NEW YORK TIMES BESTSELLER

Fully Revised and Updated

Jack Canfield

Chicken Soup for the Soul®

with Janet Switzer

10th
ANNIVERSARY
EDITION

Success nciples

How to LGet from Where You Are to

Where You Want to Be

Success Principles

HOW TO GET FROM WHERE YOU ARE TO WHERE YOU WANT TO BE

10th Anniversary Edition

Jack Canfield

Cocreator of the Chicken Soup for the Soul® Series Featured Teacher in The Secret

Janet Switzer



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CLICK HERE to order your copy of The Success Principles

This book is dedicated to Patty Aubery, my business partner, president of my companies, and—for 25 years—my sounding board, confidante, and closest friend.

From those early days typing the first Chicken Soup for the Soul® stories to building a hugely successful company that has expanded my impact worldwide, Patty has helped guide my career, advanced these teachings, and held a vision of my work that is bigger and bolder than anything I could have dreamed myself.

Words cannot express my gratitude for your endless energy, selfless focus, and lifelong dedication to this work.

You are a treasure.

Life is like a combination lock; your job is to find the right numbers, in the right order, so you can have anything you want.

If we did all the things we are capable of doing, we would literally astound ourselves.

THOMAS A. EDISON

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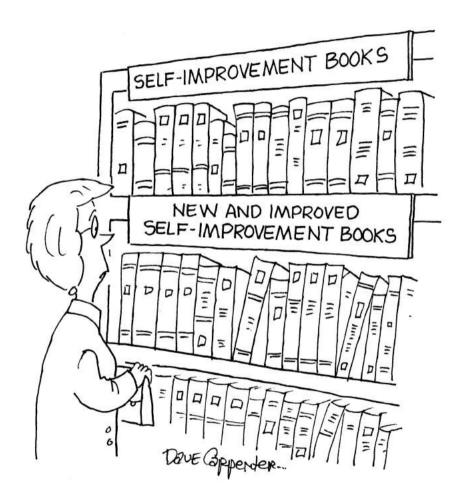
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FOREWORD

A decade ago, Janet Switzer and I envisioned a time when *The Success Principles* would be read in dozens of languages and followed in more than 100 countries—a time when individuals from every walk of life and groups of every kind would use it as a guidebook for dreaming bigger dreams, planning bigger outcomes, taking action in a bigger way, and enjoying the kind of expanded, abundant lifestyle that, for them, never seemed possible before.

We envisioned a time when educators, corporate managers, and small-group leaders would take up our challenge to advance the message of *The Success Principles* by training others in these human-potential basics—a time when we could look back, with pride, at the millions of lives that had been touched by the universal message and proven principles in this book.

I'm happy to say that time is now.

Over the past 10 years, not only has *The Success Principles* spread to 108 countries in 30 languages, but the feedback and success stories we've received in return have been gratifying—and humbling. Men, women, teens, students, athletes, entrepreneurs, stay-at-home parents, rising corporate stars, and other achievers have become dedicated to creating lives of abundance, joy, professional fulfillment, and personal accomplishment.

They are proof positive that these principles work—if you work the principles.

Through countless stories and heartwarming reports, I've watched this phenomenon unfold, as readers moved beyond today's culture of resignation and mediocrity to create the exciting, compelling life of their dreams.

They have overcome their own limitations—whether physical challenges, economic hardship, past failures, or simply their own limiting beliefs—to achieve astounding success.

At one time, perhaps just like you, they wondered how a single book could change their lives.

Doug Wittal, a builder from Kamloops, British Columbia, Canada,

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doubled his income within a year of applying what he learned, then doubled it again 12 months later. He began enjoying substantially more free time and built four magnificent homes so he and his family could spend summers and winters in temperate climates.

Days before talking to Doug, we heard from Miriam Laundry—a mom who dreamed of bringing self-esteem concepts to more than 100,000 children, changing lives and communities around the globe. Not only did she surpass her goal in less than a year, she attained a Guinness World Records® title for her accomplishment.

Sean Gallagher, a successful Irish entrepreneur, appeared for three seasons on the hit television show Dragon's Den (Shark Tank in the U.S.), and later fulfilled his most audacious goal when he stood for election to become the President of Ireland. He's now a highly sought after speaker and writer helping to inform and inspire the next generation of Irish business leaders.

Justin Bendel—an aspiring orchestral musician—used *The Success Principles* to visualize playing at a world-class concert hall whose picture he'd had for years. Though he didn't know the name of the concert hall in the photo, he pasted it to his vision board anyway. Soon after, he received a fully paid scholarship to pursue graduate studies in music and, within his first year of grad school, was chosen to play with the university orchestra at Carnegie Hall in New York—the concert hall in the photograph he had pasted on his vision board.

Using *Principle 24: Exceed Expectations*, 25-year-old Canadian franchisee Natalie Peace built one of her juice-bar locations to record revenues, then sold it for the highest amount ever received for that franchise. She's since earned her MBA and now (among other things) teaches business administration classes to fourth-year university students—recommending *The Success Principles* as a powerful textbook for future entrepreneurs.

After one of my readers—a successful Malaysian businessman—was incarcerated under extremely harsh conditions in China, his wife convinced the guards to pass along his tattered, dog-eared, and marked-up copy of *The Success Principles* so he could stay motivated during his 20-month ordeal. He not only reread it hundreds of times but also used it to transform himself into an even more motivated, excited, and fearless person who—since his release—has launched a successful information technology business, started two restaurants, and acquired a portfolio of international properties with a group of real-estate investors.

Pavel Popiolek—Czech Republic's leading importer of computer equipment with a \$600 million business to manage—used what he learned in *The Success Principles* to balance his life and work, making time for his true passion—competitive cycling. So far, he's won the Val d'Aran UCI World

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Cycling Tour race in the Pyrenees, qualified for the World Master's Cycling Championship, and been profiled in *Men's Health* magazine.

Of course, beyond business success and professional accomplishment are those readers whose entire lives have changed because they implemented the principles in this book.

Heather O'Brien Walker, who sustained a devastating brain injury in a warehouse accident at work, first heard *The Success Principles* from her hospital bed as her fiancé read them aloud during Heather's 30 days of rehabilitation. Though she couldn't walk or talk—or even function normally—she began to visualize her wedding day and made *walking down the aisle* her breakthrough goal. The process of learning to walk again was grueling. But today, Heather has not only recovered but she also shares her message of overcoming adversity through speaking engagements and her book, *Don't Give Up*, *Get Up*.

Akshay Nanavati, an ex-Marine who was diagnosed with post-traumatic stress disorder upon his return from Iraq, is using the principles to beat the condition. His dream? To run across every country in the world, border to border, over the next 25 years—not only as a way to inspire others, but also to give *himself* the inspiration to get up and take action every day.

And Lewis Pugh of Great Britain is the only person to have completed a long-distance swim in every ocean of the world. Over a period of 27 years he has pioneered swims in the most hostile waters on Earth including the Antarctic, the North Pole, and the Himalayas and developed an understanding of the beauty and fragility of life and its many ecosystems. Millions have viewed his talks at TEDGlobal and he campaigns tirelessly for the creation of Marine Protected Areas and changes to the legal framework governing oceans. In 2013, the United Nations appointed the maritime lawyer as Patron of the Oceans. And yes, he's a *Success Principles* reader, too.

With stories like these—and thousands more that have poured in—when it came time to prepare the 10th Anniversary Edition of The Success Principles, I quickly realized that I could produce an entire companion book filled with just the inspiring and fascinating stories we've received from readers over the last decade. Countless others have used what they learned to become bestselling authors, start businesses, purchase investment properties, get married, lose weight, achieve professional honors, get job promotions, travel the world, get out of debt, raise amazing kids, and so much more.

But while many of these readers knew exactly what they wanted to achieve when they picked up their copy of *The Success Principles*, many more didn't. For some readers, achievement seemed so far away that their only "want" was for life to simply get better.

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Forrest Willett was one of those readers.

At 31 years old, Forrest's life was right on track. He owned three homes and seven businesses. He'd been married for seven years to a beautiful woman and had a 2-year-old son. He was on top of the world. That is, until his world turned upside down. *Literally*. He was in an automobile accident that threw his car end-over-end three times, leaving him with a catastrophic brain injury.

Suddenly, Forrest found himself incapable of doing even the simplest tasks—with his beautiful wife now teaching him to brush his teeth and comb his hair. Although he knew he was lucky to be alive, he began to spiral faster and faster into a deep pit of depression, anger, and despair.

In the beginning, like a stroke survivor, he had difficulty conversing on even the most basic level. His humiliation rendered him housebound, and soon, fatigue and apathy dominated his existence. For hours, Forrest lay on the sofa, sleeping or watching television. The doctors, his speech therapist, his occupational therapist, his physical therapist—essentially all of the experts—told him that returning to a productive life with the promise of success wasn't possible. So Forrest gave up all hope of ever having a normal existence—let alone a life that fulfilled his dreams.

Then one day, as he lay in bed, numbly surfing the TV channels, the words, "If you want to get from where you are, to where you want to be . . ." caught his attention. Forrest sat up enough to focus on what the news anchor was saying. "Jack Canfield was coming up next" to discuss his book *The Success Principles*. With the smallest spark of hope ignited, Forrest bought the book they were talking about—the first edition of *The Success Principles*, which was over 400 pages. At the time, Forrest was just learning to read his son's books—a 35-year-old man reading books for a kindergartener. His speech therapist thought a 400-page book was being overly ambitious. But Forrest was more than ready to get from where he was to where he wanted to be.

And so, he began his journey.

In the beginning, reading even a single page was slow and laborious. Though he was motivated, Forrest began to wonder if his therapist had been right. Maybe he *was* being overly ambitious.

Then, several months after starting to work his way through *The Success Principles*—and a full five years after the accident—he got his biggest wake-up call. At his son Hunter's seventh birthday party, Forrest was out in the yard with the boy and a group of his friends as Hunter opened his presents. Picking a round-shaped package from the pile, Hunter ripped the wrapping paper off to reveal a baseball. Smiling with delight, he immediately threw it at the ground. Naturally, the ball landed with a thud and

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rolled a couple of feet into the dirt. Hunter picked it up and hurled it at the ground again, where it once more rolled away from him. Before he could try again, the friend who had given him the baseball, shouted, "Hunter, baseballs don't bounce!"

In that moment, Forrest was thunderstruck as the impact of his absence hit him like a ton of bricks. *How could his son know about such things? They had never thrown a baseball together.*

Forrest realized he had spent more time with his negative thoughts than with his own son—essentially abandoning him, as well as his wife. He knew that if he didn't take charge of his life, it would end up in pieces. He'd find himself divorced, homeless, or worse.

The spark inside him turned into a blaze. He went back to the first of the Success Principles, *Take 100% Responsibility for Your Life*, and tackled it in earnest.

In his case, taking 100% responsibility for his life meant he had to stop the negative self-talk: no more "Poor Forrest " and "Why did this happen to me?" Without that constant negative soundtrack to distract him, Forrest could see that he hadn't been an active participant in his own rehabilitation. He had been letting his physical therapist stretch him—then wondered why he wasn't getting stronger. He'd sat there passively listening while his speech therapist read to him—then complained that his reading skills weren't getting any better.

Now Forrest started to believe that his life could be different, that he could *make it* different. And that's when things really started to change.

Almost immediately, his self-awareness began to grow. Things that had gone over his head for so long finally registered. Where were all his friends? The answer was as painful as it was clear: He'd abandoned them, in the same way he'd abandoned his family. Everyone had stopped calling long ago, pushed away by Forrest's negativity—and he'd been too self-absorbed to care. Just noticing these things was a success in itself, Forrest reminded himself. He was making progress.

Next, he decided to give up blaming and complaining—not an easy task. It had become so habitual that Forrest didn't even realize he was doing it. So he asked the people around him to help him become aware when he slipped back into his old ways. In fact, his wife and therapists had a sign: If Forrest began to blame or complain, they let him know by pulling on their ear. When he saw that, he'd stop whatever he was saying in midsentence, take a deep breath, and consider his next words more carefully.

Not that speaking—positively or negatively—was easy for him. Forrest still hadn't fully regained his speech faculties, and sometimes he was unable to find the words he needed, or he stuttered. Because of this, he didn't

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want to go to the grocery store or post office in case he ran into someone he knew. To counter this, he focused on Principle 22: "Practice Persistence." Each day he read *The Success Principles* for twenty minutes and practiced stepping out of his comfort zone. Day after day, he practiced a little more and went a little further.

One of his steps out of his comfort zone took him to a local coffee shop. For years, Forrest had put his head down and walked past the coffee shop, keeping his eyes glued to the cement. But this day he walked in—reminding himself of Principle 15: "Experience Your Fear and Take Action Anyway." Unfortunately, he was met right away by his worst fear. An old acquaintance recognized him and called out.

Although he was cringing with embarrassment inside, Forrest stayed calm and walked over and sat down. He explained as best he could what had been happening. He was amazed to find it actually felt good to stand up for himself. In the coming days, Forrest tried this with others, and with time talking got easier. He discovered there were people around him who were willing to support him—especially now that Forrest was willing to support himself.

He also saw that he wasn't alone in dealing with life's fears and challenges. Everyone he talked to seemed to have struggles and pain of their own. This insight helped him to overcome the shame he'd been carrying for so long.

As time passed, he could hardly believe the new successes he was having. Within a year of applying the principles, Forrest was doing all of the things his doctors had said he'd never do again. He returned to school. He got off all medications, both for pain and depression. He started volunteering. He started turning every negative into a positive.

And he's been doing that ever since.

Today, it's hard to believe there was a time, not that long ago, that Forrest couldn't speak fluently—nor read or write very well. But he turned that around so completely that he wrote a book about his experiences! As a result, he gets almost daily requests to share his story in front of audiences. And while he never would have believed it possible during the dark days, today he loves public speaking and believes he's found the work he was meant to do. He's thrilled to travel and speak to groups around the world.

Reading *The Success Principles* also shifted Forrest's thinking about success in general. Before the accident, "success" to him meant more money and more things—a bigger house, a bigger boat, opening more businesses, owning more stuff. After the accident, he'd given up on ever attaining *any* success, however you define it.

Today, thanks to The Success Principles, he's learned the profound truth

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that having all the stuff in the world doesn't mean anything if you're not truly living—which Forrest now knows means giving and receiving love. If currency were counted in friends and love, Forrest would be the richest man in the world.

While Forrest Willett used *The Success Principles* to define and achieve success for himself, how *you* define success is solely in *your* power. For you, "success" might be a substantial income, effortless financial reward, and the luxuries of a high-net-worth lifestyle. It may be professional recognition or achievement in your hobby or philanthropic endeavors. It may be healthy, happy, and engaged children—or a family life that provides day-after-day enjoyment and bliss. Or it may be entrance onto the world stage for a project or subject matter you are passionate about. Whatever *your* definition of success, rest assured that you hold in your hands the road map to achieving it.

EVEN WHEN YOU'RE SKEPTICAL, THE PRINCIPLES ALWAYS WORK

One of my favorite stories over the last ten years is from a reader in the Philippines who, at first, was skeptical but who committed to applying the principles anyway—for just one year.

On the last stop of a six-city Asian tour conducting *Success Principles* workshops, a young man named John Calub approached me at a book signing in Manila's largest shopping mall. He was writing a newspaper column about successful people for the biggest newspaper in the Philippines, and asked me for an interview. At the end of a very engaging hour, I told him that he was a great interviewer and asked how long he had been doing it. With a sense of pride, he replied that I was his very first interviewee.

He went on to say that, up until recently, he and two partners had owned and operated three successful restaurants, but that bickering between the partners had eventually led to the failure of the business. John was now homeless, broke, and sleeping on couches in his friends' apartments. He had taken public transportation to the book signing because he no longer owned a car. And all the money he had in the world was the \$3.00 cash left in his pocket.

When I heard this, and because I liked John, I bought him a copy of *The Success Principles* from the bookstore and offered him a free seat in the next day's workshop. Giving him \$20 to buy some food, I extracted a promise that, if he liked it, he would write a feature article about the workshop.

Two and a half years later, I returned to Manila to conduct another workshop. As I was getting ready to begin, I noticed a well-dressed man in

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a blue blazer and gold Doc Marten shoes followed by an entourage of ten people all wearing the same polo shirt with a bright logo on it. I was curious, so I walked over to the group, and—to my surprise and delight—the man in the blue blazer was John Calub!

He told me that he had become one of the most successful businessmen in Manila. When John related the story of how he'd accomplished his success, I was so moved that I asked John to share it—in his own words.

Sitting in the seminar, with my arms crossed tightly across my chest, I listened carefully as Jack Canfield described his principles for success. At first I was very skeptical. He had crazy ideas—like cutting out pictures, pasting them on a board and looking at it every day, then *feeling* as though you already had what you wanted. My rational mind said, *What a joke. Like looking at some pictures is going to help me get what I want.*

At one point, Jack even talked about Dr. Masaru Emoto's famous experiment with water crystals and showed pictures of how water can be affected by thoughts, words, and feelings. Though I was intrigued, I still wasn't convinced.

With my mind full of doubts and questions, I returned home from the seminar and thought more about what Jack had shared. It soon dawned on me: Jack was a very, very successful guy who had used these principles—and here I was totally broke. *Who would you listen to?* I asked myself. Besides, I had lost everything—I had nothing else to lose.

I decided to read the book he had given me and diligently follow the principles for one year.

Every week I worked with a different principle. I began using visualization and even created one of those "crazy" dream boards I'd been so skeptical about.

The first image I cut out was a picture of a BMW—my dream car. At the time, I was so far away from affording any car, let alone a BMW. To get around, I walked or rode in a Jeepney, a very crowded mode of public transportation in the Philippines. Soon, however, I used the principle to turn my doubt into trust. It worked! And within a year, I bought my first BMW.

Another principle I discovered was Principle 2: "Be Clear Why You're Here." When I was younger, I bounced from job to job—just to make a living and pay my bills. Then, during the seminar, Jack led us through an exercise to identify our deepest passion. I not only realized I have a love for teaching, but I began to identify it as my true gift and purpose. To begin taking action on this purpose, I created a breakthrough goal at the seminar to become the Philippines' leading success coach.

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I launched a series of seminars—teaching the principles I had learned from Jack. I started coaching and began consulting for different companies. My income quickly rose, and soon I was earning over a million pesos—which in the Philippines is a lot of money! Next, I combined my interest in travel with my passion for teaching and began conducting seminars around the world.

Today, my training company is the biggest profit center of all the companies I own. Before, I hadn't been doing what I loved—so my success was hit-or-miss. Now I'm so enthusiastic about teaching these principles that people flock to see me—I've even earned seven-figures in one day!

Jack has helped me see that you really can have it all. My first vision board was created in 2006, and since then I've achieved more than 70% of what I set out to do. Because of *The Success Principles*, I'm the highest paid motivational speaker in the country and am well on my way to becoming the Philippines' number one success coach. If I can go from broke to becoming a star in my field just by living these principles, anyone can.

I've also seen the results in the lives of my clients as thousands of my countrymen have achieved *their* dreams. Many were living a hand-to-mouth existence but are now on their way to becoming multimillionaires. We are all living proof that the principles always work, if you always work the principles.

John Calub experienced the power of *The Success Principles*—and you, too, will see changes in your life when you apply these classic principles along with the new insights contained in this *10th Anniversary Edition*.

I salute you. I congratulate you. I welcome you on this journey.

To your success, Jack Canfield

INTRODUCTION

If a man for whatever reason has the opportunity to lead an extraordinary life, he has no right to keep it to himself.

> JACQUES-YVES COUSTEAU Legendary underwater explorer and filmmaker

If a man writes a book, let him set down only what he knows. I have guesses enough of my own.

JOHANN WOLFGANG VON GOETHE German poet, novelist, playwright, and philosopher

This is not a book of good ideas. This is a book of timeless principles used by successful men and women throughout history. I have studied these success principles for over 30 years and have applied them to my own life. The phenomenal level of success that I now enjoy is the result of applying these principles day in and day out since I began to learn them in 1968.

My success includes being the author and editor of more than 200 books—including 60 New York Times bestsellers with over 500 million copies in print in 50 languages around the world; holding a Guinness World Record title for having seven books on the May 24, 1998, New York Times bestsellers list; earning a multimillion-dollar net income every year for the past 20 years; living in a beautiful California estate; appearing on every major talk show in America (from Oprah and Montel to Larry King Live and Good Morning America); having a weekly newspaper column read by millions every week; commanding speaking fees of \$25,000 to \$60,000 a talk; speaking to Fortune 500 companies all over the world; being the recipient of numerous professional and civic awards; having outrageous relationships with my amazing wife and wonderful children; and having achieved a steady state of wellness, balance, happiness, and inner peace.

I get to socialize with CEOs of Fortune 500 companies; movie, television, and recording stars; celebrated authors; and the world's finest spiritual teachers and leaders. I have given speeches to members of Congress, professional athletes, corporate managers, and sales superstars in many of the best resorts and retreat centers in the world—from the Four Seasons Resort in the British West Indies to the finest hotels in Acapulco and Cancun. I enjoy skiing in Idaho, California, and Utah; go river rafting in Colorado; and hike in the mountains of California and Washington. Plus I get to vacation in the world's finest resorts in Hawaii, Australia, Thailand, Morocco, France, Bali, and Italy. All in all, life is a real kick!

Yet like most of you reading this book, my life started out in a very average way. I grew up in Wheeling, West Virginia, where my dad worked in a florist's shop, making \$8,000 a year. My mother was an alcoholic and my father was a workaholic. I worked during the summers to make ends meet (as a lifeguard at a pool and at the same florist's shop as my father). I went to college on a scholarship and worked serving breakfast in one of the dorms to pay for books, clothes, and dates. Nobody handed me anything on a silver platter. During my last year of graduate school, I had a part-time teaching job that paid me \$120 every 2 weeks. My rent was \$79 a month, so that left \$161 to cover all my other expenses. Toward the end of the month, I ate what became known as my 21¢ dinners—a 10¢ can of tomato paste, garlic salt, and water over an 11¢ bag of spaghetti noodles. I know what it is like to be scraping by on the bottom rungs of the economic ladder.

After graduate school, I started my career as a high school history teacher in an all-black school on the South Side of Chicago. And then I met my mentor, W. Clement Stone. Stone was a self-made multimillionaire who hired me to work at his foundation, where he trained me in the fundamental success principles that I still operate from today. My job was to teach these same principles to others. Over the years, I have gone on from my time with Mr. Stone to interview hundreds of successful people—Olympic and professional athletes, celebrated entertainers, bestselling authors, business leaders, political leaders, successful entrepreneurs, and top salespeople. I have read literally thousands of books, attended hundreds of seminars, and listened to thousands of hours of audio programs to uncover the universal principles for creating success and happiness. I then applied those principles to my own life. The ones that worked are the principles I have taught in my speeches, seminars, and workshops to well over 2 million people in all 50 U.S. states . . . and in 36 countries around the world.

These principles and techniques have not only worked for me but they have also helped hundreds of thousands of my students achieve breakthrough success in their careers, greater wealth in their finances, greater

aliveness and joy in their relationships, and greater happiness and fulfillment in their lives. My students have started successful businesses, become self-made millionaires, achieved athletic stardom, received lucrative recording contracts, starred in movie and television roles, won political offices, had huge impact in their communities, written bestselling books, been named teacher of the year in their school districts, broken all sales records in their companies, written award-winning screenplays, become presidents of their corporations, been recognized for their outstanding philanthropic contributions, created highly successful relationships, and raised unusually happy and successful children.

THE PRINCIPLES ALWAYS WORK IF YOU ALWAYS WORK THE PRINCIPLES

All of these same results are possible for you. I know for a fact that you, too, can attain unimagined levels of success. Why? Because the principles and techniques always work—all you have to do is put them to work for you.

A few years before I wrote this book, I was interviewed on a television show in Dallas, Texas. I had made the claim that if people would use the principles I was teaching, they could double their income and double their time off in less than 2 years. The woman interviewing me was highly skeptical. I gave her a copy of one of my audio programs and told her that if she used the principles and techniques for 2 years and she didn't double her income and double her time off, I would come back on her show and write her a check for \$1,000. If they did work, she had to ask me back and tell her viewers the principles had worked. A short 9 months later, I ran into her at the National Speakers Association convention in Orlando, Florida. She told me that not only had she *already* doubled her income but she had also moved to a bigger station with a substantial pay increase, had started a public speaking career, and had already finished and sold a book—all in just 9 months!

The fact is that anyone can consistently produce these kinds of results on a regular basis. All you have to do is decide what you want, believe you deserve it, and practice the success principles in this book.

The fundamentals are the same for all people and all professions—even if you're currently unemployed. It doesn't matter if your goals are to be the top salesperson in your company, get straight As in school, lose weight, buy your dream home—or become a world-class professional athlete, rock star, award-winning journalist, multimillionaire, or successful entrepreneur. The principles and strategies are the same. And if you learn them, assim-

ilate them, and apply them with discipline every day, they will transform your life beyond your wildest dreams.

"YOU CAN'T HIRE SOMEONE ELSE TO DO YOUR PUSH-UPS FOR YOU"

As motivational philosopher Jim Rohn so aptly put it, "You can't hire someone else to do your push-ups for you." You must do them yourself if you are to get any value out of them. Whether it is exercising, meditating, reading, studying, learning a new language, creating a mastermind group, setting measurable goals, visualizing success, repeating affirmations, or practicing a new skill, *you* are going to have to do it. No one else can do these things for you. I will give you the road map, but you will have to drive the car. I will teach you the principles, but you will have to apply them. If you choose to put in the effort, I promise you the rewards will be well worth it.

HOW THIS BOOK IS STRUCTURED

To help you quickly learn these powerful principles, I have organized this book into six sections. Part I, "The Fundamentals of Success," consists of 25 chapters that contain the absolute basics you must do to get from where you are to where you want to be. You'll start by exploring the critical importance of taking 100% responsibility for your life and your results. From there, you'll learn how to clarify your life purpose, your vision for your ideal life, and what you truly want to achieve.

Next we'll look at how to create an unshakable belief in yourself and your dreams. Then I'll help you turn your vision into a set of concrete goals and an action plan for achieving them. I'll also teach you how to harness the incredible power of affirmations and visualization—two of the greatest success secrets of all Olympic athletes, top entrepreneurs, world leaders, and high achievers. The next few chapters have to do with taking those necessary but sometimes scary action steps that are required to make your dreams come true.

Part II, "Transform Yourself for Success," addresses the important inner work you'll need to do—work that will help you remove any mental and emotional blocks you may have to success. It's not enough to *know* what to do. You also need to understand the methodology for removing self-defeating beliefs, fears, and habits that are holding you back. Like driving your car with the emergency brake on, these blocks can significantly

slow your progress. You must learn how to release the brakes, or you will always experience life as a struggle and fall short of your intended goals.

Part III, "Build Your Success Team," reveals how to build different kinds of support teams so you can spend your time focusing exclusively on your core genius. You'll also learn how to redefine time, utilize the benefits of a personal coach, and access your *own* inner wisdom—an untapped but ultrarich resource.

In Part IV, "Create Successful Relationships," I'll teach you a number of principles, as well as some very practical techniques, for building and maintaining successful relationships. In this day of strategic alliances and power networks, it's literally impossible to build large-scale, long-lasting success without world-class relationship skills, including in social media.

Next, because so many people equate success with money, and because money is vital to our survival and the quality of our life, Part V is entitled "Success and Money." I'll teach you how to develop a more positive money consciousness, how to ensure that you have plenty of money to live the lifestyle you want, both now and after you retire, and the importance of tithing and service in guaranteeing your financial success.

Finally, in Part VI, because technology is so important today, I've honed down the most important principles that successful people follow in "Success in the Digital Age"—a look at how to master only the technology you need, how to "brand" yourself and develop a unique voice online, how to use social media to connect and develop valuable relationships, and how to use crowdfunding, crowdsourcing, and other Internet-based strategies to find the people and resources that can help you reach your most important goals.

HOW TO READ THIS BOOK

Everyone learns differently, and you probably know how you learn best. And though there are many ways that you can read this book, I'd like to make a few suggestions that previous readers have found helpful.

You may want to read this book through once just to get a feel for the total process before you start the work of creating the life you truly want. The principles are presented in an order that builds one upon the other. They are like the numbers in a combination lock—you need all the numbers, and you need them in the right order. It doesn't matter what color, race, gender, or age you are. If you know the combination, the lock has to open for you.

As you are reading, I strongly encourage you to underline and highlight

everything that feels important to you. Make notes in the margin about the things you'll put into action. Then review those notes and highlighted sections again and again. Repetition is the key to real learning. Every time you reread portions of this book, you'll literally "re-mind" yourself of what you need to do to get from where you are to where you want to be. As you'll discover, it takes repetitive exposure over time to a new idea before that idea becomes a natural part of your way of thinking and being.

You may also discover that you're already familiar with some of the principles here. That's great! But ask yourself, *Am I currently practicing them?* If not, make a commitment to put them into action—now!

Remember, the principles only work if you work the principles.

The second time you read through this book, you'll want to read one chapter at a time, then take whatever time necessary to put into practice that principle and the techniques that accompany it. If you're already doing some of these things, keep doing them. If not, start now.

Like many of my past students and clients, you, too, may find yourself resisting taking some of the suggested action steps. But my experience has shown that the ones you most resist are the ones you most need to embrace. Remember, reading this book is not the same as doing the work, any more than reading a book on weight loss is the same as actually eliminating certain foods, eating fewer calories, and exercising more.

You might find it useful to connect with one or two other people who would like to join you as accountability partners (see page 375) and ensure that each of you actually implements what you learn. True learning only occurs when you assimilate and apply the new information—when there is a *change in your behavior*.

A WARNING

Of course, any change requires sustained effort to overcome years' worth of internal and external resistance. Initially you may find yourself getting very excited about all this new information. You may feel a newfound sense of hope and enthusiasm for the new vision of your life as it can be. This is good. But be forewarned that you may also begin to experience other feelings, as well. You may feel frustration at not knowing about all of this earlier, anger at your parents and teachers for not teaching you these important concepts at home and at school, or anger at yourself for having already learned many of these things and not having acted on them.

Just take a deep breath and realize that this is all part of the process of your journey. Everything in the past has actually been perfect. Everything in your past has led you to this transformative moment in time. Everyone—including you—has always done the best they could with what they knew at the time. Now you are about to know more. Celebrate your new awareness! It is about to set you free.

You may also find that there will be times when you wonder, Why isn't all of this working faster? Why haven't I already achieved my goal? Why aren't I rich already? Why don't I have the man or woman of my dreams by now? When am I going to achieve my ideal weight? Success takes time, effort, perseverance, and patience. If you apply all of the principles and techniques covered in this book, you will achieve your goals. You will realize your dreams. But it won't happen overnight.

Finally, it's natural in the pursuit of any goal to come upon obstacles, to feel temporarily stuck on a plateau. This is normal. Anyone who has ever played a musical instrument, participated in a sport, or practiced a martial art knows that you hit plateaus where it seems as though you're making no progress whatsoever. That's when the uninitiated often quit, give up, drop out, or take up another instrument or sport. But the wise have discovered if they just keep practicing their instrument, sport, or martial art (or, in your case, the success principles in this book), eventually they make what feels like a sudden leap to a higher level of proficiency. Be patient. Hang in there. Don't give up. You will break through. I promise you—the principles always work.

Okay, let's get started.

It's time to start living the life you've imagined.

HENRY JAMES American-born author of 20 novels, 112 stories, and 12 plays PART ONE

The Fundamentals of Success

Learn the fundamentals of the game and stick to them. Band-Aid remedies never last.

> JACK NICKLAUS Legendary professional golfer

PRINCIPLE

TAKE 100% RESPONSIBILITY FOR YOUR LIFE

You must take personal responsibility. You cannot change the circumstances, the seasons, or the wind, but you can change yourself.

JIM ROHN America's foremost business philosopher

One of the most pervasive myths in the American culture today is that we are *entitled* to a great life—that somehow, somewhere, someone (certainly not us) is responsible for filling our lives with continual happiness, exciting career options, nurturing family time, and blissful personal relationships simply because we exist.

But the real truth—and the one lesson this whole book is based on—is that there is only one person responsible for the quality of the life you live.

That person is you.

If you want to be successful, you have to take 100% responsibility for everything that you experience in your life. This includes the level of your achievements, the results you produce, the quality of your relationships, the state of your health and physical fitness, your income, your debts, your feelings—everything!

This is not easy.

In fact, most of us have been conditioned to blame something outside of ourselves for the parts of our life we don't like. We blame our parents, our bosses, our friends, our coworkers, our spouse, the weather, the economy, the government, our astrological chart, our lack of money—anyone or anything we can pin the blame on. We never want to look at where the real problem is—ourselves.

There is a wonderful story told about a man who is out walking one night and comes upon another man down on his knees looking for something under a street lamp. The passerby inquires as to what the other man is looking for. He answers that he is looking for his lost key. The passerby offers to help and gets down on his knees and helps him search for the key. After an hour of fruitless searching, he says, "We've looked everywhere for it and we haven't found it. Are you sure that you lost it here?"

The other man replies, "No, I lost it in my house, but there is more light out here under the street lamp."

It is time to stop looking outside yourself for the answers to why you haven't created the life and results you want, for it is you who creates the quality of the life you lead and the results you produce.

You—no one else!

To achieve major success in life—to achieve those things that are most important to you—you must assume 100% responsibility for your life. Nothing less will do.

100% RESPONSIBILITY FOR EVERYTHING

As I mentioned in the Introduction, when I was only one year out of graduate school, I had the good fortune to work for W. Clement Stone. He was a self-made multimillionaire worth \$600 million at the time. Stone was also America's premier success guru. He was the publisher of *Success Magazine*, author of *The Success System That Never Fails*, and coauthor with Napoleon Hill of *Success Through a Positive Mental Attitude*.

When I was completing my first week's orientation, Mr. Stone asked me if I took 100% responsibility for my life.

"I think so," I responded.

"This is a yes or no question, young man. You either do or you don't."

"Well, I guess I'm not sure."

"Have you ever blamed anyone for any circumstance in your life? Have you ever complained about anything?"

"Uh . . . yeah . . . I guess I have."

"Don't guess. Think."

"Yes, I have."

"Okay, then. That means you don't take one hundred percent responsibility for your life. Taking 100% responsibility means you acknowledge that you create everything that happens to you. It means you understand that *you* are the cause of all of your experiences. If you want to be really

successful, and I know you do, then you will have to give up blaming and complaining and take total responsibility for your life—that means all your results, both your successes *and* your failures. That is the prerequisite for creating a life of success. It is only by acknowledging that you have created everything up until now that you can take charge of creating the future you want.

"You see, Jack, if you realize that you have created your current conditions, then you can uncreate them and re-create them at will. Do you understand that?"

"Yes, sir, I do."

"Are you willing to take one hundred percent responsibility for your life?"

"Yes, sir, I am!" And I did.

YOU HAVE TO GIVE UP ALL YOUR EXCUSES

Ninety-nine percent of all failures come from people who have a habit of making excuses.

GEORGE WASHINGTON CARVER Chemist who discovered over 325 uses for the peanut

If *you* want to create the life of your dreams, then *you* are going to have to take 100% responsibility for your life as well. That means giving up all your excuses, all your victim stories, all the reasons why you can't and why you haven't up until now, and all your blaming of outside circumstances. You have to give them all up forever.

You have to take the position that you have always had the power to make it different, to get it right, to produce the desired result. For whatever reason—ignorance, lack of awareness, fear, needing to be right, the need to feel safe—you chose not to exercise that power. Who knows why? It doesn't matter. The past is the past. All that matters now is that from this point forward you choose—that's right, it's a choice—to act as if you are 100% responsible for everything that does or doesn't happen to you.

If something doesn't turn out as planned, you will ask yourself, *How did I create that? What was I thinking? What were my beliefs? What did I say or not say? What did I do or not do to create that result? How did I get the other person to act that way? What do I need to do differently next time to get the result I want?*

A few years after I met Mr. Stone, Dr. Robert Resnick, a psychotherapist in Los Angeles, taught me a very simple but very important formula that made this idea of 100% responsibility even clearer to me. The formula is:

E + R = O(Event + Response = Outcome)

The basic idea is that every outcome you experience in life (whether it is success or failure, wealth or poverty, health or illness, intimacy or estrangement, joy or frustration) is the result of how you have responded to an earlier event or events in your life.

If you don't like the outcomes you are currently getting, there are two basic choices you can make.

1. You can blame the event (E) for your lack of results (O). In other words, you can blame the economy, the weather, the lack of money, your lack of education, racism, gender bias, the current administration in Washington, your parents, your wife or husband, your boss's attitude, your employees, the system or lack of systems, and so on. If you're a golfer, you've probably even blamed your clubs and the course you played on. No doubt all these factors do exist, but if they were *the* deciding factor, nobody would ever succeed.

Jackie Robinson would never have played major league base-ball, Barack Obama would never have become president of the United States, Sidney Poitier and Denzel Washington would never have become movie stars, Dianne Feinstein and Barbara Boxer would never have become U.S. senators, Bill Gates would never have founded Microsoft, and Steve Jobs would never have started Apple Computers. For every reason why it's not possible, there are hundreds of people who have faced the same circumstances and succeeded.

Lots of people overcome these so-called limiting factors, so it can't be the limiting factors that limit you. It is not the external conditions and circumstances that stop you—it is you! We stop ourselves! We think limiting thoughts and engage in self-defeating behaviors. We defend our self-destructive habits (such as drinking, smoking, and not getting enough sleep) with indefensible logic. We ignore useful feedback, fail to continuously

educate ourselves and learn new skills, waste time on the trivial aspects of our lives, engage in idle gossip, eat unhealthy food, fail to exercise, spend more money than we make, fail to invest in our future, avoid necessary conflict, fail to tell the uncomfortable truth, don't ask for what we want—and then wonder why our lives don't work.

2. You can instead simply change your responses (R) to the events (E)—the way things are—until you get the outcomes (O) you want. You can change your thinking, change your communication, change the pictures you hold in your head (your images of yourself and the world), and change your behavior—the things you do. That is all you really have any control over anyway. Unfortunately, most of us are so run by our habits that we never change our behavior. We get stuck in our conditioned responses—to our spouses and our children, to our colleagues at work, to our customers and our clients, to our students, and to the world at large. We are a bundle of conditioned reflexes that operate outside of our control. You have to regain control of your thoughts, your images, your dreams and daydreams, and your behavior. Everything you think, say, and do needs to become intentional and aligned with your purpose, your values, and your goals.

IF YOU DON'T LIKE YOUR OUTCOMES, CHANGE YOUR RESPONSES

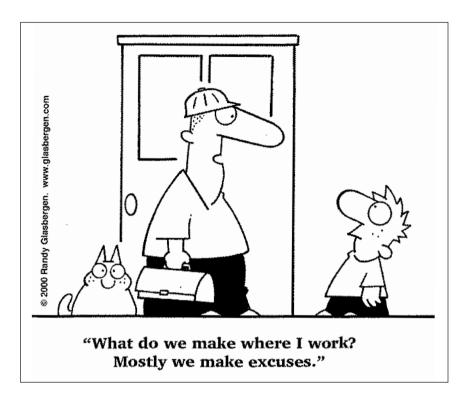
Let's look at some examples of how this works.

I remember living in Los Angeles during a terrible earthquake. Two days later, I watched as a CNN reporter interviewed people commuting to work. The earthquake had damaged one of the main freeways leading into the city. Traffic was at a standstill, and what was normally a 1-hour drive had become a 2- or 3-hour drive.

The CNN reporter knocked on the window of one of the cars stuck in traffic and asked the driver how he was doing.

He responded angrily, "I hate California. First there were fires, then floods, and now an earthquake! No matter what time I leave in the morning, I'm going to be late for work. This sucks!"

Then the reporter knocked on the window of the car behind him and asked the second driver the same question. This driver was all smiles. He



replied, "It's no problem. I left my house at five A.M. I don't think under the circumstances my boss can ask for more than that. I have lots of music and my Spanish-language lessons with me. I've got my cell phone. I have coffee in a thermos, my lunch—I even brought a book to read. So I'm fine."

Now, if the earthquake or the traffic (the *event*) were really the deciding variables, then everyone should have been angry. But everyone wasn't. It was their individual *response* to the traffic that gave them their particular *outcome*. It was thinking negative thoughts or thinking positive thoughts, leaving the house prepared or leaving the house unprepared that made the difference. It was all a matter of attitude and behavior that created their completely different experiences.

I'VE HEARD THERE'S GOING TO BE A RECESSION; I'VE DECIDED NOT TO PARTICIPATE

A friend of mine owns a Lexus dealership in Southern California. When war in the Middle East broke out, people stopped coming in to buy Lex-

uses. My friend and his sales team knew that if they didn't change their response (R) to the event (E) of nobody coming into the showroom, they were going to slowly go out of business. Their normal response (R) would have been to continue placing ads in the newspaper and on the radio, then wait for people to come into the dealership. But that wasn't working. The outcome (O) they were getting was a steady decrease in sales. So they tried a number of new things. The one that worked was driving a fleet of new cars out to where the rich people were—the country clubs, marinas, polo grounds, parties in Beverly Hills, Westlake Village, and Lake Sherwood—and then inviting them to take a spin in a new Lexus.

Now think about this . . . have you ever test-driven a new car and then got back into your old car? Remember that feeling of dissatisfaction you felt as you compared your old car to the new car you had just driven? Your old car was fine up until then. But suddenly you knew there was something better—and you wanted it. The same thing happened with these folks. After test-driving the new car, a high percentage of the people bought or leased a new Lexus.

The dealership had changed their response (R) to an unexpected event (E)—the war—until they got the outcome (O)—increased sales—that they wanted. They actually ended up selling more cars per week than before the war broke out.

EVERYTHING YOU EXPERIENCE TODAY IS THE RESULT OF CHOICES YOU HAVE MADE IN THE PAST

Everything you experience in life—both internally and externally—is the result of how you have responded to a previous event.

Event: You are given a \$400 bonus.

Response: You spend it on a night on the town with friends.

Outcome: You are broke.

Event: You are given a \$400 bonus.

Response: You invest it in your mutual fund.

Outcome: You have an increased net worth.

You have control over only three things in your life—the thoughts you think, the images you visualize, and the actions you take (your behavior). How you use these three things determines everything you experience.

If you don't like what you are producing and experiencing, you have to change your responses. Change your negative thoughts to positive ones. Change what you daydream about. Change your habits. Change what you read. Change your friends. Change how you talk to yourself and others.

IF YOU KEEP ON DOING WHAT YOU'VE ALWAYS DONE, YOU'LL KEEP ON GETTING WHAT YOU'VE ALWAYS GOT

Twelve-step programs such as Alcoholics Anonymous define *insanity* as "continuing the same behavior and expecting a different result." It ain't gonna happen! If you are an alcoholic and you keep on drinking, your life is not going to get any better. Likewise, if you only continue your current behaviors, your life is not going to get any better, either.

The day you change your responses is the day your life will begin to get better! If what you are currently doing would produce the "more" and "better" that you are seeking in life, the more and better would have already shown up! If you want something different, you are going to have to do something different!

YOU HAVE TO GIVE UP BLAMING

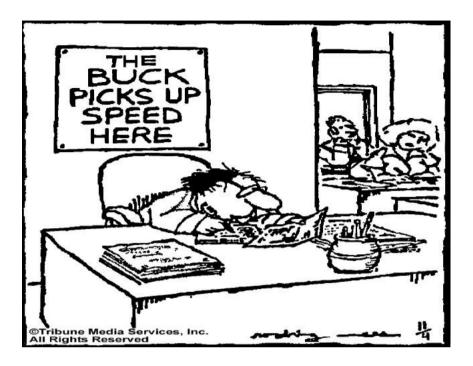
All blame is a waste of time. No matter how much fault you find with another, and regardless of how much you blame him, it will not change you.

WAYNE DYER

Coauthor of How to Get What You Really, Really, Really, Really Want

You will never become successful as long as you continue to blame someone or something else for your lack of success. If you are going to be a winner, you have to acknowledge the truth—it is *you* who took the actions, thought the thoughts, created the feelings, and made the choices that got you to where you now are. It was you!

You are the one who ate the junk food. You are the one who didn't say no! You are the one who took the job.



You are the one who stayed in the job.

You are the one who chose to believe them.

You are the one who ignored your intuition.

You are the one who abandoned your dream.

You are the one who bought it.

You are the one who didn't take care of it.

You are the one who decided you had to do it alone.

You are the one who trusted him.

You are the one who said yes to the dogs.

In short, you thought the thoughts, you created the feelings, you made the choice, you said the words, and that's why you are where you are now.

YOU HAVE TO GIVE UP COMPLAINING

The man who complains about the way the ball bounces is likely the one who dropped it.

LOU HOLTZ

The only coach in NCAA history to lead six different college teams to postseason bowl games, and winner of a national championship and "coach of the year" honors; now an ESPN football analyst

Let's take a moment to really look at complaining. In order to complain about something or someone, you have to believe that something better exists. You have to have a reference point of something you prefer that you are not willing to take responsibility for creating. Let's look at that more closely.

If you didn't believe there was something better possible—more money, a bigger house, a more fulfilling job, more fun, a more loving partner—you couldn't complain. So you have this image of something better and you know you would prefer it, but you are unwilling to take the risks *required to create it.* Complaining is an ineffective response to an event that does not produce a better outcome.

Think about this... people only complain about things they can do something about. We don't complain about the things we have no power over. Have you ever heard anyone complain about gravity? No, never. Have you ever seen an elderly person all bent over with age walking slowly down the street with the aid of a walker complaining about gravity? Of course not.

But why not? If it weren't for gravity, people wouldn't fall down the stairs, planes wouldn't fall out of the sky, and we wouldn't break any dishes. But nobody complains about it. And the reason is because gravity just exists. There is nothing anyone can do about gravity, so we just accept it. We know that complaining will not change it, so we don't complain about it. In fact, because it just is, we use gravity to our advantage. We build aqueducts down mountainsides to carry water to us, and we use drains to take away our waste.

Even more interesting is that we choose to play with gravity, to have fun with it. Almost every sport we play uses gravity. We ski, skydive, high-jump, throw the discus and the javelin, and play basketball, baseball, and golf—all of which require gravity.

The circumstances you complain about are all situations you can change—but you have chosen not to. You can get a better job, find a more

loving partner, make more money, move to where the jobs are, live in a nicer house, and eat healthier food. But all of these things would require you to change.

Refer to the list on page 11. You could:

Learn to cook healthier food.

Say no in the face of peer pressure.

Quit and find a better job.

Take the time to conduct due diligence.

Trust your own gut feelings.

Go back to school to pursue your dream.

Take better care of your possessions.

Reach out for help.

Ask others to assist you.

Take a self-development class.

Sell or give away the dogs.

But why don't you simply do those things? It's because they involve risks. You run the risk of being unemployed, left alone, or ridiculed and judged by others. You run the risk of failure, confrontation, or being wrong. You run the risk of your mother, your neighbors, or your spouse disapproving of you. Making a change might take effort, money, and time. It might be uncomfortable, difficult, or confusing. And so, to avoid risking any of those uncomfortable feelings and experiences, you stay put and complain about it.

As I stated before, complaining means you have a reference point for something better that you would prefer but that you are unwilling to take the risk of creating. Either accept that you are making the choice to stay where you are, take responsibility for your choice, and stop complaining . . . or . . . take the risk of doing something new and different to create your life exactly the way you want it.

If you want to get from where you are to where you want to be, of course you're going to have to take that risk.

So make the decision to stop complaining, to stop spending time with complainers, and get on with creating the life of your dreams.

Pete Carroll, the coach of the NFL Seattle Seahawks football team, which won the 2014 Super Bowl, has three rules for his team: (1) ALWAYS protect the team; (2) no whining, no complaining, and no excuses; and (3) be early. These are the rules of a Super Bowl championship team. They are worth adapting.

THE \$2.00 GAME

Here's an exercise you can do in your home or your office. It's one we do in ours and in our seminars. Find a large jar or a fishbowl and label it No Blaming, No Complaints, No Excuses. Every time you or someone in your group catches themself blaming someone else, complaining about something, or making an excuse for their lack of results, the offender has to put \$2.00 in the jar—not as punishment, but as a technique to deepen everyone's awareness that these behaviors have a cost.

YOU'RE COMPLAINING TO THE WRONG PERSON

Have you ever noticed that people almost always complain to the wrong person—to someone who can't do anything about their complaint? They go to work and complain about their spouse; then they come home and complain to their spouse about the people at work. Why? Because it's easier; it's less risky. It takes courage to tell your spouse that you are not happy with the way things are at home. It takes courage to ask for a behavioral change. It also takes courage to ask your boss to plan better so that you don't end up working every weekend. But only your boss can do anything about that. Your spouse can't.

Learn to replace complaining with making requests and taking action that will achieve your desired outcomes. That is what successful people do. That is what works. If you find yourself in a situation you don't like, either work to make it better or leave. Do something to change it or get the heck out. Agree to work on the relationship or get a divorce. Work to improve working conditions or find a new job. Either way, you will get a change. As the old adage says, "Don't just sit there (and complain), do something." And remember, it's up to you to make the change, to do something different. The world doesn't owe you anything. You have to create it.

YOU EITHER CREATE OR ALLOW EVERYTHING THAT HAPPENS TO YOU

To be powerful, you need to take the position that you create or allow everything that happens to you. By *create*, I mean that you directly cause something to happen by your actions or inactions. If you walk up to a man in a bar who is bigger than you and has obviously been drinking for a long

time, and say to him, "You are really ugly and stupid," and he jumps off the bar stool, hits you in the jaw, and you end up in the hospital—you created that. That's an easy-to-understand example.

Here's one that may be harder to swallow: You work late every night. You come home tired and burned out. You eat dinner in a coma and then sit down in front of the television to watch a basketball game. You're too tired and stressed out to do anything else—like go for a walk or play with the kids. This goes on for years. Your wife asks you to talk to her. You say, "Later! I'm watching the game!" Three years later, you come home to an empty house and a note that says she has left you and taken the kids. You created that one, too!

Other times, we simply allow things to happen to us by our inaction and our unwillingness to do what is necessary to create or maintain what we want:

- You didn't follow through on your threat to take away privileges if the kids didn't clean up after themselves, and now the house looks like a war zone.
- You didn't demand he join you in counseling or leave the first time he hit you, so now you're still getting hit.
- You didn't attend any sales and motivational seminars because you were too busy, and now the new kid just won the top sales award.
- You didn't make the time to take the dogs to obedience training, and now they're out of control.
- You didn't take time to maintain your car, and now you're sitting by the side of the road with your car broken down.
- You didn't go back to school, and now you are being passed over for a promotion.

Realize that you are not the victim here. You stood passively by and let it happen. You didn't say anything, make a demand, make a request, say no, try something new, or leave.

YELLOW ALERTS

Be aware that nothing ever just "happens" to you. Just like the "yellow alerts" in the *Star Trek* television series and movies, you almost always receive advance warnings—in the form of telltale signs, comments from others, gut instinct, or intuition—that alert you to the impending danger and give you time to prevent the unwanted outcome.

You are getting yellow alerts all the time. There are *external* yellow alerts:

He keeps coming home later and later with alcohol on his breath.

The client's first check bounced.

He screamed at his secretary.

His mother warned you.

Your friends told you.

And there are internal yellow alerts:

That feeling in your stomach

That fleeting thought that just maybe . . .

That intuition that said . . .

That fear that emerged

That dream that woke you up in the middle of the night

We have a whole language that informs us:

Clues, inklings, suspicions
The handwriting on the wall
I had a feeling that . . .
I could see it coming for a mile.
My gut feeling told me.

These alerts give you time to change your response (R) in the E+R=O equation. However, too many people ignore the yellow alerts because paying attention to them would require them to do something that is uncomfortable. It is uncomfortable to confront your spouse about the cigarettes in the ashtray that have lipstick on them. It is uncomfortable to speak up in a staff meeting when you are the only one who feels that the proposed plan won't work. It is uncomfortable to tell someone you don't trust them.

So you pretend not to see and not to know because it is easier, more convenient and less uncomfortable, avoids confrontation, keeps the peace, and protects you from having to take risks.

LIFE BECOMES MUCH EASIER

Successful people, on the other hand, face facts squarely. They do the uncomfortable and take steps to create their desired outcomes. Successful

people don't wait for disasters to occur and then blame something or someone else for their problems.

Once you begin to respond quickly and decisively to signals and events as they occur, life becomes much easier. You start seeing improved outcomes both internally and externally. Old internal self-talk such as *I feel like* a victim; *I feel used; nothing ever seems to work out for me* is replaced with *I feel great; I am in control; I can make things happen.*

External outcomes such as "Nobody ever comes to our store; we missed our quarterly goals; people are complaining that our new product doesn't work" are transformed into "We have more money in the bank; I lead the division in sales; our product is flying off the shelves."

SIMPLE ISN'T NECESSARILY EASY

Though this principle is simple, it is not necessarily easy to implement. It requires concentrated awareness, dedicated discipline, and a willingness to experiment and take risks. You have to be willing to pay attention to what you are doing and to the results you are producing. You have to ask yourself, your family, your friends, your colleagues, your managers, your teachers, your coaches, and your clients for feedback. "Is what I'm doing working? Could I be doing it better? Is there something more I should be doing that I am not? Is there something I am doing that I should stop doing? How do you see me limiting myself?"

Don't be afraid to ask. Most people are afraid to ask for feedback about how they are doing because they are afraid of what they are going to hear. There is nothing to be afraid of. The truth is the truth. You are better off knowing the truth than not knowing it. And once you know, you can do something about it. You cannot improve your life, your relationships, your game, or your performance without feedback.

Slow down and pay attention. Life will always give you feedback about the effects of your behavior if you will just pay attention. If your golf ball is always slicing to the right, if you're not making sales, if you're getting Cs in all your college courses, if your children are mad at you, if your body is tired and weak, if your house is a mess, or if you're not happy—this is all feedback. It is telling you that something is wrong. This is the time to start paying attention to what is happening.

Ask yourself: How am I creating or allowing this to happen? What am I doing that's working that I need to be doing more of? Should I do more practicing, meditating, delegating, trusting, listening, asking questions,

keeping my eye on the ball, advertising, saying "I love you," controlling my carbohydrate intake?

Or: What am I doing that's not working? What do I need to be doing less of? Am I talking too much, watching too much television, spending too much money, eating too much sugar, drinking too much, being late too often, gossiping, putting other people down?

You can also ask yourself: What am I not doing that I need to try and see if it works? Do I need to listen more, exercise, get more sleep, drink more water, ask for help, do more marketing, read, plan, communicate, delegate, follow through, hire a coach, volunteer, or be more appreciative?

This book is full of proven success principles and techniques you can immediately put into practice in your life. You will have to suspend judgment, take a leap of faith, act as if they are true, and try them out. Only then will you have firsthand experience about their effectiveness for your life. You won't know if they work unless you give them a try. And here's the rub—no one else can do this for you. Only you can do it.

But the formula is simple—do more of what is working, do less of what isn't, and try on new behaviors to see if they produce better results.

PAY ATTENTION . . . YOUR RESULTS DON'T LIE

The easiest, fastest, and best way to find out what is or isn't working is to pay attention to the results you are currently producing. You are either rich or you are not. You either command respect or you don't. You are either golfing par or you are not. You are either maintaining your ideal body weight or you are not. You are either happy or you are not. You either have what you want or you don't. It's that simple. Results don't lie!

You have to give up any excuses and justifications and come to terms with the results you are producing. If you are under quota or overweight, all the great reasons in the world won't change that. The only thing that will change your results is to change your behavior. Prospect more, get some sales training, change your sales presentation, change your diet, consume fewer calories, and exercise more frequently—these are things that will make a difference. But you have to first be willing to look at the results you are producing. The only starting point that works is reality.

So start paying attention to what is so. Look around at your life and the people in it. Are you and they happy? Is there balance, beauty, comfort, and ease? Do your systems work? Are you getting what you want? Is your net worth increasing? Are your grades satisfactory? Are you healthy, fit, and

pain-free? Are you getting better in all areas of your life? If not, then something needs to happen, and only you can make it happen.

Don't kid yourself. Be ruthlessly honest with yourself. Take your own inventory.

FROM VICTIM TO VICTORY

Raj Bhavsar was born to be a gymnast. It was the natural career choice for a kid who—at the age of 4—lived to climb up things, including trees and furniture, and jump off them. His parents, worried that he'd hurt himself and destroy their house, signed him up for gymnastics classes at a nearby gym. Raj quickly fell in love with the sport, and by the age of 10, he wanted to be the best at this sport that he loved and represent his country in the Olympics.

He began focusing intensely on becoming a better gymnast, and soon the success began to show. He started winning first and second place at competitions and was a five-time Texas champion by the time he entered high school.

His high school and college years were a blur of awards and championships: regional state champion, national champion, senior national team, and then placement in two medal-winning championship teams. In his mind, he was unstoppable.

In 2004, Raj was competing for a spot in the U.S. Olympic gymnastics team. Of the 12 routines he'd done, 11 of them had been perfect. Everybody agreed that he was a shoe-in. Elated, he was thinking, *Greece, here I come!*

But at the conclusion of the trials, when they read off the names of the Olympians, his wasn't on the list. Then he heard the words, "Raj Bhavsar, alternate." In that moment, his whole world—everything he'd been working toward for a decade and a half—was shattered. His expectations were sky-high and tangled up in his self-worth, so when they weren't met on that awful day in 2004, he came down to earth with a crash. For the next few years, he burned with one desire: to find out why he'd been denied. He needed to find someone to blame.

Although Raj went to Greece as an alternate, it was a bittersweet experience watching his teammates work together and compete day after day. Unofficially, he was part of the team, yet it was clear he wasn't really one of them. He never had a chance to compete, and he returned from the trip disillusioned and lost.

Back at home, he did some serious soul-searching. He asked himself,

Do I truly enjoy gymnastics? Do I love the competition regardless of the scores and the accolades? His answer was Yes! So he decided to recommit himself to being a gymnast, and this time to throw himself into the sport—not just to win competitions, but for the art of it, and the love of it.

Unfortunately, without the intense drive to win, his performance suffered. At the 2007 U.S. Nationals, held nine months before the 2008 Olympic team was selected, he bombed. His performance was rocky, and for the first time in nine years, he didn't even make the national team. He had to own up to the truth: What he was doing wasn't working.

A few days later, a friend of his, a 2000 Olympian himself, handed Raj a book and said, "You need to read this." Raj took it from him and saw on the cover a picture of a white-haired guy with a big smile and the words: How to Get from Where You Are to Where You Want to Be. He thought, No book can get me where I want to be; my problem is different. But when his coach recommended the same book a few days later, Raj decided to give it a chance.

I'll let Raj tell the rest of the story:

The book was *The Success Principles*, and the first thing I learned was that, to be successful, you have to take 100% responsibility for everything that happens in your life. This was a tough one to swallow considering I had been convinced—for years—that life had played against me. Soon, however, I realized that harboring resentment and dwelling on "what happened" had gotten me nowhere. Suddenly, instead of continuing to look for someone to blame, I began to turn that energy inward and examine how my own mind-set of fear and negativity had contributed to my recent performance. *Where was my fear coming from, and what was causing these negative thoughts in my head?*

I had always thought that fear meant I was broken—but Jack taught me that successful people experience fear and negativity on a daily basis yet still choose to move forward toward their goals. Negative thoughts, rejection, fear—they're just part of the process! Suddenly, these thoughts became challenges to overcome, rather than huge roadblocks or evidence of my failure. I was on a whole new course.

My coach saw the light go on in me. It was like a switch was flipped, he said. Working with him on a new training plan, I recommitted to my dream of being an Olympian—but now I also wanted to be an Olympian in *life*.

I created a vision board and mind map—not only to help me visualize success but also to break down my huge, lofty, overwhelming Olympic goal into areas of daily focus that I could manage. When the

2008 Olympic tryouts were held, I sailed through the competition. I felt happy, clear, and on top of my game. I nailed all my routines. With all the work I'd done on myself, I was confident they would name me to the team this time.

But when they named the final team members, my name wasn't called What?

In a cruel repeat of 2004, I heard, "Raj Bhavsar, alternate."

When a reporter from NBC asked me how I felt about being named an alternate a second time, I answered with one sentence, "There is no external event that can defeat my sense of inner accomplishment."

Still, I was honestly baffled that—after all I had done—my dream was still outside my grasp. While a part of me was ready to give up on being an Olympian, something inside me said, "Keep the dream alive! There's no way this is over."

The next morning, I called the USA Gymnastics officials and reconfirmed that I'd be honored to be an alternate. For the next week, I trained hard and stayed ready. Then it was announced that Paul Hamm—the 2004 Olympic gold medalist and a member of the Olympic team for 2008—had made the decision to withdraw due to injuries. The committee would decide which one of the three alternates would be chosen to replace him. Waiting for the decision was probably the most excruciating, yet exciting, 24 hours of my entire life.

The next day at the gym, my coach, my sports performance counselor, and I were on the phone to USA Gymnastics when the president of the organization came on the line to give us the official announcement. As he started his announcement—saying how happy they were about the decision and on and on—inside I was begging, *Just say the name! Is it me or not?*

"At this time," he finally said, "we'd like to announce the new member of the 2008 Olympic team . . . Raj Bhavsar."

With a shout, Raj fell to his knees. Then, smiling and crying at the same time, he stood up and hugged his coach. He hugged his counselor. He hugged everyone.

But Raj also knew the road ahead would be difficult. With Paul Hamm out, not a single member of the team had any Olympic experience. Sports media—even people in the gymnastics community—had written off the team, doubting they could make it into the finals. That was when Raj committed to doing whatever he could to keep their outlook positive.

The night before the competition, he assembled all six team members and urged them to commit to caring for one another as human beings first—athletes second. In that moment, each knew that his teammates had his back. The next morning, the team walked onto the competition floor with their heads held high and, in a stunning upset—with the entire arena chanting "USA!"—Raj and his teammates edged out the Germans to win the Olympic bronze medal.

PRINCIPLE

BE CLEAR WHY YOU'RE HERE

Decide upon your major definite purpose in life and then organize all your activities around it.

BRIAN TRACY

One of America's leading authorities on the development of human potential and personal effectiveness

I believe each of us is born with a life purpose. Identifying, acknowledging, and honoring this purpose is perhaps the most important action that successful people take. They take the time to understand what they're here to do—and then they pursue that with passion and enthusiasm.

WHAT WERE YOU PUT ON THIS EARTH TO DO?

I discovered long ago what I was put on this earth to do. I determined my true purpose in life, my "right livelihood." I discovered how to inject passion and determination into every activity I undertake. And I learned how purpose can bring an aspect of fun and fulfillment to virtually everything I do.

Now I'd like to help uncover the same secret for you.

You see, without a purpose in life, it's easy to get sidetracked on your life's journey. It's easy to wander and drift, accomplishing little.

But with a purpose, everything in life seems to fall into place. To be "on purpose" means you're doing what you love to do, doing what you're good at, and accomplishing what's important to you. When you are truly and passionately on purpose, the people, resources, and opportunities you need naturally gravitate toward you. The world benefits, too, because when you act in alignment with your true life purpose, which may at first glance seem selfish, all of your actions automatically serve others.

SOME PERSONAL LIFE PURPOSE STATEMENTS

My life purpose is to inspire and empower people to live their highest vision in a context of love and joy in harmony with the highest good of all concerned. I inspire people to live their highest vision by collecting and disseminating inspiring stories through the Chicken Soup for the Soul® series and in my inspirational keynote speeches. I empower people to live their dreams by writing practical self-help books like this one, Tapping Into Ultimate Success, and The Power of Focus; by designing courses for high school and college students; and by conducting seminars for individuals and corporations that teach powerful tools for creating one's ideal life both at work and at home.

Here are the life purpose statements of some of my friends. It is important to note that they have all become self-made millionaires through the fulfillment of their life purpose.

- To inspire and empower people to achieve their destiny*
- To uplift humanity's consciousness through business†
- To humbly serve the Lord by being a loving, playful, powerful, and passionate example of the absolute joy that is available to us the moment we rejoice in God's gifts and sincerely love and serve all of his creations[‡]
- To leave the world a better place than I found it, for horses and for people, too§

Once you know what your life purpose is, you can organize all of your activities around it. Everything you do should be an expression of your purpose. If an activity didn't align with your purpose, you wouldn't work on it. Period.

WHAT'S THE "WHY" BEHIND EVERYTHING YOU DO?

Without purpose as the compass to guide you, your goals and action plans may not ultimately fulfill you. You don't want to get to the top of the ladder only to find you had it leaning against the wrong wall.

^{*}Robert Allen, coauthor of The One Minute Millionaire.

[†]DC Cordova, cofounder of the Excellerated Business School.

[‡]Anthony Robbins, author of *Personal Power* and *Get the Edge*, entrepreneur, and philanthropist.

[§] Monty Roberts, author of The Man Who Listens to Horses.

When Julie Marie Carrier was a child, she was a very big fan of animals. As a result, all she ever heard growing up was "Julie, you should be a vet. You're going to be a great vet. That's what you should do." So when she got to Ohio State University, she took biology, anatomy, and chemistry, and started studying to be a vet. A Rotary Ambassadorial Scholarship allowed her to spend her senior year studying abroad in Manchester, England. Away from the family and faculty pressures back home, she found herself one dreary day sitting at her desk, surrounded by biology books and staring out the window, when it suddenly hit her: *You know what? I'm totally miserable. What am I doing? I don't want to be a vet!*

Julie then asked herself, What is a job I would love so much that I'd do it for free but that I could actually get paid for? It's not being a vet. That's not the right job. Julie thought back over all the things she'd done in her life and what had made her the most happy. Suddenly it hit her—it was all of the youth leadership conferences that she had volunteered at, and the communications and leadership courses she had taken as elective courses back at Ohio State.

How could I have been so ignorant? she thought. Here I am in my fourth year at school and just finally realizing I'm on the wrong path. But it's been right here in front of me the whole time. I just never took the time to acknowledge it until now.

Buoyed by her new insight, Julie spent the rest of her year in England taking courses in communications and media performance. When she returned to Ohio State, she was eventually able to convince the administration to let her create her own program in "leadership studies." And while it took her 2 years longer to finally graduate, she went on to become a senior management consultant in leadership training and development for the Pentagon. She also won the Miss Virginia USA contest, which allowed her to spend much of the year speaking to kids all across Virginia plus launch a national speaking career to empower youth with messages of leadership and character. By the way, Julie was able to do this at only 26 years old—a testament to the power that clarity of purpose can create in your life.

Today Julie has reached over a million young people as one of the top national youth leadership speakers for student conferences, high schools, colleges, and youth programs worldwide. You may have seen her on NBC's *Today* show or *Fox News*, in the *New York Times*, or as a success coach for teens and young women featured on a goal-setting TV show on MTV (Julie even received an Emmy nomination!).*

^{*}You can learn more about Julie at www.TheSuccessPrinciples.com/resources.

The good news is that you don't have to go all the way to England to discover what you are really here to do. You can simply complete two simple exercises that will help you clarify your purpose.

YOUR INNER GUIDANCE SYSTEM IS YOUR JOY

It is the soul's duty to be loyal to its own desires. It must abandon itself to its master passion.

> DAME REBECCA WEST Bestselling author

You were born with an inner guidance system that tells you when you are on or off purpose by the amount of joy you are experiencing. The things that bring you the greatest joy are in alignment with your purpose. To begin to home in on your purpose, here are a couple of exercises. The first is to make a list of the times you have felt most joyful and alive. What are the common elements of these experiences? Can you figure out a way to make a living doing these things?

Pat Williams is the senior vice president of the NBA's Orlando Magic basketball team. He has also written more than 70 books and is a professional speaker. When I asked him what he felt the greatest secret to success was, he replied, "Figure out what you love to do as young as you can, and then organize your life around figuring out how to make a living at it." For young Pat, it was sports—more specifically, baseball. When his father took him to his first baseball game in Philadelphia, he fell in love with the game. He learned to read by reading the sports section of the *New York Times*. He knew he wanted to grow up and have a career in sports. He devoted almost every waking moment to it. He collected baseball cards, played sports, and wrote a sports column for the school newspaper.

Pat went on to have a career in the front office of the Philadelphia Phillies baseball team, then with the Philadelphia 76ers basketball team. When the NBA considered granting an expansion team franchise to Orlando, Pat was there to lead the fight. Now in his seventies, Pat has enjoyed 50-plus years doing what he loves, and he has enjoyed every minute of it. Once you are clear about what brings you the greatest joy, you will have a major insight into your purpose.

The second exercise is a simple but powerful way to create a compelling

statement of your life purpose that can guide your behavior. Take time now to complete the following exercise.

THE LIFE PURPOSE EXERCISE *

1.	List two of your unique personal qualities, such as <i>enthusiasm</i> and <i>creativity</i> .
2.	List one or two ways you enjoy expressing those qualities when interacting with others, such as <i>to support</i> and <i>to inspire</i> .
3.	Assume the world is perfect right now. What does this world look like? How is everyone interacting with everyone else? What does it feel like? Write your answer as a statement, in the present tense, describing the ultimate condition, the perfect world as you see it and feel it. Remember, a perfect world is a fun place to be.
	EXAMPLE: Everyone is freely expressing their own unique talents. Everyone is working in harmony. Everyone is expressing love.
4.	Combine the three prior subdivisions of this paragraph into a

^{*}There are many ways to approach defining your purpose. I learned this version of the life purpose exercise from Arnold M. Patent, spiritual coach and author of *You Can Have It All*. His most recent book is *The Journey*. You can read more about how to contact Arnold at www.TheSuccess Principles.com/resources.

EXAMPLE: My purpose is to use my creativity and enthusiasm to
support and inspire others to freely express their talents in
a harmonious and loving way.
3 1

Here are some examples of life purpose statements that people in my recent workshops have written:

- To use my humor, creativity, and knowledge to inspire, uplift, and empower people in recovery to stay sober. (Recovery coach and author)
- To inspire and empower small business owners to systematize for easier revenue generation. (Small-business consultant and author)
- To inspire people to have faith in themselves and believe in their natural genius. (Educator)
- To raise healthy, prosperous children who make a difference in the world. (Full-time homemaker)
- To create a world in which people are living ecologically sustainable, spiritually fulfilling, and socially just lives. (Environmentalist and social activist)
- To use my vast knowledge of integrative medicine to educate, inspire, and empower people to live longer and healthier lives. (Holistic medical doctor)
- To live every day to the fullest, and give back as much as possible, while appreciating someone special every day. (Contractor and home builder)
- To live my life with integrity and compassion while serving others, and to always value the unexpected. (Fireman)

STAYING ON PURPOSE

Once you have determined and written down your life purpose, read it every day, preferably in the morning. If you are artistic or strongly visual by nature, you may want to draw or paint a symbol or picture that represents your life purpose and then hang it somewhere (on the refrigerator, opposite your desk, near your bed) where you will see it every day. This will keep you focused on your purpose.

As you move forward in the next few chapters to define your vision and your goals, make sure they are aligned with and serve to fulfill your purpose.

Another approach to clarifying your purpose is to set aside some time for quiet reflection—using meditation to inquire within (see Principle 47). After you become relaxed and enter into a state of deep self-love and peacefulness, ask yourself, *What is my purpose for living?* or *What is my unique role in the universe?* Allow the answer to simply come to you. Let it be as expansive as you can imagine. The words that come need not be flowery or poetic; what is important is how inspired the words make you feel.

If you really want to go deep with this exercise, you can do two more exercises we do in my Breakthrough to Success Training. The first is the Passion Test. It is a sample exercise you can go through alone or with a partner. The process can be found in the book *The Passion Test* by Janet and Chris Attwood (Plume, 2008).

The other exercise, which many people find to be the most powerful, is the Life Purpose Guided Visualization—part of my *Awakening Power* set of meditations on CD*



^{*}This 6-CD program contains 11 guided visualizations narrated by myself and Dr. Deborah Sandella. You can order this audio program at www.JackCanfield.com.

ABOUT THE AUTHORS

Jack Canfield, known as America's #1 Success Coach, is a bestselling author, professional speaker, trainer, and entrepreneur. He is the founder and chairman of The Canfield Training Group, which trains entrepreneurs, educators, corporate leaders, sales professionals, and motivated individuals in how to expand their vision and accelerate the achievement of their personal and professional goals.

As the creator of the beloved *Chicken Soup for the Soul*® series and the driving force behind the development and sales of more than 200 *Chicken Soup for the Soul*® books, with 100 million copies sold in the United States (and 500 million worldwide in 43 languages), Jack is uniquely qualified to talk about success. Jack's nationally syndicated newspaper column is read in 150 papers. The *Chicken Soup for the Soul*® television series aired on both the PAX and ABC networks.

Jack is a graduate of Harvard, holds a master's degree in psychological education from the University of Massachusetts, and has three honorary doctorates. Over the past 40 years, he has been a psychotherapist, an educational consultant, a corporate trainer, and a leading authority in the areas of self-esteem, breakthrough success, and peak performance.

The first edition of *The Success Principles* has sold half a million copies in 30 languages around the globe. Jack's other bestselling books—*The Success Principles for Teens, The Power of Focus, The Aladdin Factor, Dare to Win, You've Got to Read This Book!, The Key to Living the Law of Attraction, Coaching for Breakthrough Success, and <i>Tapping into Ultimate Success*—have sold millions of copies and have launched complementary multimedia programs, coaching programs, and corporate training programs to enthusiastic individuals and corporations.

Jack holds a Guinness World Record title for having seven books on the *New York Times* bestsellers list on the same day (May 24, 1998). He also achieved a Guinness World Record title for the largest book signing (held for *Chicken Soup for the Kid's Soul*).

Jack is also the founder of The Foundation for Self-Esteem, which provides self-esteem resources and trainings to social workers, welfare recipients, and human resource professionals. Jack wrote and coproduced the GOALS Program, a video-based training program to help people in California transition from welfare to work, which has helped 810,000 people get off welfare.

Jack has appeared on more than 1,000 radio and television programs, including *Oprah, The Montel Williams Show, Larry King Live,* the *Today* show, *Fox & Friends,* the *CBS Evening News,* the *NBC Nightly News,* and CNN's *Talk Back Live,* and on PBS and the BBC. Jack is a featured teacher in 19 movies, including *The Secret, The Truth, The Opus, Choice Point, The Tapping Solution,* and *The Keeper of the Keys.*

Jack has conducted more than 2,500 trainings, workshops, and seminars—and has presented and conducted workshops for more than 500 corporations, professional associations, universities, school systems, and mental health organizations in all 50 states and 35 countries. His clients include Microsoft, Federal

Express, Siemens, Campbell's Soup Company, Virgin Records, Sony Pictures, General Electric, Sprint, Merrill Lynch, Hartford Insurance, Johnson & Johnson, Coldwell Banker, Northrop, RE/MAX, Keller Williams, UCLA, YPO, the U.S. Department of the Navy, and the Children's Miracle Network.

Jack has been inducted into the National Speakers Association Speakers Hall of Fame, is a recipient of the Rotary Club's Paul Harris Fellowship, was awarded the Golden Plate Award from the National Achievement Summit, and received the Chancellor's Medal from the University of Massachusetts. He was twice named Motivator of the Year from *Business Digest* magazine, received the Speaker of the Year Award from the Society of Leadership and Success, and is a recipient of the National Leadership Award from the National Association for Self-Esteem.

To find out more about Jack's Breakthrough to Success Trainings, Train-the-Trainer Program, Coaching Programs, and audio and video programs, or to inquire about hiring him as a speaker or trainer, you can contact his office at

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Janet Switzer exemplifies the personal achievement and professional accomplishment that comes from applying these proven principles of success.

At age 19, she began her professional career as a campaign specialist for a member of the United States Congress, and by age 29 had built an international publishing venture with over \$10 million in assets.

Today she's the revenue strategist of choice for many of the world's top celebrity entrepreneurs. Her high-profile clients have included Jack Canfield; motivational speaker Les Brown; underground business icon Jay Abraham; and tapping-therapy psychologist Dr. Roger Callahan, among many others.

She's the *New York Times* bestselling coauthor and marketing strategist behind *The Success Principles*—the number one self-help classic published in 30 languages. She is also the number one bestselling author of *Instant Income: Strategies That Bring in the Cash for Small Businesses, Innovative Employees, and Occasional Entrepreneurs.*

For over 25 years, Miss Switzer has been at the forefront of helping business owners learn, grow, and profit. Her books, newsletters, and training courses are read and used by entrepreneurs in more than 80 countries. And her popular small-business column is syndicated to more than 220 media outlets worldwide. She has counseled thousands of companies and solo entrepreneurs on the systems and strategies that bring reliable, predictable cash flow.

Miss Switzer is a thought-provoking speaker at industry conferences around the world. She has traveled to nearly every continent speaking to entrepreneurs, independent sales professionals, corporate employees, and industry association members—and her training events are available throughout North America and the Asia Pacific region.

Additionally, Miss Switzer is the founder of Profit Advisors $^{\text{\tiny TM}}$ worldwide consulting network—the revenue-focused, small-business alternative to corporate consulting firms. The network's trained consultants help small-business owners establish revenue-generation systems over 12 months' time. Miss Switzer's upcoming book *Cash-Flow Culture* $^{\text{\tiny TM}}$ and its in-house training program for corporations and small businesses helps focus employees on growing revenue, with proven systems and critical drivers that provide both accountability and tangible results.

Miss Switzer has been a widely published journalist and is a former columnist with Nightingale-Conant's *AdvantEdge* magazine and *Training Magazine*. A popular media personality seen by more than 75 million viewers, she has been featured in the *Wall Street Journal, USA Today*, the *New York Times, TIME, Entrepreneur Magazine*, and *Speaker Magazine* and on MSNBC and the ABC Radio Network.

Miss Switzer's consulting division helps establish revenue-generation systems within small companies, while her publishing company offers tools and training courses that help business owners focus their operations and staff on bringing in the cash.

Visit www.JanetSwitzer.com.