raise a child. The Babema tribe in South Africa has the most unusual custom. When somebody does something of a criminal nature or an antisocial nature, they try that person in front of the entire village. Anybody there, from children on up, who is old enough to voice themselves will confront the person who’s done the antisocial thing.

It might, first of all, be a little seven-year-old girl. She’ll say, “You know, I was really surprised to learn what you had done, because I remember that you’re the first one who taught me how to bait a hook, and I remember how I used to sit on your lap around a fire in the evening. I always felt so good when you were around.”

Maybe a ten-year-old would come out and say, “You’re the one who taught me how to read the trails. I couldn’t believe you did what you did.” The only criticism was none. They always pointed out all of the good things that person had done. It is said that almost never is there a case where the offender ever does anything of an antisocial nature again.

Sydney Harris put it this way, “Have you ever noticed when people say I’m going to tell you something for your own good, they proceed to tell them something bad?” I wonder what the impact would be if we kept it good.

As I said earlier, how much better would this be instead of telling a child, “You keep that up, one of these days you’re going to go to jail, boy”? Bill Glass says over 90 percent of the people incarcerated were repeatedly told by their parents that was what was going to happen.

To repeat myself—but I think this is so important—what would happen if we were to say to the child, “If you keep studying your lessons like that, one of these days you’ll win a scholarship to a university”? “You keep treating people that way, you’ll have friends everywhere you go. You keep working like that, and one day you’ll be the president of your own company.” You put in what you want to get out.

If you want to maintain that marvelous winning attitude, you need to adopt some symbols. They have them on every street corner, it seems, in America. I mentioned earlier that some people call them red lights, some call them stop

lights, and some call them traffic lights. You're going to spend twenty-seven hours a year in front of the go lights waiting for the right color to come along.

Have you ever been sitting there waiting on the right color to come along? You're all excited, you're enthused, you're motivated, and you're going to spend twenty-seven hours a year there. You look out the side of your eye, and you see some dude over there. He's waiting on the color to change too, but he has a good, firm grip on that steering wheel. I mean, he doesn't want it to go anywhere. He fixes his mouth just in case he has to talk to that light.

Then—you can't believe this, but there's some people who will actually put their foot on the accelerator and race the engine trying to change the color of the light.

Now I hate to be negative. As a matter of fact, I'm not going to be negative. I'll be like the little boy who came home from school one day and said, "Dad, I'm afraid I flunked my arithmetic test." His dad said, "Son, that's negative. Be positive." He said, "Dad, I'm positive I flunked that arithmetic test."

I'm not going to be negative. I want to be positive when I say racing that engine ain't going to change the color of that light, folks. I have a good friend, Bernie Lofchick, and compared to him, I'm one of the negatives of life. Bernie is a positive guy. He's so positive, he's never had a cold. On occasion, he's had a warm. He won't even talk about the weekend. He calls it the strong-end.

You might say, "Come on, Ziglar. Go lights, warms, strong-ends. Is all of that necessary?"

You can be mediocre without it.

"Mediocre? What's old Zig talking about? I'm the president of my own company. Mediocre? I'm worth over $7 million. Mediocre? I have my PhD. Mediocre? I was number one in sales for the last three years running."

Bully for you, but I still say *mediocre*—maybe.

Success is not measured by what you do compared to what somebody else does. You might have ten times their ability. Success is measured by what you do compared to what you are capable of doing with what God has given you. That's what success really is. I'm not saying you have to be the best in the whole world, but I am saying you do your best.

I'm not talking about beating anybody. I'm talking about being number one with the most important person on earth, and that is you. When you can look in that mirror every night and say, "Boy, I gave it my best shot. I did my best," you're going to find that that is more than good enough for accomplishing some incredible objectives in life. I'm talking about using the ability you have.

What do you do when you encounter difficulty? There are a lot of difficulties. Some are what we call the fender-benders of life. What's a fender-bender? Maybe the electricity went off, as it did in west Texas this afternoon.

Incidentally just as a matter of interest, one young man that had interviews, he was heading for the airport. He said, "The traffic lights"—he didn't call them *go lights*—"were off, and it was chaos."

You see, when you identify them as go lights, you literally are telling the truth. You know what happens when the lights go off, and there's no patrolman there to direct the traffic. So if somebody ever asks you for directions, don't tell him to go down to the third stop light. Tell him to go down to the third go light and make the turn. You can't say it with a straight face, I guarantee you.

The instant you say "go light," your mind is back on this recording, and it really will trigger the second thought and the third thought and the fourth thought, because the mind is an associating machine when you have those little fender-benders.

My good friend Clebe McClary, who lives over in South Carolina, a genuine American hero. He takes what he calls the FIDO approach—F-I-D-O. If it's just a fender-bender in life, you forget it and drive on. There are some things that are not worth making a big deal about.

I heard about a fellow that went in a restaurant and ordered some soup. The waiter brought it out, and the guy looked at the waiter and said, "I can't eat this soup." He said, "I'll get the manager." The manager came over, and he said to the manager, "I can't eat this soup."

The manager said, "I'll get the chef." The chef came out, and the guy said, "I can't eat this soup." The chef said, "What's the problem?" He said, "I don't have a spoon." It wasn't a big deal, but until he identified what the problem was, he really couldn't eat that soup, could he?

Say you're a little down; maybe you have a case of the blahs. You know, blahs are seldom fatal, but you're just not feeling 187 percent. So if somebody asks how you're doing, you can say, "Not real good at the moment, but at 3:30 this afternoon, man, I'm going to be great."

They'll say, "Well, what's going to happen at 3:30?"

"I'm going to feel great."

"Now wait a minute, let me get this straight. You don't feel good now, but at 3:30 you're going to feel good?"

"Absolutely."

"If you are going to feel good at 3:30, why don't you go ahead and feel good

now?”

“Absolutely not. I worked hard for this misery. Nobody’s going to talk me out of it. I’m entitled to it. You might as well forget it. I’m going to feel bad until then, and then I’m going to feel good.”

“That’s silly. Why are you going to wait until 3:30?”

“All right, I’ll tell you what I’ll do. I’ll move it up to 3:00, but not another minute sooner.”

You might say, “That’s silly.” Of course it is, and that’s why it’s funny. You start laughing, my friends, there go the blahs. That’ll get you out of those cases absolutely guaranteed.

The next thing you want to do is look at how you can utilize your time more effectively. We talk a lot about that in the goal series, and goals are important because it’s been rightly said, “If you don’t plan your future, it’s a pretty good indication you’re not interested in it.” If we just wait for the future to happen, to let it unfold, it’s not going to unfold in the best possible way.

How do you maintain that right attitude? One thing you do is take advantage of what I call *two-fers.* What’s a two-fer? A two-fer is getting that college education while you’re in Automobile University. That’s in your car. As you’re riding along—the average American will spend over ten hours a week in his automobile—you can learn an awful lot of things. In other words, you don’t just sit there to get there.

On the way, you get a very powerful message, and I will give you a specific example in a few minutes that will make a difference. Listen in your car. You take something to read any time you go to get in any kind of line. When I head for the airport, I have a book, a small paperback or a pamphlet or something I’m very interested in, in case I have to get in a line. I’m not just going to stand there and stew or sit there and wait. I’m going to be doing something while I’m there.

As a matter of fact, when I get on the airplane to go somewhere, I’m a total workaholic, because when I get home, I want to have time to do some of the things I enjoy doing, so I do a lot of two-fers.

I’m a football fan. Really I’m a Cowboys fan. When I’m watching the Cowboys, I’m always in two-fers. I either have my whole family around me, and we’re having a wonderful time being together, or if I happen to be watching it by myself, the average play in professional football lasts less than six seconds. That’s right. They have 120 plays in a game. That’s between 600 and 700 seconds. That’s between ten and twelve minutes. The game takes three hours.

During that other two hours and fifty minutes, I will average reading well

over 100 pages, or I will put together an outline, and I don't miss any part of the game itself. If I happen to be glancing down when a play starts, I'll catch it on the replay, because I guarantee you if anything happens, they're going to have a replay. That's a two-fer that I use.

One thing you can do to save a whole lot of time is promise yourself that you will get rid of your channel changer. Seventy percent of the time when we watch television, we have no interest whatever in what we're seeing, and we're channel hopping. Two hours later, you can't even remember what you were watching in the first place.

Get the *TV Guide* out. You'd be amazed at how much time that'll save you. Make your choices, and then say, "I'm going to watch this." Turn to that channel, and when you get through watching it, turn it off. Does that require discipline? Yes. It's a choice that we make, and that choice is a very important one. Get rid of the channel changer. You definitely need to know what you're watching and why you're watching it.

You need to do a lot of reading. That's one thing you can do for growing. A lot of people say, "I do not have a college education." Here's some interesting information. If you're an average reader, and you read thirty minutes a day—now that's not all the time in the world—if you read thirty minutes a day, in your lifetime, ladies and gentlemen, you will have read over 1,000 books. That's the equivalent of going through college five times. You won't have the degree, but you'll have the knowledge.

I like to emphasize that what you do *off* the job determines how far you go *on* the job. How do you utilize that time otherwise? Think about the importance of structure, and you think about what my daughter was saying about using the Performance Planner to keep everything up to date.

There are 168 hours in a week. Two areas of your life—your health and earning a living—require roughly 120 of those 168 hours. There are seven nights in the week. If you sleep eight hours, there go fifty-six of them. If you eat even for only two hours, there go another fourteen of them. There go seventy hours right there taking care of your health. If you're doing any exercising at all, add a couple or three hours to that.

If you work forty hours a week, eight hours a day, your preparation and driving time to get to your job, your preparation to come back home, and reading and other things you do outside the job, your forty-hour week means at least fifty, maybe sixty hours a week.

Subtract that from the 168, and you're going to have family time, exercise

time, recreation time. If you're going to have personal-growth time, hey, you have to get that time organized. That's why I keep saying keep listening, because motivation is the spark that lights the fire of knowledge. It fuels the engine of accomplishment, and it maximizes and maintains momentum. That's what motivation really does.

To motivate is to pull out or to draw out. As I said earlier, why did you get so much more done on the day before vacation than you do on a normal day? First of all, you had planned the day. Second, you were excited about doing it. Third, you accepted the responsibility for being there and performing. Fourth, you were disciplined in staying right with the task. Fifth, you decisively moved from one task to another.

Bottom line is, you got an awful lot more done. You were excited about doing it. Now, to maintain the excitement, Shad Helmstetter says, "You can't change from a negative mind-set to a positive mind-set without changing from negative talking to positive talking. To do that, you must change the input from negative to positive."

Your input does influence your outlook. Your outlook does influence your output. Your output does determine what your future is going to be.

I got a five-page letter from Stephen Payne from Bartlesville, Oklahoma. Finished high school, age twenty-three. He enrolled in Automobile University. He now speaks Spanish, French, and Italian fluently. He translates for his company in Spanish and French. He's taken up German and Japanese. He's now also going into Latin, and later he says he's going to learn his own Cherokee language.

Let me tell you a little bit more about him. According to what he said, he tried to commit suicide. He had a full tank of gas. He lay down outside the car in the garage underneath the exhaust pipe. A seventeen year-old boy who was a friend of his couldn't get anybody to come to the door and called his mother. They came to him, and hey said he realized that when his life was saved, maybe it was for a purpose.

He does a lot of positive self-talk. One thing he's saying is "I forgive everyone, everything, and especially myself, so I live fully and joyfully in the present moment."

Second, he's utilizing Automobile University to the fullest. A lot of this got started when he started listening to our series on goals. The thing that made the difference, though, was when he watched our video entitled "Changing the Picture," and he got a clear idea of what he was going to look like.

He set another goal: to weigh 155 pounds. Before he ever takes a bite to eat, he always asks himself, “Would a skinny person eat this?” It’s amazing what that will do.

Now let me tell you why he tried to commit suicide. He’d lost hope. That’s when people want to end it all. There’s no hope. Hope was born again with the fact that he was saved, and he said, “I do have a purpose.” Then he recognized that he needed to feed that encouragement in there in order to maintain the hope.

What does this philosophy really do in life? I got a letter on January 30, 1995 from a gentleman down in Tampa, Florida. His name is Alan Sowell. It’s a lengthy letter, but it talks about all the things that we believe are important: how can you really be happy, healthy, prosperous? Can you really get more of the things money will buy and all of the things that money won’t buy? He wrote:

I saw you in Dallas on March 31, 1994. That was a success seminar. I listened to what you said about the real estate agent whose income went up 500 percent and who used to be late for everything, and hasn’t been late since he started using the affirmation card saying, “I’m always prompt.”

I don’t know why I listened so intently, because I really didn’t have that problem. I began reading the daily affirmation that was in our packet. I read The Power of Positive Thinking. *I’ve since read* Over the Top *twice and am working on my third time. I’ve also read four other books, and I had not read a single book in the last two years.*

In November, I bought your tapes on staying motivated, and I have listened to them at least ten times, and I plan on coming to “Born to Win” in February. There were some immediate and drastic changes. I began to come home on time. The kids, I have three, began to run to greet me instead of playing hide-and-seek and making me find them. My wife has even started to walk out and greet me. The kids ask me to start getting them up so that they can eat breakfast with me before I leave in the morning.

Michelle [his wife] started getting up earlier, and started having breakfast with us. These have been the best blessings, and they were unexpected.

Michelle’s support and encouragement has grown tenfold and is still growing. We set aside a day at the beginning of the year to identify family goals. It’s a great meeting. We meet once a week to talk about our weekly

goals.

My faith has improved dramatically. I weighed 230 pounds when I saw you in Dallas; I now weight 195. I drank five cups of coffee a day; now I drink a half or none each day. I had one or two candy bars and Cokes a day, and now I have none. I used to get two breakfast sandwiches at McDonald's; now I have cereal at home. I used to eat lunch out three to five times a week; now I take my lunch.

I'd always wanted to be comfortable in speaking to a group.

For four years he'd planned to get in Toastmasters. He finally did it when he was motivated to do it.

Results have been spectacular. I'd been trying to get in a regular exercise program for nine years. Before that I'd run twelve miles a week, but changing jobs, I allowed myself to get out of the habit with the excuse that it was not convenient. In those nine years, I'd gained forty pounds and four inches on my waist.

After hearing you, I started getting up an hour earlier. I'd tried this at least twenty-five times in the past and always reset my alarm. Now I get up when my opportunity clock goes off. I read Over the Top *for fifteen minutes, review my goals for fifteen minutes, and exercise for twenty minutes. I started off with five push-ups and twenty sit-ups and stretches. I'm now up to three sets of seventeen push-ups, three sets of fifty sit-ups, and my lower back hasn't felt this good since I was a teenager.*

I feel better, and everybody tells me I look better. My wife even told me I looked sexy, and she had never told me that before. Boy, you can bet that makes me feel good.

You see, when he changed, the wife and kids changed. That's the way you change other people. You change, they change. If they don't change, you learn to accept and understand them. That's important. Yes, with the motivation, you need instruction also.

I was a playground gladiator when I was a youngster. I used to fight everything that moved. I didn't care how big they were. I'm embarrassed to say how little they were. If I couldn't settle the argument in ten seconds or less, I'd just bust them one. That was the way I was.

A Mexican boy broke me of that habit. I've never been as glad to see a

schoolteacher in my life. It took her all day to get there, but in my own defense, I will tell you this: I scared the poor guy half to death. He thought he had killed me.

Other than that, I was very successful on the playground, so in seventh grade, I decided I was going to go out for the boxing team. I weighed every bit of 82.5 pounds. I knew I was going to do good in that boxing ring. They had me sparring with a youngster who was 62.5 pounds. I felt so sorry for him. I knew this was going to be murder. I didn't realize he had been out for the boxing team for the last two years.

The bell sounded. We started round one. It took him nearly 3.5 seconds before he learned that the shortest distance to the end of my nose was a straight jab with his left. It took him another three seconds before he rediscovered that. I thought that kid had a bad memory, because he kept doing the same thing over and over and over. Before that round was over, I'd already decided that I was far too busy to go out for the boxing team.

Let me emphasize a point. When I stepped in the ring, I was optimistic, I was confident, I was enthusiastic, I was motivated, and I was getting killed. What am I saying? I'm saying that you can be motivated, but if you don't go to your golf pro and learn how to handle the swing, you're still going to have a lousy golf game. A doctor can be excited and enthused and motivated, but unless he goes to medical school, I don't want him working on anything inside of me, or outside of me.

The coach that day mercifully called an end to the match after one round, and then he started teaching me a little about defense. By the third day, I was able to keep from getting hit so much. By the end of two weeks, I was able to become the hitter instead of the hittee, and I quickly discovered that has a lot of benefits and advantages. By the end of the season, because of my extra weight, I was able to do better than just good.

Yes, motivation is important, but the motivation ought to lead to the education and training. That's the point I'm making.

If you're going to stay motivated, you need to develop a sense of humor. There's a little book called *Anguished English.* I encourage you to get it. It is the funniest thing I have encountered in I don't know when. Read it. It is absolutely hilarious.

Reader's Digest is one of my favorite sources. I love the story of this lady that was in this college town. She called her friend's son. She had been asked to do that, and she got his voice machine. The voice machine said, "If it's the

telephone company calling, the check is in the mail. If it's the student-loan association, you should have made the loan bigger. If it's Mom, Mom, I am dead broke. Send me some money quick. If it's a girl, don't worry about money. I have plenty of it."

Why is humor so important? Researchers have found a connection between humor and family strength. Humorous remarks, family jokes, and a playful attitude were characteristics of a strong family and were found to be lacking in weaker families. A University of Michigan study concluded that people with a good sense of humor tend to be more creative, emotionally stable, realistic, and self-confident.

John Maxwell says, "A person who can laugh at life, laugh at himself, will have less stress in life. If you have a good sense of humor, you'll climb the ladder of success much faster. You build better relationships that help to generate team spirit."

I want to emphasize that when you're telling jokes, be very careful. No racist jokes, no sexist jokes. Don't start a joke that you cannot finish regardless of who is walking into the room. Filthy, violent language is just simply out of order. Humor, good, clean humor, is really one of the most uplifting things you can find.

Dr. Charles Allen sent out a fundraising letter under the guise of having had an incident happen. This gentleman had allegedly written him back and said:

> *In reply to your request to send a check, I wish to inform you that the present condition of my bank account makes it almost impossible. My shattered financial condition is due to federal laws, state, laws, county laws, corporation laws, in-laws, and outlaws. Through these taxes, I'm compelled to pay a business tax, amusement tax, head tax, school tax, gas tax, light tax, water tax, sales tax, and even my brains are taxed.*
>
> *I'm required to get a business license, dog license, and marriage license while contributing to every organization that the society of man is capable of bringing to light. Comic relief, unemployment relief, every hospital and chapel and institution in the city, including the Red Cross, the Black Cross, the Purple Cross, and the double cross.*
>
> *For my own safety, I'm required to carry life insurance, property insurance, liability insurance, burglar insurance, accident insurance, business insurance, earthquake insurance, tornado insurance, unemployment insurance, and fire insurance.*

I'm inspected, expected, disrespected, rejected, dejected, examined, reexamined, informed, reformed, summoned, fined, commended, compelled until I provide an exhaustible supply of money for every known deed, desire, and hope of the human race. If I refuse to donate something or other, I'm boycotted, talked about, lied about, held up, held down, robbed until I am ruined.

I can tell you honestly that until the unexpected happened, I could not enclose this check. The wolf that comes to so many doors nowadays, fortunately came to ours and just had pups in the kitchen. I've sold them, and here's the money.

A sense of humor helps. I was coming in on a plane once, and the flight attendant got on the intercom and said, "We are now making our final approach." Scared the wits out of me. I told her, "Quick, go tell the captain to make his next to final approach. I have some things I really want to get done."

You want to maintain that upbeat attitude. Takecare of your health. Getting enough sleep is first on the list. When you burn the candle at both ends, it really inhibits that creativeness in your life. You're more prone to mistakes. You're not producing more. You simply are producing a different quality of work.

There's a difference between the workaholic and the peak performer. The workaholic works from fear and/or greed. It's easy to invest more hours in a job that you already enjoy and do well than it is to go on home and maybe face a rebellious child that you do not want to deal with. A peak performer works because of the love of what they're doing and their love of providing for their families.

Sleep deprivation has caused a lot of mistakes. We now know that the nuclear disaster at Three Mile Island was at least partially caused by people in important positions who had not had enough sleep and made critical mistakes because they did not have a trigger-sharp mind to handle the situation.

Chernobyl, beyond any doubt, was largely because of lack of sleep. The Challenger disaster, it is suspected, was at least partially because key people did not have the sharpness to make that critical, split-second decision that could have made a difference.

Without enough sleep, your energy level goes down. You're also more likely to become addicted not only to prescription drugs but to illegal drugs as well. The brain produces certain chemicals, and it can only do that during sleep. If you don't get enough sleep, it doesn't produce enough of those chemicals. The body

demands balance, and that's when it happens. Your energy level goes down.

Number two, eat sensibly, and exercise regularly. Believe me, it does not take time. It will generate more time for you.

Then avoid the poisons, mainly tobacco and alcohol. There's been a lot of discussion about the fact that a drink a day will cut down on your heart attacks and you'll have less heart trouble, but the reality is that if you take one drink a day, chances are good that you're going to take the second one, and then the third one later, and then the fourth one. When you factor it all together, if we were to take 100 people that do not drink and say to them, "Start with a drink a day," and to another 100 we said, "Don't ever take a drink," the 100 who never took a drink would definitely have longer lifespans.

A lot of people say, "It relaxes me, it sharpens me up." Obviously you don't believe it sharpens you up. If you believe that, will you insist that your surgeon have a little nip just before major surgery? I don't think so.

I've met a lot of people in my lifetime. I really have. Thus far I have never met a single human being that says, "You know, I have to tell you right now. Alcohol changed my life for the better." Not even once has that ever happened. I have seen the tragedy that happens when we do drink, and hear this. Many people become alcoholics with the first drink.

I've read countless stories of people fifty-five or sixty years old who took the first drink, and that lit the fire, and they immediately started drinking excessive amounts. We can tell you one out of nine to one out of eleven who take a social drink will end up with a drinking problem.

You've noticed throughout this book that I talk a lot about moral absolutes. There are a lot of people who talk about relative this and relative that. There really is no such thing.

I just got back in from Tampa, where I was in a golf tournament. When I got home, you know that redheaded wife of mine didn't ask me if I was *relatively* faithful to her. As a matter of fact, if I were relatively faithful to her, I'd be in big trouble. It wouldn't be relative trouble. It would be big trouble. There are some absolutes in life.

Think with me. All great failures are moral failures. What would have been the end result of history without those little character flaws of Richard Nixon or Spiro Agnew or Jim Wright or Bob Packwood or Mike Espy or Pete Rose or Gary Hart or Jimmy Swaggart or Jim Bakker? You see, there are some absolutes. All great failures are character failures. Check the records.

One of the things I'm most grateful for having the privilege of serving on the

national board of advisors for the Boy Scouts of America. The Harris Poll was just completed a few months ago. Here's what they found. Of kids who served five years in the Scouts, 98 percent of them finished high school. What do they teach in the Scouts? "On my honor, I will do my best."

Then 40 percent of them finish college, versus 16 percent of the general population; 33 percent have incomes of over $50,000 a year, versus 17 percent of the general population; 70 percent of those kids who stay in Scouting five years end up in *Who's Who;* 72 percent of Rhodes Scholars were in Boy Scouts, and 94 percent of them said as adults that the character development they experienced when they were in the Scouts made a big difference in their character and values in their life. The good guys and the good gals really do win.

What does that bring us today? What are opportunities in America today? The choice is pretty much yours. Opportunity is either *now here* or *nowhere.* It depends on your attitude. The same letters, but they come out with an entirely different result. Opportunity really is now here, or it is nowhere, and the choice is up to you.

Again and again, 80 percent of all the millionaires in America are first-generation millionaires. Again, immigrants are four times as likely to become millionaires in America as are the people who are born here simply because they come and participate in the great dream.

You might say, "But, Zig, I worked hard all my life. I have those qualities. Nothing has happened."

Let me tell you a story. Jeff Hostetler is the starting quarterback for the Oakland Raiders. For the first four years he was in the league, he only had sixty eight passes that he threw in regular season games. At the end of seven years, he had thrown under 200 passes. That's not exactly a very busy quarterback, because a quarterback generally throw thirty to fifty passes in one game.

Jeff Hostetler played for the New York Giants. He was the backup to Phil Simms. As most of us who are football fans know, when the Giants were playing in the Super Bowl, I think it was in about the eleventh game, Phil Simms went down. The coach turned to Jeff Hostetler, and he said, "OK, Jeff, it is your turn."

Jeff Hostetler picked up his helmet. He ran out on the field. He led the team to victory in that game, led them to the Super Bowl, led them to the World Championship. What would have happened if, when the coach said, "It's your turn, Jeff," he had said, "Wait a minute, coach, I have to get ready"?

Tomorrow when you show up for work, if your company were to say to you, "OK, it is your turn. We are moving you up," would you be able to say, "I

worked for this all of my life. I'm ready," or would you have to say, "Wait a minute, I have to get ready"?

What was Jeff Hostetler doing during those seven years? He lifted tons and tons of weights, ran thousands of wind sprints, jogged hour after hour developing that endurance. He threw thousands of passes through a moving target or at a moving target. He was at every practice session, every training campaign.

He was a team player supportive of his team. He was in on all of the offensive and defensive team. He was learning everything he could, and when the coach said, "It's your turn, Jeff," he was ready. That's what I'm really talking about getting ready.

Since 1989, according to *The Wall Street Journal*, 15 million new businesses have started, over half of them by women. They had some things in common. One, they had the great financial need. Two, they had virtually no skills. Three, they had no money.

Virtually all of them started what we call a *trust business,* meaning, "You give me the money, then I'll do the work," or "I will deliver the goods." There have been few, if any, prosecutions of women who did not deliver the goods. They had a great need for money, maybe because of a divorce or a husband who walked out on them, maybe because of downsizing or whatever, but they had a great need. Instead of saying, "Poor little me," they rolled up their sleeves and said, "Here's an opportunity for me to do something I have always wanted to do." They had gotten ready for it.

It is said that when Cicero spoke, the crowds would stand and cheer. When Demosthenes would speak, the crowds stood and marched. When the call comes for you to march toward the opportunity, toward getting the things in life that you really want, will you be ready, or will you have to say, "Wait a minute"?

Earlier I showed you a little diagram showing what appears to be sixteen squares. Then I pointed out that there were not sixteen squares, but when you look at all of them, there are thirty squares. But the reality is, when you really look at all of them and look at what you cannot see, there are literally hundreds and hundreds and hundreds of squares in it. It's infinity really.

I think a lot about people. What you see is not necessarily always what is there. Deep down inside, there is that incredible reserve. To motivate is to pull out or draw out. We've been talking about developing the qualities of success. You already have the seeds. We now need to develop them.

I'm going to conclude by simply sharing what I shared with you earlier. I'm

going to share with you what the top really is. This time, you're probably wondering why I'm repeating it. This time, I'm putting it in the first person, present tense.

When I put my name in it, that's where you want to put your name in it.

I, Zig Ziglar, am at the top because I understand that failure is an event, not a person, that yesterday ended last night, and today is my brand-new day. I'm at the top because I've made friends with my past, am focused on the present, and optimistic about my future.

I am at the top because I know that success, a win, doesn't make me, and failure, a loss, doesn't break me. I am at the top because I am filled with faith, hope, and love and live without anger, greed, guilt, envy, or thoughts of revenge.

I, Zig Ziglar, am at the top because I am mature enough to delay gratification and shift my focus from my rights to my responsibilities. I am at the top because I know that failure to stand for what is morally right is the prelude to being the victim of what is criminally wrong. I am at the top because I am secure in who I am so I am at peace with God and in fellowship with man. I am at the top because I made friends of my adversaries and have gained the love and respect of those who know me best.

I, Zig Ziglar, am at the top because I understand that others can give me pleasure, but genuine happiness comes when I do things for others. I am at the top because I am pleasant to the grouch, courteous to the rude, and generous to the needy. I am at the top because I love the unlovable, give hope to the hopeless, friendship to the friendless, and encouragement to the discouraged.

I am at the top because I look back in forgiveness, forward in hope, down in compassion, and up with gratitude. I am at the top because I know that he who would be the greatest among you must become the servant of all. I am at the top because I recognize, confess, develop, and use my God-given physical, mental, and spiritual abilities to the glory of God and for the benefit of mankind.

*I, Zig Ziglar, will be over the top when I stand in front of the creator of the universe and He says to me, "Well done, thou good and faithful servant."*I encourage you to take these one at a time. Make it

a weekly objective. Read it, memorize it, keep it in front of you, claim it, and you'll be astonished at what will happen to you, your life, your family, your friends, and the people who know you.

Buy the ideas we've talked about. Follow through on these procedures, because if you do, I will see you, and yes, I really do mean you, not just at the top—I'm going to see you over the top.

MASTER
YOUR
GOALS

Zig Ziglar

Published 2020 by Gildan Media LLC
aka G&D Media
www.GandDmedia.com

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FIRST EDITION 2020

Front cover design by David Rheinhardt of Pyrographx

Design by Meghan Day Healey of Story Horse, LLC

Library of Congress Cataloging-in-Publication Data is available upon request

ISBN: 978-1-7225-0322-2

10 9 8 7 6 5 4 3 2 1

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Chapter 1
Your Goals Program

In 1920, Stanford University embarked on a study of 1,440 genius-level youngsters. They followed them all of their life. When the man who originally did the research retired, they simply passed it on in his department. Here's what they discovered.

Those who became outstanding successes were not successful because of their genius. They were successful because they had the ability to focus on what was important and persist until they reached it.

Now you don't have to be a genius to do that. Let me simply encourage you to take seriously the messages I'm about to give you, because if you do, I will see you—and yes, I really do mean *you*—at the top.

In this chapter, I'm going to be talking about the complete goals program. Lots of people have individual goals, but very few people have goals programs.

Once I was up in the Pacific Northwest, not far from Portland, Oregon, and I was speaking to the Northwestern Lumbermen's Association. Those lumbermen were big dudes; they all looked as if they could have been playing defensive end for the Dallas Cowboys. The man in charge had told me, "Zig, these people like to hear a lot of stories and jokes, so be sure to tell those."

I was going full speed ahead when all of a sudden, a great big dude about six feet four, who weighed about 275 pounds, stood up and said, "Zig, I have a story I want to tell you."

Well, I have a standard policy. If anybody who's six feet four and weighs 275

pounds wants to tell me a story, I let them. So I said, “Go ahead, partner.”

He said, “I want to tell you about my buddy, Bill. Stand up, Bill.” A little dude about five feet two inches tall, who couldn’t have weighed over 120 pounds soaking wet, stood up. The big guy said, “This is my buddy, Bill Carlotta. Old Bill had come into camp here a few weeks ago, walked up to me, and said, ‘Shake hands with your new tree topper.’

“I looked at him, and I said, ‘Bill, a tree topper? That’s the dude that climbs all the way to the top of the tree and cuts the top out, and then has to hang on for dear life. Bill, that’s a job for a man, and you’re just a boy.’

“Old Bill pulled off his shirt and said, ‘I’m a man.’ Zig, I’m here to tell you he is a man. He is all muscle. I still wasn’t convinced. Old Bill said, ‘Tell you what. Let’s go out in the woods, pick out a tree, tell me how long it would take your best man to put it on the ground, and I’ll do it in half the time.’

“We went out in the woods, and we picked out this spruce tree, and Zig, I don’t have a man in camp that could have put it on the ground in less than forty minutes, but old Bill went to work on that sucker, and I’ll tell you that ax moved so fast that it looked like a solid sheet. In less then ten minutes, that tree was on the ground.

“I said to him, ‘Bill, where on earth did you learn how to cut down trees like that?’

“He said, ‘I learned in the Sahara Forest.’

“‘In the Sahara Forest? Bill, the Sahara is a desert.’

“He said, ‘It is now.’”

Now I think you’ll agree that that guy had an positive attitude, like the lady who was being treated by her hairdresser to a free beauty treatment on her hundredth birthday. As they were talking, the hairdresser said, “You know, you are exactly twice as old as I am.” Then it got awfully quiet, and the lady getting the permanent looked terribly depressed.

“What’s the matter?” asked the hairdresser.

“I was just thinking. Who on earth am I going to get to take care of my hair when you get too old to do it?”

That lady too was an optimistic person.

A lot of people go prepared. I heard about this fellow who was the speaker at a banquet. For the dinner that evening, there was a Greek salad, and there was an olive pit in it. As you know, olive pits are terrifically hard. They’re like rocks. He bit down on it and broke his denture plate.

He was very distressed, and he said to the guy next to him, “I don’t know

what I’m going to do. My plate is broken.”

The guy said, “That’s no problem.” He reached in his pocket and pulled out a plate. “See if this will fit.”

The first man slipped it on and said, “No, it’s too big.”

“No problem,” said the other man. He reached in another pocket and pulled out another one.

The first guy put it in and said, “No, this one’s too little.”

His companion reached into yet a third pocket, pulled out another one.

“Perfect fit,” said the first guy. “Man, how lucky can you get? Here I am breaking my plate, and I sit down next to a dentist.”

“I’m not a dentist,” said the second guy. “I’m an undertaker.” Now there was someone who was prepared.

The Cafeteria Plan

As we look at a goals program, life is very much like a cafeteria line. A number of years ago the redhead (as I lovingly refer to my wife at her request) and I saw this new cafeteria. We knew it was going to be good, because the line was always out the door.

We weren’t willing to wait that long in line, so we kept going past. Then one day we rode past, and we couldn’t see a line, so I said, “Hey, it looks like we can get in there today. Let’s go.” We parked and walked in, and we understood why the line was not outside, because it was wound all over inside the building.

We’d already parked, so we got in line with around thirty people, and as we got down to the end of the line, we turned around and saw another line of thirty people. Eventually we could see the food.

As we walked down the line, I said to myself, “Now, I’m going to get me some of that, and I want me some of that. That looks good. I’ll have me some of that. I want some of that.” I love to eat in cafeterias. I like to see what I’m going to eat before I choose it. So I’d already made up my mind. That’s important, because I don’t care how prodigious your appetite is: you cannot eat some of everything that’s on the line.

I didn’t delay anybody. I knew what I wanted. I got to the end of the line, reached in, and took out my money. The lady at the end of the line held up her hand and said, “No. You don’t pay for it until you get ready to leave.”

“You mean you’re going to let me eat all this food before I pay for it?”

“Yes, that’s just the way we do it.”

I have thought about that a lot of times. Life is exactly like a cafeteria

inasmuch as we have so many things to choose from. In that particular line, you get to eat, and then you pay. Life is not like that line inasmuch as in life, you pay and then you eat.

Your employer will make you work from two to four weeks before he or she will give you a dime. That's the way we treat our people. We make them work before we give them the pay.

The farmer plants the crop, raises it, fertilizes it, and harvests it. Then and only then can it go to the marketplace, and he'll be rewarded for his effort.

Students study their lessons. Then they take the test. Then they graduate. Then they receive their reward.

The point is very simple. You have to do those things before you're rewarded.

What Everyone Wants

Now let's identify what everybody wants. Everyone wants to be happy. They want to be healthy. They want to be to be at least reasonably prosperous. They want to be secure. They want to have friends. They want to have peace of mind. They want to have good family relationships, and by all means, they want to have hope.

If you want those things, specifically identify all of them as goals and write them down.

Next, list all the benefits. That's very important. A lot of people talk only about the problems: "I'd go back to school and get my degree, but it'd take me ten years. By then I'll be forty-five years old." But how old will you be in ten years if you *don't* get your degree?

We concentrate on the obstacles and the difficulties instead of the benefits. If a salesperson only talked about the price, how much would they sell? Instead, they talk about the benefits that come with the product. Somebody who has braces on their teeth isn't happy while they're wearing them, but they're wearing them for the benefits that come later. So list the benefits.

Do you have the necessary skills and knowledge to reach this objective? Identify the obstacles. There are obstacles in life; we have to identify them.

You also have to identify the individuals, groups, and organizations to work with. You have to develop a plan of action, with a completion date. That's what goal planning is really all about.

Happiness Is Victory

Now a question may come up: "Wait a minute, Ziglar. You said that everybody

wants to be happy. Can you really set happiness as a goal?"

All of my life, I've been told that you can't set happiness as a goal, but let's explore this question. Happiness, like money, is the result of what you do. Let's look at the qualities of success. If you were honest, hardworking, enthusiastic, dependable, and responsible, how would you feel about yourself? The image you would have yourself would be good.

If you're happy with yourself, if you know that you're using the ability you have, your chances of being happy dramatically improve. Happiness is not a *when* or a *where.* It is a *here* and a *now.*

A lot of people think they'll be happy when they get a new home. Then they think they'll be happy when they get everything arranged properly in it. Then they'll be happy when they get the new furniture. Then they'll be happy when they finish paying for it. Then they think they'll be happy when they get the patio and the backyard landscaping done.

For these people, happiness is always a when or where: "I'll be happy when I win the trip to Hawaii. I'll be happy when I get there." No, you will not be happy in a when or where.

You may have fun in Hawaii, but I love what Dennis Prager said in a *Reader's Digest* article: "Fun is what we experience during an act. Happiness is what we experience after an act. It is a deeper, more abiding emotion." He says that things like going to an amusement park or ball game, watching a movie or television, or other fun activities help us to temporarily forget our problems and maybe even laugh, but they do not bring happiness, because their positive effect ends when the fun ends. Happiness is of a much longer duration.

Mr. Prager also points out with unusual insight that the belief that a fun-filled, pain-free life equals happiness actually diminishes people's chances of ever attaining real happiness. If fun and play are equated with happiness, then pain must be equated with unhappiness, but in fact the opposite is true. More times than not, things that lead to happiness involve some pain.

Happiness is not pleasure. It's victory—victory over things that are tough, victory over odds that sometimes seem to be insurmountable.

We also have to understand that you can lose what you have and still be what you are. That's very important, because if you're what you are, if that's what you build on, your chances of being happy increase substantially.

Let's take another look at this question. You may believe that if your health is good, if you're reasonably prosperous, if you're secure within yourself and what you do, if you have friends, peace of mind, and good family relationships, and if

you have hope for the future, your chances of happiness would be much improved.

We can set every one of these as objectives. As you reach the objective of having friends, peace of mind, and better family relationships, won't that definitely contribute to your happiness?

Of course. (I'll help you with the tough ones.) There is no doubt about it.

I'm convinced that peace of mind comes from resolving the question of what happens to us when we die; in other words, where will we spend eternity? That has a direct bearing on happiness.

If you have all of these things, it definitely improves your chances of being happy, but let me ask you a question. Do you believe that life is fragile? Have you known somebody who is happy one day and miserable the next?

For example, you can be completely healthy one day, then tragically injured in an accident. If your happiness is only wrapped up in your health, then happiness goes away. That's one reason that we need to understand the difference between a *problem* and a *condition.*

John Foppe is an outstanding man who was born without any arms. Being without arms is not a problem; it is a condition. If he makes a problem out of it, then he will never be happy, because he will never have arms, but if he recognizes it is a condition, then he can learn to deal with it. That's one way he stays optimistic, motivated, and happy.

Being, Doing, and Having

Let me make a very profound statement: you can't always keep what you *have,* but you can keep what you *are.*

Take a sheet of paper and draw three vertical sections on it. At the top of the left one, put "Be"; at the top of the middle one, put "Do"; and at the top of the last one, put "Have." If you list the things in your life that fall into these categories, you will discover that everything you *have* is a result of what you *are* and what you *do.* So that's what we want to work on.

A lot of people get confused about happiness. They think it means they have to be ecstatic all of the time. Let me tell you something: All sunshine makes a desert. If all you ate was ice cream, you would get sick and tired of ice cream.

Many times, our greatest trials and tribulations produce the greatest happiness. I've never yet had a mother describe how much fun she had while giving birth to a child, but I have had many of them say that after the pain was gone, they felt ecstasy, joy, and delight. They say that that happiness made them

almost immediately forget what they went through during labor.

During labor, a lot of mothers say, “This is going to be the only one of these I will ever have,” but then the experience that goes with holding that little one in their hands makes them forget about the trauma of the birth.

Genuine happiness comes from who you are and what you do with who you are. A lot of people get a lot of pleasure—I do—in sinking a forty-foot putt. I was delighted when the Cowboys defeated the Buffalo Bills and won the Super Bowl. I was ecstatic, but let me ask you a question.

Do you really think that every Buffalo Bills fan in America is miserable and unhappy just because the Bills lost the Super Bowl? That doesn’t mean they didn’t want to win—maybe worse than we did—but it means that that was an event, and their lives are not going to be controlled or determined by that particular event. People who think they can be happy all the times simply are not dealing with the reality of life.

Chapter 2
Obstacles to Achieving Your Goals

Everybody has goals. For example, you probably have a goal of reading this book. But a heroin addict also has a goal. So does an alcoholic.

There are four reasons why 97 percent of all the people in our society do not have one. The first is fear. *Fear* is an acrostic for *False Evidence Appearing Real.*

What do I mean? A young Cuban hijacked a plane to Cuba with a bar of soap. That's all he had. He put the bar of soap in a box and said to the captain, "It's a bomb. Let's go to Cuba." They went to Cuba.

I could take a handkerchief and rob a bank. All I'd have to do is put the handkerchief over my face, put my hand in my pocket, pretend I had a gun in there, and say, "Give me your money." The evidence would be false, but it would appear real, and consequently the bank would be robbed. I might get shot on the way out, but in virtually every case, I would be successful at least in frightening the individual I was dealing with.

A lot of times as youngsters, we are given information about ourselves that is absolutely erroneous. We buy into that idea and carry it with us, in many cases for the rest of our lives.

We need to understand that failure is an event. It is not a person. Yesterday really did end last night. Today is a brand-new day, and it's yours. Regardless of what happened yesterday, you do not need to let it control what you're doing today.

This goes right back to a fact that I mention in every book I write: the image you have of yourself is a determining factor in your attitude in everything else that you do.

A lot of times we accumulate false evidence: for example, that it's dangerous to fly in airplanes. You may have seen pictures of wrecked planes. They're in pretty bad shape. It's dangerous for you to fly, but it's more dangerous for the airplane, because when those suckers come down from thirty thousand feet up, the trade-in value on them is worth hardly anything. You can't swap them in at all.

It is more dangerous, however, for the plane to stay on the ground. Experts will tell you that that plane will rust out faster sitting on the runway than it will wear out flying in the heavens. That's what airplanes are built for.

It's dangerous for a ship to leave the harbor. It might not get back, but it is more dangerous for it to stay in the harbor. The experts again say that it will collect barnacles and deteriorate faster riding at anchor than it will sailing in the high seas, which is Self-Image what ships are built for.

It is dangerous for you to set goals. You might not get there; you might be embarrassed in front of your friends. But it is infinitely more dangerous not to set the goal.

It's dangerous for a farmer to plant crops. Suppose it rains too much, or not enough. Suppose it gets too cold, or not cold enough. Suppose it's too hot, or not hot enough. It's dangerous to plant those crops, but I think you'll agree that it is infinitely more dangerous for farmers not to plant the crops.

In other words, it is more dangerous not to set goals than it is to set those goals.

I love the way the inspirational pastor Harry Emerson Fosdick said it: "No steam or gas ever drives anything until it is confined. No Niagara is ever turned into light and power until it is tunneled. No life ever grows until it is focused, dedicated, and disciplined."

I absolutely love what Wayne Gretzky, the superstar of hockey, said: "It is provable beyond any doubt that you will miss 100 percent of all the shots you never take."

A lot of people fail, not because they don't have the ability, but because they don't recognize that ability and make the effort to be the success they're capable of being.

Self-Image

The second reason 97 percent of people do not have goals has to do with a poor self-image. Change the picture, and you change the performance. Again, you have to be before you can do, and you have to do before you can have.

Psychologist Dr. Joyce Brothers has this to say: “The picture you have of yourself, your self-image, determines the job you seek or profession, the person you marry, the habits you acquire, the way you look and dress, and it influences your moral conduct. You cannot consistently perform in a manner which is inconsistent with the way you see yourself.”

There are a lot of people who see themselves as $30,000 a year earners, and when they get there, they can’t see beyond that. In golf, we see it happen many times. If someone is a twenty-handicapper, he’s shooting in the nineties. He gets out there, and he pars the first hole, he pars the second hole, he birdies the third hole, and he pars the fourth hole. At the end of four holes, there he is—one under par. He starts saying, “Man, I can’t believe this. Here I am, one under par after four. Normally at this point, I am about eight over par.”

Guess what happens on the next hole. That’s right: a triple bogie: he plays to his handicap. Why? Because he sees himself in that particular light. Change the picture, and you will change the performance.

Self-image is important in every phase of life. Duane Crumb, founder and director of HIV*Hope* International, has this to say: “The foundation for teens to say no to sex is a healthy self-image. It can be summed up in one sentence. Those who say no to sex say, ‘I value my future enough to take steps to protect it.’”

The problem of discrimination also dissipates when students believe in themselves. Kids who feel valued are less apt to try to prove themselves by discriminating against others, and they may be motivated to assist those who are different. As the California Task Force to Promote Self-Esteem said, “Persons with healthy self-esteem choose to serve others out of their sense of personal fullness and their joy of being alive. In the process of serving, they deepen and reinforce their own self-esteem.”

We can do something about many of our problems, and it centers around a realistic picture of who we are and what we are capable of doing. Self-image is important.

The Story of Tom Hartman

In 1978, I was speaking up in Oklahoma City. It was an all-day seminar. About eighteen months later, I got a letter from a man named Tom Hartman. Since then, I have become a friend of Tom. We've had a number of telephone conversations, personal visits, and much correspondence, and here's the gist of what Tom Hartman had to say about that seminar.

"Zig," he said, "three minutes after I got there, I knew I was in the wrong place. You came out with a lot of enthusiasm and said, 'You can go where you want to go, you can do what you want to do, you can be the way you want to be.'

"I said to myself, I wasn't going to sit there all day long and listen to that kind of baloney. I knew better than that, and I made up my mind that at the first chance, I was going to get out of there, but you kept going, and a few minutes later, you had the gall to say to the audience, 'God loves you.'

"I knew that was a bunch of baloney, and I immediately wanted to leave, but I was right in the middle of sixteen hundred people. I knew that if I left, I was going to create a disturbance, so I said to myself, 'First break, I'm gone, and that will be the end of me and Zig Ziglar.'

"But, Zig, you were such a persistent guy. You kept hammering away. In a few minutes you said, 'You were designed for accomplishment. You're engineered for success. You're endowed with the seeds of greatness.' When you said that, I thought, 'Well, the old boy is finally getting closer to the truth,' because I looked down at myself, and I was looking at a 63 1/2-inch waistline and 406 pounds of bulk.

"I was just coming off a devastating divorce; I hadn't been in a church in years. I had a job only because my boss was my friend—the only friend I had. I wasn't working because I was productive; I was working because, in essence, I was on welfare. My boss was supporting me. I was so broke that on Friday night, I'd go to the grocery store, buy my food, and give them a hot check. Then on Monday morning, when I got my check, I'd rush over to the bank, and I would beat it.

"I was failing in every area of life. I wasn't happy. I wasn't healthy. I wasn't even reasonably prosperous. I certainly did not feel secure. I had only one friend, had no peace of mind, had terrible family relationships, and hope—forget it; in my life, it didn't exist.

"But," he said, "Zig, you kept hammering, and I don't know what it was you said, but you mentioned something, and a lady behind me said, 'That's right.' At that moment, something snapped, and it finally penetrated."

Isn't it interesting? A message can go 24,000 miles around the world in less

than a tenth of a second, but sometimes it never penetrates that last quarter of an inch.

“I reached over,” said Tom, “I picked up my yellow pad, and I started writing. I wrote fast and furiously all day long. By the end of the day, for the first time in my adult life, I caught just a glimmer of hope. I wanted so desperately to buy a set of your motivational tapes. I didn’t have a dime to my name, but my brother, bless his heart, came to the rescue and loaned me the money. I bought the tapes.

“Now, Zig, I listened to you six solid hours that day, then I went home and I listened to you another seven hours. When I got up the next morning, I was a totally different human being. I caught a glimpse of what hope was all about. “The first thing I did was go to my boss. I said to him with a smile on my face, ‘Rest easy. I’m going to start carrying my own weight.’ When you weigh 406 pounds, that’s a pretty big statement.

“That afternoon, I went over to Oklahoma City University, where I was already taking a couple of courses in history just to have something to do. I switched over to psychology, because I wanted to learn something about my fellow human beings and me.

“That afternoon I went over to the Nautilus health studio to get something done about this miserable body of mine. On Thursday, I went down to the clothing store and laid aside $700 worth of clothes on a minute down payment. When the owner of the store noticed I was buying size 47 jackets and size 39 slacks, he said, ‘Mr. Hartman, who are you getting the clothes for?’ When I told him I was getting them for myself, he looked very skeptical, but he said, ‘OK.’ I knew deep down that he didn’t believe for a minute that I was going to be able to lose all of that weight.”

Let me make two major points there. One is that Tom Hartman made the commitment and took action immediately. We’ve discovered that when people first hear this concept of a goals program, if they take action immediately, the chances are at least ten times as high that they’ll do something about it. If they delay it, if they say they’ll get around to it, you know what happens to that one.

The second major point is that when directions are set and commitments are made, almost immedi ately help starts showing up all over the place. Let me tell you what I’m talking about.

Tom Hartman said to me, “Zig, I since then have listened to that tape on self-image over five hundred times. I’ve listened to all of the others a minimum of two hundred times. If you ever develop a sore throat, don’t you dare cancel any speaking engagement. Just call me. I can make your talk verbatim. I’ll even use

your accent.

“Zig, let me tell you what happened. I’m so glad that the police did not observe me as I was listening to those tapes. I’d be riding down the street and I’d be listening to one of your tapes. You’d say, ‘You were born to win,’ and I’d say, ‘Well, how come I’m always losing?’ You’d say, ‘You can do it,’ and I’d say, ‘Well, how come I never can or never have?’ You’d say, ‘Hang in there,’ and I’d say, ‘Zig, hanging is no fun at all.’

“But, you know, Zig, I noticed something. Sometimes I’d get a little weary, and I didn’t have as much enthusiasm when I tried to refute you. But you were always motivated. You were always excited. That recording was always wide open, full-speed ahead, no holds barred. Now, Zig, over a period of time, I came to realize that what you were saying was absolutely right.”

There’s an old saying that truth can be denied, but it cannot be avoided; ultimately it will get to you. Tom said, “Because you were speaking truth, I believe that if people would just hear it enough times, regardless of how vehemently they might reject it initially, it will penetrate and get through to them, and it will have its impact.

“Zig, I’d been in the program about six weeks. I was in a grocery store buying my food. It was Friday night, and as I was in the store, there was a little four-year-old girl. All of a sudden, I heard a voice screaming loudly enough that you could have heard it from Dallas to Fort Worth. She said, ‘Mama, look at that fat man.’

“I whirled around to see where he was. Then, Zig, I realized she was talking about me, and I thought that was the funniest thing I’d ever heard in my life. I got so tickled, I literally laughed until I cried.”

Then, he said, “I shed a tear of an entirely different kind, because for the first time in my life, I knew I was going to make it. I knew that I was going to take that weight off and change the other things in my life. The picture had changed.

“About a month later,” he said, “I’d been to the movies. I was on my way back to the car. I was in no hurry. I had nothing to do, nowhere to go, nothing to do when I got there. I was just ambling along, and I noticed a display in one of the store windows. I had no interest in the displays.” He walked over, he started looking at the display, and he became intrigued with it.

Suddenly, he became aware of the fact that he was not by himself. Some big dude was looking over his shoulder. He whirled around. There was nobody there. He had seen his own reflection, which he did not recognize.

As a good friend of mine, the late Dr. John Kozak, a brilliant young

psychiatrist from Dunedin, Florida, said, “At that precise moment, Tom Hartman was no longer obese.” Though he still weighed well over 360 pounds, he was no longer obese, because the picture he had of himself had completely changed.

For twenty-four years in my own life, I weighed well over two hundred pounds. I lost tons of weight. It went up and down and up and down, but years ago, when the picture of myself changed, the weight came off. Tom Hartman’s picture had changed too.

Now let me emphasize a point. When you start out on a project, you will very quickly discover that there is a conspiracy among people, not to keep you from your objective, but to help you reach it. When you know where you’re going, the world gets together and says, “Here’s a lady or here’s a man who knows where they’re going. I want to go with them, or I want to make it easier for them.”

Let me tell you what happened in Tom Hartman’s life. Help sometimes comes in a form that appears to be negative but turns out to be positive. One example is the store owner who looked so skeptical and said to himself when Tom bought his clothes, “I don’t think he’s going to make it.” Tom Hartman said, “I will show that dude.”

The little girl who said, “Look at the fat man” does not realize how much she helped Tom Hartman in his project. His brother, who bought him those tapes, was certainly an enormous help to him.

I said that Tom listened to that self-image recording over five hundred times. You may say, “You have to be kidding me if you tell me that he benefited over five hundred times every time he listened to it.”

Now I’m going to make a very strong statement, which I cannot prove: I honestly believe that more people have lost more weight and kept it off as a direct result of listening to my recordings than of any diet book that you’ve ever seen.

That’s a strong statement. But I’ve had people by the hundreds start a conversation with me by saying, “I started listening to those tapes, and I lost forty pounds” or two hundred pounds or whatever.

Let me explain why that happens. Certain things activate the brain. For example, exciting music floods the system with endorphins, dopamine, norepinephrine, and some of the other neurotransmitters. Exercise will also really get them going. So will having your team win the Super Bowl.

Every time Tom listened to the recording, it activated in some cases the pituitary, in other cases other parts of the brain. His system was then flooded with those chemicals, and he was energized physiologically. Dopamine and

norepinephrine give you the energy, endorphins give you the endurance, and all of those are produced by listening to something exciting and motivating.

The way you activate the brain is through something called serotonin. It generally gets busy about ten in the morning, hours after we've gotten our day started.

How do you activate your brain to jumpstart the serotonin? You can do it one of two ways: do something really nice for somebody else, or listen to something that is truly inspiring.

There's also something in the brain called galanin. Galanin is the bad guy. With the person who is overweight, the galanin devours the dopamine or the norepinephrine, so the more overweight you are, the lower your energy level goes.

Tom Hartman was activating the brain to produce more dopamine, norepinephrine, and endorphins, and as a result, he developed the energy. He was burning fat instead of consuming it.

That's one of the most exciting breakthroughs that I have ever heard of in my life. Again, when the picture you have of yourself changes, then everything in your life is going to change.

Selling You on Your Goals

The third reason that 97 percent of the people do not have a goals program is because they have never been sold. That's my objective now. I'm flat out going to sell you on why you have to have a goals program. I'm not going to *try* to sell you. I'm not going to *hope* to sell you. I am flat out *going* to sell you on why you have to have this program.

The typical person in America is what I call a wandering generality. They go to work tomorrow because that's what they did yesterday. If that's their reason for going to work, they're not going to be any better; in fact they might not be as good as they were yesterday, because now they're now they're two days older, and they still have no specific direction in their lives.

The typical individual on the job thinks, "I ought to be spending more time with my family." When they're spending time with their family, they think, "I ought to be out there working for my family." Their mind is in one place, their body is in another, and then they wonder why they're not more effective.

The exciting thing about a goals program is that it enables you to focus so that you're more effective both at home and on the job. You will then have extra time for growth, for education, for the activities which will make you more

productive in life.

J.C. Penney expressed it enormously well a number of years ago when he said, “Give me a man who is a stock clerk who has a goal, and I will give you a man who will make history. You give me a man who is a stock clerk without a goal, and I’ll give you a stock clerk.” Again, it is not where you are; it’s where you go.

The Story of Lou Holtz

One of my favorite stories is about a young coach who was fired from his first coaching job at the University of South Carolina. A new head coach had come in and let the whole staff go, but he liked this young coach and gave him some fatherly advice: “Son, you’re not cut out to be a coach. I encourage you to get into some other field.”

At that time the young man had a dream: to be the head football coach at the University of Notre Dame. He thanked the man for his advice and decided he would continue to pursue his career. At Ohio State University, Woody Hayes gave him a chance.

Later, William and Mary College made him head coach. He did such a fabulous job there that he got a chance to be head coach at North Carolina State University, where he built the best won/lost record that school had ever experienced.

This young man had a short stay of one year in the pros. He loved to teach young people and ended up as the head coach at the University of Arkansas, where, again, he built the best won/lost record they’d ever had.

One year, the team was invited to the Orange Bowl to play the Oklahoma Sooners. Three of his players were caught with a woman in the room. He investigated the story, verified that it actually had happened, and without any hesitation kicked all three of them off the team.

That was his offense: 90 percent of the scoring and 90 percent of the yards had been gained by those three players. The media speculated that Arkansas should withdraw from the Orange Bowl, because they obviously had no chance against Oklahoma. They were underdogs even before he dismissed those three players.

But the coach decided to take stock of what he did have and not worry about what he had lost. He analyzed the fact that he had the number-one punter in the entire nation, the number-one field goal kicker in the entire nation, and the number-one defense in the entire nation. He had the players verbalize their

strengths over and over.

The rest, as they say, is history. It almost was a mismatch. They were an inspired football team. They beat Oklahoma very badly.

Later this coach went to the University of Minnesota, which had a tremendous football program and a winning season. When he signed the agreement with them, he asked for two escape clauses. He said, “Number one, if the powers that be at Notre Dame say to me, ‘We want you to coach the team,’ and if I have had you in a bowl within three years, I want to be released from my agreement.” They agreed to it.

At the end of the second year, Notre Dame called Lou Holtz to be their head football coach.

Goals absolutely do work. Let me emphasize something very significant. The people at Notre Dame wanted Lou to be the coach the day he dismissed those three players from his Arkansas football team. They said, “Here’s a man who is more interested in developing character and developing people for life instead of just winning football games.”

The powers that be said, “If he’s ever available at the time we need a coach, he is our man.” Goals built on a solid base absolutely do work.

I’m going to repeat this point, because repetition is the mother of learning. That means it is the father of action, which makes it the architect of accomplishment.

The UCLA School of Medicine did a study on the people who come to my seminars, set goals programs, and develop a plan of action for following through on their programs. Here’s what they learned.

Those who set their goals and develop a plan of action earn an average of $7,401 a month. Those who get exactly the same information and think it’s nice, but it’s not for me, maybe later but not now, earn an average of $3,397 a month. It pays to set goals.

You know what’s even more exciting? That study showed, number one, that family life improved for the people who set goals. Number two, their health also improved. Number three, their balance in life itself was infinitely better. That’s what a goals program is all about.

You have to have goals. Can you imagine Sir Edmund Hillary, the first man to scale Mount Everest, the tallest mountain in the whole world, climbing down from that mountain and having a reporter ask him, “Tell me, how did you climb the tallest mountain in the whole world? How did you do it?”

Do you think for one moment Hillary said, “Well, I was just out there walking

around.” Isn’t that ridiculous? Yet isn’t there an amazing number of people who will spend more time planning the wedding than they will the marriage, who will spend more time planning a two-week vacation than they will their very lives?

As a matter of fact, Edmund Hillary did not scale Mount Everest the first time he tried. He left several of his climbers dead on the mountainside. Even so, the effort was so enormous that the British Parliament called him before them to give him England’s highest award. As he walked into that august body, they rose as an individual and gave him a prolonged standing ovation. Up front was a huge picture of the peak of Mount Everest.

Hillary, ignoring the crowd, walked straight to the front of that picture, shook his fist at it, and said, “You won this time, but you’re as big as you’re ever going to get. I’m still growing.”

So you didn’t reach your goals the first time you set them. So what? Failure is an event. It is not a person. Yesterday ended last night. Today is a brand-new day. The obstacles might still be there, but when you continue to grow, your chances of scaling them and reaching your goal are dramatically improved.

Can you imagine the chairman of the board for General Motors? Somebody says to him, “How did you get to be the chairman of the board?” He says, “I just showed up for work. They started promoting me, and here I am.”

There is no way that happened, ladies and gentlemen We have to have a plan, and the plans that we develop enable us to do far more of the things we really want to do. If you don’t have time to set goals now, you probably never have, and you never will.

I don’t know how many of you recognize the name of Howard Hill. A good Alabama boy, he entered 283 archery tournaments in his lifetime, and he placed first in all 283. He killed a Cape buffalo and a Bengal tiger with a bow and arrow. I have seen him in newsreels hit the bull’s-eye dead center from fifty feet away, and then, with his next arrow, split the first one.

Hill was remarkable. They say he could outshoot any rifleman in the world from fifty feet. He killed a fifteen-foot shark in eighteen feet of water—or was it an eighteen-foot shark in fifteen feet of water? Well, all I know is it was big, and it was way down there. He killed it with a bow and arrow.

I’ve never shot the bow and arrow professionally, but I am an absolutely superb instructor. As a matter of fact, casting modesty aside, I’m going to tell you without any fear of error that I can take any one of you, and if your health is good and your eyesight is good, I could spend twenty minutes with you, and I could have you hitting the bull’s-eye more consistently than Howard Hill could

have hit it the best day he ever had—provided, of course, we first blindfolded Howard Hill and turned him around a few times so he would have no idea of which direction he was heading in.

You laugh and say, “Why, Ziglar, that’s the silliest example I have ever heard in my life. How on earth could a man possibly hit a target he could not even see?”

That’s a good question. Here’s one, though, that’s even better. How can you hit a target you don’t even have? Do you have a target?

My objective in all of this is to help you move from survival to stability, from stability to success, and from success to significance.

Now let me ask you again. Did you write your goals down? Did you identify the benefits that would come your way by reaching them? Did you spell out the obstacles you have to climb in order to get there? Did you identify the people, the groups, and the organizations you need to work with in order to get there? Did you develop a plan of action? Did you identify what you need to know? Have you set a date on when you get there? That’s what I am really talking about when I really get into the goals program.

“I Don’t Know How”

A lot of times people say, “OK, Ziglar, the first reason I don’t have goals is because of fear. The second reason I don’t have goals is because of my poor self-image. The third reason I don’t have a goals program is simply that I’ve never been totally convinced that I have to have them, and the fourth reason that I do not have goals is because I don’t know how.”

The fourth reason 97 percent of the people don’t have goals is they do not know how to put together a goals program. That is the subject of the next chapter.

Chapter 3
How to Set Goals

Personally, I think everybody, even sixth-, seventh-,and eighth-graders, ought to write a book entitled *What You Ought to Do to Get theMost Out of Life.* When I wrote my book *See You at the Top,* I could well have put that as the title, because that was really what it was about.

Actually, the first words I wrote in *See You at the Top* were the words I used in the Tom Hartman story earlier: You can go where you want to go. You can do what you want to do. You can be the way you want to be. Those are not the first words in the book, but that's what I had originally written, and as I wrote them, I looked at them and started talking to myself. Now talking to yourself is OK, as I mentioned earlier. Dr. Joyce Brothers says people who talk themselves are above average in intelligence, so if you've been guilty of that, go right ahead.

When I wrote those words, I noticed I was holding the book way out there, because a forty-one-inch waistline and over two hundred pounds of Ziglar stood between me and the book. The thought occurred to me that one day one of you folks would come up to me, smile, and say, "Ziglar, you believe all that stuff you write?"

I was going to say, "Of course I do."

Then I could imagine you saying, "Do you believe it all?"

"Why, certainly I do."

Then I could imagine you poking your finger in that forty-one-inch waistline and saying, "Ziglar, do you believe it all?"

Then I would have to say, “Well, you know, we authors do take a little literary license every once in a while.”

“In other words, Ziglar, you lied.”

“Hey, friend, don’t call me a liar. People don’t like liars.”

“Well, you’re at least a hypocrite.”

“Don’t call me a hypocrite. People sure don’t like hypocrites. Some people don’t even go to church because there’s nothing but a bunch of hypocrites down there.” (I’m always telling friends, don’t let that stop you. Come on down, we have room for one more.)

Anyway, I knew that if I was going to put those words in that book, I had to do something about *me*. So I went to down to the Cooper Clinic, where they put me on a diet and exercise program. Dr. Randy Martin was the examining physician, one of those highly motivated, dedicated, committed, really healthy enthusiasts. He was slender. He was running the Boston Marathon.

The first thing they did was take two quarts of my blood. Well, it looked like two quarts. They filled so many vials I thought they were making a collection for the blood bank; I really did.

Then they put me on the treadmill. You walk and walk, and the longer you can walk, the better your physical condition is.

I looked at that needle, and the worst possible condition was “horrible.” I determined to get out of that into just “awful,” and I made it by about four seconds. When it was all over, Dr. Martin called me in for the consultation, and he said, “Mr. Ziglar, you’re going to be delighted to know that you, sir, are not overweight.”

“That is wonderful,” I said.

“However, I have to tell you that are exactly five and one-eighth inches too short.”

“Well, doc, what can I do about it?”

He proceeded to give me a thick sheaf of paper, and by the time he’d gotten through, he had told me a whole lot more than I really wanted to know. He ended by saying, “Mr. Ziglar, I just want you to do know that you’re in marvelous physical condition.”

“That’s marvelous.”

“For a sixty-six-year-old.”

“Doc, I’m forty-six.”

He said, “You are in awful shape. I’m telling you it’s your perspective,” and again, he went through all the things I could do.

When I got home, the redhead said, “I suppose you’re going to be out running all over the neighborhood.”

“Yes, I am.”

“Well, if I’m going to have a forty-six-year-old fat boy running all over the neighborhood, I’m going to get you looking as good as I can,” so she went down and bought me some fancy running shirts and shorts; I’d already gotten the shoes the doctor had recommended.

I’d also done did something that was very, very ugly, but I had not read Ann Landers at the time, and I’ll use that as my excuse. Ann Landers said you should not steal pages out of other folks’ magazines. There was an old magazine in the doctor’s office, which had an advertisement for Jockey shorts.

If you’ve seen Jockey ads, you know they don’t put their shorts on fat boys. I took that picture and hung it up on my bathroom mirror. I said, “That’s my hero. That’s the way I’m going to look right there.”

The next morning, the opportunity clock (negative people call them alarm clocks) sounded off at 5:30. I rolled out of bed, put my fancy running outfit on, hit the front door, and ran a block.

But I did better the next day. I ran a block and a mailbox. The next day it was a block and two, and then a block and three, and a block and four, and a block and five. I well remember the day I ran all the way around one block. I woke the whole family up and said, “Guess what Dad has done.”

Then, one day, I ran a half a mile, then a mile, then two, then three, then four, then five. I started doing sit-ups. I could only do eight the first time, then ten, then twenty, then thirty, then fifty, then a hundred, then two hundred. I started doing push-ups. I could only do six the first time, then eight, then ten, then twenty, then thirty, then forty.

Later I was able to do the GI push-up: you push up, and while you’re in the air, you slap your hands. I could do finger push-ups.

My weight started coming down from 202 to 165. People said to me, “I bet you were dieting religiously while all of that was going on,” and that is partially true, because I did quit eating in church.

As you’re reading this, you could well be thinking, “This dude’s trying to get me to lose weight.” No, that is not the purpose of what I’m saying here. The purpose of this is to demonstrate the exact process of setting those goals.

Weight-Loss Tips

Incidentally, if you are really interested in losing weight, there are three things

you need to do. Step number one, which is by far the most important: stay away from cottage cheese. A lot of people don't realize it, but cottage cheese is the most fattening food on earth. I have no scientific data to verify that, but I conclude that it has to be, because I've traveled almost all over the world, and I have noticed one constant thing: nobody but fat folks eat that stuff. So stay away from cottage cheese.

Number two, get a thorough physical examination, and number three, make certain it's from a skinny doctor. A fat doctor cannot tell you how to lose weight. Obviously they don't believe it's important, or they would have done something themselves.

Number three, get a positive doctor. What's a positive doctor? Most doctors, when they start talking to you about weight, will say, "Don't eat this, don't eat that, leave that alone. Don't touch that." I mean, if you like it, you can't have it. If you don't like it, eat all you want.

I love Dr. Martin's approach to eating proper food. He said, "Mr. Ziglar, you're going to be delighted to know that you can eat anything you want. As a matter of fact, I have made you a list of what you are going to want." He made it very simple for me.

There are a lot of different diets and a lot of different diet books. I happen to believe that *The Aerobics Program for Total Well-Being*, by Dr. Kenneth H. Cooper, is a marvelous book on that subject.

I give you these details about losing weight simply because it gives you a example that we can follow all the way through in setting goals, and a goal properly set is at least partially reached.

The Step-by-Step Process

What is the step-by-step process? Let me give you the bad news first: it takes time to do this. As a matter of fact, in order to do this properly, to have a complete, well-balanced goals program, it's going to take you somewhere between ten and twenty hours. That's a lot of time. That discourages a whole lot of people, but I can absolutely guarantee you that what I'm suggesting you do is exactly what I do every day.

If you follow this procedure, you will save anywhere from two to as many as ten hours every week, which will enable you to do the things not only important things but also the things you really want to do. You will start realizing that time is your greatest asset, and the use of that time plays a major role in what you're able to get done in life. The bad news: it takes time to set these goals; the good

news is that it saves you a lot of time.

Here's some more good news. If you can figure out what twelve times twelve is, you can also figure out what 2,865 times 9,412 is. That's because there is a precise formula that you follow. When you learn how to set a physical goal, you will now also know how to set a mental, spiritual, social, financial, or a family goal, because the procedure is exactly the same. There's no mystery to it. It is simply a procedure.

The Wild Idea Sheet

Step number one: in order to set your goals, you need to take a sheet of paper. I call it the Wild Idea Sheet. Print everything you want to be or do or have.

A lot of people say, "Well, now, Ziglar, that will take me three days." I can assure you that fully 90 percent of everything you want to be or do or have that's in your mind at this point will be on paper within an hour. Print down everything.

Why do I say to print these things? Printing requires more concentration, which burns it more deeply into the subconscious mind.

Now let me tell you what is by far the greatest benefit from following a goals program: you program your left brain, and that releases your creative right brain. If you follow these steps, you will be catapulted many steps forward.

The September-October 1992 issues of *Psychology Today* had a fascinating article about why Chinese math students do so much better than American students. The prime reason given was that Chinese students learn their multiplication table until it becomes almost nauseating. Over and over, they drill them, drill them, and drill them. That left brain is completely programmed. If you wake one of them up at 2:30 in the morning and ask, "What is 23 times 31?" bang, they can give you the answer.

That simply programs the brain so carefully that when the students get into the abstract level, which requires creativity, they're infinitely more effective.

Let me give you a couple of examples. Michael Jordan, I believe, is one of the greatest athletes to ever live; he has tremendous athletic skills and so much creativity. Let me tell you why. He has spent thousands of hours learning all of the fundamentals: the dribble, the pass, the over-the-shoulder, the anticipation. When he gets in a situation he's never been confronted with before—and there's never been a game where every player is not confronted with something he's never been confronted with beforehis technique is so fundamentally sound in his left brain that he is free to be creatively right-brained. Fortunately, he also has

the athletic skill to follow through on that creativity.

One mistake that industry is learning now is that you can get promoted too fast. You can move up too quickly, before you have all the details so fundamentally sound in your left brain, so that your creativity is never really freed to come up with innovative new ideas.

Today it's the rage for top management to go to the bottom rung to ask questions about ways to improve. That's because those individuals have been doing their routine jobs thousands of times. They've come up with some creative ideas in the process, but because of their personality and position, and because of the closed-door policy of a lot of businesses, they do not want to go to the upper levels and say, "I've got an idea."

To return to our exercise: when you're printing what you want, you're really disciplining your left brain; you're learning thoroughly. That frees the right brain.

The second thing in setting those goals is to wait from twenty-four to forty-eight hours; personally I'm convinced that forty-eight hours is better. In that period, keep the list with you, because you will add a half dozen or a dozen other things to it.

At the end of the forty-eight hours, with each thing you've printed, ask yourself, "Why do I want to be or do or have this?" If you can't answer this question in one sentence, then at this time this really is not a viable goal for you to work on.

When I told the cafeteria story, I made the point that you can't eat everything on the cafeteria line. In life you can't have everything that is out there. In America, there are over fifty thousand ways to earn a living. You'd starve to death if you tried to do fifty thousand things to earn a living. You have to get focused.

Our main objective now is to shorten that list. You can't be, do, and have everything. For example, you can't both be rude and nasty and have friends, both be a spendthrift and accumulate wealth, both eat French chocolate almond ice cream three times a day and be physically fit. You can't work all day and party all night. You can't golf or fish five days a week, spend three hours watching TV daily, and get your master's degree. You can't write a daily column and play on the company softball team. You can't attend all plays, games, and church socials.

Let me tell you about a little game I play. About every three years I do this, and its purpose is to say no to the good so we can say yes to the best. That's part of maturity. That's part of responsibility. That's part of making the right

decisions and choices.

The last time I did this, I listed all the things I would like to do that year. Here's some of them: I wanted to conduct more family seminars. I wanted to start a daily radio program. I wanted to write a daily newspaper column. I wanted to campaign to get a lot of the advertising of booze, violence, and sex off television. I wanted to work in political campaigns to get qualified people in public office. I wanted to spend more time with my staff, write at least one book a year, learn how to speak Spanish, become more socially involved with neighbors, read and research a minimum of three and preferably four hours each day, spend an hour getting in physical condition, and be more active in civic and social clubs. I also wanted to set a record for people my age on the treadmill over at the Cooper Clinic. I wanted to go to Russia and China, and I wanted to play golf five days a week. When I put all of those things together and guesstimated the amount of time they would take, it came up to 368 hours a week. But there are only 168 hours in the week.

What do I have to do? I have to start eliminating the things that are not really important in my life, but until I put them all down, I might have been guilty of saying, "I want to do this, and I want to do this and that and the other." That's why so many people go through life frustrated.

Some Goals Must Be Big

One thing that concerns me about advertising is the promises they give you: if you will use this deodorant, or use this shaving cream or perfume, you will be irresistible to members of the opposite sex; if you will do this, you will go right to the top. That is an illusion, but if you repeat it often enough, it becomes believable. Unrealistic expectations are the seedbed of depression. Here we're trying to create a program that will enable us to know what we really want to do in life and plan so that we have a legitimate chance of making it.

Psychology Today says that a twenty-year-old American today has ten times as much of a chance of being depressed as does his forty-year-old father, and twenty times the chance of being depressed as his sixty-year-old grandfather. Why? Unrealistic expectations.

At the same time, we need to realize that some goals must be big. Big goals create excitement.

I love the story of old "Gentleman" Jim Corbett. The heavyweight champion of the world was out doing his roadwork one morning. He saw a fisherman having a field day. He had pulled in little ones, he had pulled in big ones. With

every cast, he'd pull in a fish, but Corbett noticed that he was throwing back the big fish and keeping the little ones. He had never seen that done before.

He ran over to the fisherman and said, "I love to fish myself. You're doing something I've never seen done before. You're throwing the big ones back and keeping the little ones. Why on earth are you doing it?"

The fisherman sadly shook his head, and said, "You don't know how I hate to do this, but I just don't have a choice. You see, all I have is this little bitty frying pan."

Before we laugh too loudly, let me emphasize a point: this story is talking about you and about me. Many times we get the big dream, the big goal, the big idea. No sooner do we get it than we say, "Oh, no, Lord, don't give me such a big one. All I have is just this little bitty frying pan. Give me a small one. Besides, you know that's not a good idea. If it was, somebody else would have thought of it a long time ago."

Isn't it tragic that we have no more confidence in ourselves than this? Again, that's the purpose of this book—to build confidence. Then, when those big ideas hit you, you'll start working on them in such a way that you can get them done.

You also have to have some long-range goals. On Monday afternoon, I get onboard an aircraft headed for Miami. When I do, it's going to be going straight to Miami. Twenty minutes later, it will not be going to Miami, because the direction and the velocity of the wind will change. The gravitational pull of the earth, the moon, the sun, and the stars will pull it slightly off course, so the captain of the aircraft will turn it around, come back to Dallas-Fort Worth and land, and then we'll start over.

Do you believe what I've just said? What is the captain of the aircraft going to do? He's not going to change his decision to go; he's going to change his direction in order to get there.

You'd be amazed at the number of people who set an objective, encounter an obstacle, and then throw up their hands and say, "I guess I'm not supposed to do it." Instead of being creative and changing directions to get there, they abandon the goal itself.

Long-range goals help you to overcome shortrange frustrations. I'm not going to be negative. I'd be like that little boy who came home from school one day and said, "Dad, I'm afraid I flunked my arithmetic test."

His dad said, "Son, that's negative. Be positive." "Dad, I'm positive I flunked that arithmetic test." I'm positive when I say this: You will have trouble, disappointments, defeats, reversals, and setbacks in your life. You think your

kid’s going to be the starting quarterback; he’s not going to make the cut. You think you’re going to make the big sale; you’ll lose the last one you made. You think you’re going to get the promotion; you’ll be fired. You think everything is lovely only to discover that everything ain’t lovely. That is part of life.

If you have a balanced long-range goals program,

when something of that sort happens, you will regard it as a pebble on the beach—depending, of course, on the severity, but many times it simply is the pebble on the beach. But if you don’t have real direction in your life, you think it’s the whole oceanfront.

The rule is simply this: you go as far as you can see, and when you get there, you’ll be able to see further.

Other Types of Goals

Some goals must be small, and they must be daily. That’s the boring part, but it is also the most exciting part. It requires discipline, but every time you take a step forward, you realize that you are making progress. As the old saying goes, you can eat an elephant one bit at a time. The old saying is true: by the mile, it’s a trial; by the inch, it’s a cinch.

Some goals must be ongoing. For example, educational goals. An amazing number of people think that when they get their diploma or degree, their educational days are over. But that’s when your education really begins. Building a healthy self-image is an ongoing goal, because you can have a marvelous self-image today, but disaster strikes tomorrow, and then you say, “I am a nothing. I am a nobody.”

Building a better relationship with my mate, with my children is an ongoing goal. Getting better at my job is an ongoing goal.

Some goals could require consultation. Both our family and our company have a financial consultant. “Well, Ziglar, don’t you know how to manage money?” No. Not as well as he does. So I need somebody to help in that direction.

When I went to see Dr. Martin, I knew I needed to lose weight. That was obvious. I had a picture of myself lying out on the diving board of my swimming pool—at least part of me was on the diving board. I knew that I needed to lose some weight; I just didn’t know how much. He said, “Here is how much weight you need to lose.” I was able to focus because it was specific, and it would involve small daily objectives.

I always go to another consultant when I have some things that I want to get done, particularly if they’re very important. I do a lot of praying over them. I ask

God, “Is this the goal for me?”

You may ask, “What does God say?”

He doesn’t always say, “Yes, Zig, go do that,” but I can tell you this: if it is not the right goal for me, he will not give me any peace about working toward it.

Most goals should be specific. They need to be specific, because when your goals are specific, things happen.

A number of years ago, I was onboard an aircraft flying over Niagara Falls. We were at about 30,000 feet, and the captain of the aircraft said, “Those of you who are seated on the right hand side of the aircraft, I’m going to tilt the plane slightly left. You should go and look at Niagara Falls.”

The plane was about half empty, so I went to the left. Now thirty thousand feet is roughly six miles up in the air. That’s a long way off, but even from six miles’ distance, you could see the enormous power of 180 million gallons of water a minute flowing over those falls. The spray was coming up, and you could see it even at thirty thousand feet. You were impressed with the awesome power of Niagara Falls. Yet for years and years, that awesome power fell to the rocks below and dissipated into the distance.

Then one day a man came along and said, “I wonder what would happen if we did some construction here and took a small portion of that power, focused it on a specific point, got it to turn some wheels, and generated some hydroelectricity.”

Bottom line: they have farmed millions of acres of ground. They’ve created thousands of jobs. They’ve educated children. They’ve built homes and schools and hospitals. They prospered simply because of that powerful focus. When we focus our lives, we unleash an incredible amount of power in our lives.

Check for Balance

Every one of these steps is designed to help you mark off some of the things you’ve previously written down. As I’ve said, you can’t successfully have a hundred goals and work on them all at the same time. Check all of them for balance: physical, mental, spiritual, personal, family, career, social, and financial.

You might go down the list and ask yourself: If I reach every one of these goals, will I be happy, healthy, reasonably prosperous, and secure? Will I have friends, peace of mind, good family relationships, and hope in the future, or do I have it skewed toward one or two areas? Is there too much emphasis on the physical or the financial, with not enough for social or family goals? Ask yourself the question: do I have a balanced goals program?

You also need to ask yourself five basic questions. The first question: is this really my goal? Do I really want to drive a new Lincoln or a Lexus? Is that what I really want, or do I want to get one because that sucker down the street has one?

Do I want to go to this university because it's the best university for me to get exactly what I want to further my career, or do I want to go there because a good friend of mine is going, and we want to go to the same school?

We have a lot of preachers, plumbers, lawyers, doctors, CPAs, and others who are not nearly as good as they could be because they're not doing what they really wanted to do. Their parents, their grandparents, their preachers, their professors had said, "You ought to be this." They really hadn't given it any further thought, and somebody else had set their goal.

So ask, is this really my goal? Is it morally right and fair to everyone concerned? You cannot be permanently happy at somebody else's expense. Nor can you be permanently happy if your goals violate the moral, ethical principles upon which society itself must rest.

The third question: will reaching this goal take me closer to or further from my major objective in life? As an example, if you're having financial difficulties, take questions number two and three and put them on a three-by-five card, put them in your pocket, so that every time you attempt to take your credit cards out, that's the first thing you'll see. Ask those questions: Is it morally right? Will reaching this goal, getting this, take me closer to or further from my major objective in life?

Let me tell you a story. A young man whom I'm very close to and love very much came to me when CDs and CD players first came out. He said, "Zig, can you get me discount on a CD player?"

"Probably."

"I'd sure like to get one of those things." This young man loves electronic gadgets, and if it has anything to do with music and if it's available, it has to be his.

I said, "Let me ask you a question before we buy it. Is it morally right and fair to everyone to everyone concerned?"

He thought about that for a moment and said, "Yes, I think it's morally right and fair to everyone concerned."

"OK, next question: will getting this CD player take me closer to or further from my major objective in life?"

He looked at me and said, "You just don't want me to have it."

“No,” I said. “It’s your deal.”

The young man was a carpenter. His objective was to move up in the construction business. He wanted to be a subcontractor. In order to be a subcontractor, you have to have a lot of tools. He didn’t have those tools. He didn’t need to spend that money on a CD player. He needed to be buying tools.

I’m not going to tell you those two questions are the reason why all the following things happened, but I am going to be bold enough to say they played a part. Number one, he did not get the CD player. Number two, today he’s a superintendent with one of the three largest home builders in America, and in his state last year, the homes that he was in charge of represented 62 percent of all the homes they built.

When you begin to focus on what is important, when you ask those tough questions and answer them, that’s when things happen in your life. Can I emotionally commit myself to starting and finishing this project? That is an enormously important one. Answer it honestly and sincerely.

Can I see myself reaching this goal? Do I have a visual picture of myself getting there? Very important. When you answer that question, things begin to happen.

Check for Negativity

Then we need to check for negativity. Goals need to be big, they need to be out of reach, but they don’t need to be out of sight, because if they are, you quickly realize you can’t get there, you get discouraged, and you abandon the whole idea.

I’ll give you a couple of examples. I was conducting a seminar in Detroit one time a number of years ago. The investment that was required for people to get into that franchise operation—it was a sales franchise—only required $2,500.

A young man came up to me after my goals seminar and said, “Man, I’m so excited. You have made me a million dollars. That’s my goal for this year.”

“Well, I hope you will share it with me, then.”

He got a little irritated because he felt I was making fun of his goal. He said, “You don’t believe I’m going to do it, do you?”

Here I’m faced with a very important ethical question. Do I exercise positive thinking and say, “You can do it,” or do I look at the facts and counsel him on changing that objective?

Here are the facts: He’s twenty-five years old. He’s been working seven years. In that time, he’s been unable to save $2,500. That’s less than $400 a year.

Now this year, he's going to make a million dollars? That's totally unrealistic. First he has to raise the $2,500 to buy the franchise.

"I'll tell you what let's do," I said. "Let's see if we can't break this down and determine whether or not that is a realistic goal." That's the process we're going through right now.

I had another young man whom I will never forget. He came to me and said, "My goal is to be the light heavyweight boxing champion of the world." He was thirty-one years old, and he weighed about thirty pounds too much for his height.

I asked him, "How much experience have you had?"

"I've never been in the ring, but my brother-in-law and I were out sparring the other day, and you can't believe how easily I handled him."

That young man would have gotten killed by even a fair amateur. We had to talk about different goals, like losing weight and getting in superb physical condition, and then look at an additional goal.

If goals are too big, they're negative. They're also negative if they're out of your field of study and basic interest.

I love good dentistry. One reason I do is simply that dentistry has had an important impact on my life. My teeth in my mouth get dirty, and I want to go to a dentist; I really do. But if I were to set being a dentist as my goal, that would be ridiculous. I'm not interested in that. My career would be getting started at least ten years from now. By then I'd be seventy-six years old. I'd only have thirty-five years left to practice. It simply would not be a logical thing. I have no interest in becoming a dentist.

Your goal can also be negative if you believe that luck is going to be the determining factor in reaching it.

Whom Do You Share Your Goals With?

A lot of times I've been asked, "Whom do you share your goals with?" Here is a basic answer: If it is a give-up goal, tell everybody. What's a give-up goal? "I'm going to quit drinking. I'm going to quit smoking. I'm going to quit cussing. I'm going to quit lying. I'm going to quit eating too much." If it's a give-up goal, you will find an enormous amount of support and encouragement. Everybody will say, "That's great. You can do it."

That's what the Twelve-Step programs are all based on. You go to those programs, and you hear other people say, "I did it. You can. Here's how." All of it is tied together. You share give-up goals with everybody. That strengthens your commitment and resolve, and the chances of reaching it go up.

On the other hand, you share your go-up goals very carefully. What's a go-up goal? "I'm going to be the starting quarterback. I'm going to write a bestselling novel. I'm going to write the greatest self-help book ever."

Let's say we have two salespeople, and one of them says to the other, "I'm going to be the number one salesperson in the company this year."

The other one says to herself, "In a pig's eye you are. *I'm* going to be the number one salesperson in the company."

Whom should you tell about that goal? Both of them should go to the sales manager and say, "Help me devise a plan so I can be the number one salesperson." The sales manager will encourage you. Ideally, your mate will encourage you.

Share your goals with people whom you know are going to give you the encouragement that you need in order to get there.

Then you work the remaining goals through the process.

What do I mean when I say that? Whether the goal is to raise positive kids, get a better education, buy a new car, become the number-one salesperson, lose thirtyseven pounds, get a raise, acquire a new home, being a better mate or parent, or building a healthy self-image, you need to work them through the process.

The Steps of Goal Setting

1. Identify the goal.
2. List the benefits.
3. List the obstacles to overcome.
4. List the skills and knowledge required.
5. List the people or groups to work with.
6. Create an action plan.
7. Set the deadline for achievement.
8. Break the goal in pieces.
9. Have daily disciplined accountability.

Number one, you identify that goal, and you write it down. For example, my original goal that we talked about earlier was to weigh 165 pounds and have a thirty-four-inch waistline. That's what I committed to writing.

Step two: I listed the benefits or reaching that goal. More energy. Less illness. For the first sixteen years after I got on this program, I missed one day of work because of illness. (That does not include the time my gallbladder ruptured, but

that had nothing to do with what I was doing.) I would look and feel better. The redhead said I looked better after I lost that weight. Longer lifespan. All the statistics show that. Better endurance, and that certainly proved to be true. More productivity. Better attitude and disposition. More creativity. A better example to others.

I listed the benefits: why I want to lose that weight. It doesn't make any difference what the goal is: to get a better job, buy a new house, get a better education, or raise positive kids. You go through the process.

Number three: what are the major obstacles to reaching this goal? It's amazing how we come up with a lot of excuses. "Bad weather; I can't do that."

I have jogged when it was forty degrees below zero. I've jogged when it was 115 out there. I've jogged when it was sleeting and snowing and during a rainstorm.

That's what was happening outside. Surely you don't think I was out in that kind of weather. Where was I? I was either jogging in place in my room, running up and down the corridor, or running in a parking garage. I would find a place to run.

I have jogged in Alaska. I've jogged in London, right across the street from Buckingham Palace. I've jogged in South Africa on safari. I've jogged in numbers of places, but my point is when you've made the commitment and you realize what the benefits are, you're going to look at the problem and explore the solution to it.

My schedule is irregular. Can I jog at the same time every day? No way, but I've never had anybody say to me, "Zig, when on earth can I find time to eat? I mean, this is a problem with me. I am so busy, I never have time to eat." You do what you schedule yourself to do, and you schedule what is important.

I had terrible eating habits, especially late at night—fried food, sweets. I was in poor physical condition. When you're in bad shape, you don't have any energy to go out and get in shape, but I discovered an astonishing thing.

When I started jogging, I could finish a seminar absolutely exhausted, but I'd get out there and start jogging. This would activate the pituitary gland and flood the system with endorphins—nature's painkiller—and the dopamine and norepinephrine would build up my endurance and energy.

What's the bottom line? I didn't have time *not* to jog, because every thirty minutes I ran gave me an additional two hours of high-voltage productivity. It's not spending time; it's an investment.

Lack of discipline—that was the tough one for me.

When you discipline yourself to do the things you need to do when you need to do them, the days are going to come when you can do the things you want to do when you want to do them.

Skills and Knowledge

Step number four: what skill or knowledge is required to reach this goal? In this case, I only needed to know two things here about exercise and jogging. That's where the Cooper Clinic came in handy for me.

Number five, who are the individuals, groups, companies, and organizations to work with? Dr. Ken Cooper, Dr. Randy Martin, and obviously the redhead and I have to agree on when is the best time. Sometimes I would come in at 6:00. She'd say, "Honey, I am so hungry. Can we eat now?"

I wanted to run, so I'd go ahead and do the dinner with the redhead, and then I'd run a couple of hours later on that evening. You have to keep everything in balance.

I have one friend who gets up every morning at 5:00 and runs an hour. He never has any time in the morning to spend with his family. You have to fit your goal in so you don't alienate the people who are important to you. That's the reason for the complete goals program.

When I schedule a speaking engagement, I frequently get invited to have a meal with the person sponsoring that engagement. My secretary always says, "Let's see how we work it around so he has time to do his exercising." That is a part of the schedule.

What is my plan of action to reach the goal? The most important thing is I had to make the commitment.

I also had to limit my sweets. I am not about to completely eliminate sweets. While I was in the process of losing this weight, I would have my dessert one day a week after church. I couldn't wait to get over to Braum's to get French chocolate almond ice cream. It happens to be the best ice cream in the world.

As you know if you've ever been in an ice cream parlor, there are some scoopers who are better than others. Some really get it up, and some are hesitant about giving you a full scoop.

So I would watch, and I would spot the best scooper, and if another scooper approached me to dip my ice cream, I'd always have my back turned; then, when I could see that the good scooper was available, I'd turn around, and I'd say I'd have a double dip of that French chocolate almond ice cream.

Oh, I tell you, I love my sweets. It became a goal to get there on Sunday and

eat dessert, and then I'd set the goal to be there again the next Sunday. Since then, a lot of good things have been happening. Some of the yogurt today is just as good as that ice cream, without all that fat.

No fried foods. I don't think I've had three bites of fried food in the last three years. Exercise daily. I eat nutritional snacks late at night. I eat a well-balanced diet. I eat slowly, I only eat at the table, and I drink eight glasses of water every day. Those things have worked for me. When I had gone through all of the process, then I could put the completion date on it.

Organize Your Goals

I can't tell you the number of times I've had somebody say, "You have to have goals. As a matter of fact, by next October, I'm going to have X." They set an objective, and then they start trying to work things out in order to reach it on that date. That's a blueprint for disaster, because you become obsessed with that goal and you begin to neglect a lot of other things.

When you put your goals together as a program, you might discover that it's unrealistic to have that new automobile by next October. June the following year might be better, because you can do that in conjunction with everything else.

Again, when you organize your goals, you don't give up the things that are important just to get the things you want.

Setting your goals eliminates many of the goals that had been there before. What do you do then?

You choose four goals that you can work on every single day. What do you do with all of the others? You might have fifteen or twenty left.

I have a number of goals that I cannot work on every day. For example, one of my long-range goals is to play the top hundred golf courses in America. Of course I can't do that every single day, but every few weeks I'll play on one of the top hundred golf courses. Have I abandoned that goal because I can't work on it every day? Of course not.

I always write three books at one time. Obviously I can't do that, so what am I talking about? I start the research five years earlier. Every time I see an article or piece of information on the subject, I file it away. I clip the magazines and newspapers. I might not clip one article a week or even a month, but the idea is in front of me periodically at least every month.

I review all my goals to make certain I have them there, but on a weekly basis, I choose four that I'm going to work on every day. In two minutes at the end of the week, I can review them, and I can say it was a good week for this

one, although I didn't do very much on this one (and sometimes that's going to happen). I am constantly reminded of where I am. This permits me to do more of the things I really want to do.

Early on, this process is going to require considerable discipline, but if you do it for thirty days, I'll guarantee that you'll be amazed, elated, motivated, enthusiastic, and grateful, because you will see changes take place in every aspect of your life.

You may be asking, "Ziglar, you say it takes time to set goals. How much time does it take on a daily basis to follow though?" Very important question. Here's what it takes me. At the beginning of the first of the week, either Sunday night or early Monday morning, I take thirty minutes to figure out the four most important goals I want to work on this week.

After that, each day it takes me roughly ten minutes. I simply keep a schedule of how long I spent doing one thing and how long I spent doing the other. At the end of the day, I sum it up. Then I can evaluate immediately whether I have accomplished my objectives for that day. I give myself a grade on each one, either a plus or a minus.

Do I expect a plus on every one of them every day? Obviously not. For example, I do not want a plus on my social goals every day. That would means I was spending too much time visiting instead of getting things done.

At the end of the week, with the ones I do not reach, I mark the minus in red. That way I can instantly look. If I have too much red, I'll look where I got it, and I'll know whether or not I really had an effective week.

Progress Requires Change

How do you reach all of those goals? You start by recognizing that they're going to involve change. Not all change is progress, but there's not going to be progress without some change.

Can a person change? Yes, they emphatically can change. I'll tell you a story. I have a close friend named Ike Reighard. For the first four years of his life, he was in Appalachia. When he was four years old, his dad, who worked in quarries and pulp mills, moved the family to inner-city Atlanta.

Ike became the first member of his family to ever graduate from high school. He decided he was going to go to college. His family thought that was ridiculous. His friends pooh-poohed the idea. Here's a kid from Appalachia raised primarily in inner-city Atlanta: "Ike, you're kidding yourself." "No, I'm going to go to college."

Ike went to college, and the first year he flunked out royally. Like a lot of people, Ike said, “No big deal,” and he did not go back the next year. He became a disc jockey at a very low-power station. He loaded and unloaded trucks. He did a lot of menial jobs. He was out of school for six years, struggling for survival.

Then Ike picked up a copy of my book *See You at the Top*. For the first time in his life, he learned something about self-image and about goals. For the first time, he believed that yes, he could do something with his life. He decided he was going to go back to college.

Ike applied at Mercer University in Macon, Georgia. They respectfully declined that request. He applied again, and this time he went in person to plead his case. They still said, “Ike, there’s no way. You’ve been out of high school now six years. You flunked miserably the first go-around. There is no way.”

As Ike was walking out of the room, terribly despondent, he bumped into Jean Hendricks, who was in charge of admissions. She could see that he was troubled and asked him what the problem was. He wept in front of her. He said, “I want so badly to get my education. I am now ready to get that education. They’re not letting me back in.”

Because of his openness (and frankly I’m certain those tears played a major part), she said, “OK, Ike. I’m going to let you in school very conditionally. If you do not maintain a B average at the end of this year, your education at Mercer is all over.”

Two years and three months later, Ike Reighard graduated magna cum laude. Today, within a thirty-minute drive of inner-city Atlanta, where Ike Reighard was raised, he pastors one of the fastestgrowing churches in this country. Ike Reighard does a lot of youth seminars. He is making a dramatic difference in a lot of lives. He says again and again that you change.

One definition of insanity is to think you can keep on doing what you’ve been doing and somehow get different results. That simply is not going to work. You have to have the willingness to change. You have to have a vision. When Alexander the Great had a vision, he conquered the world. When he lost the vision, he couldn’t conquer the liquor bottle. When David had a vision, he conquered Goliath and the Philistines. When he lost the vision, he could not even conquer his own lust.

With your direction set, it’s astonishing how much more you can do.

Next, make the commitment. When you make a commitment and you encounter a problem, you immediately start looking for a solution to the problem. Without the commitment, you start looking for an escape from that

problem.

Sam Walton, the founder of Walmart, said, “Commit to your business.” I think I overcame every single one of my personal shortcomings by the sheer passion I brought to my work.

A Foundation of Integrity

If you’re going to reach all of your goals, you have to build a solid foundation. That foundation must of necessity be built on integrity and honesty. It has to be built on the right qualities; otherwise you might reach some of your goals, but you won’t reach them all.

A number of years ago, I had the privilege of going atop Calgary Tower in Calgary, Canada. That structure is 626 feet above the ground. I knew that was two football fields plus twenty-six more feet. That is way up there.

According to the recording you hear in the elevator when you go to the top, the structure weighs thirteen thousand tons, and seven thousand of those tons are underground. When you have a foundation like that, you can go high.

Alan Bean, one of the astronauts who walked on the moon, is a friend of mine. He’s one of the men who stayed on that space platform fifty-seven days as it encircled the earth. He invited us to fly over to watch the blastoff. It is a spectacular sight.

I was talking with Alan about it, and he said, “Zig, if you think all of the gear and apparatus was spectacular, you should see what you couldn’t see. The tons and tons of concrete from which the blastoff took place are absolutely wonderful. With a foundation like that, you can go anywhere in the world you want.”

The foundation has to be solid. A good architect can come to downtown Dallas, downtown LA, or anywhere else, look at a hole in the ground, and tell you how big, how wide, and how tall the building is going to be. The foundation is the determining factor.

Today many people today confuse success with popularity or fame. Madonna has one; Mother Teresa has the other. People often equate success with money or recognition, but I know many people with a lot of money who are not very happy. I also know many people who get a lot of publicity who are not very happy.

You might think about the richest man in town. You might say, “He really is a successful individual,” but when you check up on all of what he has, how happy he is, what kind of family relationship he has, how many friends he has, how

much peace of mind he has, it might look very different. I'm talking about winning the whole ball game, and the foundation is the important thing.

Focus on Attitude

Next, you need to make certain your attitude is good. Let me tell you one thing I do: I read the daily paper. I concentrate on the positive things. I turn to the comics section. I also read the sports. In virtually every athletic event, 50 percent of the participants are winners. When you think about it, that's a pretty high winning percentage.

Dennis the Menace is one of my favorite comics. In one, Dennis is in the car with his parents, and he's saying, "I didn't go to the bathroom before we left because I wanted to have something to do later." Most every parent in America can relate to that one.

If you really want to get a laugh, these only comes out on Friday. You need to cut them out of save them for over a period of time. It's the weekly summaries of the soaps. I do not personally believe that you can watch the soaps every day and be both optimistic and morally sound—not both of them. But I can guarantee you if you enjoy a good laugh, and if you want to feel good about how your life is going, get the weekly summary of the soap operas.

Here's one summary of a week of *All My Children:*

> *Nick learns from Mona that Erica became pregnant after being raped as a teenager by a friend of her father's and that Mona put up the baby for adoption. Erica never saw the baby, and the matter was never discussed again. Kendall's birth mark makes Mona believe that Kendall is that baby. When Nick breaks into Kendall's room to get evidence, Kendall catches him. When Erica tells Nick to keep out of her employee's business, Nick hires Charlie to investigate. Meanwhile, as Erica brags about her perfect child, Bianca, Kendall fumes.*
>
> *Gloria turns down Adam's proposal to marry right away. Mimi tells Tom the secret about her baby just before they walk into a surprise party. Losing control, Mimi throws everybody out, which makes Taylor suspicious. Tad is back in town but fails to see eye-to-eye with Dixie. Dixie sees Brooke and Tad kiss.*

If you really want to have a good attitude, cut these summaries out, save them, and read one every day the next week. It will do wonderful things for you.

What are some other ways of building a good attitude? When you're growing, when you're doing things, when you have your goals set and are working on them, when you're building your self-improvement—those are some of the greatest things for your attitude.

Some people labor under the illusion that you have to like everything about your job and that you have to enjoy doing everything about your job. Nothing could be further from the truth.

I love my work; I don't believe there's a human being alive who enjoys doing what they do as much as I do. But do I like everything about it? No, I don't, but if I have to do something, I have a choice to make. Am I going to do it with the right attitude and get better results, or am I going to gripe and moan and fuss about it and get worse results? That is the choice I have to make.

Of course, the decision was already made when you took the job. But you're going to discover this: the better your attitude is toward the things you don't really like to do, the more likely you are to be given more of the things you do like to do. Even so, everything is not going to be dessert. There are still going to be unpleasant aspects to your job.

I think of Tom Hartman. I think of all of those months that he spent losing weight. I know that there were many times when he did not feel like exercising while carrying all that weight, and yet, because he had made the commitment, he had the vision, and the picture was so clear, he stayed with it.

What's the final result? The last time I saw Tom Hartman, he weighed roughly 225 pounds. Now, here's a man six feet, four inches tall, with a large frame. He can easily carry that and not be overweight.

Tom graduated magna cum laude with a degree in psychology. He made his contribution counseling battered women. He had his own business and was doing infinitely better. He was teaching a Sunday School class every Sunday.

Initially Tom was not happy; the last time I saw him, he was. He had not been healthy; when I saw him, he was. He had not been prosperous; he is. He has great peace of mind, with a tremendous number of friends. He has marvelous family relationships. He has tremendous hope that the future is going to be even better.

I keep bringing his case up for this simple reason: I don't believe there's a person who will ever read this book who has as much to overcome in every area of life as Tom Hartman did. Yet by making that commitment and following through, he achieved absolutely spectacular results. Ensure your attitude.

Did Tom learn something every one of the five hundred times he listened to

those tapes? Of course not, but let me tell you something that is at the same time enormously exciting and tremendously frightening. He memorized them. He said he would sit there, and he would go right along with me word for word. Let me tell you what he was doing: he was self-talking, and the most important things you will ever hear are what you say to yourself. He was being encouraged. That's the reason that repetition is so important. He made the commitment. He didn't wait to get down. He didn't gamble on it every day. He did what was necessary to stay up. He was ensuring his attitude.

Tom also made it a habit to do something for somebody else. The people I talk with who are the happiest are those who are doing things for other people as a matter of course. It is absolutely true, as
I have emphasized, that you can have everything in life you want if you will just help enough other people get what they want.

Daily Disciplined Accountability

To reach your goals, you also have to have daily disciplined accountability. Consider the United States Marines: 175 former Marines are the CEOs of the Fortune 500 companies; twenty-six of our presidents served in the military. In the military, they teach discipline and commitment. These two really do go together.

Let me make a point here. Exceptions will kill you. I have a close friend, the most positive man I've ever known in my life. His name is Bernie Lofchick. He had quit smoking for five years, and then one day said, "You know, it smells so good, and one won't hurt." It took him five years more to get off permanently, and the last time he quit was about fifteen years ago. I'm telling you: don't make the exception.

Some psychiatrists say that under certain conditions, some alcoholics could go back and have a social drink. That borders on insanity. Why gamble with something like that? I have seen many cases where a person was sober for a number of years; then they took that one drink, just a glass of wine or one beer that's not going to hurt anything, and they were back off to the races. Watch for those exceptions.

One day I spoke in Seattle. I left Dallas that morning. I flew all the way to Seattle, spoke, and flew back to Dallas. When I got home, by the time I'd collected all my stuff and got ready to hop in bed, it was 4:00 in the morning.

My clock was set to get up at 5:30. It didn't take me long to figure out that that was one hour and a half. I don't need to tell you that ninety minutes of sleep

is not nearly enough. Although the clock was already set for 5:30, as I sat there on the side of the bed, I debated: do I pull the plug and get up at 5:30, or do I sleep in?

"Be smart, Ziglar. Sleep in." Every fiber of my being said don't get up at 5:30, but I'd made a commitment; I'd pulled the plug. I got up at 5:30. I did my jogging. I had an absolutely miserable jog and had an absolutely horrible day. I was not nearly as productive that day as I normally am. I didn't feel good all day long. I was in bed that night at 8:00. Yet one of the most important decisions I've ever made in my life was to get up at 5:30. Let me tell you why: had I bowed to my physical, emotional, and mental desire to sleep in, I would have made that exception. A week later, I might have made an exception if I was only going to get four hours of sleep. A week later, maybe I'd make the exception if I had only gotten seven hours of sleep, and the exception would be repeated so many times that it would become the rule. Had I slept in, I would have faced that danger.

Watch those exceptions. Do you never make exceptions? Yes, on occasion you do, but the instant you do, be completely aware of it, and write yourself a little note. Watch out, because that is a danger signal. That daily disciplined accountability of working your goals every day can make a difference.

You need to stay in shape physically, mentally, and spiritually, because man is physical, mental, and spiritual. Here is another rather intriguing phenomenon. Even though we have spent billions of dollars in the last ten years on health programs, exercise programs, diet books, and diet programs, our obesity rate is 6 percent higher than it was ten years ago.

This is why I say I believe more people have permanently lost weight reading my materials and listening to my recordings than they have with diet and exercise books: because we deal with the picture. Visualize what you really do want; look at the benefits from taking care of your health.

According to one major study, 92 percent of the CEOs of major corporations had very high energy levels. According to another study, 90 percent of them exercise regularly. Less than 10 percent of them smoke, most of them can tell you their cholesterol level, integrity is their number-one asset, and their families are their number-one priority. In other words—balance. Stay in shape physically, mentally, and spiritually.

I'm going to give you four very fast rules for staying in shape physically.

1. Get enough sleep. Despite what I said above, this is very important.
2. Get on a regular diet and a sensible eating and exercise program.
3. Avoid the poisons: drugs, alcohol, and smoking. Keeping the poisons out of

your system is a marvelous way to stay in better shape. You will feel better.
4. Visualize yourself being in better shape. That's when it will come to be.

Failure is the line of least persistence. There's going to come a time in all of our lives when we hit the wall. Marathon runners talk about it all the time: "I hit the wall. I ran completely out of energy, and that's when I ran on instinct."

A lot of times we do that. We do not have any reserve left, but if we make the commitment, we can go on. Please don't misunderstand: if you're having a heart attack, lie down and call the doctor. But many people quit at the first sign of discomfort. They simply do not hang in there, and hanging in there gets to be very important. When you're in good shape, you can call on that extra energy when you need it, and it takes discipline beforehand in order to get there.

Change Your Vocabulary

If you want to reach your goal, you also need to change your vocabulary. I never will forget the spring day I was in Portland, Oregon, jogging on Portland State University campus. The temperature was about 78 degrees. I had a seminar that afternoon, and as I was running that day, I suddenly realized something: I was feeling good. The ground was flowing smoothly beneath my feet. I was breathing easily.

I mention that because for nearly ten months, when that opportunity clock would sound off in the morning, I can't tell you the number of times I'd gotten up, put my running clothes on, and gone outside. And while I was running, I was fussing: "Ziglar, what are you trying to do? You're killing yourself acting like a teenager. Your buddies are sound asleep in bed or having a good time. What are you trying to prove?"

As I've said many times, you have to pay the price. I'll tell you, it was awful, but I'd made up my mind that I was going to do it, and if I said I was going to do it, I would. I told every friend, relative, neighbor, and complete stranger about the terrible sacrifice I was making, but I said I was going to do it, and I was.

Now here I am in Portland, Oregon, and I'm out there running, and all of a sudden, I'm feeling good. The ground is flowing easily. I'm breathing smoothly. I'm having a wonderful time, and that's the day I changed my vocabulary.

You don't pay the price for good health; you enjoy the benefits of good health. You don't pay the price for success; you pay the price for failure. You enjoy the benefits of success. You don't pay the price for a good marriage; you enjoy the benefits of a good marriage. You pay the price for a bad one.

When we discipline ourselves to keep on, the day is going to come when instead of being a chore, our job gets to be fun. I believe that you can make almost any job fun to do.

In North Carolina, there is a chicken-plucking plant that uses these concepts. As a youngster, I was a butcher, and I'm here to tell you that when you pull the feathers off one chicken and when you're cleaning all those chickens out, the inside of one chicken looks just like the inside of all the others. When you've seen one, you've seen them all.

Now can you imagine? Here's a group of people who are cleaning chickens, at minimum wage in virtually every case, and the managers started developing those people. They started giving them ear sets and motivational recordings, and the workers started listening. They'd be listening along; when I'd put a funny on the tape, they would laugh and go back to cleaning chickens.

Productivity went up substantially. Turnover reduced substantially. Profits increased substantially.

What am I saying? Everybody gets excited when they're having some fun, when we're taking an interest in them, and when we're developing their interest.

We've gotten business because the owner of that plant went all over that part of North Carolina, speaking at Lion's Clubs and Rotaries and telling them what his hourly workers were doing.

Many times we think, "That person is not interested in this kind of stuff," or "You can't motivate that person." Let me tell you something: when people have fun doing what they're doing, they're going to do a better job. Again, that's not to say that everything can be fun.

Break the Goal in Pieces

Step number eight is to break the goal in pieces. After I left the Cooper Clinic, and they said to me, "Here's what you have to do," I looked at it and planned on losing the weight in ten months. I figured that would be how long it would take to write my book *See You at the Top*. I was doing them simultaneously. I needed to lose thirty-seven pounds, so I divided that up and said, "All I have to do is lose 3.7 pounds a month."

That's no big deal. That's less than a pound a week. I knew that, and I knew that I knew that I could do it. I was so confident of it that I didn't even bother to get started for twenty-eight days. That's one of the major problems in life. Here's your quota: it's for six months. "Hey, that's no big deal. It's just February 23. I have plenty of time." The next thing you know, it's March 22, and then it's April

15. “Oh, it’s too late now, but next year, I guarantee you …”

I looked at my regimen again and discovered that in order to lose the thirty-seven pounds, all I had to do was lose 1.9 ounces a day on average, every day, for ten months.

See You at the Top has 384 pages. I wrote it in ten months. That means on average, I wrote one and a quarter pages a day, every day, for ten months.

Let me tell you how to raise positive kids in a negative world. Let me tell you how to build a magnificent relationship with your mate. Let me tell you how to move to the top of the corporate ladder. Let me tell you how to become a world-class professional salesperson, counselor, educator, or whatever you want to be. It is not the monumental task that you do for one week or one month. It’s the daily things that you do, the daily commitment: “Today I’m going to take this step, or that step. I’m going to make this kind of progress every day.” The little things make a difference.

A minute can make a difference. If you don’t think a minute is important, let me tell you that depends on which side of the bathroom door you are. One minute can absolutely make a lot of difference. If my watch is four hours wrong, I have no problem. If I wake up at 3:00 in the morning and if it’s four hours wrong, I can tell you instantly that it’s wrong. If it’s four minutes wrong, that’s a different story.

Say I’m due to get aboard an aircraft at 2:32. If I’m four minutes wrong and I get there at 2:36, you know what the problem is. See, I’ve made a deal with the airlines: if I’m not there when they get ready to go, they’re just to go ahead without me. Now I’m here to tell you, folks, that it’s easier to catch those dudes before they leave the ground. The little things make the big difference.

Team Playing

If you’re going to reach your goals, you have to have to be a team player. You have to join the team; you have to work with others.

When I was a youngster down in Yazoo City, Mississippi, there were some abandoned railroad tracks. On occasion we kids used to go over there and see which of us could walk the furthest on those tracks. We’d walk a few steps and fall off. Had we just joined hands across the rails, we could have walked as far as the tracks went by supporting and balancing each other.

You have to have the team concept. Although many say that job security no longer exists, employment security is a thing of an entirely different nature. The better team player you are, the better individual you are, the better performer you

are, the more likely you are to have employment security.

Have you ever seen a flock of Canadian geese flying overhead? If you follow them very far, you will notice that they always fly in a V formation. If you follow them all across the horizon, you will also notice that there periodically appears to be some confusion in the flock.

Why do the geese fly in the V formation? Wind tunnel tests have revealed that when they do, they set up a partial vacuum off either wing, so the flock can fly 73 percent further than the individual goose can.

The reason for that apparent confusion from time to time is that the lead goose, in fighting the headwind, grows weary more quickly, so they change the leader's position very frequently. They cooperate. They work together.

Incidentally, a few years ago some psychologists studied geese, and they discovered that when you hear them honking, they're not just honking "Dixie." Those are motivational honks; those are encouragement honks. They're saying, "Come on, Bill. You know Charlie Brown's farm is just four miles down the road. Man, you can make it. Hang in there. It's downwind all the way."

That's partly because of the loyalty the geese have for each other. If one of them gets hurt or sick, a companion will stay with them until they either recover or die. Loyalty—a moral principle.

Training Fleas

If you're going to reach your goals, you have to learn how to train fleas. (Incidentally, I know you've heard the one about the two fleas at the bottom of the hill; one of them said, "Do we walk, or shall we take a dog?")

You train fleas by putting them in a jar; you put the top on. The fleas will jump up, and they'll hit the top over and over. You watch them jump and jump, and then you will notice that although they continue to jump, they're no longer hitting the top. At that point you can take the top off. They will continue to jump, but they cannot jump out of the jar, because they have conditioned themselves to jump just so high.

Man is exactly the same way. He starts out in life to write the book, to break the record, to climb the mountain, to do something significant. Along the way, he bumps his head, stubs his toe, makes some mistakes, and all of a sudden, he loses that marvelous concentration and confidence and creativity. He becomes a SNIOP—a person who is *Susceptible to the Negative Influence of Other People.*

In case you're missing the point, flea trainers are people who jump out of a jar. They don't tell other people where to get off; they show them how to get on.

Flea trainers understand that you don't try to see through people; you try to see people through. They understand that you can have everything in life you want if you will just help enough other people get what they want.

If you want to reach your goals, you have to have that flea trainer attitude. You have to understand that just because somebody else did or didn't accomplish something has nothing whatever to do with your abilities.

The classic example is the four-minute mile. For years and years, athletes had said, "I'm going to break the four-minute barrier." When they did, the coaches would get their stopwatches out and say, "Man, you might get it down to 4:02, but you'll never break that barrier." The doctors were saying, "Your heart will come right out of your body. There is no way you can ever run a mile in less than four minutes." For years and years, athletes tried valiantly to do it, but could not.

Then one day a flea trainer named Roger Bannister from Britain ran a mile in less than four minutes. Almost immediately after him, John Landy of Australia broke the four-minute barrier, and since then over five hundred individuals have run that race in less than four minutes, including a high-school student and a thirty-seven-year-old man. In 1985, John Walker of New Zealand, became the first man in history to run one hundred sub-four-minute miles.

There have been any number of races in which eight young men, all in the same race, broke the four-minute barrier. Is it because they all suddenly got that much better physically? Did the equipment improve that much? It might have improved some, but Roger Bannister followed every principle of goal setting that I'm talking about here.

Number one, he was a superb athlete. Number two, he got in marvelous condition. Number three, he recruited three other guys to serve as his pacers in that race, and he had targets along the way. He knew how long his strides were, how many he could jog or run in four minutes. He broke it all down. When he broke the barrier, athletes all over the world realized it was not a physiological barrier, it was a psychological one. That's an important difference.

I've seen it happen many times. A salesperson breaks a record, and then somebody comes along and says, "If she can, I can." That example serves as an inspiration. That's the reason I tell so many stories. In addition, the Center for Creative Leadership in Greensboro, North Carolina, has discovered beyond any doubt that the parable, the story, is the best way to teach. Of course, that's something somebody else told us two thousand years ago, isn't it?

See the Reaching

Next: if you're going to reach your goals, you have to see the reaching. Jack Nicklaus says he gets his best golf practice on his way to the golf course. He has a detailed outline of the course itself, and he sees every shot before he ever hits it. He sees the ball going in the hole.

I saw myself doing exactly what I'm doing way back yonder in 1952. It took me sixteen more years before I could do it on a full-time basis, and in those years I had to do a lot of other things. I worked as a salesperson to support my family, but the dream, the vision, never left me. I could see myself there.

When I hung that fellow in the Jockey shorts on my bathroom mirror, I saw him hundreds and hundreds of times, and I kept saying, "Now that's the way I am going to be." I could see the reaching.

Years ago, when the sailing ships were on the seas, a young sailor was ordered aloft; a squall was coming up. As he was ordered aloft, he was to trim the sails. When he was climbing up, he made the mistake of looking down. The turbulence of the sea and the roll of the ship caused him to become nauseated. He started to lose his balance. An older sailor underneath him said, "Look up, son, look up." He looked up and regained his balance.

If the outlook is not looking good, try the uplook. It's always good. Helen Keller put it eloquently when she said, "If you keep your eyes on the sun, you will not see the shadows."

We need to see ourselves as already being there. We need to see ourselves as happy in our relationships with our mate and our children. If we see our students in the proper light, we will deal with them altogether differently. You treat people exactly as you see them, and the way you treat them has a direct bearing on their performance.

I can tell you that as a parent that parental expectation has a direct bearing on children's performance. I can tell you as an employer that employer expectation has a direct bearing on employees' performance. I can tell you as an educator that my expectation of those I'm teaching has a direct bearing on their performance.

If you're going to reach those goals, you need to do it now. *Tomorrow* has been described as the greatest labor-saving device of all time. We use it often: "I'm going to do this tomorrow. I'm going to do this when I have time. I'm going to do this when …"

The present is now. The future is also now. We need to get into action. I've done such a strong job of selling you on having goals because I know that if you

take action now, you're going to be infinitely more successful. You're far more likely to reach your goals. If you have those goals, if you can see them, that's when things are going to happen, but you have to get started now.

Andy at Merrill Lynch

One of my favorite examples is the story of Andy Gardner. He's a young man who works with Merrill Lynch, a company that is said to have more people who earn $100,000 a year than any other company in America.

Andy said to me, "Zig, they come in all sizes, all shapes, all colors. They're extroverts and introverts. They're male and female. They have tremendously varied educational backgrounds. Some of them offer the complete menu; others are specialists, but there's one thing that every one of them has in common: you call them at 2:30 in the afternoon on February 22 or March 23 and ask them where they are on their goals, and they can, to the penny, tell you exactly. They're very definite, they're very specific in their goals."

Andy said to me, "Zig, I started listening to you a number of years ago. Here's what I discovered. You and I come from a different generation. We have different political views. We have different social views. We have different religious views, but the principles that you're talking about are so universal that I adopted every one of them and am following them as a part of my life."

Let me tell you Andy's story. When you join Merrill Lynch, one of the first objectives they have is to make the Executive Club. That's kind of a rookie club, and making it early on represents a considerable amount of recognition for accomplishment.

Andy's manager was a man named Parks Duncan. Parks called him in one day. "At that point," said Andy, "I wasn't on schedule to make anybody's club. Parks got to talking to me, and he said, 'Andy, let me tell you what I'm going to do. I believe you have every ability to make the Executive Club, and I want to show you where your new office is going to be. We're building it about a half mile from here. Here's the blueprint and, Andy, here is your office.'"

Andy left Parks's office. He was so excited that he skipped lunch and walked a half mile over to the new building, which was nothing but a frame and a lot of concrete and girders. He knew exactly where his office was. He said, "Only the floor was in. I got there, and I squatted down as if I were at my desk. I looked out, and the view was absolutely marvelous. I visualized my sales assistant outside answering the phone saying, 'Yes, this is Mr. Gardner's office.' I could see all of that in my own mind."

Now this is the kind of visualization that I've been talking about. Andy said, "You know, Zig, when I left there, I had that dream. I had a vision. Yes, I was going to make the Executive Club. In the month of November, I more than doubled my daily production." He said, "I just was so excited I was on schedule to make it."

Then, he said, "Early in December, all three of my big deals washed out. At that point some of my associates were saying to me, 'Andy, you really ought to start concentrating on next year.'

"But," he said, "by then it was absolutely impossible for me to give up. I took that renewed effort. I started going over to the new office I was going to be in every day. The vision became more real all the time, and it's amazing how things started popping in place. The goal was to get there on December 21, and on December 21 is exactly when I hit my goal."

Visualization does work. This happened to Andy back in 1984. Three years later he moved to Houston, and for two and a half years he managed an office there. Then, he said, "I felt like I needed an explosion."

Andy came to Dallas and spent three days with us in June 1992. Even though he'd lost three days of productivity, a larger picture of himself and his vision emerged, and as a result of that, not only did he make the President's Club, which is infinitely more prestigious, in that month of June, he broke his best record ever by over 80 percent. In July, he almost broke the June record, and August was a repeat of the same thing.

Since then, he set another goal, and when that happened, he decided he would win the company's Winsmith Award. He accomplished that objective too.

Let me emphasize something that is very important: Had Andy made the Winsmith Award his first goal, that would have been absolutely insane. He had no experience, and he had a very small base to work from. He was just getting started. There were many things he did not know. He set a more reasonable goal —a big goal, but it wasn't out of sight. He achieved it: he made the Executive Club.

Andy's three best years were 1990, 1991, and 1992. Yet those were far from the best economic years in our society. That goes right back to something I've been saying all the way through: Success is not out there. Success is right between your ears.

I don't care how good times are; some people are going to foul them up financially. I don't care how bad times are; some people are going to do well regardless. I've noticed that since the Depression way back in the 1930s.

I believe that if you'll take the steps we've been discussing and follow this goal setting procedure, success can be yours.

As you start on this journey, there are going to be some people who will laugh at you and say, "Man, you can't do it," just as they did to Andy Gardner and Ike Reighard.

The little world laughed, but the big world was on the banks of the Hudson when Robert Fulton went steaming by. The little world laughed, but the big world was at Kitty Hawk when the Wright Brothers made that historic flight into space. The little world laughed, but the big world was tuned in when Alexander Graham Bell made that historic phone call.

The little world might well laugh at you as you start out on your journey, but the big world is going to be right by your side, encouraging you as you go, and it will be there to greet you as you cross the finish line.

And remember: what you get by reaching your goals is not nearly as important as what you will become by reaching your goals. That is the winner you were born to be.

Chapter 4
Winning through Persistence,Enthusiasm, and Desire

There was an old boy down home who was caught in a flash flood. I mean, it was an instant one, and he was up on the rooftop of his house. One of his neighbors came floating by and said, “John, this flood is just terrible, isn’t it?”

Old John said, “No, it ain’t that bad.”

“What do you mean it’s not that bad? Why, there goes your henhouse floating downstream right now.”

“I know that, but we started raising ducks just a few months ago, and see, there they are, every one of them, just swimming around. Everything is going to be all right.”

“Yeah, but man, this high water is going to ruin your crops.”

“My crops are already ruined anyhow. It’s not going to have any impact. We need a little irrigation. This takes care of that.”

As you know, some people persist in being negative. The neighbor said, “Yeah, but look, the water is rising. The first thing you know it’s going to be up to your windows.”

“Man, I hope it gets there. They’re so dirty, they need washing.”

We can look at things through two different pairs of eyes: the optimist’s eyes or negative eyes. In this chapter, we’re going to look at winning through persistence, enthusiasm, and desire.

An old minister was asked why he was so effective. He said, “Well, basically, I tell people what I’m going to tell them. Then I tell them, and then I tell them what I told them.” You’ll hear me say over and over that repetition is the mother of learning. That makes it the father of action and the architect of accomplishment.

Find Your Front Row Seat

Years ago, I had an opportunity to speak over at Hinds Community College in Raymond, Mississippi, where I had gone to school back in 1943. A man there named Jobie Harris had a profound impact on my life, so I was helping them raise money to establish a scholarship fund honoring him and his wife, Jim El, who also taught there.

The morning I spoke, the auditorium was packed. The students and faculty and visitors from town were standing all the way around the back. As I started, I could not help but notice that there were seven empty seats on the front row and five empty seats in the second row. So I said to the people who were standing, I said, “We have seven empty seats right down here, and five over here. Why don’t you come on down and take a comfortable seat for this presentation? All you have to do is walk fifteen or twenty steps, and you’re here.”

Only one person came down and occupied a seat in the front row. With plenty of front row seats available, only one of them was chosen.

I said to the group, “I wish I were strong enough to pick these seats up, move them to the back, and give them to you, but I’m just not that strong. We don’t have that kind of time anyway, and I’m certain the administration would not smile at me doing that. The seats are available, but you have to take the steps to get there.

“In the second row, there are some obstacles you have to overcome, because these five seats happen to be in the middle of the row, but these look like congenial people. They might even help you get past that particular obstacle. That’s life itself, because there are always going to be some obstacles that stand between you and what you want, but it’s up to you to take the steps.”

The point is that front row seats are available, but you have to claim them, and there are some obstacles along the way. You have to climb over those obstacles.

Success versus Ease

We have a tremendous need in America today for front row people, but

remember: it's awfully tough to be successful when things are too easy. I'll give you a couple of examples.

Of three hundred world-class leaders—I'm talking about the likes of Churchill, Franklin D. Roosevelt, Helen Keller, Martin Luther King Jr., Mahatma Gandhi—75 percent of them either had been abused as children, had some serious physical disability, or were raised in poverty. It is tough to be successful when things are too easy.

In a motel in Columbia, South Carolina, I met a young man named Fernando Quintero. Fernando is from Mexico. He lived in San Diego for a year and a half. He lived, worked, and associated only with people who spoke Spanish. At the end of a year and a half, he could not speak any English. In his mind, there was no need to.

Then Fernando moved to Columbia, South Carolina. Three months later, he was speaking English; six months later, he was very fluent in the language. He had to, because in Columbia, nobody spoke any Spanish.

My daughter-in-law, who is an extraordinarily bright young woman, is from Campeche, Mexico. She spent a year in New Orleans. All of her friends spoke Spanish. The school was conducted in Spanish. Everything was Spanish. She could not speak any English. Then she came to Austin College, where she met my son. She started speaking no English and finished the first year with a 3.0 grade point average. You see, she had to learn it.

A lot of times we don't have people who require us to do things, so if we want to get the most out of life, we have to require those things of ourselves. Life is easier when you're tough on yourself, but life is enormously tough when you're easy on yourself.

The rewards for doing the things I've been talking about are enormous. What does everybody want? To repeat myself, everybody wants to be happy. They want to be healthy. They want to be at least reasonably prosperous. They want to be secure. They want to have friends. They want to have peace of mind. They want to have good family relationships, and they to have hope.

As I've already pointed out, people wonder whether you can really set happiness as a goal. Rose Barthel says, "Happiness is a conscious choice. It is not an automatic response." Happiness is an attitude. Again, happiness is not a *when* and a *where.* It is a *here* and a *now.*

Many people think they are going to be happy on a *where:* "When we get out to Hawaii for that ten-day vacation, man, then I'm going to be happy." That's not the way it is, because it makes no difference where you go; there you are. Until

you are happy with *you,* you're not going to be happy with whatever you have or wherever you are.

That doesn't mean that I don't think we ought to have some fun. I love the story about Dallas Theo logical Seminary. They had a serving line, and at the beginning of the line were apples. There was a little sign that said, "Take only one apple. God is watching." At the end of the line, where they had the chocolate chip cookies, another sign said, "Take as many as you want. God is busy watching the apples."

I believe that we need to have a little fun as we go along, but let's explore happiness a little further and see what we can do about it. I'll ask you to answer these questions in your own mind.

Do you believe that your happiness has anything to do with your health? In other words, if you're healthy and feeling good, will that increase your chances of happiness?

Do you believe that if you were at least prosperous enough that you didn't have to worry about a flat tire or a plumbing foul-up, that could be a contributing factor in being happy?

Do you believe that if you're confident in what you do, secure in the knowledge that your performance will help you keep your job, that too would be a factor in your happiness?

Do you believe that lots of loyal friends will help make you happy? How about peace of mind? If you have that resolved, do you believe that would make you happy?

How about good family relationships? Does your family have anything to do with your happiness? Now here's the big question. Do you honestly believe that you can do something about your health, your prosperity, your security, your friends, your peace of mind, and good family relationships? Do you believe there's something you can do about it? Won't that give you hope for the future, and isn't it true that hope has something to do with your happiness?

Do you believe, "Yes, there is something I can do about setting happiness as my goal, because it can be a byproduct of all the other things"? Does that make any sense?

I don't know how you feel about that, but when I became really involved in this thinking process, I got enormously excited, because I believe that this is going to represent a breakthrough for many people. Why do I say that? Because certain things also make us unhappy, but when we go down the list, we can say, "I can do something about this," and "I can do something about that."

We can go right back to work to regain what we love. Man, I get excited about that. Let's go down the list and look at the statement that we make so many times: you can have everything in life you want if you'll just help enough other people get what they want. Again, I'm talking philosophy; I'm not talking tactics.

Let me give you a personal example. Many years ago, when I entered the world of selling at the ripe old age of twenty-one, the first two and a half years, we just about starved to death. Things were really tough. Then, thanks to a man named P.C. Merrill, we had a dramatic turnaround. My business exploded. I finished that year the number two salesman out of over seven thousand.

I was in the cookware business. Every year, at the end of August, the company had a National Booster Week. They encouraged every salesperson to pull out all the stops to work eighteen hours a day, make every possible call, give extra bonuses to hostesses, and everything else.

For the first two years, I didn't get excited about Booster Week, because I was struggling to eat, so I couldn't get excited about a lot of other things, but on this particular week, I was primed, and I hit the ground running. I cooked pancakes every morning that week. I prepared a salad every day at lunch for prospects, and I put on a dinner demonstration in the evening.

That week I sold two and a half times as much as I'd ever sold in any week. I tell you, I was motivated. As a matter of fact, I'd sent the redhead and our only daughter down to Jackson, Mississippi, to be with my wife's family because the convention following Booster Week was to be in Biloxi, and I wanted to be able to do nothing but work that week.

In all fairness, the company only encouraged us to maintain that kind of schedule one week out of the year. They explained that, like a rubber band, which is useful only when it's stretched, when you really stretch yourself out sometimes, that's when you can determine your capabilities for doing great things.

I finished making my last call on Saturday night. It was about 10:00. I drove to Atlanta. Bill Cranford, the man who brought me into the business, had said, "Zig, stop by here and catch a few hours' sleep before you drive on."

I woke old Bill up about 2:30 or 3:00 in the morning. He got out of bed and made coffee, and we sat there until 5:30. For those two and half hours, let me tell you what I was doing. I had made thirty-nine sales calls that week and made thirty-four sales. I took Bill Cranford from hello to good-bye for every single one of those experiences. I speak at about 280 words a minute, with gusts up to

about 550, so I covered an awful lot of territory.

About 5:30, it suddenly hit me. I said, “Oh, my goodness, Bill. How are you doing?” I had not asked him one single question; I hadn’t inquired about his health, his family, his life, his business—nothing. I had totally dominated the conversation. I had the worst case of “I” trouble anybody has ever had. I said, “Bill, I am embarrassed. I apologize.”

Bill Cranford said something to me that affected my life and thinking dramatically: “Zig, don’t give it a thought. I have thoroughly enjoyed every moment of what you’ve had to say. Let me remind you, Zig, that I’m the one who brought you in this business. I’m the one who trained you. I’m the one who encouraged you when you were discouraged. I’m the one who took you out in the field and specifically worked with you, holding your hands.

“Zig, until you’ve experience what I just experienced, you’ll never know what real happiness and real success are. The delight I have received through your success is infinitely greater than the delight you’re experiencing by having that success.”

The man was 100 percent right. Was he a happy man? You absolutely can count on it. He was a happy man.

Prosperity

Let’s look at this thing called prosperity. When I was a boy, I worked in a grocery store down in Yazoo City, Mississippi. It was during the Depression. We had very limited inventories, and 90 percent of all of the business that was done in that store was done from 4:00 Friday afternoon until 11:00 on Saturday night. That’s when everybody got paid. Merchants carried very limited inventories. We frequently ran out of what we were selling, and we borrowed from the other merchants.

There was a young man named Charlie Scott who worked across the street. He was their runner for that store, as I was a runner for the store I worked in.

Many times Charlie would hit our front door in a dead run, and he would say to our owner, “Mr. Anderson, I need to borrow a half dozen cans of tomatoes.”

Mr. Anderson would say, “Charlie, you know where they are. Go get them.” Old Charlie, in a dead run, would go back to the shelf where the tomatoes were, scoop up six cans, run back up to the counter, plop them down, sign his name indicating he’d gotten them, and scoot out the front door.

One day, I asked Mr. Anderson, “Why on earth does Charlie Scott always run everywhere?”

Mr. Anderson grinned kindly and said, “Charlie’s working for a raise, and he’s going to get it too.”

“Mr. Anderson, how do you know Charlie Scott is going to get a raise?”

“I know Charlie Scott is going to get a raise because if the man he’s working for doesn’t give it to him, I am.”

That’s employment security. Regardless of who signs the check, you work for yourself, and when you make that big effort, things are going to happen.

A few years ago, speaking at Mississippi State University, I told that story. When it was over, a tall, slender fellow came up to me and said, “Let me ask you. When is the last time you’ve seen Charlie Scott?”

“Well,” I said, “Charlie is two years older than I am. That means he left Yazoo City in 1942 to go into the service. I haven’t seen him since then.”

“You probably wouldn’t even recognize him, would you?”

“No, I wouldn’t.”

“I didn’t think so. I’m Charlie Scott.”

Charlie Scott retired at age fifty. He was successful in every area of his life, because he took those habits he had acquired in childhood, which was a tough one, and applied them all of his life, and he was able to accomplish the objectives that I’m talking about.

Security determines the way you handle situations in life, particularly in your relationships. I love the story about an experience that the Buddha had.

A man met him on the street one day and began to call him mean and ugly names. The Buddha listened quietly and thoughtfully until the man ran out of epithets and had to pause for breath.

“If you offer something to a man, and he refuses it, to whom does it belong?” asked the Buddha.

The spiteful man replied, “It belongs, I suppose, to the one who offered it.”

Then the Buddha said, “The abuse and vile names you offer me I refuse to accept.” The detractor turned and walked away.

A secure individual is never made to feel inferior by the insecure people of life, the faultfinders and backbiters, the ne’er-do-wells, the critics. Being secure within ourselves is really what matters.

How do you determine what makes a person secure? You’re what you are and where you are because of what’s gone into your mind. You change what you are and where you are by changing what goes into your mind.

How do you get friends? The best way to get friends is to be a friend. Most people who go out in life looking for friends are scarce, but when you go out in

life to be a friend, you'll find them everywhere. The Bill Cranford attitude will enable people to have more friends.

What is peace of mind? I have great respect for a young man named Peter Lowe, who does seminars that I speak at all over the country. Peter was going to buy his mother-in-law a little business. As he analyzed these businesses, in twenty-two straight instances, he would ask them if they had another set of books, and all twenty-two responded, "Yes, I do."

Peter would look at that other set of books, and he said, "You know, Zig, the sad thing is the amount they were stealing from the government was very little—$1,000, $5,000—but can you imagine the grief and turmoil they go through every time an official-looking agent comes walking in and announces, 'I'm from the government, and I'm here to help.'"

You know exactly what I'm talking about. Do these individuals have peace of mind? How much more productive would they have been had they played it straight and were able to utilize all of their creative resources? I believe it would make a dramatic difference.

For me, peace of mind comes when I understand where I will spend eternity. I was excited to read recently that 90 percent of the people in America believe in God. Now if we can persuade them to believe God, then we really will have something to be excited about.

Good family relationships are enormously important, as is hope. If you have all of these things, your hope can be absolutely legitimate. Hope is the fuel that propels the engine of effort through the difficult times and over the obstacles which regularly appear on the roadway to success.

All of these things constitute a package. If you want these things, you must plan for them. Total success demands responsibility—responsibility for your conduct and your performance, because all of these have consequences.

I love this little bit by Robert Orbin along these lines: Two parents were comparing notes. One said, "I'm really concerned. Our kids are getting into so much trouble. I don't think the daycare center, nursery school, after-school program, and babysitters are raising them right."

That really does say something, doesn't it? Responsibility is what I'm talking about.

Understand something: winners don't always finish first. You see, there's a confused belief in our society that unless you are the absolute best and you win every time, you're not a winner. But winners do not always finish first. Winners give best effort.

In one Super Bowl, one of the real winners was a member of the Buffalo Bills football team. It was a blowout. The Dallas Cowboys beat them 52 to 17, and everybody knows that I'm a dyed-in-the-wool Cowboys fan.

Had you been born and raised in communist China, you today would be a communist. Had you been raised in the jungle somewhere where they practice voodoo and worship idols, you probably would have been an idol worshiper, but if you were born and raised in Dallas, you're going to grow up believing in the Dallas Cowboys.

In any case, it's toward the end of the game; we're leading 52 to 17. There's a fumble that hits the ground and bounces up. Leon Lett of the Cowboys grabs that ball and lumbers toward the end zone. He gets within twenty yards, and I watched the replay to make absolutely certain that I had my yardage right.

When Leon Lett was on the ten-yard line, he started hotdogging it big-time, prancing over, holding his football out there. When Leon was on the ten-yard line, Don Beebe, the outstanding wide receiver for the Buffalo Bills, was on the twenty-yard line. He made up ten yards on Leon in less than it took Leon to make that twenty yards, and he slapped the ball away. We did not get the touchdown.

Understand that there was no way on earth—and Don Beebe knew that—that the Bills had a chance to win that game, but effort, personal pride, everything was at stake as far as Don was concerned. Coincidentally, his doing that helped his team to avoid the biggest loss ever in Super Bowl history.

What am I saying? You win when you give it your best effort.

Dropping the Ball

A lot of times in life, things happen over which we have no control. In 1986, Penn State and Notre Dame were playing, and Penn State was ahead. Notre Dame had the ball. They were driving down the end of the field. Their tight end got loose in the end zone. The quarterback hit him letter-perfect right in the hands. He dropped the ball. Had he caught the ball, Notre Dame would have won. He drooped the ball, Penn State won, and went on to win the national championship.

Here's the message. Ten players on the Notre Dame team had done everything they were supposed to. They had filled their assignment to perfection, but one person dropped the ball.

I don't care what your job is. I don't care how circumstances are with you, in your home, in your school, in your job, or in the factory. On a number of

occasions you're going to do everything you're supposed to, and somebody else is going to drop the ball.

We have to learn to deal with the dropped balls of life. Our attitude, our self-image really does make the difference. The question is, do we respond to life, or do we react to it? As you know, responding is positive; reacting is negative.

Success absolutely demands change, and it demands creativity. Many people resist that change.

One of favorite stories is about the fellow who won a bass fiddle in a contest. The instruction book had all the pages torn out except page one, and all it showed was how to have your left hand up on the neck and your right hand on the bow. He figured that was the way to play a bass fiddle, so that's the way he was playing. Johnny One-Note—that was him.

It drove his wife crazy in short order. Then she hit the jackpot. Somebody gave her a ticket to the symphony. She came down and got right there next to the stage—as luck would have it, next to the bass fiddle player.

When she got home that evening, she was excited. She said, "I was sitting next to the guy playing the bass fiddle, almost underneath him, and I noticed that he kept moving his left hand up and down, and he kept moving the bow all over the place, and I can't help but notice that you keep yours on exactly the same spot. Why is that?"

That old boy never broke stride. He said, "That's easy to explain. That fellow is still looking for his place in life. I done found mine."

If you've already found you really want everything in life, maybe you don't want to read this, but the fact that you are reading it tells me beyond any doubt that you are open to that change.

Motivation + Information = Inspiration

Let me say here that motivation plus information equals inspiration. A woman named Mary Ellen Caldwell was at a seminar of mine. During one of the breaks, she came up to me and said, "Look what I've got."

She showed me a list of things that she was going to be doing to encourage her dad, who had been forced into retirement against his will at age sixty-five. She said, "Dad really has lost heart. He's not excited about life. He's frustrated. He doesn't feel there's any use for him. Look, you've given me all of these ideas."

In fact I had not talked about retirement and had not given her any ideas at all. Then what on earth happened? Let me describe it exactly, because I believe this

is the key to many of the mysteries of life; it explains why people so often fail to do more with their lives.

Number one, Mary Ellen had taken her lifetime of information and experience. Understand that she'd learned a great deal.

As an aside, let me give you an intriguing bit of information. This is subjective; I don't know how on earth you could possibly prove it, but I believe it has validity. Two of the most brilliant PhDs I've ever known in my life have told me this: in your lifetime of experience, if you have your PhD, less than one-half of 1 percent of your total knowledge inventory came from a formal educational environment. Now don't misunderstand me: I'm not saying education is not important. The first thing you do is you learn to read, and then you read to learn, but later, you learn to read people as well.

In any case, Mary Ellen had had a tremendous number of life experiences. That's number one. Second, she had a love and a concern for her dad. Third, she was involved in this personal growth seminar.

Let's see if we can cast some light on what happened. Motivation, you see, is the spark that lights the fire of knowledge. Let me also say that the more you already know and the broader your base is, the more new ideas and information will benefit you. In order to put all of this to work, you need to take some quiet time to put it all together.

A friend of mine named Fred Smith, whom I've identified as my mentor, was having dinner with my wife and me once. As always, I had my notepad with me. I never see him without carrying a notepad. He always puts something heavy on me.

That night he said one thing that got me excited: "Zig, remember that great learners are not always great thinkers." I got to reflecting on that. I was in Tampa, Florida, and I'd been in a dental chair for about five hours that day, and I decided I wasn't going to do my exercise, but I wanted to go for a stroll.

I had a very casual forty-minute walk followed by a very quiet dinner. I got to reflecting on this thing called motivation, and to motivate is to pull out or draw out that which is on the inside. Motivation plus information equals inspiration. Then suddenly things came together. It explained what had happened to Mary Ellen Caldwell, and it explains what happens to us every day of our lives.

Mary Ellen took the information which she'd accumulated over a long period of time. I gave her some new brand-new information, which got her excited, and then up popped some information she thought she'd forgotten about because she hadn't used it. Up popped that information, and up popped the information that

I'd just given her. They took a look at each other, this information and that information, and they said, "Hey, I like you. Do you like me?" "Yeah, let's get together." A marriage service was performed, and a birth of completely brand-new ideas took place.

In addition to all the information we get, there are times when we absolutely must be quiet. We have to be thinking about what we're dealing with. When we do, it's amazing what will happen. You regularly need the motivational input that brings in new information, which stirs up the old information. Both of them come to the front and get together, and that's what creates new ideas.

As valuable as motivational recordings are, there are occasions when you do not want to have them or anything else on. For example, when you're walking, instead of listening to music or motivational lectures, think about your business or something you're wrestling with. It's amazing how many times brand-new ideas will be born to you.

As I was talking, because of the motivation, Mary Ellen brought out things she thought she had forgotten. Motivation is to pull out or draw out. She took the new information, and that is exactly what happened.

How to Use Creativity

How can we use creativity in any area of life? Let me share with you one of the most exciting letters that I've ever gotten. It's from a man named Carl Hugebeck. He teaches character education in the "I Can" course down in Bastrop, Texas. He had just finished a class, and here's what he said:

"These kids are at-risk. I reminded them that because they live in the United States of America, lifelong education and self-improvement are a reality. These students have had difficult backgrounds and live in some very poor situations. They are not supposed to be optimistic, enthusiastic, and goal-oriented. They are. I tell them that they are at-risk. If they keep doing what they're doing, they will be at risk of graduating, going to college, meeting their ideal mate, prospering, and enjoying the type of life God intended them to have. So, yes, thanks to character education and I Can, our students really are at-risk."

Don't you just love that little twist? Think of all the students who have been told over and over, "You're at-risk. You've been victim of this, that and the other." Of course, in many cases it's true: they have been victims.

But it makes more sense to use creative imagination and say, "If you keep doing this, you're at risk of graduating. You're at risk of getting a promotion. You're at risk of being successful. You're at risk of having lots of friends." Creativity

makes a difference.

Let me give you another example here. Walter Williams happens to be one of my favorite economists. He once had an editorial in the *Dallas Morning News.*

He says here, “Anyim Palmer founded the Marcus Garvey School in South Central LA in ‘75. If you visit it, you would see two-year-olds reciting the ABCs, three-year-olds counting in English, Spanish, and Swahili, and four-year-olds doing math. Down the hall, you would see second-graders spelling words like *pharmaceutical, entrepreneur,* and *cerebellum* and repeating verbatim from memory ‘The Gettysburg Address.’”

What kind of school is this? It’s not a rich, white suburban school. It is a black school with four hundred students, located in a troubled section of Los Angeles. Its students are not gifted. They’re ordinary kids with concerned parents.

The administrators and teachers, who are also black, have unbounded pride and a sense of mission. Are the teachers real experts? No. They’re regular teachers. As a matter of fact, they don’t even have teaching credentials. What makes them so unique? They’re given the freedom to adjust and be held accountable to teach the students the most effective things for their needs.

Again, with creativity, we can do an awful lot more things.

Drugs, Crime, and Alcohol

Why did I mention something like “I Can”? Why did I talk about what’s happening in a school? It’s very simple. Every one of us, you and me is involved in drugs, crime, gangs, and alcohol—the whole schmear.

My son’s best friend was killed by a drunken teenager doing ninety miles an hour through a red light one night about midnight.

My brother-in-law had his home broken into by a drug addict, who stole an heirloom picture. An hour later, that picture was in the addict’s veins in the form of heroin.

I check into a luxury hotel. They give me a key to room 2165 and say, “But the key says you’re in 1710.”

“What’s the deal?” I say.

“In case you’re mugged, they won’t know where to come to get the rest of your stuff.”

I pull up to a service station at 9:00 at night, and a sign says, “Please pay before you pump the gas.” We do not live in a low-rent neighborhood, but there’s only one street my wife is comfortable walking on in broad daylight.

We are all victims of these problems, so we need to get involved in the

solutions. Where does it start? Obviously with you.

Now I'm going to share a little bit of information here. I'm enormously excited about it, because a lot of people in our society have behavior which is uncharacteristic or which we cannot even begin to understand.

I got a letter from a gentleman down in Florida named Leland M. Heller, MD. He talks about borderline disorder, which affects between 4 and 8 percent of the population. He says that borderline disorder …

> *… is one of the major preventable causes of child abuse, divorces, substance abuse, and impulsive violent crimes. It's a very important topic, and a treatable illness.*
>
> *It's basically a form of epilepsy in the brain's limbic system. Victims have abnormal neurological examinations, brain waves, memory, and sleep. Borderline is clearly a medical problem, but it's also an emotional problem. Borderlines have no self-esteem, no effective psychological defenses, and have spent a lifetime with crippling mood swings, horribly painful dysphoria, and frequent bouts of psychosis, and have distorted their understanding of life and people.*

Until the proper medication came along, people with borderline disorder had essentially no chance to recover, even with counseling. (This is where we need to understand people a little better.) Dr. Heller points out that somewhere between 7 million and 20 million people in this country suffer from this disorder. Now where does this fit in your life?

Dr. Heller adds, "In my opinion, it is unlikely a borderline will ever achieve mental wellness without reading positive books."

Motivational books are a must. They are as important as the drugs. You need the right information in order to change the way you think and feel.

I once had a conversation with Dr. Les Carter, who's on the staff at Minirth-Meier Clinic. I said, "I have an idea. Let me check it out and see what you think about it. In my opinion, the purpose of all counseling is to change your thinking."

"Zig," he said, "you're 100 percent on the target."

Changing the thinking of these people is making a dramatic difference. Dr. Carter had some nice things to say about me: "Zig is not only funny and motivational, but he describes values and attitudes that improves one's chances for a successful life. Untreated borderlines have shifting values due to their

illness." That happens to a lot of us, doesn't it? Shifting values. "Zig gives a set of values borderlines and the rest of us can believe in and live by. You may disagree with some things. Not everyone agrees on everything Zig says, especially religion, but you will find few areas of disagreement. I greatly admire what his tapes have done for my patients."

I recognize that that sounds a little self-serving. Please forgive me if it does, but it's meant to say that when you have the right input, when the input is good and clean and pure and positive, what has happened in the past absolutely can change. You change the future by changing your thinking. You change your thinking by putting the right things in your mind.

Role Models

You'll probably agree with me that role models are enormously important. Do you believe that a role model's lifestyle will have an effect on the lifestyle of the person who emulates that model?

Let me identify the role models for the children in America who are between the ages of seven and twelve. For 39 percent of them, their number one hero is a movie star or television star; for 19 percent, their hero is a singer (and in virtually every case, you can read that as a rock or rap singer); for 11 percent of them, their number one hero is a comedian; and for 11 percent, their number one hero is an athlete.

I'm not putting down those people, but how many of them would you want your child to be like? To emulate? To follow their habits, their patterns?

We need to look at what we are putting in our minds, because, you see, a major business in today's world is counseling.

I also asked Dr. Carter, "What percentage of counseling has to do with relationships?"

He said, "100 percent of all counseling has to do directly or indirectly with the relationships of one kind or another."

What's the most important relationship of all?

That relationship you have with yourself. When you get along with *you*, it's easier to get along with somebody else.

In one recent survey, when managers were asked what trait they most desired in employees, 84 percent of them said, "I want somebody who can get along, be a part of the team, work with, and cooperate with the rest of us."

Have you noticed that when you have one wet blanket in the crowd, it puts a damper on the rest? If you get one negative person talking, it catches on. That

why the managers say they want people who can get along with others.

The Roman emperor and philosopher Marcus Aurelius said, “The happiness of your life depends upon the quality of your thoughts.” What affects your thoughts? What goes in your mind? As I’ve said, your associates also affect your thoughts.

Now let me say that the principles that we’re talking about work for individuals, they work for schools, they work for businesses, and they work for nations. I say “principles” rather than “procedures,” because when you try to get everybody following the same procedure, you tend to have problems. That stifles creativity. Nevertheless, you start with a base to build on, and that’s what I’m talking about when I say “principles.”

Chapter 5
The Bernie Lofchick Story

I want to share with you a story which I believe represents our philosophy as well as any I've ever heard. As you read it, I believe you're going to think that it ought to give anybody hope that they can do things in their life.

In 1965, I was speaking in Kansas City. It was my first major presentation. On the program were

Elmer Wheeler ("The World's Greatest Statesman"), educator Dr. Kenneth McFarland, Senator Milward

Simpson, and management expert Joe Batten. It was a bunch of heavy hitters; I was the new kid on the block.

I felt somewhat like the farmer who entered his mule in the Kentucky Derby. Somebody asked him,

"You don't really think that mule is going to win that derby, do you?"

"Man, no," he said. "No way."

"Why on earth would you enter him?"

"I just figured the association would be good for him."

Anyway, when the seminar finished that evening, I headed back over to the Muehlebach Hotel for what I thought was going to be a lonely dinner. I stepped out of the elevator, and I heard the booming voice of a man whom I now love as one of my closest friends; he's really more like a brother. His name is Bernie Lofchick. He said, "Zig, where are you going?"

"I'm going to dinner."

“Come with me, and I’ll buy.”

That’s an offer that’s hard to refuse. As you know, people are happy when they can do things for you, and I liked to make him happy, so I said, “Brother Bern, you have a deal.”

We sat down to dinner. Do you know how some people establish rapport instantly? We’re both from large families. His dad died when he was young. He worked in a grocery story early on; I worked in a grocery store. He was running the biggest cookware company in Canada; I’d sold cookware. So we had a lot in common, and I said, “Bernie, did you fly all the way down from Winnipeg to attend this seminar?”

“Yes, and was it ever worth it. I got some great ideas.”

“But, Bernie, to come down from Winnipeg to here—that cost you a whole lot of money.” I can’t believe I was that negative.

“Yes, Zig, but thanks to my son, David, money is no problem for me.”

“Brother Bern, that sounds like a story. Tell me.” “When David was born, our joy was absolute and complete. We already had our two daughters, and now we had our son. But very quickly we came to realize that something was wrong. His little head hung too limply to the right side of his body. He drooled too much to be a normal, healthy child. We took him to the doctor, and he said it was no problem, he was going to outgrow it, but deep down we knew something was wrong.

“We took him to a specialist, one of the most respected ones in Canada, who said he just had club feet. For about six weeks they treated him for that, but we knew it was more serious. We took him to yet another specialist. After a very comprehensive examination, the specialist said, ‘This little boy is a spastic. He has cerebral palsy. He’s never going to be able to walk or talk or count to ten. I encourage you to put him in an institution for his own good and for the good of the other members of the family.’”

Bernie Lofchick has the most vivid eyes I’ve ever seen in my life. Those dark eyes were flashing as he said, “But, Zig, I’m not a buyer. I’m a seller. I could not see my son as a helpless, hopeless vegetable all of his life. I saw my son”—and here’s the visualization I’ve been talking about—”I saw my son as a happy, healthy, productive individual. So we went to another specialist and another and another. Over twenty specialists said there is no hope for this boy. Then we heard of a Dr. Perlstein down in Chicago, who was reputed to be the number one authority in the world on cerebral palsy, but he was so busy we could not get an appointment for the next two years.”

Bernie is a salesman. He made some calls and used some connections. He learned that Dr. Perlstein was a bridge player, playing with his son every Friday night. He got the son's phone number. He called and talked to Dr. Perlstein on the phone, and arranged that when they had the first cancellation, they would call Bernie and Elaine, who would bring David down to Chicago for the exam.

About eleven days later, the call came through. A little boy from Australia had canceled. They took David to Chicago. When the examination was over, Dr. Perlstein called the Lofchicks in and said to them, "Your little boy is a spastic. He has cerebral palsy. He's never going to be able to walk or talk or count to ten if you listen to the prophets of doom, but I want you to know that I am not problem-conscious; I am solution-conscious. I believe there is something you can do for your son if you're willing to do your part."

The Lofchicks said, "Doctor, we will do anything. Name the price." At that point in his career, they could not afford a heavy financial burden.

Dr. Perlstein said, and he and his nurses spelled it out in minute detail. "It is going to cost an awful lot of money, but far more importantly, it's going to take an awful lot of commitment and patience and discipline on your part. You're going to have to push this little boy beyond all human endurance. Then you're going to have to push him some more.

"You're going to have to work him until he falls; then you need to pick him up and work him some more. You need to understand that there's going to be months, sometimes years, when you cannot visually see any progress at all, but you cannot stop. You have to keep going. Otherwise he goes all the way back.

"One other thing. Don't ever let him take therapy where he can physically see another victim of cerebral palsy taking therapy, because instinctively and subconsciously they will pick up the awkward, inadvertent moves that they sometimes make. Make certain there's a screen so he does not see those things."

When Bernie and Elaine headed back to Winnipeg, Canada, for the first time in their son's life, they had with hope, and hope, you know, is so incredibly important. They felt that the Goliath of cerebral palsy now had an opponent with a legitimate chance to win this battle.

The Lofchicks hired a physical therapist and a bodybuilder, and they went to work. It took many months for David even to move the length of his own body. It took him many more months before the therapist called Bernie in his office one day and said, "Come on home, Bernie. I believe David is ready for the supreme effort."

Bernie rushed home and went down to the little gymnasium they had built in

the basement. The therapist and the bodybuilder, several of the neighbors, the two big sisters, everybody was around
David on that little mat. He was going to attempt to do a push-up.

As he rose into the air, the physical and emotional exertion was so great that his body was covered with perspiration. The mat looked as if somebody had sprinkled water on it. It was an effort that we cannot conceive of today, but when that perfect push-up was completed, David and Mom and Dad, the therapist, the bodybuilder, and the neighbors all broke down and wept. They were the tears that clearly say happiness is not pleasure; happiness is victory.

One of the highlights of our life took place on October 23, 1971, when we flew to Winnipeg to attend the bar mitzvah of little David Lofchick. As that boy walked tall and straight and strong to the front of the synagogue to take part in the ceremony that would move him into the manhood of his faith, his only concession to the disease was a dragging of the right foot, which was so slight you had to know about it in advance to even have seen it.

At that time, David had run as much as five miles nonstop, had done up to a thousand push-ups in a single day. He was running the wheels off of his third bicycle. David was skating on the neighborhood hockey team. What's so amazing about all of that is they had said, "Your boy has no motor connection to the right side of your body. He will never be able to swim. He will never be able to skate. He will never be able to ride a bicycle."

I give you all these details because I believe it's one of the most moving, most inspiring, most important stories that I have ever been privileged to participate in.

Dr. Ken McFarland, former superintendent of education in Topeka, Kansas, was one of my heroes and one of the greatest speakers I've ever heard. When he was a little guy in school, his teacher asked him, "Ken, how far do you want to go in life?"

"As far as I can," Ken said.

Then she pointed to the floor and said, "Ken, the ladder starts here." The foundation is so incredibly important.

Learning from the Lofchicks

Let's take a serious look at the David Lofchick story to see the lessons that we can learn.

First of all, let's look at the foundation stone of honesty. When times are tough, when you really have a difficult assignment in front of you, honesty is an

absolute must. To tell somebody what they want to hear today, knowing that it's going to come back and bite you tomorrow, is destructive.

David's doctors and therapists and family were honest with him: "This is going to keep going a long time." They prepared him for the long haul. Honesty is a tremendously important foundation stone to build on.

What is character? It's the ability to carry out a good resolution long after the excitement of the moment has passed. When we set long-term goals, character is what's going to enable us to reach them, because there will be times when we will absolutely want to quit. We wonder, is it really worth it?

If you were to see David Lofchick today, you would say yes, it really is worth it. David has three beautiful children. The only concession he makes to the disease is, again, so minute that you could not even identify it unless you knew about it.

He's an entrepreneur and has been enormously successful in the real estate business. He worked with his dad in one of the largest Maytag distributorships in the world. He has now opened his own computer store. He has a lot of things going for him.

Was it worth it? Absolutely, a thousand times yes, it was worth it. His success is built on integrity. With integrity, you have nothing to fear because you have nothing to hide.

This story is also built on love; it's one of the most beautiful love stories I've ever heard. When David was about eighteen months old, they had to put braces on his little legs, and every night when they put them on, they had to progressively make them tighter and tighter.

David was a beautiful little boy, with green eyes, an olive complexion, coal-black hair, and every night he would look at his mom or his dad. He would say to them, "Do you have to put them on tonight? Do you have to make them so tight?"

I don't think there's a parent who will ever read this who cannot relate to what I'm saying. Your child, your baby, the one you love, with tears in his eyes, is saying, "Can't we leave them off tonight?" or "Do you have to make them so tight?"

David's parents loved him so much that they were willing to say no to the tears of the moment in order to say yes to the healthy laughter of a lifetime.

Loving someone doesn't mean you always give them what they think they want at that moment. Loving someone is doing for that person what is best for that person at that moment. That's what love is all about.

From the loyalty of Bernie's family to David, the loyalty of all of his relatives, of his sisters, of the therapist and the bodybuilder, they became an extremely close family. Often serious illnesses split families apart. This one brought that family closer together.

Loyalty and Success

How does this apply in the business world? How does loyalty fit into our own success?

One afternoon years ago, when I was writing at my home, the doorbell rang. I went to the door. It was a good friend of mine named Bryan Flanagan, who also worked with us. Bryan was a little pensive, a little hesitant as he came in. He said, "You know, I hate to interrupt what you're doing, but I just got some news and wanted to tell you personally."

He'd come to tell me that he was leaving the company. He said, "Let me tell you about an offer I have, Zig; I'm enormously excited about it." He started describing it, and I got excited about it too.

"Bryan," I said, "I hate to see you go. I really do." He was a very valuable member of our staff, but he left with my blessings.

He came back a few months later and said, "Everything that glitters is not gold. I would like to come back and work with you again." We were, of course, elated to have him back.

But let me tell you why he got the offer that he got in the first place. Everywhere Bryan went, he talked about what a great company he worked for and what a fine person I was. He was bragging about all of us. He was saying, "It's a great place to work. The attitude is so great. Everybody tries to live like they say they do. It's a wonderful place to work."

Now let me ask you a question. Do you think Bryan would have gotten any job offer or opportunity from anybody else if everywhere he went he'd said, "You can't beat that lousy, no good outfit I work for. They're a bunch of bums. They tell you one thing and do another thing. I can't understand anybody acting like they do." How many employers would have said, "That sounds like the kind of the guy I'd like to have working for me"?

What I'm talking about here is absolutely practical in every area of life.

Character and Difficulty

The man of character finds a special attractiveness in difficulty, because it is only through coming to grips with difficulty that he can realize his potentialities.

I have wondered how much bigger, stronger, faster, and smarter David would have been had he been given all of the chances at birth that you and I were given.

Then one day it hit me. Had he been given more, in all probability he would have ended up with less, maybe considerably less. That's one of the reasons I take refuge in my faith so often. The scripture says that all things work together for good. We're supposed to thank God for difficulties. The more I delve into my research, the more I become convinced that we develop strengths by overcoming the difficulties of life.

Building Self-Image

Let's look at another thing. David Lofchick, in the beginning, could not have a healthy self-image, but author Dr. Tony Campolo says the most important person in your life influences your self-image more than anything else.

Who were the most important person or persons in David's life? His parents. What did they do to reinforce that image? Every night, when he was a baby until he got to be a teenager, Bernie Lofchick would come in. He worked in the evening at a housewares company. For seven years, Bernie Lofchick worked seven days and seven nights a week. He took one Friday night off in seven years because of the enormity of the expenses that went with giving David this chance in life. In the process, he became the largest housewares distributor in Canada, and he got there simply because he was helping his son get what he wanted out of life. Was it tough? It sure was.

But every night when Bernie would come in, David would be asleep. He would awaken him, and he'd hold him in his arms, and he would say, "Son, I love you very much, and I want you to know that you can do anything you really want to do, son. You are a winner in every sense of the word." Bernie's wife, Elaine, had already told David that before he went to sleep the first time. Over and over, the love was total, it was unconditional, and he grew up with that security.

Security, your self-image, is enormously important. It begins with having the right attitude—towards yourself, your fellow human beings, your job, the company you work with, the community you live in, the country of which we're a part.

Chapter 6
The Power of Principles

I would like to emphasize how these principles work in your personal life, your family life, in your business life, and yes, nationally. You've heard a lot about W. Edwards Deming, the man who revolutionized the Japanese system of doing things. Homer Sarasohn was another management guru who went over there and did a tremendous job for them, but let me tell you why they were able to do the things they did.

Here's a little nation half the size of the State ofTexas. Two-thirds of the land cannot be used for anything. They have no natural resources, no oil, no gas, no coal, no iron ore—none of those things, only half as many people as we have, and yet they're one of the leading nations in the world.

That's because they have developed the most important resource of all. It ties into what SupremeCourt judge Oliver Wendell Holmes Jr. said: "The great tragedy in America is not the waste of our natural resources, though that is great. The great tragedy is the waste of our human resources, because the average person goes to their grave with their music still in them."

It's a cliché, but you know it's true. You're the only one who can use your ability. It is an awesome responsibility.

Why were the Japanese able to do so much? It was because of what General Douglas MacArthur did. After Japan was defeated in World War II, MacArthur oversaw the American occupation. He knew that ever since 1853, when Commodore Perry opened the doors of Japan, it had been a warlike nation.

When he came in to rewrite the Japanese constitution, he knew that he could not change a warlike nation overnight into a peaceful, producing nation. He knew he had to start at the very base—with the children—so he brought in an educator, Dr. Mark T. Orr. Dr. Orr was brought in to completely revise the Japanese educational structure in Japan.

Dr. Bill Kirby, who was the commissioner of education here in the State of Texas, went to Japan and did a study on the Japanese educational system. Here's what they learned. In Japan, in kindergarten, one hour a day, every day, they teach a course emphasizing the values of honesty, character, integrity, hard work, loyalty, thrift, enthusiasm, positive thinking, responsibility, patriotism, and free enterprise. What have been talking about during this entire series right there?

There is a relationship and cooperation between the parent and the student and between the educator, the government, and the businesspeople; they work together. They turned out a workforce that was ready to go to work. That's what I'm talking about here: developing a workforce built on the principles that we've been talking about.

At the Thomas Jefferson Center in Pasadena, California, they spent years studying values worldwide, and here's what they found: there are fifteen values that are common in all the world's great civilizations and religions. Number one is wisdom, number two is integrity, three is love, four is freedom; that's where creativity is born. Five is justice, six is courage, seven is humility, eight is patience, nine is industriousness, ten is thrift, eleven is generosity, twelve is objectivity, thirteen is cooperation, fourteen is moderation, and fifteen is optimism. All of these are the qualities that I've been talking about.

Ronald Reagan, I think, got right to the heart of it: "If we fail to instruct our children in justice, religion, and liberty, we will be condemning them to a world without virtue, a life in the twilight of a civilization where the great truths have been forgotten." I believe he's right.

Attitude can be good today and bad tomorrow. We know how things happen to us, and we react instead of responding, and so our attitude is subject to a lot of things.

Daniel Goleman had an interesting article in *The New York Times.* Again, this ties into the David Lofchick story. Most importantly, it ties into your story and your life.

A study of more than 2,800 men and women sixty-five and older found that those who rate their health as poor are forty-five times more likely to die in the next four years than those who rate their health as excellent. This was the case

even if examinations showed the respondents to be in comparable health.

One group saw themselves negatively; the other saw themselves positively. You're drawn closest to the strongest picture in your mind, and the results, in this case, were fatal. These findings are supported by a review of five other large studies totaling 23,000 people. In other words, it was a big study.

The old saying, "As a man thinketh in his heart, so is he," has a great deal of validity. Whether you think you can or think you can't, you're absolutely right.

When Bernie Lofchick got the news that his son was a spastic and would be a vegetable, he immediately said, "I don't buy that idea. I see my son as living a happy, healthy, normal life."

Faith is also involved in a situation like that. I love the story of the fellow who stopped at the mountain overlook to get a better view of the scenery. He got a little too close to the edge, it collapsed under him, and he started falling. It was about a four-hundred-foot drop. He caught on to the last remaining little tree that was sticking out, and he started shouting for help.

There was a deep voice: "Son, do you believe?"

"Oh, yes, I believe. I believe."

"Let go of the limb."

"Is there anybody else up there?"

As you know, a lot of people are unfortunately too often in that mode of faith.

The Stairway of Relationships

You can think of building relationships as a stairway to the top. At the top, we look at what you want. At the bottom, we look at the foundation, and then we take the steps in order to get there. The elevator to the top is out of order. It always has been. You're going to have to take the stairs, and you're going to have to take them one at a time.

As for family relationships, let me make a little confession to you. I have three daughters and a son. There's never been a doubt in my mind that I loved each of my children equally, but as my son grew into a man, he got married, and went into business for himself, I started noticing something. I never would have noticed it had I not heard what former NFL player and inspirational speaker Bill Glass had to say: "I never see one of my girls and I never talk to them on the telephone without, somewhere in the conversation, telling them how much I love them."

I love my boy fully as much as I do my girls, but over the years, I'd gotten away from telling him that. Sometimes we men don't do those things. I heard

Bill Glass talk about an experience with his 285-pound son and how he hugged him and said, “Son, I sure love you.”

His son said, “Thanks, Dad. I needed that.” Everybody needs that.

The sad thing is that many of us love our family a great deal, but somehow or another we expect them to figure it out by osmosis. But it needs to be verbalized.

A few days after I’d heard Bill Glass, my son and I had a round of golf, which is our favorite recreational activity. We got back to the house. We were moving the clubs from my car over to his, and I said, “Son, I have a confession to make to you. I’ve noticed over a period of time that I’m neglecting something which is extraordinarily important. I have just about quit telling you how much I love you. I want you to know, son, that I do love you.”

My son said, “Dad, I know that,” but there was a just a trace of a tear. He grabbed me, and he hugged me, and ever since then, when we greet each other, it’s no longer with a handshake. He gives me a hug.

I can’t say it strongly enough. Dad, it’s so important that you love your son. I don’t care if he’s twenty-eight or sixty-five. You need to hug that son of yours. I know you’re going to hug your girls, but you need to hug your boy and tell him that you love him. That makes all the difference in the world. I believe that is one of the prime reasons David Lofchick has done so well: he was given that reassurance over and over.

The Power of Small Objectives

You need a series of goals in life, and sometimes when the goal is so far off, we may lose sight of the final objective unless we have daily objectives along the way.

One of my favorite people is Byron Nelson. I bring this example in because it supports exactly what I’m talking about. In 1944 Byron won eight golf tournaments and made $38,000. That was a lot of money on the golf tour in those days. It was a lot of money in life in those days. That got him set for 1945.

In 1945, Byron set a record that will never be broken. I emphatically believe that: nobody will ever approach the record he set in 1945. He won 11 consecutive golf tournaments. He entered 31 tournaments and won a total of 18 before the year was over. He placed second 7 times, so 25 out of 31 times he did no worse than second. The worst he ever finished was ninth.

What set up 1945 was 1944. What sets up a winner over here is what you do before you get there. Winning those tournaments in 1944 set the stage, but let me tell you what was really responsible.

Byron was keeping exact records. He said, “I was so consistent in my game that I could hit the fairway just about every shot. I’d hit the green on my second or third shot. I’d sink the putt, I’d get my birdie, or I’d get a par, and frankly, it got a little boring.”

So he remembered his long-range goal, which was to buy a ranch. His financial goal was to pay cash for it. Fortunately, he kept exact records for every round he shot in 1944. He knew exactly how he hit each drive, how he hit each chip, each putt, each iron shot. He knew exactly how he hit every single shot, and he noticed two things.

First of all, Byron noticed his lack of concentration, because the game had gotten boring for him. He also noticed that the shot he was missing the most was the chip-in. He never would have known those things if he had not kept those records.

So in 1945, he started making connections. He would say, “If I can chip this in, that will help me buy another cow. If I win this tournament, I can buy another ten acres of land.” He identified each thing and tied them together.

The lesson we can get from both Byron and David Lofchick has to do with goals. David had goals of increasing his number of push-ups, sit-ups, and the distance he ran. He was willing to work very hard at that.

Remember, here’s a guy who had no sense of balance. Every morning for one solid winter, he set his opportunity clock one hour earlier than any other member of the family. He’d wake up, he’d get his ice skates on, and he would crawl out to the frozen swimming pool, just to learn how to stand up.

How did David learn how to ride a bicycle? They hired a physical therapist. He would get on the bike, and the therapist would run behind him, stabilizing it until he could learn to maneuver without a sense of balance. He tore up a couple of bicycles before he was able to do it. He injured himself, scratching his knees primarily, a number of times.

Some kids are awfully cruel on occasion. Kids would run out at him, knowing he would have to swerve to miss them, and without a sense of balance, down he would go. Those were discouraging times. What would he do? He’d get right back up, and he’d go to it.

A lot of folks are not going to be nice to us as we go through life. A lot of times, they’re going to get in our way. You have to want to succeed.

Never Give Up on Yourself

You might say, “Zig, let me tell you about that son or daughter of mine, or about

some of the workers. They don't really have any desire. They're content to go through life in mediocrity. I do everything I can. I cannot get them inspired."

Why is desire so important? It is what changes the hot water of mediocrity to the steam of outstanding success. Little things do make big differences in life. It's the part of the blanket that hangs over the bed that keeps you warm. If you don't believe that, you've never been in the military and been short-sheeted.

If you're a sales manager, have you ever had a salesperson come to you and say, "Don't give me full commission on this one. I barely made it. Half commission would be OK"? You see, the difference between success and failure is frequently measured in just minute amounts.

A lot of people who say they don't want to are really saying, "I don't believe I can. The picture I have of myself is that of a loser." So we have to work on their confidence and self-esteem and convince them that they can, and desire will be born.

Find the Good News

Often people say, "I avoid the newspaper. It's full of bad news," but I read the newspaper every day, because you can find whatever you look for.

For ten years, I taught a large Sunday school class for forty-eight weeks out of the year, and I always started by reading the newspaper to the class. I would read them the good news they might have missed that week, because I can take any newspaper in America and find something that is optimistic and upbeat and that I can use in my life. It depends on what you're looking for.

A lot of people, as I said earlier, find fault as if there was a reward for it. We need to start looking for some of the good things. Let me give you an example.

I read a column by Steve Blow in the *Dallas Morning News*, and he was talking about Tony Casillas, the big tackle for the Dallas Cowboys. He'd been over to Dallas's Sunset High School earlier, and he'd told the kids, "The eight of you who have the most attendance and the most improvement in your grades, I'm going take you out to dinner."

The competition was really tough. One of the winners was Israel Ramirez. Now Israel was making Ds and Fs on his grades. He got involved in this competition, and he ended up on the Honor Roll. As he put it, one thing that happened along the way was that he changed his friends. The friends he'd been running with were Ds and Fs and dropouts, so he changed his friends.

The *Los Angeles Times* did an extensive article, and it said that people who go to the top invariably, at one time in their lives, make conscious decision to associate with winners instead of losers. As the Bible says, "Be not deceived;

evil companions corrupt good morals."

Having worked in the drug ward for a long time, I can tell you that if a youngster is running with kids who are doing drugs, the odds are eight times as great that he or she also is going to get involved in drugs. That's where peer pressure comes in.

In Deuteronomy 20:8, God says that if some guys don't want to fight, if they have a spirit of fear, send them home, because they will pollute and influence the others. They'll make them scared, and we'll end up losing the battle.

Associate with the right people is the message. One of the winners of Tony Casillas's dinners was a young man named Raymond Sanchez. Raymond had been taught right. His mom had brought him up on the right principles, but when he moved to the eighth grade, he went to a bigger school.

When kids change schools, they have to make new friends.

Many times, the kids who are involved in sexual activity, gangs, thievery, and this sort of thing look at them as fresh meat, and they zero in on them. And a lot of times a child moving into a new school wants to be accepted by just about anybody. There's your danger zone. That's when we really need to keep our eyes open.

When Raymond went to this new school, he noticed there was an eighth-grader there who ran the school. He was pretty cool, so Raymond started dressing like him, cutting his hair like him, walking like him, talking like him. This eighth-grader was in charge of drugs in the school. Soon Raymond was selling drugs. It started out as selling pot. It later moved to cocaine and Corvettes —literally.

Then the drive-by shootings started, and Raymond realized that things were not going well. When you look at influence, it works both ways. His girlfriend was going to Dallas Can Academy, which consists entirely of dropouts and kids that are in trouble. She said, "Raymond, this is a wonderful school. I'm learning some tremendous things." So he decided to get into that school. His girlfriend influenced him for the good.

After he'd been at the school for a couple of days, Raymond realized that his life was miserable. He had money, cars, girls and everything else, but he realized his life was miserable.

In the end Raymond graduated as the valedictorian of his class. The city of Dallas hired him for their gang intervention program, and today he's working with Dallas Can. Grant East, who runs the academy, says he really is a unique young man.

I'm delivering another message here: never give up on our kids, although sometimes it's tempting. Never give up on yourself.

Values and Morals

As I've already emphasized, failure is an event; it is not a person. Yesterday ended last night. Today really is a new day.

When I was forty-five years old, I was stone broke and in debt. I'd worked and had a good attitude all of my life, but until I bought into these principles and change the picture I had of myself, my life was no different. The picture we have of ourselves is important, but I'm also saying that our values are important as well.

We're getting to the point where there are very few moral absolutes. One of my salespeople, Don Michaels, had an interesting phone conversation. A teacher called and was talking to him about some of the products we sell. The teacher said, "Well, now we cannot teach the kids what is right and what is wrong."

"Wait a minute," said Don. "You can't tell them what's right and wrong?"

"No, that's judgmental; we simply present the facts. We can't tell them what's right and what's wrong."

"I'm a little puzzled now," Don said. "You can't tell them what's wrong, but if they do wrong, we put them in jail. Now is that fair?"

Moral absolutes, I believe, are important. A lot of times people say, "You talk about values, but whose values?" Well, I have a list. I challenge parents, I challenge educators, I challenge anybody to go down the list, and tell me which one do you not want your child to be taught?

Do you not want them to be taught honesty? How about character? How about responsibility? Discipline, is that OK? How about commitment and enthusiasm and a positive mental attitude?

I am not talking religion; I'm talking about values. In our "I Can" course, we teach no religion, but we do teach values.

John Kennedy, I think, expressed it quite well. This is an excerpt from the speech he would have made in Dallas the day he was shot: "We, in this country in this generation, are—by destiny rather than by choice—the watchmen on the walls of world freedom. We ask, therefore, that we may be worthy of our power and responsibility, that we may exercise our strength with wisdom and restraint, that we may achieve in our time and for all times the ancient vision of peace on earth, goodwill toward men. That must always be our goal, and the righteousness of our call must always underlie our strength, for as it was written long ago:

‘Except the Lord keep the city, the watchman waketh but in vain.’”

I agree. That’s how our country was built. We’re a values-oriented society.

The Nonexistent Free Lunch

How many of you would prefer to have somebody who was honest and worked hard and was enthusiastic? Isn’t that a silly question? Yet it’s one that has to be answered.

One of my favorite stories along these lines was told many years ago. A king called all of his wise men together. He said, “I want you to compound for me the wisdom of the ages. I want you to put it in bound book form.”

They went out, and they wrote a long time. They came back with twelve huge volumes. The king looked at them, and he said, “I’m sure this is the wisdom of the ages, but it’s too lengthy. People won’t read it; you have to condense it.”

They came back with just one volume, and then a chapter, then a page, and finally a paragraph, but the king kept telling them to condense it. Ultimately they came back with one sentence. When he looked at it, they king said, “Hey, that’s it. As soon as all men everywhere learn this, most of our problems will be solved.” The sentence simply said, “There ain’t no free lunch.”

Folks, that’s an important message. There really ain’t no free lunch. We do have to work. The family of success has work as the father and integrity as the mother. Get along with the parents, and you won’t have any trouble with the rest.

Work is the foundation of all business, the source of all prosperity, and the parent of genius. Work can do more to advance youth than their own parents, be they ever so wealthy. It is represented in the humblest savings and has laid the foundation of every fortune. It is the salt that gives life its savor, but it must be loved before it can bestow the greatest blessing and achieve its greatest end.

When loved, work makes life sweet, purposeful, and fruitful. I know I’m dealing in a lot of clichés. Some people are quick to condemn them, but what is a cliché? It is a truth that has retained its validity through time. Mankind would lose half its hard-earned wisdom, built up patiently over the ages, if it ever lost its clichés.

Another little one: there aren’t any hard and fast rules for getting ahead in the world, just hard ones. Do you agree with that one? Is success easy? Is anything easy? No, but it can be fun, and that’s the thing we keep trying to emphasize.

The most practical, beautiful philosophy in all the world won’t work if you won’t. Education covers a lot of ground, but it won’t cultivate any of it.

One of my favorite stories has to do with something that happened many

years ago. It seems that there was a hot day out in the Midwest. A crew was working on a section of the railroad when a luxury train appeared, with four cars, of which the last was a gorgeous caboose.

A window opened on the luxurious last car, and a voice called out. “Dave, is that you? Dave Anderson, over here.” Dave Anderson was leading the work crew in the hot sun, and Jim Murphy was the voice calling. He said, “Come on over, Dave. I want to talk to you.”

Dave was very happy to get out of the hot sun into that air-conditioned car, so he walked over, and he and Jim greeted each other warmly outside. They went in and had a marvelous visit for about an hour. Dave and Jim shook hands, then Dave went back to his work crew.

One of the workers said, “Dave, do you know who that is?”

“Why, sure. It’s Jim Murphy, president of the railroad.”

“How do you know Jim Murphy so well?”

“On the same day over twenty years ago, he and I went to work for this railroad.”

“Dave, how do you explain that? You are still out here working in the sun, and he is in an air-conditioned car and president of the railroad.”

Dave Anderson’s answer is one of the great lessons of life. He said, “Over twenty years ago, I went to work for $1.75 an hour. Jim Murphy went to work for the railroad.”

It’s a two-way street. The company needs to provide training, inspiration, and opportunity. When the worker provides excitement, enthusiasm, commitment, and honest effort, both management and workers are on the same side. When that happens, productivity is no longer a problem.

Crazy for You

The redhead and I had an opportunity to see the musical *Crazy for You*. We were enthralled. I almost never see anything without thinking, how can I use this? What am I learning? That’s where I get my biggest enjoyment. As I watched those twenty-seven or twenty-eight performers, I was fascinated, and I said, “We can learn some lessons from this.”

To begin with, every singer and dancer was expending total effort. They gave it their all, and they were giving their all at the end just as they were at the beginning. Their enthusiasm was contagious. They had a conviction that their role made the difference in whether it was going to be a successful presentation or not. You know what? They were right.

It’s the same old story: for want of the nail, the shoe was lost, for want of the shoe, the horse was lost, for want of the horse, the rider was lost, for want of the rider, the battle was lost, for want of the battle, the country was lost. Often one person breaks down, and particularly in small companies, that does create a lot of problems.

The guys and gals in that musical were committed to doing their absolute best. They were giving it their all. You could just feel and see the way they were encouraging each other. “Come on,” as if to say, “You can do it, you can do it,” and they were there pulling for one another. If one was singing, the others would be looking at him, and you could just feel their encouragement. (Think what that would do in the attitude of most companies.) Their team spirit was absolutely beautiful. They knew there were functioning as one, and there was a lot of trust involved.

I don’t know if you’ve ever watched dancers, but you have to be in good physical shape. You have to be an athlete to do a lot of those things. At one point, the star of the show is cavorting all over the place, and for five minutes, he never even looks behind. Then he comes up, there’s a big drop-off behind, and without even glancing behind, back he goes.

If somebody’s not there to catch that actor, he is seriously injured. He had the trust because of all the things that had happened before. That brings up timing; the timing of what we do is important. They were having fun; they were having an enormously good time in doing what they were doing.

I believe that whatever the job is, somewhere along the way we can all can get some enjoyment out of it. There’s a bit of humor in almost everything.

I know this is going to sound like cruel humor, but he laughed the loudest himself after he got through crying. Jim Norman, the CEO of our company, was walking in one day, and it was slippery out front. He slipped and ended up flat out on the ground. About half the people saw him there, and they thought that was the funniest thing ever. Obviously he was not hurt, or they would not have been laughing.

What’s funny about seeing somebody fall? Have you ever fallen? Don’t you feel the silliest you’ve ever felt in your life? (If it doesn’t hurt, that is.) You’re just so embarrassed.

It happened to me recently. We were riding in the tram out at DFW. You know how they always say, “Hold on to something,” but shoot, I know everything is going to be all right. So I’m just standing there, you know, and all of a sudden, bam. They put the brakes on, and I went tumbling down like a ton of bricks.

After I got over the shock and a little embarrassment (and fortunately, I was not hurt), I thought it was funny too. You can have some fun at it.

The guys and gals in that show were hard workers. They were giving it their all. Put that to work in your personal life, in the school, in the family, in the company, and you'll be amazed at the results.

Now let me tell you the rest of the story. Probably no more than 10 percent of the people who are reading this are not making more money than everybody in that production, except maybe the top three or four people. Theater is one of the most uncertain industries in all the world.

Why do the performers do it? In the first place, they love to do it, number one. In the second place, every one of them has a conviction deep down that they someday are going to make it big. The odds are astronomical that they won't, but without that hope, there is not going to be any chance at all.

Whatever you do, the odds are considerably higher that the same effort, the same enthusiasm, the same commitment to rehearsing over and over will determine how far you go on the job. You prepare before you go to work.

Another major point: when it was all over, had there been no applause for all that effort, that play would long ago have died. Shakespeare said that the applause of a single human being is of great consequence. All of us need applause.

My friend James Howard is a consultant who does motion studies and productivity studies for our company. He says that in answer to the question, what does management say when you complete a task? 94 percent of employees replied that management says nothing. Think of what a downer that is. Apply the principle of applause, and we can get so much more done in our lives.

The Loser's Limp

Why don't people develop their talents and work as hard as they're capable of doing? Denial is the first thing. Denying that you have the ability and the talent gives you the loser's limp, that excuse: "You can't expect much from me, because I haven't gotten much." That's why so much of this book has been dedicated to changing the picture you have of yourself.

One of my favorite stories takes place at the turn of the last century down in Beaumont, Texas. A man was selling his property bit by bit because there was a depression on and a drought. An oil company came along, and said, "Sir, we think there's oil underneath your property. Let us drill for oil. If we discover it, we will pay you royalties on every barrel."

The man had nothing to lose and a great deal to gain, so he said, “Let’s do it.”

They drilled for the oil. In those days, the derricks were made out of wood. When they brought in a gusher, the force of the gusher destroyed the derrick. The greater the destruction, the greater the excitement.

When this one came in, it blew the derrick to smithereens, and for the next eleven days, hundreds of thousands of barrels of oil poured out before they could put the cap on it. It was Spindletop, the single most productive oil well in history. Three major oil companies were born out of that field that day. The man became an instant millionaire. Or did he?

In reality, he’d been a millionaire many times over ever since he had acquired the property, but until they discovered the oil, brought it to the surface, took it to the marketplace, and cashed it in, it had no value.

It doesn’t make a difference how much ability you have unless you recognize that ability, confess it (you thought confession was a dirty word, didn’t you?), and develop it, it really does not have value.

A lot of people never get started. They’re procrastinators. Tomorrow is the greatest labor-saving device ever invented. A lot of people never do things. They’re going to, but not today.

Then there’s the fear of failure that I talked about in the goal setting segment we dealt with. What is fear? As I’ve already pointed out, it forms an acrostic for *False Evidence Appearing Real*.

Another reason a lot of people don’t advance is that they are self-centered and irresponsible. “That’s not my deal. Here’s what I want to do. I want to do my thing.” They never accept responsibility for using their own abilities. They’re deeply involved in the blame game. Blame somebody else. Blame society. Blame everybody.

Furthermore, a lot of them say, “I deserve better than that. I want to start at the top.” Isn’t that something? The only people who really start at the top are gravediggers, and as you know, they end up in the hole.

As I’ve already pointed out, immigrants have four times as good a chance of becoming a millionaire as do native-born Americans. That’s because when they come in America, they’re gung-ho about taking a minimum wage job, because minimum wage for them is maximum wage where they came from. They don’t look for a better opportunity. They look for the opportunity and make it better. There’s a difference right there. That is a very important point.

Chapter 7
Hamburger Flipping

One night at around 11:00, the chairman of the board comes walking into one of his company's fast-food restaurants. No customers are in there. He looks around but doesn't see anybody at the counter. Then in the back he sees a guy smoking a cigarette. He just about hits the ceiling.

The chairman goes charging around. Not only is the clerk who's supposed to be up front smoking a cigarette, but the manager is sitting back there, also smoking. The chairman reads them a riot act. He tears that guy apart all up and down, but the manager is pretty cool about it.

Finally, when the chairman has finished reaming him out, the manager says, "And just who are you?"

"I'm the chairman of the board of this company.

Now what do you think about that?"

The guy is very cool. He says, "I think you and I both are about as high in this organization as we're ever going to go."

I tell this story for this reason. I get irritated when on the news, I hear celebrities and athletes say, "You'll end up flipping hamburgers in a fast-food restaurant." I want to talk about the hamburger flippers of life, because I happen to believe that any work that is honest, that is productive, that does a service, is a good job.

Of course I use the term "hamburger flippers" loosely. Obviously a lot of fast-food places have pizza, chicken and 1,001 other things, but they always use the

term “hamburger flippers” when they’re putting them down. Let me talk about jobs like this.

First of all, a fast-food job teaches youngsters discipline and responsibility. Second, it teaches them pride in performance. Many of them learn for the first time the importance of personal grooming, being neatly dressed, and being dependable. They learn the value of money and thrift when they start buying things themselves and discover that their money will not buy everything in sight.

They did a study out in California with high-school students who were getting ready to drop out. They would ask them, “Now what are you going to do?”

The students would say, “I’m going to get a job, I’m going to rent a little apartment, and then I’m going to get a car.” They start enumerating those things, but they could not even get close to earning as much money as is required for that. Think of the advantage they would have had had they been working ten or twelve hours and learned exactly how much they could buy with that money.

I’m grateful that, as a youngster, I was able to work in a grocery store in Yazoo City. I was a teller in that store. I’m not trying to impress you with the title; it just meant I told people to move while I swept. I mean, it wasn’t in management.

In the summer months, our business was awfully slow. I vividly remember the day that the boss was trying to get all of us busy, although there was nothing to do.

I said, “Mr. Anderson, what do you want me to do?”

“You can dust these shelves. You can clean them out. You can rearrange them.” He pointed to a shelf that had two cans of tomatoes in it.

“Mr. Anderson, there are just two cans of tomatoes.”

I guess the way I said “just two cans” got to him. He grabbed me by the shoulders and said, “Let me tell you something about those two cans of tomatoes, boy. First of all, it started out with a case, and that’s twenty-four cans. We sold twenty-two. That means we have all of our money back. The two cans there represent profit, and profit is what enables us to stay open, and that’s the way you get your salary. Now what do you think of those two cans of tomatoes?”

“Mr. Anderson,” I said, “those are the two most beautiful cans of tomatoes I have ever seen in my life. They’re absolutely gorgeous.” I learned a very important lesson about what economics and profit really meant. They meant my job.

In fast-food places you learn a great deal about courtesy and human relations.

You learn a lot about teamwork, working together, and the importance of being committed. When you say you're going to be there, the rest of the team is counting on you to be there.

You also might be surprised at how much some of these young people make. I've seen twenty-two-and twenty-three-year-olds managing places that do a million dollars' worth of business a year. You know what? They're making $50,000 and $60,000 a year. Several of those establishments give the managers an automobile.

You take a sixteen-year-old and put him in a place like that—and the manager is just seven or eight years older, with that kind of success. Fast-food work is effective. Young people learn goal setting, and they depend on themselves to do things. That is so important.

I wonder how many young people these jobs will keep out of drugs and crime. Surely the people who are ridiculing them don't think it would be better for them to get into something of that nature.

Another thing: a lot of businesspeople go into fast-food restaurants. How many times has a clerk been given a better or bigger opportunity because they were especially nice to a customer?

As I mentioned earlier, immigrants are four times as likely to become millionaires in America as are the native-born, because immigrants take a job and make an opportunity out of it. Too many of the native-born take an opportunity and make a job out of it. Attitude does make a difference.

There are a lot of part-time jobs. You can start in lawn care. I remember when we first moved to Dallas. Our yard man was an Afro-American. He name was David Smith. David initially only finished the seventh grade. Years later, he went back to school and graduated from high school at age twenty-four.

David started out just cutting yards. Then he started studying how to care for lawns and how to do all of the things that go with landscaping. He put his three daughters through university. Two of them ended up as teachers, because he started where he could start and took it from there.

The same thing frequently happens in janitorial jobs for corporate maintenance. Several years ago, a lady from Chicago came through our "Born to Win" program. She was a beauty queen. The only job she could get starting out was in janitorial maintenance. She ended up three years later with her own company and over a hundred employees working for her. It's not where you start that's important; it's where you go.

A youngster might start out as a babysitter and decide to have a professional

babysitting service. Housecleaning can develop into exactly the same thing.

In our society today, many people are having to start over. As I have stressed, job security is pretty much a thing of the past, but employment security is the greatest it's ever been for certain people who believe certain things and take certain steps, which I've been talking about throughout this book. But when disaster strikes—and it does strike frequentlyhow do you handle it?

Several years ago, a good friend of mine in Atlanta was worth several million dollars one day, and a few days later he wasn't worth anything. It had all been wiped out. We were talking about it, and I said, "How do you feel?"

"Well," he said, "Zig, I'm not exactly on cloud 87, jumping up and down with excitement: 'Oh boy, I've lost all of my money.' I can start all over, but I will tell you this. I made a very foolish mistake that led to the loss of my money. I know a lot more now than I did when I first got started. The principles I've used to get there will take me right back again. It's no big deal. I'm simply going to do the same thing again." And he did.

Chapter 8
Lessons from Dave Longaberger

What does it take to be successful? Let me share this with you. It's a story that I believe represents the American dream. I'm going to talk about one individual and his company a little bit, mainly because I believe it will give every reader a considerable amount of hope, and hope is the most important ingredient I have to sell. Again, if there's hope in the future, there is power in the present.

This particular individual is named Dave Longaberger. It took him two years to get out of the first grade; it took him three years to get out of the fifth. He was twenty years old when he finished high school. He was functioning at the eighth-grade level, and incidentally he had epilepsy and he stuttered.

Look at that profile and tell me what his chances are in life. Last year, though, his company did in excess of $200 million worth of business, and they project over a billion-dollar yearly business in several years. How did he get there? What happened along the way?

Let's do a little exploring. When he was seven years old, he went to work in a grocery store; there he learned something that can be helpful to each one of us in our careers. He learned that the best way to keep the boss off of his back was to anticipate what the boss wanted and do it before the boss had to tell him. How many of you employers like that kind of an employee? Doesn't that give him employment security right there?

What did Dave do as a child? He started shoveling snow, mowing grass, delivering papers, and hauling trash. His family started calling him the 25-cent

millionaire. Isn't it ironic sometimes how when you hang a label on somebody like that, it does take place?

Dave was a student of life. See, most times we miss some of the most obvious things. For example, if you are wearing a wristwatch right now, do not look at it.

Have you had your wristwatch for at least a year? Did you know the average American looks at their wristwatch over two hundred times a day? (Of course that includes the last few minutes before lunch and the last few minutes before the end of the day.) That's a lot of times. If you've had your watch a year, that means you've looked at it thousands of times. You ought to know what's there, shouldn't you?

I'm going to ask you three questions about your watch. I'll bet you can't get them all right.

1. Does your wristwatch have regular numerals or Roman numerals?
2. Does it have numbers at all, or are they slashes or dots or blanks or emblems or none of the above?
3. What is at the 12:00 slot? What's at the 3:00 slot? What's at the 6:00 slot? What's at the 9:00 slot?

Now that you've thought about it, I want you, maybe for the first time since you've owned your watch, to look at it very carefully.

Now that you have, I want to ask you another question: what time is it? The truth of the matter is, most of us miss a lot of the things that go on in life.

Dave Longaberger was not a brilliant student in school, but he was a brilliant student in life. Early on, he started learning by observing things. For example, they had fourteen children in the family, but they only had one bathroom. One of his early goals was to have his own bathroom, and if you don't think one minute is important, it depends entirely on which side of the bathroom door you're on.

Dave learned to set goals early on. He discovered that if he worked in a certain way and did certain things, he had a better chance to get the things that he wanted. When he opened his restaurant, when he sold Fuller brushes, when he did anything, he always thought in terms of *my* customers—not the company's customers, but *my* customers. He knew if he treated his customers properly, he had a chance to improve himself and his business.

One thing Dave learned was this: all jobs involve people skills. It doesn't make a difference what the job is; it is a person-to-person thing. He also learned that any job could be fun. He discovered that the more he enjoyed his work and showed it, the more fun the customers had and the more they bought from him.

Dave learned from everybody and everywhere he went. He was in the Army for a spell, and he learned the advantages of uniformity, control, and consistency, and of having a central headquarters. He went to graduate school in life.

Dave was a risk taker. There's risk in everything we do. He scraped up a few dollars to open a little restaurant in Dresden, Ohio. He had already had a little grocery store. When he got ready to open his restaurant, he had $135 in cash left.

He bought $135 worth of food to serve breakfast with. When he had sold breakfast, he went back to the store and bought the food for lunch. When he finished lunch, he bought some more food for dinner, and that's the way it got started.

His family had been in the basket-making business years earlier. His dad had quit making them, except for a few along the way. In 1965, Dave decided to reopen the business. Every member of his family said, "Dave, you can't do that." They tried to discourage him, but he'd been looking at imported baskets, and they weren't of the same quality that they'd been making, so he decided to get back in the business.

Was it always spectacularly successful? No way. In 1986, they owed over $5.5 million. There were about five thousand people involved, most of them in making and distributing baskets.

With all of that debt, Dave went to his employees and said, "You know, I've always been upfront and straightforward and told you the truth. This business is going to make it. I'm going to ask you to trust me, and in some way or other, we will pay the bill." Because his word had always been his bond, everybody stayed with him.

What does he do that is different? He makes every person feel important. Every basket that is produced by his company carries the signature of the person who made it. Dave Longaberger makes every individual know that they are unique.

He has a unique management style too. He doesn't have the supervisors evaluating the workers; he has the workers evaluating the supervisors. When those evaluations come in, he knows what he has to do.

Dave Longaberger is a people person almost to an extreme. He says that if you take care of your people, they're going to take care of you. If you let them shine and make them important, they'll want to come to work. Then it becomes not just a job, but a family of people.

Dave's perspective is always solid. He uses common sense in virtually everything. He operates on the principle of the Golden Rule, and he says

competition is the best thing that ever happened to him, because your competition will point out your weaknesses. They're the best source of information. They will teach you things.

The really big thing that happened to him was that he learned to appreciate his own uniqueness; he realized he was different. He knew he loved people; he respected people; he got along with people. He started using the things that he did have. He also believed that every company should put something back into the community in which it is operating.

As a result, Dresden, Ohio, is one of the neatest, cleanest cities that you will ever find. It's a small place, but Dave's company pays for cutting the grass up and down Main Street, because it attracts visitors. Of course the fact that they have this nice factory there and these restaurants there gives him a reason for doing that, but he is the one who initiated that action.

He truly has an over-the-top attitude. He moved his company from survival to stability from the time they'd gotten so deeply in debt, from stability to success, and from success to significance. I believe that's what life really has to offer.

Chapter 9
The Water Pump

Now I want to talk about a water pump—an old-fashioned water pump. If you will get the message of the pump, this alone will do you a tremendous amount of good in your personal, family, and business life.

I have a couple of good friends down in south Alabama: Bernard Haygood and Jimmy Glenn. One day they were out riding through the foothills in their area. Bernard was driving. It was a hot August day, and as they were riding along, they got awfully thirsty. They saw an old, abandoned farmhouse, and Bernard drove in behind it. He looked over, and sure enough, there was an old pump. He hopped out of the car, ran over, grabbed the handle, and started to pump.

He'd been pumping a few minutes, and he said, "Jimmy, you'd better get that old bucket over there and dip some water out of the creek. We're going to have to prime this pump a little bit."

Do you know what I'm talking about when I talk about priming the pump? Priming the pump simply means that you have to put something up there before you can expect to get anything out of the pump itself. That's really one of the stories of life, isn't it?

Many people stand in front of the stove of life and say, "Now, stove, you give me something to eat. Then I'll put the wood in you." Many times the employee goes to the employer and says, "Give me a raise, and then I'll start coming to work on time. Give me a raise, and then I'll start doing what you've been paying

me to do." Many times the student goes to the teacher and says, "Teacher, if I flunk this course, my mama is going to skin me alive. Give me a passing grade this quarter, and I'll guarantee you that next go-around I will really study." They're really saying, "Reward me, and then I'll perform," but that is not the way life works.

Imagine a farmer saying, "Lord, it's true I didn't plant a thing this year, but if you'll give me a big crop, next year I'll plant more than anybody in this whole county. I absolutely guarantee it."

That is not the way you work. You put something in before you can honestly expect to get something out.

Back to our story. It's August, it's hot, and old Bernard is working up a real sweat pumping away. Finally he says, "You know, Jimmy, I just don't believe there's any water down there."

Jimmy says, "Bernard, this is south Alabama, and in south Alabama the wells are deep, and we're glad they are, because the deeper the well, the cooler, the cleaner, the sweeter, the purer, the better-tasting the water."

Bernard was just working, and he was sweating more and more. How much pumping are you going to do for a drink of water? Finally, he threw up his hands and said, "Jimmy, there just ain't any water down there."

"Don't stop, Bernard, don't stop," said Jimmy. "If you do, the water goes all the way back down, and you're going to have to start all over."

We'll never know how much good work is lost because somebody didn't do just a little bit more. As students, how many times were we given a difficult problem, and we'd work on it with no results? We'd go to the teacher and say, "Teacher, there's no solution to this problem. You've given us a phony here to test us."

The teacher would just smile and say, "Give it another shot." You gave it another shot, and all of a sudden what had been such a mystery before becomes crystal-clear. A lot of times, just a little more effort is really all we need. If we pump long enough and hard enough and enthusiastically enough, eventually the effort is going to be followed with a reward, and the water will start to flow. Once the water starts to flow, all you need is a little good, steady effort, and you'll be getting rewards that are absolutely unbelievable.

Have you ever noticed this? When things are bad, they get worse; when they're good, they get much better. It has nothing whatever to do with what's going on out there. It has everything to do with what's going on right here.

I love the story of the pump because it's a story of life. It has nothing to do

with your age or education, with whether you're black or white, whether you're male or female, old or young, an introvert or an extrovert, educated or uneducated. It has everything to do with your God-given right as free people to work as long as you wish, as hard as you wish, and as enthusiastically as you wish to get the things out of life that you really want.

When they tackle a new project, an awful lot of people will say, "I'll just give it a little try. If it works out, that will be good, and if it doesn't work out, that's OK too. Nothing ventured, nothing gained."

But when you get into something, you need to really get after it until you get the water to flow. Steady effort is what's going to make the big difference.

One of the most debilitating things that can ever happen to a talented, educated, capable person is to get a job as a hamburger flipper. These people get a job that is "beneath" them, give it a half-hearted effort, and get fired because they're not productive. "What do you mean firing me?" they say. "I have all this education. I can do all of these things. Why would you fire me?" Very simple: you are not productive.

The story of the pump is the story of life. Now this requires a tremendous amount of discipline. We've been talking about that throughout. It requires character, it requires persistence.

A Will to Live

On March 10, 1981, on a beautiful clear day, a young man was flying his airplane. His name was Morris Goodman, and he was an enormously successful life insurance salesman. He had been taking care of himself all of his life, had succeeded in everything that he had attempted to do. However, that particular day, something went awry with the plane, and he ended up in a very serious crash. His spinal cord was crushed. Half the muscles and ligaments in his neck were destroyed. His neck was broken at the first and second vertebrae. His jaw was crushed, as were his larynx and voice box. The nerves in his diaphragm were so badly damaged that it wouldn't work, and he couldn't breathe on his own. He was unable to swallow. His bowels, bladder, and kidneys stopped functioning.

All the experts said that the odds of survival were over a million to one, and if he did survive, he would simply be a vegetable. The situation was not good, but Morris Goodman said something that I think is enormously significant. He said, "The doctors were basing their opinions on test results and past cases. I was basing my expectations to fully recover on a will to live and a will to recover."

This is the classic concept of optimism and positive thinking, along with a deep belief in the potential within each one of us. Morris had succeeded in everything he had tried. He'd been taking care of his body by doing the proper things, eating the right food from a nutritional point of view, exercising, and following a strict regimen all of his life.

He was in a position now where the odds were so enormously high that he would apparently never be able to do anything. He couldn't communicate with anybody, so his sister devised a card system that enabled him to blink his eyes and communicate effectively with people. He went through a lot of turmoil, a lot of difficulty along the way.

On November 13, 1981, just a few months after they said he would not live, Morris walked out of that hospital. Today he's been bear hunting and deer hunting. He travels all over the world speaking. He's running a camp for underprivileged boys, giving them a chance in life.

They made a movie about him, *The Miracle Man,* and I'm delighted to be able to say that the movie says quite a bit about the fact that he was listening to my motivational tapes. He said it made a difference. It helped his attitude when things were tough.

You look at the picture of this guy, and here's what you find. Number one, from the first day he visualized himself as walking out of there, healthy and hunting. He had the capacity to focus, to zero in on that one goal. He had a tremendous desire and will to win. He had the discipline and the commitment, and he had the persistence that was going to be necessary.

President Calvin Coolidge had this to say: "Nothing in the world can take the place of persistence.
Talent will not; nothing is more common that unsuccessful men with talent. Genius will not; unrewarded genius is almost a proverb. Education will not; the world is full of educated derelicts. Persistence, determination, and hard work makes the difference."

I've talked a lot about total success in the game of life. I sometimes fear that because I've said so little about money, a lot of people may think that I don't have an interest in financial success. Absolutely I do. As I said earlier, anybody that says they're not interested in money will lie about other things too. I believe that's absolutely true, but money is just one of the things in life.

I want to tell you something, because a lot of people are unaware of this: millionaires are boring. As I said earlier, less than 1 percent of all of the millionaires in America are involved in athletics, music, television, and the

movies all combined, but 99 percent plus of them are people just like you and me.

A Louis Harris poll of people who earned over $142,000 a year and had a net worth of over a half million dollars, not including their homes, described these successful people as unexciting, middle-aged, and cautious. They emphasized family values and the work ethic; 83 percent of them were married; 96 percent of them acquired their net worth through hard work; 80 percent were politically conservative or middle of the road; and they were relatively non-materialistic. In other words, their goals went beyond money: 85 percent said that their major objective was to provide for their family. Only 11 percent rated owing an expensive car as being high on their totem pole. Prestige and the badge of success don't matter to them nearly as much as family, education, and their business or job.

These people don't have much excitement, but they have lots of happiness. They have a good standard of living, but infinitely more importantly, they have an excellent quality of life. Persistence, consistency, discipline, and hard work make the difference. Their lives seem to be in balance.

Another study by Thomas J. Stanley in *Medical Economics*, July 20, 1992, showed almost exactly the same thing. The profile of a wealthy person is this: hard work, perseverance, and most of all self-discipline. The average wealthy person has lived all his adult life in the same town. He's been married once and is still married. He lives in a middle-class neighborhood next to people with a fraction of his wealth. He's a compulsive saver and investor. He's made his money on his own: 80 percent of America's millionaires are first-generation rich. Sounds like opportunity is still alive and well in our great country.

Attitude is the greatest difference between millionaires and the rest of us. They skimp on luxuries, but are more willing to pay top dollar for good legal and financial advice. The self-made rich develop clear goals for their money.

Once I got an extremely exciting bit of correspondence. A young man named Rick Roussin, who lives in Northridge, California, said, "Seven years ago, I was strung out on drugs and alcohol. I was completely bankrupt in all areas of my life: financially, physically, spiritually, and emotionally."

Rick Roussin said that he was a high-school dropout, with no formal education or business experience, but he did have a burning desire and a willingness to change. "I knew for things to change, *I* had to change. For things to get better, *I* had to get better." I love that.

"In order to change," he said, "I started going to AA. There's where you find

help.” You see, the TwelveStep programs will not work unless the person who is being treated does something for somebody else. The only way they can stay sober is by sharing the benefits of sobriety to others. They’re on call.

A couple of members of my family were participants in AA. They would get calls at midnight and 3:00 in the morning, and they would get up and go to be with that person to help them get the through the crisis. They will tell you a thousand times that that’s the only way that they were able to beat their alcohol problem.

That was Rick’s first step to a better life. He said, “I developed some faith in the future and shut the door on the past.” Boy, that is so important. You have to make friends with the past in order to focus on the present so you can make your tomorrow what it is capable of being.

The first two years Rick got on this program, he drove an old 1967 Dodge Dart, rented a house, and then sublet several of the rooms just to make the rent each month. He said he was patient. It was tough getting started, but as he continued to go to the meetings, and he started learning about the health aspects of success, he went from weighing over 200 pounds down to 163 pounds. He’s now thirty-two years old, and he says he’s in the best shape of his life.

Rick said, “I started reading affirmations,” whereby you claim the qualities of success. “I’ve been reading affirmations in the morning and before bed for over six years, and it’s made a dramatic difference in my life. I always am telling people I’m feeling supergood, but I’m getting better. I always like to emphasize that they might not get anything out of it, but it makes me feel good in the very process of saying this.

“My belief system completely changed,” Rick added. He went from thinking he was not worth $500 a week to believing he was worth over $25,000 a week. He bought the idea that you can have what you want if you help enough other people get what they want.

Last year he earned in excess of $300,000. He lives in a home worth over $750,000. He wears nice clothes, all of the things that everybody says they want, but he summed it up by saying, “The important thing is I have a wife and two beautiful children, and I have more delight in my family than any other phase of my life. My family life is infinitely better than it was. I wake up, and I look forward to what I’m going to do that day. I love my life. I love the people around me.”

Rick goes ahead to say he came from what had been a dysfunctional family for generation after generation: divorce, alcoholism, child abuse, and everything

else. He changed his direction in every area of life physically, mentally, spiritually. He has changed, and changed completely.

Why do I say that? If you don’t like who you are and where you are, don’t sweat it. You’re not stuck there. You absolutely can grow. You absolutely can change.

Chapter 10
One Last Look at Success

Let’s take one last look at success. From my perspective, if I had the opportunity to make millions and millions of dollars but in the process destroyed my health and sacrificed my integrity, I would have said, “No deal.” I’d be unwilling to give those things up in order to have the dollars, and I’m confident that you feel exactly the same way.

Yet many people still identify success with money. They talk about the biggest crook in town—the guy that lives in the biggest house, drives the biggest cars, takes the most trips.

Every time you see one of those people, ask yourself these questions: I wonder how happy he is. I wonder how healthy he is. I wonder how secure he is. I wonder how many friends he has. I wonder how much peace of mind he has. I wonder what his family relationships are. I wonder what his hope for a future really is.

If you think about it, you are going to be dead longer than you’re going to be alive. The Bible says, “Seek ye first the Kingdom of God, and all these things shall be added unto you. For what profit is it to a man to gain the whole world and lose his own soul?”

The philosophy we’re talking about will enable you to go all the way to the top, but let me tell you what that means. Suppose one of my children came to me and said, “Dad, it would have mention everything to me if, when I was a child, I could ever have known you as my dad. Had you ever been there in the morning

to give me a pep talk when I was going off to school to face a tough test or a bully or trouble with my boyfriend, Dad, it would have meant so much. Had you been there at night to hug away some of my hurts, kiss away some of my tears, and give me some of the advice that you've given people all over the world—had that happened, Dad, maybe my life would not have turned out to be the disaster it has."

Had that happened to me, I would be one more brokenhearted dad, because like most parents, I deeply love my children. I'm so grateful I was able to dedicate my book *Raising Positive Kids in a Negative World,* to my four as being the most positiveand, I could have added, the most morally sound and sane—kids I know anywhere.

When you analyze it, you'll discover that every great failure in life is a moral failure. Ask Pete Rose. Ask Ivan Boesky, Michael Milken. Ask Jimmy Bakker and Jimmy Swaggert. Ask Jim Wright and Gary Hart.

Ask the legislators in South Carolina and Arizona, where by the score they turned crooked and were indicted for fraud. In recent decades in the State of Texas alone, three of our speakers of the House have been indicted—men that had brilliant futures and careers in front of them, but that failure was the problem.

Recently I was reading that in the State of Kentucky, for example, seven legislators, including the speaker of the House, were convicted on charges of bribery, extortion, obstruction of justice, mail fraud, racketeering, and so forth. As a matter of fact, at this moment, there are over 1,400 public officials under federal indictments. It caused one lady in the U.S. House to quip, "Don't tell my mother I'm a politician. She thinks I'm a prostitute."

When things get to that degree, we have reason to be concerned. It made somebody ask whether, when they call the roll in the House, you should answer "present" or "not guilty." There is growing concern among Americans about that political situation.

Yet in Kentucky they recognized something and passed a resolution. I'm just going to quote part of it, but it suggests that people may be now saying, "We have to look at our ethics, our values. We have to see what is going on."

This resolution, which the Kentucky House unanimously passed on the final day of a special session, is presented below. I'm only quoting a portion of it.

> *A resolution adjourning the 1993 extraordinary session on ethics in remembrance and honor of Jesus Christ, the Prince of Ethics.*

Whereas on September 17, 1796, President George Washington stated, "Where is the security for property, for reputation, for life if the sense of religious obligation desert and let us, with caution, indulge the supposition that morality can be maintained without religion."

The resolution quotes Presidents John Adams and Thomas Jefferson. (I did not know Jefferson had written a book, *The Life and Morals of Jesus of Nazareth.* They passed out six thousand copies to people in the House and three thousand copies to people in the Senate.) It goes on to quote Benjamin Franklin, who said, "As to Jesus of Nazareth, I think his system of morals, as he left them to us, is the best the whole world ever saw or is likely to see."

I get excited when people start recognizing that there must be a turn in that direction. If, in my drive for fame and fortune, I'd broken the relationship with that beautiful redhead who's been my wife for nearly forty-seven years, I'd be the most brokenhearted man you've ever seen, because after over forty-six years, not only do I deeply love my wife, not only is she by far the most important person on this earth to me, but I've just flat out got a crush on that redhead.

Somebody asked me one time, "What do you do for excitement?" I said, "I married it." I believe that's where the excitement is coming from. Some of you young whippersnappers who've only been married twenty-five or thirty years might not be able to relate to this, but after nearly forty-seven years, I find my wife to be more beautiful than she was on our wedding day. I'm so grateful that in doing all the things that I've been able to do that she's been at my side for them all.

As I've said, when I was forty-five years old, I was stone broke and in debt. We'd been married over twenty-seven years before I was ever able to give her something approaching financial security. Yet in all of those years, not once do I ever remember her saying, even one time, "Honey, if we just had more money, if we had more financial security, it would be so much better." She would always say, "Tomorrow is going to be better. You can do it." Then she would say those two things that mean so much to every man and every woman alive. "I love you, and I believe in you."

I cannot begin to tell you what it meant to me to have a cheerleader cheering me on every day of my life and praying for me every night of my life even as she, at this very moment, is praying for me.

Having a person who gives that kind of backing does make a difference. You see, a giant Belgian horse can pull 8,000 pounds on his own. Hook him up with

another giant Belgian horse, and the team will pull 18,000 pounds. Send them off to school, teach them to pull in harmony, and the team will pull over 25,000 pounds.

Review the qualities of success as I've set them out here. Start claiming those qualities over and over with more excitement and enthusiasm, because the more you claim those qualities, the more you will have them. The more you have them in yourself, the more you'll be able to see them in your spouse, your employees, your brothers, your sisters, the people you live with. When you see them in yourself, it's easier to see them in others, and you treat people exactly as you see them. As you claim these qualities, you will deal more effectively with every person you're in contact with, and that's what's going to make the difference.

Whose Boy Are You?

I want to simply say this. Had I been on trial for my life, had you been my judge and jury and required me to tell me what I honestly believe you need to know in order for me to reap the most out of every phase of life, I would tell you another story.

When little Ben Hooper was born all those years ago in the foothills of east Tennessee, boys and girls like Ben, who had no idea who their daddies were, were ostracized. They were treated horribly. By the time the little guy was three years old, the other children would scarcely play with him. Parents were saying insane things like, "What's a boy like that doing playing with our children?" as if the child had anything to do with his own birth.

When Ben was six years old, they put him in the first grade. (They did not have kindergarten in those years.) They gave him a little desk as they did all the children, and at recess he would stay there, because none of the children would play with him.

Saturday was his toughest day of all. His mom would take him down to the little general store to buy supplies for the week. There were always other children there and other parents, and invariably one of them would make a caustic comment: "What's a boy like that doing around here?" Or, "Did you ever figure out who his daddy is?"

When Ben was twelve years old, a new preacher came to their little church in the foothills of east Tennessee. Almost immediately, Ben started hearing people talking about him, about how friendly and warm he was, how nonjudgmental he was, how he accepted each person as they were, how when he would walk into the room, the attitude, the atmosphere, the spirits would pick up. The preacher

had the charisma that makes the difference. Ben liked to be around people like that.

One Sunday, though he had never been to church a day in his life, Ben Hooper decided to go. He got there late and left early. He did not want to attract any attention, but he liked what he heard. He was back there the next Sunday and the next, and the next.

To avoid attracting attention, he always got there late and left early. The message was so moving, so encouraging, so powerful and inspiring, it was almost as if there were a sign behind the minister's face that said, "For you, little Ben Hooper of unknown parentage. There is hope for you." I'll remind you again: if there's hope in the future, there is power in the present.

One Sunday Ben got so wrapped up in the message that he did not even realize that a number of people had come in and sat down behind him. He forgot all about the time, and suddenly the church services were over. He stood up, as did everyone else. He started to try to run out, but his passageway was blocked. He was trying to work his way through the crowd when he felt a hand on his shoulder.

He turned and look around, he looked up, and he was looking right into the eyes of the young minister, who asked him a question which had been on the minds of every person there for the previous twelve years. "Whose boy are you?"

Instantly the church grew deathly quiet. Then slowly a smile started to spread across the face of the young minister. It broke into a huge grin as he said, "Oh, I know whose boy you are. Why, the family resemblance is unmistakable. You are a child of God."

With that, the young minister swatted him across the rear and said, "That's quite an inheritance you have there, boy. Now go and see to it that you live up to it."

Many years later, Ben Hooper said that was the day he was elected governor of the State of Tennessee and later reelected. You see, the picture had changed. He'd gone from being a child of unknown heritage to a child of the King.

On July 4, 1972, though I had lost my earthly father when I was five years old, I took God up on his offer and became a child of the Heavenly King. I confessed Christ as Lord. That's when everything in my life changed. That changes hearts, and when you change hearts, that changes life.

Whose boy are you? Whose girl are you? Oh, I know whose child you are. Why, the family resemblance is unmistakable. You are a child of the King.

That’s quite an inheritance you have there.

The story is told of a father who was being harassed by his little boy when dad had some things to do. So he took a picture of a map of the world and cut it into a lot of pieces. He told his son to put it all back together, thinking he was going to have several minutes, maybe an hour, to catch up on his work.

In a matter of minutes, the little guy came back, and he had the picture all complete. His dad said, “Son, how on earth did you do that?”

The little guy said, “Dad, I just turned the picture over, and on the other side of the map of the world, there was a picture of a man. When I got the man together, the world was together.”

That’s what this book is all about: get your life together, and then your world will come together. You have to *be* before you can *do,* and you have to *do* before you can *have.* I’ve placed in your hands a set of tools that will enable you to be what you need to be in order to do what you need to do in order to have what you want to have.

Buy the ideas, use these tools every day, follow these instructions, because if you do, I’ll see you, and yes, I really do mean you, at the top.