

THIS VALUABLE BONUS REPORT WAS EXCERPTED FROM

The Success Principles

Your 30-day journey from where you are to where you want to be



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NEW YORK TIMES
BEST-SELLING CO-AUTHOR
Chicken Soup for the Soul

Jack Canfield AND Janet Switzer

Success Is a Journey!

What Do People Say Who Have Traveled With Us?...

Jack Canfield doesn't just give you hype. His down-to-earth style made it easy for our associates to relate and follow through. We have seen a tremendous increase in our associates' commissions, as well as their attitude and self-esteem.

— **John Assaraf, RE/MAX of Indiana**

You would have been thrilled to attend our recognition banquet Saturday night. Five of the [salespeople] inducted into the President's Circle, our top managers and consultants, recalled your presentation last year and how it gave them the vision and strategies to achieve their success.

— **John Zucker, VP Mktg**
DONCASTER, A Tanner Company

At all levels, there is new confidence and commitment. District and Branch managers and their staffs are taking risks, making decisions, pushing through fears, asking for what they need, and are working better as a team.

— **Elliott Brown, Regional Vice President, Citicorp**

We couldn't have reacted more positively to your message. Our group has been through experiences that left us feeling splintered and war-weary. For the first time in a long time, people began expressing hope again that we can accomplish even our loftiest goals.

— **Jill Miller, Corporate Marketing Director**
Ortho Pharmaceutical Corporation
A Johnson & Johnson Company

The Ten Steps to Success are proving to be very valuable tools for our staff. Thank you for generating such excitement, improving our associates' feelings of self-worth and for presenting so many lessons in a very short period of time.

— **D.A. Garrett, Human Resources**
General Electric Capital Corporation

Without exception, the feedback could not have been more positive. People are speaking about the "lasting impact" you had on them... your "sincerity and enthusiasm," and how these qualities made the subject matter come to life and have a realism and relevance to their everyday lives.

— **Patrick O'Sullivan, Director, Sales Training**
Westec Security, Inc.

Our group truly enjoyed your presentation. I understand most of our folks gave you a #1, our highest rating, on the evaluation sheets. You did a super job.

— **James J. Westervelt, Vice President**
ITT Hartford

You lead participants on a journey of self-discovery that is fascinating and fun while being solidly founded on research and experience. Your handouts are eminently useful.

— **M.A. Armour, Director of Meeting Services**
International Credit Association

Your powerful presentation influenced even the most staunch, hard core "nay sayers." You have a great ability to teach and I was most impressed with your style. You had a tremendous influence on our employees, and that type of impact is worth paying for.

— **P.S. Downs, Minnesota Power**

The response was unanimous: You were completely on target and had obviously done your homework and been responsive to what we needed you to focus on at our convention. The topics...very effectively supported and reinforced the rest of the agenda. Your material was perfect...One Director of Corporate Stores said, "Jack should be a given at every convention." That says it all!

— **Maria Rosner, Vice President, SUPERCUTS**

I'm making major changes in all areas of my life as a direct result of the skills I learned. The safe environment you created allowed me to stretch in ways I never would have thought possible. My business skills and interactions are enhanced... and my personal life is opening widely.

— **Linda Claire, Director, International Admin**
Neurogena Corporation

I have been able to awaken and utilize my talents like never before. I have not only helped people change their lives, but I have changed my own as well. Each new week brings exciting opportunities. Thank you for all your guidance, encouragement and friendship.

— **Todd McNally, Monogram Bank**

For me, the training provided an opportunity to look at how I've been working in my organization and to consider options for changing my style, intent and behavior. My goal is to take the skills and integrate them into my presentations.

— **Judith Schuster, Training & Development**
SmithKline Laboratories

"Fantastic" and "Ability to communicate with warmth and understanding" were just some of the comments that were given after your program. I will highly recommend your program to anyone...it was so relevant and offered participants outstanding take-home value.

— **Lola Green, Seminar Chairperson**
Young Presidents Organization

Members were riveted to your instructions. They were intrigued by your insightfulness in working with couples...They were moved to tears and to standing ovations. You were humble, vulnerable, human, humorous, witty, playful, outrageous, flexible and totally present.

—**Raymond Aaron, Director**
The Millionaire Club

My growth in relationships has been phenomenal. I am able to take action to make things happen in my life. I feel so blessed to have been able to experience Self-Esteem 101 and realize the benefits daily. My self-imposed barriers go down with much less effort now.

—**Tom Abbott, St. Louis**

One of the best programs we have ever seen at Honda. This is a wonderful program for people, managers, trainers... anyone. It brings together many disciplines, technologies and approaches that helped reinforce energy.

—**Dominic Cirincione**
Manager, Training & Development
American Honda Corporation

[Your program] may well have been one major factor in an attitude upswing within my reporting people. Nine out of ten have participated in the program in the past eighteen months.

—**Abbot Knowles, Manager**
New England Telephone

I was struggling to find a vehicle that would help my people focus on what we really wanted and give us the tools to achieve those goals. People emerged from the training powerful [and] goal-oriented... with renewed respect for themselves and their co-workers. STAR gave us a dynamic message and the tools to continue applying the concepts long after the program's end.

—**Diana Clark, District Sales Manager, AT&T**

A shot of Jack Canfield is just what we need occasionally to remind us how truly wonderful it is to be human beings. My personal and professional life is enriched because of your tapes. They're magnificent!

—**Didge Pearson, Senior Mgr, Membership**
Assn for Information & Image Mgmt

I have found the tapes to be very effective in helping to slowly and solidly change my life. Not in the slapdash overnight explosion other self-empowerment experts promise, but in a more consistent and effective way that I feel growing inside me everyday.

—**Marie Jones, California**

Janet Switzer is one of the best minds on the planet with a unique talent for producing profits I can bank. She's easily made me hundreds of thousands of dollars with her simple strategies. I know she does the same for companies in all sorts of industries. She can do the same or more for you.

—**Mark Victor Hansen**
co-author of the New York Times #1 bestselling book series
Chicken Soup for the Soul

Janet Switzer is the genius of choice for lots of very smart companies across the country. She'll find a way to bring in the money when everyone else has failed...she understands budgets, risks, people and the bottom line. If you can get her to put you on her schedule, consider yourself lucky...but don't call her unless you're serious about making money.

—**Macrae Ross**
independent growth and management strategist

I once saw Janet produce a highly specific and fully articulated strategy within eight minutes of meeting a business owner and hearing about his business. In just 40 minutes at my office, Janet provided me with an entire and fully integrated campaign for launching a new product to a market we were totally unfamiliar with. For you not to realize the same kind of results when you work with Janet is highly unlikely. She's the most creative and skilled strategist I know. And her practical and proven programs boast an enviable record of success.

—**Nelson H. Dodge**
Director of Marketing & Communications
Xircom [acquired by Intel]

In reviewing the accounting records of a company I was involved with, I was amazed to see that Janet Switzer had earned that company over a million dollars in just 42 weeks. She turned a profit center that was hardly worth the effort into the most profitable division in the company. \$169,147...\$122,138...\$150,849 were typical months. Not only were these impressive numbers, the market presence this success created allowed the company to become, "hands down," the industry leader in this arena. The whole strategy was brilliant, calculated, masterful and highly effective. Simply amazing! Retaining Janet Switzer, and trusting in her strategies, was unequivocally the best decision they had made in over a decade of doing business.

—**Gary Handwerker**
CEO, Handwerker Consulting,
Business Systems Specialists

Janet gives so much more than she gets from any relationship. With her help, I've sold more than 150,000 books and become a best-selling author. Now, I check with Janet before virtually every marketing activity I undertake. In fact, her marketing "radar" is uncanny. If Janet has the time to work with you, don't hesitate! You'll not only discover a great mentor, you'll meet a loyal and devoted friend.

—**Cynthia Kersey**
Popular keynote speaker and author of Unstoppable

In a world that echoes with the dubious claims of thousands of so-called experts, Janet Switzer doesn't just talk — she delivers. She's savvy, practical and reliable...and the profits she creates are nothing short of extraordinary. Her programs make companies tons of money, while they leave business owners saying, "Why didn't I think of that?" She takes a little money, combines it with a lot of expertise and creates profits beyond your wildest dreams.

—**Michael Hutchison**
Former Vice-President of Sales & Marketing and
Developer of Anthony Robbins' Mastery University
Robbins Research International

The Success Principles™

Your 30-Day Journey From Where You Are to Where You Want to Be

Jack Canfield AND Janet Switzer

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Introduction

One of the greatest myths in this world is that we're entitled to live a great life. That somehow, somewhere—someone—is required to fill our lives with continual happiness, enticing career options, empowering family time and blissful personal relationships simply because we exist on this planet. We expect these things—and when they don't show up, for many of us at least, it's someone else's fault.

But perhaps the greatest truth in this world—and the one lesson we hope this program will help you learn over and over again—is that there's only one person responsible for the life you enjoy here.

That person is YOU.

If you want to be successful, you have to take 100% responsibility for everything you experience in your life. From the level of your achievements to the results you produce, to the quality of your relationships to the state of your health and physical fitness—even responsibility for your feelings, your income, your debts... 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 teachers, our friends, our co-workers, our clients, our spouse, the weather, the economy, our astrological chart, our lack of good golf clubs—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 that is told about a man who is out walking one night and comes upon a 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 man offers to help and gets down on his knees and searches for the key. After an hour of fruitless searching, he says to the man, "We've looked everywhere for it and we have not 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 a streetlamp."

How many times do you look for the answers to your problems outside yourself, when the answer lies within? It is you who creates the quality of the life you lead and the results you produce. No one else!

Choose Now to Make a Change

Our final admonition to you as you start down your path to future success, is that you have control over just three things in your life—the thoughts you think, the images you visualize and the actions you take. How you make the most of them determines the outcomes you experience in life.

If you don't like what you are producing and experiencing, choose now to change your responses. Change your negative thoughts to positive ones. Change what you daydream about. If you don't like the way people treat you, say something about it or spend your time with different people.

If you keep doing what you've always done, you'll keep getting what you've always gotten. In fact, if what you are currently doing was capable of producing the "more" that you are seeking in life, the "more" would have already shown up. If you want something different, you're going to have to do something different!

While this audio program will give you the strategies and principles that are proven to help you acquire the success-filled life you want, ultimately, you are the one who will execute these strategies and incorporate these principles into your everyday life

The day you begin to do that is the day your life will begin to change for the better!

1 Take 100% Responsibility for Your Life With $E+R=O$

Bob Resnick, one of Jack's earliest mentors, teaches a simple, yet powerful formula we believe should be the primary rule guiding your successful life:

$$E+R=O$$

Event + Response = Outcome

Stated succinctly, **every outcome** we experience in life is a direct result of how we respond to an individual event that occurs.

Sometimes that event is an unexpected opportunity that shows up. Other times, it's a crisis we didn't see coming. But in any case, it's just the way things are—the existential reality of our life.

So how can we create the best possible outcome in relation to an event we have no control over? By taking responsibility and changing the way we respond to that event. Take a look at these two examples:

Event: You are given a \$1,000 bonus.
Response: You spend it on a weekend trip.
Outcome: You are broke.

Event: You are given a \$1,000 bonus.
Response: You invest it in your mutual fund.
Outcome: You have an increased net worth.

Can you see how your response — and your response alone — can significantly improve your life, or alternatively, keep you exactly where you are today?

Successful people know that how they respond can mean the difference between advancement and riches — or regret about what could have been. In fact, one of the greatest differences between successful people and those who would merely like to be, is how they respond to the opportunities in their life.

How often have you reacted with fear or “I can't” when opportunity knocks? Have you walked away from a life-changing opportunity? Or worse, did you fail to recognize and respond to opportunity that actually appeared as a crisis or other disaster?

Take a look:

Event: Your co-workers continually miss deadlines, forcing you to work late to bring projects in on time.

The definition of insanity is continuing the same behavior and expecting a different result.

— Alcoholics Anonymous

Response: You grumble to your wife, but say nothing to your co-workers or boss.

Outcome: You end up working late most nights, straining your marriage and family relationship.

Event: Your co-workers continually miss deadlines, forcing you to work late to bring projects in on time.

Response: You investigate ways to streamline the process, then quietly present your better plan to the boss.

Outcome: Your boss creates a special job title for you, giving you more oversight on projects, which leads to increased responsibility, a year-end bonus and an increase in salary.

The truth is...when confronted with a negative event, successful people look for ways to transform that negative into an opportunity for achievement and greater success.

They simply respond differently.

Do You Blame Events for Your Outcomes?

Of course, responding differently means you must give up blaming the event itself. This is very difficult. Our conditioning has trained us that when something doesn't work, we blame what happened rather than our reaction to it: the traffic that made you late for an important meeting, the bounced check that made your husband mad, your parents who still treat you like you're 12, the company take-over that eliminated your job.

Does this sound familiar?

“If only my boss would give me enough time to do the job...If only my husband understood what I'm trying to do with the kids...If only the kids would clean up their rooms...If only we had a better economy...If only they would stop such-and-such...I would feel better.”

Stop blaming and complaining!

Understand that the E's (the events) aren't responsible for the O's (the outcomes) you experience in life.

Complaining Simply Means You Know There's Something Better

Complaining about the Events won't help you change your outcomes, either.

Isn't it interesting that many people who stay in bad situations never complain. Why? They simply don't know any better. They don't know that things could be better.

But complainers know exactly what's available to them.

In fact, when you hear someone complain, what they're really saying is, "I know things could be better. I have a point of reference of something better which I prefer. I know the difference between that ideal and the situation I'm in now. But I'm not willing to risk creating that other, more desirable scenario."

It's simply easier and less risky to complain.

And it's certainly easier than responding the way successful people do. If successful people don't like the situation they find themselves in, they either:

- (a) work to make it better, or...
- (b) they leave and go somewhere else.

The truth is...for as fast as our society moves today, things are likely to change anyway. Left alone, bad situations often get worse. But you can do something to change them — if you're willing to take 100% responsibility for your life. It's up to you to do something different.

Do You Ignore the Yellow Alerts?

Most people are surprised to hear that they're usually notified in advance about the "negative" events that occur in their lives. Like the "yellow alerts" in the old Star Trek television series, you receive advance warnings — in the form of tell-tale signs, comments from others, gut instinct, your intuition — that warn you of impending doom and give you time to prevent disaster from happening.

You have time to change your response (R) in the $E+R=O$ equation.

You can act, as successful people do — facing facts squarely, doing the uncomfortable and taking steps to change the outcome. Successful people don't wait for disaster to occur, and then blame something or someone else for their problems. They respond in time. They prevent things from going too far.

Life Becomes Much Easier

Once you begin responding decisively to signals and events as they occur, life becomes much easier. The feelings of hopelessness and lack of control go away. You start seeing two kinds of improved outcomes — both internal and external.

Old internal dialogs like: "I feel like a victim. I feel used. Only bad things happen to me," are transformed into, "I feel better. I'm in control. I can make things happen."

External outcomes like, "Nobody comes to our store. We missed our quarterly goals. People are complaining the new product doesn't work," become outcomes like: "I have more money in the bank. I lead the division in sales. Our product is flying off the shelves."

Eventually, as you respond regularly to these yellow alerts, you begin to see events without needing these advance warnings. You begin to anticipate problems.

And, you mature in your thinking.

Finally, you can accept the fact that you are the one who has created the way things are. You took the actions, you thought the thoughts, you created the feelings and you made the choices that got you to where you are now.

You are the one who ate the food. You are the one who stayed in that job that you hate. You are the one who married him. You are the one who wanted kids. You are the one who abandoned your dream. You are the one who ignored your intuition. You are the one who decided to go it alone. You are the one who decided you were damaged goods. You are the one who trusted him.

And, come to think of it, you're the one who said yes to the dogs, too.

It was you!

You Either Create It or Allow It to Happen

You alone have the power to make something happen in your life, whether you actively create it or passively allow it to happen or continue. This goes for outcomes that are both good and bad.

When you confront a guy in a bar who is twice your size and say to him, "You're ugly!" — then find yourself in the hospital with a

broken jaw — it's easy to see you created that outcome.

But what about those outcomes that are more difficult to see?

Let's say you work late every night. You come home tired and burned out. You eat dinner in a stupor, then sit down to watch television. You are 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. "Later," you say. Three years from now you come home to an empty house and a find note that she's left you and taken the kids.

You created that one, too!

Of course, in this kind of situation, it's easy to gloss over the obvious with self-righteous arguments like, "I was working hard to make a better life for my family. I'm entitled to watch a ball game every now and then. I was a good provider, wasn't I?"

But perhaps the worst outcomes are those we simply allow to happen, whether through inaction, neglect or unspoken agreement.

You didn't sign the petition when it came in the mail, and now there's a microwave tower in your neighborhood. You didn't demand counseling the first time he hit you, and now the abuse has gotten worse. You didn't follow through on your threat to take away privileges, and now the kids' rooms look like a war zone. You

didn't go back to school, and now you are being passed over for a promotion. You didn't demand an audit, and now your partner has disappeared with the money. You didn't leave when you saw the drugs, and now you are in jail.

When you allow outcomes like these to happen, be aware that you are not a victim. In fact, you can safely take credit for standing passively by and letting it happen. You didn't say anything, make a demand, say no, or leave.

Like the yellow alerts we talked about before, there were signs that you chose to ignore.

You didn't acknowledge the alert or act upon it because that would have required you to do something uncomfortable. Whether it's confronting your spouse or speaking up in a staff meeting or leaving the premises, you are the only one who can respond to a yellow alert while there is still time to change it, reverse it or save it.

My good friend, former Congressman Ed Foreman once said, "Winners are those people who make a habit of doing the things losers are uncomfortable doing."

Don't fail to respond to a yellow alert because it's easier, more convenient, less uncomfortable, less confrontational, keeps the peace, doesn't require taking risks, or confirms your low self-image. Take action! Don't allow negative outcomes to be your fate.

The E+R=O Partner Process

Begin with a partner asking you the following questions, with you answering verbally. If no partner is available, feel free to write the answers in the space provided.

1. What is a difficult or troubling situation in your life? _____
2. What pay-offs or benefits do you get for keeping it like it is? _____
3. What costs do you pay for keeping it like it is? _____
4. How do you create it or allow it to be like it is? _____
5. What are you pretending not to know? _____
6. What do you want? _____
7. What actions could you take and what requests could you make to get it? _____
8. When will you do that? _____

How Would You Respond Differently?

The following scenarios include inappropriate responses and undesirable outcomes. How would you respond differently in order to change the outcome?.

Poor Response / Undesirable Outcome	Your Response / More Desirable Outcome
<p>Event: Your boss “dumps last-minute projects on you</p> <p>Response: You stay late to finish them 2-3 nights a week</p> <p>Outcome: Your family life suffers and your wife is furious</p>	<p>Event: Your boss “dumps last-minute projects on you</p> <p>Response: You discuss the problem with your boss, offer solutions and now ask early in the day about any deadlines.</p> <p>Outcome: You feel more in control in the workplace, get home on time and your family relationships improve. Your teenager’s rage problem diminishes and he’s doing better in school. You have time to share in household duties now so your wife is less resentful and more loving and supportive.</p>
<p>Event: The house remodeler says permits aren’t needed.</p> <p>Response: You believe him even though you’re not sure.</p> <p>Outcome: The electrical wiring was poorly done, not inspected and now you’re paying even more money to have it re-done because the lights don’t work.</p>	<p>Event: The house remodeler says permits aren’t needed.</p> <p>Response:</p> <p>Outcome:</p>
<p>Event: You now get 500 cable channels with DSS.</p> <p>Response: You spend your entire evening channel-surfing.</p> <p>Outcome: You mindlessly eat snacks after dinner and balloon to 230lbs. Following your lead, the kids watch, too, instead of doing their homework. You end up yelling at them and their schoolwork suffers for lack of concentration and help from you.</p>	<p>Event: You now get 500 cable channels with DSS.</p> <p>Response:</p> <p>Outcome:</p>
<p>Event: You lose your job and now the creditors are calling.</p> <p>Response: You ignore the calls and letters and don’t investigate options for reducing your payment or negotiating better terms.</p> <p>Outcome: Your credit rating is ruined, you have 4 judgments against you and now that you just got a new job, they’re garnishing your wages and causing you embarrassment with your new boss.</p>	<p>Event: You lose your job and now the creditors are calling.</p> <p>Response:</p> <p>Outcome:</p>
<p>Event: A friend approaches you with a business idea.</p> <p>Response: Even though the business sounds wonderful, you let your husband tell you it’s too good to be true, so you don’t even investigate. You tell your friend no.</p> <p>Outcome: Your friend’s idea was sound, the business took off and now she’s quitting her lackluster job because she’s making \$9,000 a month. You’re still stuck in a job you hate, so you’re jealous and harbor resentment about your friend’s success.</p>	<p>Event: A friend approaches you with a business idea.</p> <p>Response:</p> <p>Outcome:</p>

2 Success Is a Learned Behavior

One of our favorite stories is about a famous research scientist who had made several very important medical breakthroughs.

He was being interviewed by a newspaper reporter who asked him why he thought he was able to succeed so much more than the average person, to be so much more creative than the average person? In other words, what set him so far apart from others?

He responded that, in his opinion, it all came from a lesson his mother taught him when he was two years old. He'd been trying to take a bottle of milk out of the refrigerator, when he lost his grip and spilled the entire contents on the kitchen floor. His mother, instead of scolding him, said, "What a wonderful mess you've made! I've rarely seen such a huge puddle of milk. Well, the damage is already done. Would you like to get down and play in the milk before we clean it up?"

Indeed, he did. And, after a few minutes, his mother continued, "You know, whenever you make a mess like this, eventually you have

to clean it up. So, how would you like to do that? We could use a towel, sponge or mop. Which do you prefer?"

After they were finished cleaning up the milk, she said, "What we have here is a failed experiment in how to carry a big bottle of milk with two tiny hands. Let's go out in the backyard, fill the bottle with water and see if you can discover a way to carry it without dropping it." And they did.

What a wonderful lesson!

The scientist then remarked it was at that moment he knew he didn't have to be afraid to make mistakes. Instead, he learned that mistakes were just opportunities for learning something new — which after all, is what scientific experiments are all about.

That bottle of spilled milk led to a lifetime of learning experiences — experiences that were the building blocks of a lifetime of world-renowned successes and medical breakthroughs!

Taking Inventory of Your Life Successes: What Milk Have You Spilled?

What did you learn each time you achieved something new? How did you have to "stretch" in your ability? In other words, what skills did you acquire what techniques did you learn, and what relationships did you form that helped you achieve significant success in your life?

We'll be inventorying your life's successes in just a moment, but as you do, remember that success is a learned behavior. We succeed when we try new things, when we move outside our comfort zone, and when we make new contacts that can help us in our journey.

The more you acknowledge that you are successful (and the more you acknowledge what you already know), the better prepared you'll be to benefit from the success training you'll experience in this workbook. Let's start working on your success now!

To start the process of taking inventory: Divide your life into three parts — for example, if you are 45 years old today, your three parts would be 0 to 15 years, 16 to 30 years and 31 to 45 years. Then list three successes for each time frame — and list what you learned as you achieved that success.

The Early Years: Age _____ to Age _____	
Successes I Achieved	Success Lessons I Learned (use additional sheets if necessary)
1. _____	_____
2. _____	_____
3. _____	_____

The Middle Years: Age _____ to Age _____

Successes I Achieved	Success Lessons I Learned (use additional sheets if necessary)
1. _____	_____ _____ _____
2. _____	_____ _____ _____
3. _____	_____ _____ _____
4. _____	_____ _____ _____
5. _____	_____ _____ _____

The Most Recent Years: Age _____ to Age _____

Successes I Achieved	Success Lessons I Learned (use additional sheets if necessary)
1. _____	_____ _____ _____
2. _____	_____ _____ _____
3. _____	_____ _____ _____
4. _____	_____ _____ _____
5. _____	_____ _____ _____

Now let's take a look at the next five years...your immediate future which we'll be working on over the next 30 days. What do you want to accomplish? What would you like to achieve? Quickly jot down

what comes to mind immediately. In future days, we'll be building on these thoughts with step-by-step strategies for developing and achieving these specific goals!

The Next Five Years	Successes I Will Achieve	What Knowledge, Skills, Habits, Self-Disciplines, Relationships and Resources Will I Need to Develop to Achieve These Successes (use additional sheets if necessary)
1.	_____	_____ _____ _____
2.	_____	_____ _____ _____
3.	_____	_____ _____ _____
4.	_____	_____ _____ _____
5.	_____	_____ _____ _____
6.	_____	_____ _____ _____
7.	_____	_____ _____ _____
8.	_____	_____ _____ _____
9.	_____	_____ _____ _____
10.	_____	_____ _____ _____

3 Discover Your Unique Purpose: What Were You Put on This Earth To Do?

Janet and I discovered long ago what we were put on this earth to do. We determined our purpose in life, our “right livelihood.” We discovered how to inject passion and determination into every activity we undertake. And we learned how purpose can bring an aspect of fun and fulfillment to virtually everything we do.

Now we’d like to help uncover the same secret for you.

You see, without a purpose in life, it’s easy to get side-tracked 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 on purpose, the people, resources and opportunities you need naturally gravitate toward you. The world benefits, too.

With a life purpose—carefully developed and clearly stated—you suddenly have a basis for making all your major life decisions, for setting a lifetime’s worth of goals and for pursuing one activity or goal versus another.

Not only will thinking about and pursuing your life purpose get you to where you want to be, it will make the journey more enjoyable!

In this chapter, you’ll learn that your greatest challenge will be to discover and use your natural talents, resources and abilities to their highest and best use—for you...your family...and the world. Let’s get started now!

What’s In a Mission Statement? The Life Purpose of Some of History’s Greatest Names

Surprisingly, some of the greatest names in history have had some of the simplest personal mission statements. Titans of industry, leaders of major world governments, entertainment giants — have all had a definitive life purpose that drives their daily actions, helping them create great successes and positively impact generations of people.

Take Thomas Edison, for example: His stated mission was to create inventions that people needed, that people would pay for and that would be profitable. Imagine having that mission statement as a road map to guide your daily actions! If an activity didn’t fit that formula, you wouldn’t work on it. Period. If something was getting you off track in life, you’d be able to recognize its short-comings before spending too much time, energy or resources on it. If something didn’t fit all the criteria, you’d move on to the next thing that did.

See the kind of focus a stated purpose or mission statement can give you?

Let’s look at other historical figures that have had a stated purpose that guides their actions and energy:

John F. Kennedy: To put a man on the moon in this decade.

Andrew Carnegie, American steel industrialist, founder of the public library system, and at one time the richest man in the world: To spend the first half of my life making as much money as I can — and the second half giving it away.

Stanley Mason, inventor of the Band-Aid, disposable diapers and other consumable consumer products: Create one invention a year that will generate \$10 million a year in royalties forever.

Jack Canfield: To inspire and empower people to live their highest vision in a context of love and joy.

Finding Your Personal Life Purpose: The “Why” Behind Everything You’ll Do

Have you ever written down your life purpose? If not, ask yourself this question: If I were provided with everything I wanted and needed to release my full potential and achieve my highest vision, what would my purpose be?

Finding your purpose is really discovering what you were put on this Earth to do. Your purpose can tell you what to accomplish, for whom, how to accomplish it and in what time frame. When you discover your purpose, life flows effortlessly. Opportunity seems to fall in your lap. Resources and relationships find you easily. Small successes build upon one another to create unstoppable momentum.

But how does purpose differ from goals or action plans?

Purpose is the “why” — the reason you create the goals you create and pursue the activities you do. It’s the reason you strive to achieve the results you’re looking for.

Goals are merely the “what” you’ll accomplish and action plans are simply the “how” you’ll accomplish those goals. Without purpose as the compass, goals and action plans are meaningless.

To determine your life’s purpose — to develop it in crystal-clear words that are compelling to you and others — take time now to complete the exercises that follow. Then, finish by writing your own heartfelt personal mission statement.

Life Purpose Exercise

1. List two of your unique personal qualities, such as enthusiasm and creativity.

2. List one or two ways you enjoy expressing those qualities when interacting with others, such as to support and to inspire.

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? This is a statement, in 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. For 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 single statement.

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.

There are several ways to approach defining your purpose. We learned this version of the life purpose exercise from Arnold M. Patent. You can reach Arnold Patent at 28172 Via Chabas, Mission Viejo, CA 92692. (949) 770-7769. www.arnoldpatent.com.

Finding Purpose in Your Career: Are You Where You Need to Be?

Why do I have the job I have? _____

What purpose or higher good am I serving? _____

Who does my work serve? _____

Do those people need what I provide? Yes, absolutely! Maybe. I sometimes wonder. Not really. They could easily do without it.

What do they do with what I provide? _____

Do they, in turn, help others with what I give them? _____

Could I provide it differently, in a way that would better enable people to pass on the benefits? _____

Is there integrity in what I do for a living? _____ In what way? _____

Is integrity lacking in what I do for a living? _____ In what way? _____

If I could be doing anything I wanted to do, assured that all my living expenses and material needs and desires would somehow be fulfilled, would I be working at this job? Yes, absolutely! No, I'd leave tomorrow.

If not, how can I alter this job and make it into something I can be passionate about? _____

If this job ultimately isn't for me, how will I start transitioning into something new? _____

Are there any negative aspects to my work? No Yes Am I the source for that? _____

Can I change any negative aspects? No Yes How? _____

Can I achieve my purpose only in this job? _____

How else can I achieve my purpose, if not in this job? _____

Can I stay in this job and achieve my higher purpose? Yes No If yes, how? If no, why not? _____

If I could wake up every morning, excited to face the day and eager to get to work, what would a day like this look like? _____

Finding Purpose in Your Marriage or Committed Relationship:

Are You More "On Purpose" as Two?

When you first met your spouse or partner, what activities were you both passionately interested in? _____

What goals for your future did you both share? _____

Did you ever write down those goals? Yes No If not, when will you do so? _____

How have you pursued or met those _____

What vision did you originally have for your relationship? _____

How could the two of you better support each other in reaching your full potential as individuals? _____

Do you get that support now? Yes No If not, what needs to change? _____

Finding Purpose in Your Family Relationships: What Were You Put on This Earth to Do?

Are you still close to your parents? Yes No Your grandparents? Yes No Other seniors in your family? Yes No

What's the most important reason you stay in touch with these "seniors"? _____

Do you participate in frequent family activities with these "seniors"? Yes No What kind? _____

Do you have children? Yes No

What are the most important lessons you'll teach them in your lifetime? _____

What's the greatest hope or aspiration you have for their future? _____

How important to you is that future? _____

What steps do you regularly take to support that future? _____

Does your family, including your children, support the activities or pursuits that interest you most? _____

In what way do they support you? _____

Does your family regularly participate in any activity that serves a goal or group of people outside your immediate household?

Yes No If yes, what is it? _____

How did you get involved in this activity? _____

Would your family like to participate in any activity that serves a goal or group of people outside your immediate household?

Yes No If so, what is it? _____

What might each family member do to support that desire or effort? _____

Have you all committed to that plan by writing it down on paper? Yes No If not, when will you do so? _____

What specifically would you expect your efforts to accomplish? _____

Finding Purpose in Your Civic Activities: Does Your Calling Shine Through?

Are you active in organized civic groups? Yes...Service Organization(s) Yes...Social Club(s) Yes...Hobby Club(s) No...None.

What is your reason for joining and staying active? _____

What satisfaction or enjoyment do you get out of these groups? _____

Do any of your groups serve others as a regular activity or stated goal? _____

Do you participate in those activities? _____

Have you taken on leadership roles in these groups? _____ In what way? _____

How do these groups serve to further your career or personal goals, even if they just provide relaxation time? _____

Has meeting other members led to good things happening in your life outside club activities? Yes, absolutely! No, I wish it would.

What kinds of surprising benefits have resulted from your club associations? _____

What other groups might you join that would further your life goals? _____

Finding Purpose as an Individual: What's the Best Use of Your Time, Talent and Passion?

What are your best talents? _____

Are you using those talents every day? Yes, absolutely! In what ways? _____

Not really. I could do better. In what ways? _____

If the world at-large could benefit from your talents, how would they benefit? _____

How would they access your talent? _____

How might you make your talent more available to the world? _____

What takes up the majority of your time now? _____

What would be a better use of your time? _____

How can you change your schedule so you have more time for this better use? _____

Putting It All Together: Defining Your Purpose

Now it's time to put thoughts together into a single statement that summarizes who you are and what you are doing here...a single statement that explains what gives you zest for living...what gives you a sense of joy, creativity and spontaneity that enables you to live every day more passionately than the last. Determining what provides you with enthusiasm, excitement and fulfillment will help you develop a purpose for your life — one that not only satisfies you personally, but serves the world, too. Complete the statements below to give you the clues you need to write your personal statement of purpose.

Whether in my career or in my private life, the activity I am most passionate about and have been most passionate about over time is...

The reason I'm so passionate about this activity is... _____

I could pursue this activity full-time if I... _____

I could thrive in my family and committed relationships, while at the same time pursuing this activity, if I... _____

This activity serves others in that it... _____

When I daydream, the life I visualize for myself includes... _____

When I'm at the end of my life, I hope to look back on my life and be satisfied that I accomplished... _____

I know I will have led a life of meaning if I... _____

Now combine all your thoughts above into the single statement below — a statement that explains a life pursuit you can be passionate about and dedicated to long-term...a statement that explains what drives you, what keeps you enthusiastic and what brings you fulfillment. That's the definition of a powerful life purpose! The best use of my productive time, heartfelt effort and passionate dedication is to...

—

4 Decide What You Want: Chances Are It Wants You!

One of the most amazing phenomenon you'll ever experience as you incorporate The Success Principles into your daily life is the unexpected phone call, the windfall financial benefit or the uncanny new acquaintance that brings you exactly what you want or need in order to achieve your loftiest goals—almost as if it were planned.

Perhaps it's the Universe, rewarding your new goal-setting activity and take-action attitude by harnessing all the forces at its disposal. Or perhaps you've worked hard and have "grown" yourself to the point where you're finally ready to receive a benefit which had been waiting in the wings all along.

But more probably, as researchers have now come to believe, it may simply be a matter of your subconsciousness focusing on and recognizing opportunity when it arrives.

Whatever the explanation, the reality is that what you want, wants you. Your goals, desires and needs are patiently waiting to gravitate toward you, once you decide what you truly want.

Of course, the main reason why most people don't get what they want is they haven't decided what that "want" is. They haven't defined their goals — exactly — in clear and compelling detail. After all, how else can your mind know where to begin looking, seeing and hearing if you don't give it specific and detailed goals to achieve?

Clarify Your Vision and Your Values

There's a very powerful technique for helping you define your goals in vivid, colorful and compelling detail. But before using this technique to write down your goals...before defining the compelling life you want for yourself, you first must know what your priorities are. Priorities are "wants" that are personally important to you—not those you believe should be important or those you believe the world expects you to value—but what's truly important to you from the deepest place in your heart.

Once you know your "wants," you must also determine your core values. What kinds of activities and priorities are in alignment with your integrity? Which are outside your acceptable limits?

Think about it. You might "want" all the riches and material wealth that could come from selling illegal drugs, but you might find it very difficult to convince your mind and body of your enthusiasm, especially if breaking the law and contributing to broken lives went against your basic values. In fact, engaging in an activity you don't agree with often causes low self-esteem, depression, despondency,

even anger. So be sure that what you want matches your values and your life purpose.

Don't Live Someone Else's Dream

Be certain, too, that what you "want" isn't someone else's version of what you should want.

Jack once met an anesthesiologist who made made \$350,000 a year, but whose real dream was to work on cars. He had wanted to be a mechanic, but he knew his mother wouldn't approve. Jack's solution? "Give yourself permission to buy a bunch of cars and then work on them on the weekends." What the anesthesiologist wanted in his heart didn't match his picture of what he thought he should be.

Unfortunately, the sad reality for most people is they simply aren't honest with themselves. If they were, they would realize their "want to's" are almost always bigger than their "shoulds." Back when Janet was 25 years old and still working for other people, her company's Vice President asked her what she really wanted. She replied, "If I said I wanted to be President of the company, you'd tell me I shouldn't aim so high!" But less than a month later, Janet was promoted and given management of the company's flagship product, which also happened to be America's top-selling software program in its category.

Make an "I Wants" List

One of the easiest ways to begin determining what you truly want is to ask a friend to help you make an "I Wants" list. Have the friend continually ask, "What do you want? What do you want?" for 10-15 minutes, while jotting down your answers. You'll find the first "wants" aren't all that profound. In fact, most people usually hear themselves saying, "I want a Mercedes. I want a big house on the ocean." And so on. But by the end of the 15-minute exercise, the real you begins to speak: "I want people to love me. I want to express myself. I want to make a difference. I want to feel powerful"...wants that are true expressions of your core values.

Is "Making a Living" Stopping You?

Of course, what often stops people from expressing their true desire, is they don't think they can make a living doing what they love to do.

"What I love to do is hang out and talk with people," you might

say.

Well, Oprah Winfrey makes a living hanging out talking with people. And Jack's friend Diane Brause, who is an international tour director, makes a living hanging out talking with people in some of the most exciting cities in the world.

A woman once told Jack her favorite thing to do was to watch soap operas. "How can I make a living watching soap operas?" she asked. Fortunately, she discovered lots of other people loved watching soap operas, too, but often missed their favorite shows because they also had to go to work.

Being very astute, this gal created a little magazine called Soap Opera Digest. Every week, she watched all the soap operas, cataloged the plots and wrote up little summaries, so that if a viewer missed their soap operas that week, they would know who got divorced from whom, who finally married the doctor, and so on. Now, this woman makes a fortune watching and publishing information about soap operas.

See how it's possible to make a great living doing what you want to do? You simply have to be willing to risk it.

Visualize What You Want

Have a friend read this exercise to you or audio-record it and then listen back to it with your eyes closed. Pause about one minute between each of the seven categories

Begin by listening to some relaxing music and sitting quietly in a comfortable environment.

Then, begin visualizing your ideal life exactly as if you are living it.

1. First, visualize your financial situation. How much money do you have in your savings, how much do you make in income? What is your net worth? How is your cash flow? Next...What does your home look like? Where is it? What color are the walls? Are there paintings hanging in the rooms? What do they look like? Walk through your perfect house visually, using your mind's eye.

At this point, don't worry about how you'll get that house. Don't sabotage yourself by saying, "I can't live in Malibu because I don't make enough money." Once you give your mind's eye the picture, your mind will solve the "not enough money" challenge.

Simply be honest with yourself about what you truly want. Continue visualizing your perfect home. Next, visualize what kind of

car you are driving.

2. Next, visualize your career. What are you doing in your career? Where are you working? Who are you working with? What kind of clients do you have? What is your compensation like? Is it your own business?

3. Then, focus on your free time, your recreation time. What are you doing with your family and friends in the free time you've created for yourself? What hobbies are you pursuing? What kinds of vacations do you take?

4. Next, visualize your body and your physical health, your emotional and spiritual life. Are you free and open, relaxed, perseverant, in an ecstatic state of bliss all day long. What does that look like?

5. Then move on to visualizing your relationships with your family and friends. What is your relationship with your family like? Who are your friends? What are the quality of your relationships with friends? What do those friendships feel like? Are they loving, supportive, empowering? Could they be better?

6. What about your own personal growth? Do you see yourself going back to school, taking training, seeking therapy for a past hurt or growing spiritually?

7. Move on to the community you live in, the community you've chosen. It's ideal, isn't it? What does it look like? What kinds of community activities take place there? What about your charitable work? What do you do to help others and make a difference? How often every week do you participate in these activities? Who are you helping?

Write these things in the worksheet on the next two pages, as you visualize them.

Share Your Vision for Maximum Impact

Then, finally, share your vision with somebody. This can be very uncomfortable. In fact, most people say, "I can't share that! It's too personal. It's too crazy. People will think I'm flaky." But the truth is half the people you talk to will want the very same thing. Everyone wants material wealth, loving relationships, supportive family and friends and time to help make a difference in our world. But too few of us readily admit it. Sharing your vision helps your subconscious mind become accountable to make it happen.

Take a look at the examples below, then write your own visualized goals in the blanks provided.

What I Want...Specifically	Why I Want It	Date I Achieved It
<p>FINANCIAL GOALS (income, savings & investments, debt reduction, credit)</p> <ol style="list-style-type: none"> By December 31, 2004, I will be earning \$10,000 a month net pre-tax income. By June 30, 2007, I will make the last mortgage payment on the house. On September 1, 2004, I will begin saving \$85/mo. for Matt's college tuition. <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>	<ol style="list-style-type: none"> So Abby can quit her job and stay home with Matt. To be debt-free after 15 years of credit slavery. To give Matt the best start for his future career. <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>CAREER / BUSINESS GOALS (new job, self-employed, sales volume)</p> <ol style="list-style-type: none"> I will start my own restaurant consulting business by September 1, 2003. I will develop at least ten clients for the business by December 31, 2003. I will find a financial partner to invest at least \$500,000 by June 30, 2004. <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>	<ol style="list-style-type: none"> I want to be free to earn as much as possible. I want to develop a stable income quickly. I want to expand, but only using outside resources. <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>FREE TIME / FAMILY TIME (days off, trips, hobbies, special events)</p> <ol style="list-style-type: none"> Starting January 1, 2004, I will take off 3 weeks in May and 3 weeks in October. Susan, Matt and I will go on a first-class Kenya safari in October 2004. I will register for ground school August 15, 2003 and get my private pilot's license by August 31, 2005. <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>	<ol style="list-style-type: none"> I have missed too much of Matt's childhood. Susan and I both enjoy nature and exotic locales. It's always been my dream to pilot my own plane. <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>

What I Want...Specifically	Why I Want It	Date I Achieved It
<p>HEALTH / APPEARANCE GOALS (lose weight, feel younger, eat better)</p> <ol style="list-style-type: none"> 1. I will be at my ideal weight of 178 pounds by November 1, 2003. 2. I will consult a holistic doctor about nutrition and lifestyle by June 1, 2003. 3. I will complete my laser eye surgery procedure by September 30, 2003. <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>	<ol style="list-style-type: none"> 1. I will need to eat better and work out to reach 178. 2. I have concerns about circulation and longevity. 3. I look better and feel more confident without glasses. <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>	<p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>
<p>RELATIONSHIP GOALS (family, mentors, business alliances, staff, civic)</p> <ol style="list-style-type: none"> 1. I will re-establish communication with my brother by September 19, 2003. 2. I will approach Don Richardson September 9, 2003 about providing referrals. 3. I will begin holding staff trainings every week starting on July 15, 2003. <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>	<ol style="list-style-type: none"> 1. Making up will help me bring closure to Dad's death. 2. This will help the business grow in reputation. 3. This will empower the staff and lessen my stress. <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>	<p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>
<p>PERSONAL GROWTH (education, spiritual growth, therapy, training)</p> <ol style="list-style-type: none"> 1. I will enroll December 3, 2003 & complete the Men's Basics course at church. 2. I will attend the September 23, 2003 one-day training on negotiating skills. 3. I will begin yoga four times a week commencing on July 17, 2003. <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>	<ol style="list-style-type: none"> 1. I have missed the spiritual guidance of male friends. 2. I would like to be more confident when negotiating. 3. I believe I will feel more relaxed. <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>	<p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>
<p>MAKING A DIFFERENCE (charitable giving, church tithes, mentoring)</p> <ol style="list-style-type: none"> 1. I will work up to regularly tithing a full 10% of my gross income by Jan 6, 2004. 2. I will volunteer mentor at least one young entrepreneur starting Fall Semester. 3. I will initiate a company-wide charitable matching program by Dec. 1, 2004. <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>	<ol style="list-style-type: none"> 1. I believe tithing helps me receive back ten-fold. 2. I wish I had had a veteran entrepreneur help me. 3. I believe matching gifts boost employee loyalty. <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>	<p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>

5 Visualize Your Way to Success: Create Compelling Pictures in Your Mind

Visualization may be the most underutilized success tool that you possess. It can greatly accelerate the achievement of any success in three powerful ways.

1. Visualization will activate the creative powers of the subconscious mind.
2. Visualization will program the reticular activating system in your brain to open up the doors of perception to notice resources that were always there but were previously unnoticed. It focuses the brain.
3. Visualization will magnetize and attract to you the people, resources, and opportunities that you will need to achieve your goal.

This is simply how the brain works. None of us were ever taught this in school. However, in the last 25 years, sports psychologists and peak performance experts have been popularizing the power of visualization. Almost all Olympic and professional athletes employ the power of visualization.

I never hit a shot, not even in practice, without having a very sharp, in-focus picture of it in my head.

—Jack Nicklaus, professional golfer

I visualized every step of the 400-meter race until I saw every stride I would take.

—Lee Evans, 1968 Olympic Gold Medalist

Most of us visualize on a daily basis, but we often do it unconsciously and in a negative fashion. It is called worrying. What happens to our bodies when we worry? We tense up, disrupt our normal breathing, and psycho-physically prepare ourselves for failure. Instead, learn to use positive visualization to prepare yourself for success. As you do you will transform the energy that supports your worrying into fuel for making your dreams come true.

—Michael Gelb and Tony Buzan

Imagination's everything. It is the preview of life's coming attractions.

—Albert Einstein

Here is an excerpt from the forthcoming Chicken Soup for the Athlete's Soul in which Olympic gold medalist Peter Vidmar describes his use of visualization in his successful pursuit of the gold:

"To keep us focused on our Olympic goal, we began ending our

workouts by visualizing our dream. We visualized ourselves actually competing in the Olympics and achieving our dream by practicing what we thought would be the ultimate gymnastics scenario.

I'd say, "Okay, Tim, let's imagine it's the men's gymnastics team finals of the Olympic Games. The United States team is on its last event of the night, which just happens to be the high bar. The last two guys up for the United States are Tim Daggett and Peter Vidmar. Our team is neck-and-neck with the People's Republic of China, the reigning world champions, and we have to perform our routines perfectly to win the Olympic team gold medal."

At that point we'd each be thinking, Yeah, right. We're never going to be neck-and-neck with those guys. They were number one at the Budapest world championships while our team didn't even win a medal. It's never going to happen.

But what if it did happen? How would we feel?

We'd close our eyes and, in this empty gym at the end of a long day, we'd visualize an Olympic arena with 13,000 people in the seats and another 200 million watching live on television. Then we'd practice our routines. First, I'd be the announcer. I'd cup my hands around my mouth, and say, "Next up, from the United States of America, Tim Daggett." Then Tim would go through his routine as if it were the real thing.

Then Tim would go over to the corner of the gym, cup his hands around his mouth, and in his best announcer-voice say, "Next up, from the United States of America, Peter Vidmar."

Then it was my turn. In my mind I had one chance to perfectly perform my routine in order for our team to win the gold medal. If I didn't, we'd lose.

Tim would shout out "green light" and I'd look at the superior judge, who was usually our coach Mako. I'd raise my hand and he'd raise his right back. Then I'd turn, face the bar, grab hold, and begin my routine.

Well, a funny thing happened on July 31st, 1984.

It was the Olympic Games, men's gymnastics team finals in Pauley Pavilion on the UCLA campus. The 13,000 seats were all filled and a television audience in excess of 200 million around the world tuned in. The United States team was on its last event of the night, the high bar. The last two guys up for the United States just happened to be Tim Daggett and Peter Vidmar. And just as we visualized, our team was neck-and-neck with the People's Republic of China. We had to perform our high bar routines perfectly to win

the gold medal.

I looked at Coach Mako, my coach for the past twelve years. As focused as ever, he simply said, “OK, Peter, let’s go. You know what to do. You’ve done it a thousand times, just like every day back in the gym. Let’s just do it one more time and let’s go home. You’re prepared.”

He was right. I planned for this moment and visualized it hundreds of times. I was prepared to perform my routine. Rather than seeing myself actually standing in the Olympic arena with 13,000 people in the stands and 200 million watching on television, in my mind I pictured myself back in the UCLA gym at the end of the day with two people left in the gym.

When the announcer said, “From the United States of America, Peter Vidmar,” I imagined it was my buddy Tim Daggett saying it. When the green light came on indicating it was time for the routine I imagined that it wasn’t really a green light, but that it was Tim shouting “green light!” And when I raised my hand toward the superior judge from East Germany in my mind I was signaling my coach just like I had signaled him every day at the end of hundreds of workouts. In the gym, I always visualized I was at the Olympic finals. At the Olympic finals, I visualized I was back in the gym.

I turned, faced the bar, jumped up and grabbed on. I began the same routine I had visualized and practiced day after day in the gym. I was in memory mode, going yet again where I’d already gone hundreds of times. I quickly made it past the risky double release move that had harpooned my chances at the world championships. I moved smoothly through the rest of my routine and landed a solid dismount where I anxiously waited for my score from the judges.

“With a deep voice the announcement came through the speaker, “The score for Peter Vidmar is 9.95. “Yes.” I shouted. “I did it!” The crowd cheered loudly as my teammates and I celebrated our victory.

Thirty minutes later we were standing on the Olympic Medal platform in the Olympic arena with 13,000 people in the stands and over 200 million watching on television, while the gold medals were officially draped around our necks. Tim, myself, and our teammates stood proudly wearing our gold medals as the national anthem played and the American flag was raised to the top of the arena. It was a moment we visualized and practiced hundreds of times in the gym. Only this time, it was for real.”

The Process for Visualizing Your Future

The process of visualizing for success is really quite simple. All you need to do is close your eyes and visualize your goals and objectives as already complete.

If one of your goals is to own a nice house on the lake, then simply close your eyes and see yourself walking through the exact house you would like to own. Fill in all of the details. What does the exterior look like? How is it landscaped? What kind of view does it have? What does the living room, kitchen, master bedroom, dining room, family room and den look like? How is it furnished? Go from room to room and fill in all of the details. Is there a workshop, sewing room, cabana, guest-house, pool or spa?

Make the images as clear and as bright as possible. Take the time to use the power of your creative mind to create vivid images of your goal.

The first time you create the image it will take a few minutes to fill in all the details. After that, each time you revisit the image, it will only take a few seconds to call up all of the images you have already created. It is more like looking at a video or a set of slides that you have already taken and developed.

Repeat this process for every goal that you have. Refer to the goals you listed on pages 23 and 24 of this workbook—as well as any other short-term objectives and long-term goals you have in the seven key areas of your Personal Master Plan.

We suggest that you write each of your goals and objectives for the year—as well as any longer term goals like financial independence and a vacation home in Hawaii—on a separate 3x5 index card. Then, each morning when you arise and each night before you go to bed, read through the cards, pausing after each one to close your eyes and recreate the visual image in your mind of that completed goal. Continue through the cards until you have visualized each goal as complete and fulfilled. The whole process will take about 5 minutes.

If you are in the habit of meditating, you can do this after meditating for maximum benefit.

This daily practice of visualizing your goals as already complete will keep your subconscious mind focused on the realization of your goals. And just like the guidance system on one of the “smart bombs” used in the military, it will keep you on track until you manifest the result.

Adding Sounds and Feelings to the Pictures

To add extra fuel and motivational power to the visualization process, you can add the sensory modalities of auditory and kinesthetic to the visual. This multiplies the effect many times over. You do this by imagining what sounds you would be hearing and what emotions and bodily sensations you would be feeling if you had already achieved the goal.

For example, if you were imagining you dream house on the ocean, you might add in the sound of the surf lapping at the shore outside

your home, the sound of your kids playing on the beach, the sound of the cue ball hitting another ball on your billiards table, the sound of your home theater system and the sound of your spouse's voice thanking you for being such a good provider.

Then add in the feelings of pride of ownership, satisfaction at having achieved your goal, and the feeling of the sun on your face as you sit on your deck or the feeling of the warmth of the water as you sit in your hot tub looking out over the ocean at a beautiful sunset.

What If I Don't See Anything When I Visualize?

Some people are what psychologists refer to as eidetic visualizers. When they close their eyes, they see everything in bright, clear, 3D, technicolor images. Most of us, however, are non-eidetic visualizers. That means we don't really see an image as much as we just think it. That is perfectly okay. It still works just as well if you are just "thinking" it rather than actually "seeing" it. You need to still do the visualization exercise twice a day every day. You will be getting the same benefit as those people who claim to actually see the image. Don't worry about it—just do it!

If you are, like most of us, a non-eidetic visualizer, you will find the next technique to be especially helpful.

External Pictures

You can also use external pictures, images and symbols to keep your conscious and subconscious mind focused on your goals. For example, if one of your goals is to own a new Lexus LS-430, you can take your camera down to your local Lexus dealer. Ask a salesperson to take a picture of you leaning up against your dream car, or even better, sitting behind the wheel of the car waving out of the driver's side window.

If your goal is to visit Paris, go down to your travel agent and get a poster of the Eiffel Tower. Then cut out a picture of you and place it at the base of the Eiffel Tower as if it were a photograph taken of you in Paris. Jack did this with a picture of the Sydney opera house, and within a year he was in Sydney, Australia standing in front of it.

If your goal is to be a millionaire, you might want to write yourself a check for \$1,000,000 or create a bank statement that shows your bank account or your stock portfolio with a \$1,000,000 balance.

If your goal is to have your book be #1 on the New York Times best-seller list, you might want to photocopy the best-seller list, white out the current #1 book, and type your book's title in its place. Or you might want to use your computer to create a newspaper article

declaring you the best-selling author of the year.

If you're working on reaching your ideal weight, you can use your computer to create a picture of your head on someone else's body that represents your ideal body weight or shape.

Once you have created these images, you can place them—one to a page—in a 3-ring binder that you review every day. Or you could make a "dream board"—a collage of all these images on a bulletin board, wall, or refrigerator door—somewhere where you will see them every day.

When NASA was working on putting a man on the moon, they had a huge picture of the moon covering the entire wall of their main construction area. Everyone was clear on the goal, and they reached that goal two years ahead of schedule!

Action Steps to Take

1. Create a set of 3x5 index cards with one goal written on each card.
2. Set aside 5 minutes twice a day to review the cards and visualize each goal as already complete.
3. Find or create a picture that represents or symbolizes each of your completed goals. Place these images on the pages of a three-ring binder that you review every day, or place them on a bulletin board, wall or refrigerator where you will see them every day.

6 Stay Focused with the Total Focus Process: What's the Best Leverage of Your Time and Talent?

We believe you have inside of you a unique ability or area of brilliance — some one thing you love to do and do so well, you hardly feel like charging people for it. It's effortless for you and a whole lot of fun. And if you could make money doing it, you'd make it your lifetime's work.

Successful people believe this, too. That's why they put their unique brilliance first. They focus on it. And they delegate everything else.

Compare that to the rest of the world who goes through life doing everything, even those tasks they're bad at or that could be done cheaper, better and faster by someone else. They can't find the time to focus on their area of brilliance because they fail to delegate even the most menial of tasks.

When you delegate the "grunt work" — the things you hate doing or those tasks that are so painful, you end up putting them off — you get to concentrate on what you love to do. You free up your time... you're more productive. And you get to enjoy life more.

So why is delegating routine tasks and unwanted projects so difficult for most people?

Surprisingly, most people are afraid of looking wasteful or of being judged as "above everyone" or of feeling out of control or of spending money. Deep-down, they simply don't want to let go.

Others, potentially you, have simply fallen into the habit of doing everything themselves. "It's too time-consuming to explain to someone," you say. "I can do it better myself anyway." But can you?

Determine What You're Brilliant At... Then Delegate Everything Else

The following exercise is designed to help you determine your areas of profound expertise and those areas you really should be delegating to others. Keep in mind that you're looking for the one, two or three activities that bring you the most money, that bring you the most enjoyment and that you could spend all day doing for free, but you are so good at, you're paid handsomely by everyone who needs access to your unique abilities.

Start with the box below.

Start by listing all those activities that occupy your time...whether they're business-related, personal or related to your civic organizations or volunteer work. List even small tasks such as confirmation phone calls or Xeroxing.

- | | |
|----------|-----------|
| 1. _____ | 10. _____ |
| 2. _____ | 11. _____ |
| 3. _____ | 12. _____ |
| 4. _____ | 13. _____ |
| 5. _____ | 14. _____ |
| 6. _____ | 15. _____ |
| 7. _____ | 16. _____ |
| 8. _____ | 17. _____ |
| 9. _____ | 18. _____ |

Next, choose from the previous list those 1-3 things that you are brilliant at, things that very few other people can do as well as you:

1. _____
2. _____
3. _____

Name the three activities from the previous list that generate the most income for you or your company:

1. _____
2. _____
3. _____

Identify any individual activities that appear in both boxes above. In other words, list activities that you are brilliant at and that generate the most income for you or your company. This is the activity or area of expertise where you'll want to focus the most time and energy:

1. _____
2. _____
3. _____

Name any "toxic" tasks from the list on page 28 that you especially dislike doing or that take too much of your time — activities you would gladly delegate to someone else if you could. You'll be transferring these tasks to the Complete Delegation Exercise on the next page:

- | | |
|----------|-----------|
| 1. _____ | 10. _____ |
| 2. _____ | 11. _____ |
| 3. _____ | 12. _____ |
| 4. _____ | 13. _____ |
| 5. _____ | 14. _____ |
| 6. _____ | 15. _____ |
| 7. _____ | 16. _____ |
| 8. _____ | 17. _____ |
| 9. _____ | 18. _____ |

The Complete Delegation Exercise

If you're a professional earning \$75 per hour and you pay a neighborhood boy \$10 an hour to cut the grass, you save the effort of doing it yourself on the weekend and gain one extra hour when you could profit by \$65. Of course, while one hour doesn't seem like much, multiply that by 52 weekends a year and you discover you've gained 52 hours a year at \$65 per hour — or an extra \$3,380 in potential earnings.

Similarly, if you're a real estate agent, you need to list houses, gather information for the multiple listing, attend open houses, do showings, put keys in lock boxes, write offers and make appointments. And, if you're lucky, you eventually get to close somebody.

But let's say that you're the best closer on the planet.

Why would you want to waste your time writing listings, doing lead generation, placing lock boxes, and making videos of the property when you could have a staff of assistants doing all that and freeing you up to do more closing? Instead of doing just one deal a month, you could be doing a deal a week because you delegated the less profitable activities.

One of the strategies Jack routinely teaches in his seminars is called Complete Delegation. It simply means that you delegate a task once and completely, rather than delegating it each time it needs to be done.

Identify your Area of Brilliance in the gray box on the previous page, then use the chart below to delegate other tasks in order to free up time to focus on what you love to do.

# from Page 28	Task To Be Delegated	Delegate To Whom?	Hours Now Available	\$ Value of Those Hours?	What Will You Do With the Hours You Just Made Available?	Date You'll Delegate?	✓ When Delegated

7 Create a Mastermind Group: Help Is Just a Phone Call Away

One of the most powerful tools ever used by successful people—whether the world’s richest industrialists from the early 20th Century or today’s modern icons of business—is called the mastermind group. Napoleon Hill first talked about mastermind groups in his classic book *Think and Grow Rich*. And it’s the one concept people most reference when they credit any one thing with helping them become a millionaire.

Andrew Carnegie had a mastermind group. So did Henry Ford. In fact, Ford would mastermind with brilliant thinkers like Thomas Edison, Harvey Firestone and others in a group they held at their winter mansions in Coral Gables, Florida.

They knew, as millions of others have discovered since, that a mastermind group can focus special energy on your effort—in the form of knowledge, resources and spiritual energy, too.

While you must always do the work of becoming a great success, a mastermind group can harness and maximize the spiritual focus behind your success. It’s this spiritual aspect that Napoleon Hill wrote about extensively. In fact, he said that if we are in tune with THE mastermind—that is, God, the Universal Power or whatever term you use for the all-powerful life force, we have significantly more positive energy available to us—power that can be focused on our success.

For Christians, the mastermind “force” that is concentrated in mastermind groups is Christ himself, as described in this Scripture:

“For where two or three are gathered together in my name, there am I in the midst of them.”
— Matthew 18:20 (KJV)

For others, the Universal Force could be thought of as the web of overhead cable that links bumper cars to their energy source. While you may be a single bumper car, you have a cable going up that connects you to that greater source of energy which provides the power you need to move forward.

In short, “mastermind” is both that power coming to us from above—from the God force—but also that power which comes to us from each other. Together, we know more and can focus more energy than any one of us can alone.

How to Assemble a Mastermind Group

A mastermind alliance is built of two or more minds working actively together in perfect harmony toward a common definite object.

— napoleon hill

you have to do it by yourself,
but you can’t do it alone.

— martin rutte

Choose people who are already where you’d like to be in your life—or who are at least a level above you. If your goal is to become a millionaire, you won’t get much help if everyone in your mastermind group is making \$60,000 a year.

Of course, approaching millionaires can be scary. In fact, most people faced with this recommendation reply, “Why would anyone want to be in a mastermind group with me if I’m only making \$60,000 a year?”

The answer? You’re the one putting the group together. You’re the one providing the arena. And while you may not be Muhammed Ali, you could be just like Don King, Ali’s promoter—organizing, supporting and building a forum for other people’s growth and masterminding needs.

The truth is many people at a higher level will want to become involved simply because they then get to play at a game they might never organize for themselves. The other people you’re going to invite are people they would like to be around, too.

When Jack did a keynote and pre-conference workshop for the International NLP Conference, he had everyone make a list of who they’d like to approach for a mastermind group once they returned home. One of the attendees was a psychologist in private practice from New York who went home wanting to draft a psychiatrist from the local major hospital, a major radio talk-show host, plus a number of other people he was sure would turn him down.

Jack had said, “Pick 5 people you’d really like to mastermind with, then create a back-up list.” If any one prospect says no, say “next” and move on to the next prospect on your list.” Jack had also directed attendees to call him in 14 days to report their results. Without exception, the psychologist reported, “Everyone I asked said, Wow, what a great idea. I want to play.”

The truth is, most people are not in mastermind alliances. And if you can start one they'd like to be involved with, they'll let you in and open a whole new world for you.

While you may not get Ted Turner or Bill Gates, you could probably get the major real estate developer in town. You could probably get a business owner. You could probably get the publisher of the local newspaper.

But you won't know until you ask.

Start with your list and work down. Maybe you'll end up with a local columnist instead of the publisher — someone who might be a lot more helpful to you in the long-run.

If your goals are centered around a specific subject like starting a new business or investing money, you might start a mastermind group centered around entrepreneurship or investments. You can always launch a general mastermind group plus a second mastermind group centered around a certain topic area where you invite people from the same field.

New Thoughts, New People, New Resources

Of course, the ideal mastermind group brings together people from different professional arenas — people that are “above” you and who can introduce you to a network of people you normally wouldn't have access to.

While the benefits of masterminding with people outside your field may not seem obvious now, the truth is we all tend to get “stuck” in our own field of expertise, doing things the same way everyone else in our industry does. But when you assemble people from different industries and professions, you get lots of different perspectives on the same subject.

Henry Ford was an assembly-line expert. Thomas Edison was an inventor. Harvey Firestone was a corporate management genius. So their mastermind group brought together diverse talent that could lend different perspectives to one another's challenges, whether they were legal, financial or human related.

Jack's first mastermind group included Chicken Soup for the Soul co-author Mark Victor Hansen, relationship expert Barbara De Angelis, a former editor of Playboy Magazine, real-estate mogul John Assaraf and others.

Each one had different perceptions and life experiences that the entire group benefitted from.

What's the Ideal Size for a Mastermind Group?

The ideal size of a mastermind group is 5-6 people. If it is too much smaller, it loses its dynamics. If it is bigger, it gets unwieldy—meetings take longer, some needs go unmet and personal sharing is minimized.

Conducting a Mastermind Meeting

Ideally, each mastermind meeting should be conducted weekly or every other week, for one hour, in person, with all members of the group in attendance. Meetings can also be conducted over the phone. But each meeting should follow the proven format described below for insuring each participant stays involved and gets their needs met.

Your group should also assign someone to be the Timekeeper—either the same person each session or rotating the task amongst the participants. The Timekeeper insures each portion of the meeting gets its allotted time, and insures that all members adhere to their pre-approved time to speak.

We recommend that for the first few meetings, each member gets the entire hour to familiarize the others with his or her situation, needs and challenges—while the other members brainstorm ways they can support that person. During later meetings, participants each get a small amount of time to update the others, ask for help and get feedback.

Use the following outline for your meetings.

Step #1: Ask for Spiritual Guidance By Delivering an Invocation

Ideally, mastermind meetings should start with a request for the group to be filled and surrounded with powerful spiritual energy. Members can trade off delivering the invocation. Using whatever spiritual belief structure the reader has, they ask the Universal Force to assist the group with each other's needs.

A sample invocation that asks God or that higher power to be present might be:

“We ask now to be filled and surrounded with light, and our hearts be open to receive guidance from the higher power.”

Step #2: Share What’s New and Good

A good way to bond with others in the group and keep esteem and excitement high is to each share a success story. Even small successes achieved since the last meeting give others in the group the feeling that “this process is working. It’s something I need to stay involved with.”

Step #3: Negotiate for Time

While the normal weekly time allotment might be 10 minutes per person, say that one participant needs extra time during this week’s session to discuss a particularly difficult situation. During Step #3, they ask for the amount of extra time they think they’ll need. Others in the group may have their own challenges that week and need extra time, too. Still others may decide to give up their time entirely, as they do not have anything to discuss. Using the Timekeeper as referee, each member negotiates for the amount of time they think they’ll need.

During the negotiating step, you’ll often hear comments like:

“I just lost my assistant and my receptionist yesterday and I need time to talk about that.”

“Well, my Mom died this week and I need help processing that.”

“I want to read you this new proposal I’ve written and get your feedback on it.”

“Well, I need to find a printing company in the Far East and I don’t know the first thing about how to find one.”

So members negotiate for time. Once the negotiation process is complete and everyone agrees to the schedule, the meeting begins in earnest. And the Timekeeper keeps everyone on time and on focus.

But be aware: If the Timekeeper is not diligent about keeping members on track, some members won’t get their needs met and the group will risk losing them as participants. Still others—the dominators or needy types—may hog the time or turn their brainstorming responses into a personal discourse.

Everyone deserves equal time and equal guidance. It’s the Timekeeper’s job to insure this.

Step #4: Individual Members Speak While the Group Listens and Brainstorms Solutions

What kind of discussions can you expect during a mastermind meeting? I need contacts. I need referrals. I’m lost at this new aspect

of my business. I’m looking for an expert to help me develop this idea. I need you to open your Rolodex. I need to raise \$10,000.

After the allotted time of explanation, discussion and brainstorming, the Timekeeper says, “Done!” and the group moves on to the next member’s needs.

Discussions can be personal, professional—it doesn’t matter. As long as everyone is getting value, they’ll stay involved with the group. As long as you’re giving value, everyone will want you to be there.

You’ll find that groups tend to go through phases. They start out fairly business-like, but as people get to know each other and begin to delve into personal challenges like My son’s a heroin addict or My wife and I are having problems, they take on a special personal bond. You and the other members can use the group any way you want.

Step #5: Make a Commitment to Stretch

Once members have had their time to present, discuss, brainstorm and gain feedback, the Timekeeper asks each member in turn to commit verbally to something they wouldn’t normally commit to if they weren’t part of the group.

The commitment needs to be a stretch.

It could be a result of what they heard from the group that day: “OK, I’m going to make three calls to hire a new salesperson” or “I’m going to call John Deerfield at Consolidated and pitch my new product.”

This commitment insures everyone is continually moving forward, which is the true benefit of a mastermind group.

Step #6: End With Gratitude

Your group might end with a group prayer expressing gratitude. Or you might go around the table with each member saying one thing they appreciate about another person in the group.

Step #7: Be Accountable

When members assemble the very next week, each member needs to share something related to the goal they set at the previous meeting. Did each member take action? Did they achieve their goal?

You’ll find the real value in mastermind groups is often the accountability factor—other members checking up on you to make sure you meet your stated commitments. Of course, most people are more productive when they have a stated deadline. The reality is if you know you’re going to be asked next week about the commitment you made today, you’ll take steps to accomplish it by next week’s deadline. It’s one way to insure you’ll accomplish a lot more.

Mastermind Group Planning Sheet

Name of Mastermind Group I'm Planning _____

My Personal Goals and Objectives for Planning This Group _____

List 12 People You Will Call to Join the Group. (ranked in order of preference) Stop calling after the first 6 who join:

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

My script for "pitching" the Mastermind Group:

Example: Hi, John. My name is Jennifer Bentley. I'm a software developer with a new product for AS/400 systems that helps e-commerce companies handle multiple billings and subscriptions. Though I'm just starting out, I've gotten some interest from a number of people in forming a mastermind group that would help all of us access new resources and discover new solutions and perspectives that we probably haven't thought of before. I especially wanted you to be in the group. I believe you'd get a lot of value out of it and I'm not sure that you have your own mastermind group yet. Can I put you down on my list? The group would meet every other week to brainstorm on each other's challenges. We can do it in person, or the group might decide to meet by phone instead. If you could have 5-6 other prominent CEO's working on your company's challenges or even your personal ones, would that be something you would set aside an hour a week for? Jim McCutcheon has already agreed to be involved. I'm not sure if you know him.

Accountability Partners

Instead of a mastermind group, you might choose to work with a mastermind partner. The two of you could agree to a set of goals that each is working toward and agree to talk regularly by phone to hold each other accountable for meeting deadlines, accomplishing goals and making progress.

You can also "pitch" your partner on your latest idea, saying Here's what I'm thinking. What's your opinion. How would you proceed? You partner might agree to make a call for you, give you a contact name, e-mail you some information they've already collected on that subject or other helpful tasks.

Then, every week, you agree to call each other to make sure your partner has followed through. Knowing that you'll be reporting to someone often provides the motivation to get the job done. This is an especially useful relationship to develop if you're independent and work from home.

8 Practice The Rule of Five: What Steps Will You Take?

Once you break down your goal into “bite-sized” pieces, you can begin accomplishing the small tasks you’ve determined will lead to achieving your goal.

But be aware: Preparing to move forward isn’t the same as taking action itself.

In other words, preparation, research, planning, getting it perfect...these are all areas where people get bogged down in the “take action” process.

Here’s a story from Jack that illustrates this point:

When Mark Victor Hansen and I published the first *Chicken Soup for the Soul* book, we were so eager and committed to making it a bestseller. We asked 15 best-selling authors ranging from John Gray (*Men Are from Mars, Women Are from Venus*) and Barbara DeAngelis (*Making Love Work*) to Ken Blanchard (*The One Minute Manager*) and Scott Peck (*The Road Less Traveled*) for their guidance and advice. We received a ton of valuable information about what to do and how to do it. Then we visited with book publishing and marketing guru Dan Poynter, who gave us even more great information. Then we bought and read John Kremer’s *1001 Ways to Market Your Books*. After all of that we were overwhelmed with possibilities. To tell the truth, we became a little crazy. We didn’t know where to start, plus we both had our speaking and seminar businesses to run.

We sought the advice of Ron Scolastico, a wonderful teacher and guide, who told us, “If you would go every day to a very large tree and take 5 swings at it with a very sharp ax, eventually, no matter how large the tree, it would have to come down.” How very simple and how very true! Out of that we developed what we have called “The Rule of 5.” This simply means that every day we do 5 specific things that will move our goal toward completion.

With the goal of getting *Chicken Soup for the Soul* to the top of the New York Times bestseller list, it meant having 5 radio interviews, or sending out 5 review copies to editors who might review the book, or calling 5 Network Marketing companies and asking them to buy the book as a motivational tool for their salespeople, or giving a seminar to at least 5 people and selling the book in the back of the room. On some days we would simply send out 5 free copies to people listed in *The Celebrity Address Book*—people like Harrison Ford, Barbara Striesand, Paul McCartney, Steven Spielberg and Sidney Poitier. As a result of that one activity, I ended up meeting Sidney Poitier (at

his request), and we later learned that the producer of the television show *Touched by an Angel* required all of the people working on the show to read *Chicken Soup for the Soul* to put them in “the right frame of mind.”

We made phone calls to people who could review the book, we wrote press releases, we called into talk shows (some at 3:00 in the morning), we gave away free copies at our talks, we sent them to ministers to use as a source of talks for their sermons, we gave free “Chicken Soup for the Soul” talks at churches, we did book signings at any bookstore that would have us, we asked businesses to make bulk purchases for their employees, we got the book into the PXs on military bases, we asked our fellow speakers to sell the book at their talks, we asked seminar companies to put it in their catalogs, we bought a directory of catalogs and asked all the appropriate ones to carry it, we visited gift shops and card shops and asked them to carry the book—we even got gas stations, bakeries and restaurants to sell the book. It was a lot of effort—a minimum of 5 things a day, every day, day in and day out—for over two years.

Was it worth it? Yes! That very first *Chicken Soup for the Soul* book eventually went on to sell over 8 million copies in 39 languages. At a \$1.20 royalty per book, it made Mark and I rich.

Did it happen overnight? No! We did not make the best-seller lists until over a year after the book came out—a year! But it was the sustained effort of The Rule of 5 for over two years that led to the success—one action at a time, one book at a time, one reader at a time. But slowly, over time, each reader told another reader, and eventually, like a slow-building chain letter, the word was spread and the book became a huge success—what *Time* magazine called “the publishing phenomenon of the decade.” It was less of a publishing phenomenon and more of a phenomenon of unending persistent effort. Thousands of individual activities that all added up to one large success.

What might you accomplish if you were to do a little bit—five things—every day for the next 40 years toward the accomplishment of your goal? If you wrote 5 pages a day, that would be a total of 73,000 pages of text — or about 243 books. If you invested \$5.00 a day 6% interest, at the end of 40 years you’d have amassed a small fortune of \$305,357.”

A lot of people tell us their dream is to own a house in Hawaii or buy a yacht. While we’re excited for them, we also have to ask them to get clear about all of the steps they’ll have to take to get there.

They need to complete the Mind-Mapping exercise in Chapter 13 (*this is available in the full version of Success Principles*) and talk to an expert in those areas.

Take buying a house in Hawaii, for example: You have to find out where the best locations are, decide which island, find out how much homes cost there, determine how much money you'll need to save, where you can get your financing, where you'll get your furniture, how expensive that is...and on and on. Then you can begin taking these steps—5 a day until you achieve your goal.

Take Time to Plan How You'll Practice the Rule of 5

While he didn't call it the Rule of 5, a seminar leader once said that, in order to arrive at the life of your dreams, you simply (1) make a wish-list of the activities, finances and lifestyle you'll be enjoying once you get there...(2) break down each wish on the list into the steps you'll need to take to achieve it...(3) choose a number of those steps to achieve each week or month or year, and...(4) achieve them.

Try that formula—what we call the Rule of 5—for achieving the life of your dreams...or for achieving virtually any impressive goal you've set for yourself.

List Below the Goals You Made on Pages 23 and 24...

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____
11. _____
12. _____
13. _____
14. _____
15. _____
16. _____
17. _____
18. _____
19. _____
20. _____
21. _____

(Xerox a copy of this blank sheet before completing this exercise for each one of your goals.)

List a Goal from the chart on page 36: _____

Steps Needed to Accomplish This Goal

Date You'll Accomplish This Step

a. _____		_____
b. _____		_____
c. _____		_____
d. _____		_____
e. _____		_____
f. _____		_____
g. _____		_____
h. _____		_____
i. _____		_____
j. _____		_____
k. _____		_____
l. _____		_____
m. _____		_____
n. _____		_____
o. _____		_____
p. _____		_____
q. _____		_____
r. _____		_____
s. _____		_____
t. _____		_____
u. _____		_____
v. _____		_____
w. _____		_____
x. _____		_____
y. _____		_____
z. _____		_____

Repeat this process for the other goals you set for yourself on page 36!

9 Ask for Feedback: Are You Moving in the Right Direction?

As you travel down your path to success—from discovering your purpose to visualizing your perfect life to setting big goals and taking decisive action—feedback will become a frequent companion on your journey.

Every time you take a step, you'll get back information about whether that was the right thing to do. You'll get data, advice, help, suggestions, directions, even criticism that will help you constantly adjust and move forward, while continually enhancing your knowledge, abilities, attitudes and relationships.

You'll discover that not every action you take is one that will produce a result. In fact, some actions will take you absolutely nowhere. Other actions will catapult you forward. Still others will actually divert you from your goal.

But be assured that feedback is a necessary and welcome aide to achieving your goals and becoming a more confident, successful person.

All Actions Are Really Experiments

Remember the $E+R=O$ equation in Chapter 1? We learned we can create more desirable outcomes (O) simply by responding (R) appropriately to the events (E) that occur in our lives.

But how do you know which responses will deliver the best possible outcomes? The answer is... you don't. At least not at first. And until you amass a body of proven responses you know will create the outcomes you want, it's actually better in the beginning if you treat every step you take as a new and exciting experiment. Take action and see if that action produces the new, more desirable outcome.

Listen to the feedback you get.

On-Course, Off-Course, On-Course, Off-Course

When Jack conducts trainings in self-esteem and peak performance, one of the most illustrative exercises is one that actually shows participants what it's like to take action. A volunteer acts as the Goal, while Jack zig-zags his way toward it from the opposite end of the room. The Goal is responsible for providing constant feedback—when Jack walks straight at the Goal, the volunteer exclaims, "On course!" When Jack veers away from the Goal, "Off course!" is the reply.

Commit to constant and
never-ending improvement.
— source unknown

Notice we didn't say Jack is criticized, ridiculed embarrassed or penalized for veering off-course. He simply hears information that helps him re-direct himself toward the goal and arrive at his destination.

Does Jack eventually get to his goal? Yes.

Is he on-course or off-course most of the time?
Who cares.

Is the feedback helpful to him? Absolutely.

So feedback is simply information.

Perhaps it's easier to think of feedback as the guidance system on an airplane. The plane's computer constantly takes in data and automatically adjusts the controls and other guidance systems. When you drive your car, your arms are never absolutely steady. In fact, you're constantly making tiny adjustments to your steering at all times.

Feedback is no different. It's just a mechanism to help you adjust—and get to the goal a whole lot faster.

Why We Need Feedback

In his book, *The One-Minute Manager*, Ken Blanchard tells us that life is a lot like bowling. If we roll the ball down the lane but it rolls underneath a blanket, we can't see the outcome of the ball hitting the pins. We know something happened, because we can hear the noise of the falling pins. But the game becomes boring because we can't see how well we're doing.

The truth is humans are *teleological mechanisms*. We're goal-seeking organisms. It's part of our nature to want to succeed. We need feedback. Never seeing where the ball goes, never getting information, is simply contrary to our nature.

Be Careful What You Wish For

Did you ever wonder why, despite all the feedback and external assistance we get, some of our goals just don't get met?

In his book, *The DNA of Success*, Jack Zuffelt tells us that most people accomplish only about 2 out of every 10 goals they set.

So what is it about those two goals that's different from the other eight?

The two goals they achieve are typically the two goals they really want. And they're willing to do whatever it takes to accomplish them—including accepting and responding appropriately to feedback. They don't care if they look stupid, have to work extra hard, get criticized or anything else—they're totally passionate about accomplishing that goal.

We've all seen an example of the "lazy" neighbor boy who one day decides he wants a skateboard. Suddenly, he's cutting the neighbor's grass, saving his money and selling lemonade. When he's earned all the money he needs, he buys his skateboard and turns back into that "lazy" kid next door.

The problem is most people never get really clear about what they want. If they wanted all their goals equally passionately, they wouldn't give feedback a second thought. It would be just one more step in accomplishing what they truly want.

That means that, once you decide what you truly want, accomplishing it is just a matter of taking action and responding to the feedback.

Listen, Listen, Listen

Feedback comes to us in various forms. It might come verbally from a colleague. Or it might be a letter from the government. It might be the bank refusing your loan. Or it could be a special opportunity that comes your way because of a specific step you took.

Whatever it is, it's important to listen to the feedback. Simply take a step...and listen. Take another step and listen. If you hear "off course"—take a step in a direction you believe may be on-course...and listen. Listen externally to what others may be telling you, but also listen internally to what your body, your feelings and your instincts may be telling you.

Is your mind and body saying *I'm happy, I like this, This is the right job for me, I'm weary, I'm emotionally drained, I don't like this as much as I thought, I don't have a good feeling about that guy?*

Whatever feedback you get, don't ignore the yellow alerts. Never go against your "gut." If it doesn't feel right to you, it probably isn't.

Ask for Feedback

As valuable as feedback is, the truth is, most people don't ask for it. They don't solicit feedback. In fact, they often go out of their way to avoid it.

Why?

Because most people are afraid to hear feedback. They're afraid of feeling stupid. They're afraid word of their faults will get out. Unfortunately, everybody usually knows your failings already.

If you're a teacher in school and the kids sneer, "Oh, you got Mrs. Smith. She's mean. You're gonna hate her," you can rest assured everyone else is talking about you. If you're not getting along with your wife, you can be sure she's talking to her sister, her mother, the next-door neighbor, her co-worker—everybody but the person who needs to know...her husband.

We often don't give others feedback for fear of their response. Similarly, we don't ask people for feedback for fear of what we'll hear.

The problem is, if we don't get the feedback, we can't change. If we don't have new information, we can't make the corrections we need to get closer to our goal.

That's why it's so critical to become dispassionately neutral to feedback.

Some writers, for example, are exceedingly neutral first-draft writers. They simply get words on paper that can be reviewed for feedback.

Non-neutral writers, on the other hand, are so afraid to show people their work—for fear of the feedback they're going to get—they end up writing nothing at all.

Personal growth courses can help you get neutral. But so can practice—that is, repeatedly taking action and carefully listening to feedback.

The Most Valuable Question of All Time

One of the most powerful questions we've ever used for soliciting feedback is,

On a scale of 1 to 10, what has been the quality of our relationship over the past period of time?

It could be over the past week, two months, the length of your stay, the two weeks of your honeymoon—whatever it might be, the basic question asks *What has been your experience using this product or service? How have we met your needs? Is our relationship what you expected?*

For any answer less than 10, follow-up with,

What would it take to make it a 10?

Of course, you may not choose to act on their comments, given other priorities in your life, but at least you'll know what it would take for the other person to experience a 10 in your mutual relationship. This is critically important with children, spouses, clients, managers and key customers. But don't avoid asking the question simply because you're afraid you'll "score" less than 10. While you may think the answer is a critical commentary on you, be aware that it's just data.

How to Solicit Feedback

You can ask for feedback in person, by mail, by survey, by phone call, by randomly calling your customers or by putting a card in each hotel room.

Jack discontinued using a printer who later called and said, "I noticed you haven't used me for printing lately. What would it take to start giving me your printing business again?"

Jack replied, "Lower prices, on-time turnaround and pick-up and delivery. If you can guarantee me those three things, I'll give you a small portion of my printing and try you again." Eventually, the printer won back most of Jack's printing because he beat other people's prices, picked up and delivered, finished on-time and the quality was acceptable.

Janet knows of a CEO who took over a floundering business, and—instead of generating new accounts as everyone expected—spent his first 6 months on the job calling former customers and recapturing their business.

What Would Have to Happen...

Marcia Martin, an executive coach and communications consultant, uses a similar technique for eliciting feedback that leads instantly to the result she is seeking.

Stated plainly, whenever you want something done, simply ask, "What would have to happen in order for you to _____?"

Let's say you're not allowed to change your airline ticket, but you approach the ticket counter anyway and ask, "What would have to happen in order for you to change this ticket?"

"It's impossible to change it," they might answer.

"Yes, but if it were possible, what would have to happen?" you reply. Be persistent. You'd be surprised how often you get the assistance you need.

Ask for Feedback Exercise

To help you ask for feedback more effectively, complete the grid below for each of the projects, opportunities, relationships and situations you're involved in. Decide if you'll ask via letters, phone calls, surveys or personal contact.

What Feedback Do I Need to Ask for That I'm Not Asking for Now?	Who Do I Need to Ask?	When Will I Ask?	How Will I Ask?
Example: Will this work? Is it sellable? How do I add more value? Is it missing something? Where can I take it from here? How can I improve before taking the next step?	Customers; clients; industry experts; vendors; other practitioners	By June 30th. At national convention	Phone calls; personal contact at convention.

10 Respond to Feedback: Adjusting Your Success Roadmap

Asking for feedback is really only the first part of the equation. Once you receive feedback, you have to be willing to respond to it. You have to be willing to change if you want a result.

It doesn't mean you have to act upon all of the feedback you hear. In fact, you may simply decide you don't want your intended result after all. Sometimes, you get so much feedback to the contrary, you abandon your approach altogether in favor of re-thinking the original goal or strategy.

Asking for feedback, then responding, gets you closer to your goal. The trouble is many people aren't willing or able to listen to feedback and get on with what works. Their ego gets in the way. Or their emotions do. They might hear negative feedback that immobilizes them.

But the reality is, often negative feedback is extremely beneficial.

Ask Yourself These Questions

Have you ever had negative feedback that was useful? If you only got positive feedback might that be a disadvantage?

Could you accept that positive feedback is good because it tells you you're on-course, but that negative feedback might also be good since it merely tells you you're off-course? If you knew you were doing something that wasn't working, wouldn't negative feedback make it easier to adjust your plans and move forward?

If you are considering moving to another state to take a new job, but suddenly hear that your intended employer is on the brink of bankruptcy, wouldn't you look at that negative feedback as beneficial?

And if you started a home-based business, but neglected to file the correct forms with the county, wouldn't you want someone to tell you?

In cases like these, negative feedback can be very beneficial. It's how you respond that makes all the difference.

When Jack conducts his On-Course, Off-Course seminar exercise with the volunteer at the other end of the room, he sometimes asks, "Why aren't you saying anything?"

The volunteer replies, *Because you haven't moved yet. If you*

don't move, I can't give you feedback.

So Lesson #1 is that, in order to get feedback, you have to take action. You have to take that first step. It may not be the right thing, but at least it's a start. Perhaps you make your first sales call and really mess it up. As you're leaving the prospect's office, you say to yourself, *Boy, I shouldn't have said that. I should have said this instead. And I certainly shouldn't have kept quiet then. I should have told them about...*and so on. That's feedback.

Don't beat yourself up over it—just let it in.

Ways of Responding to Feedback That Don't Work

While there are many ways you can respond to feedback, some responses simply don't work:

(1) Over-Emotionalize the Feedback. Sometimes during the seminar exercise, as Jack is walking toward the Goal, he hears "Off-course!" so many times, he breaks down, sobbing, "I can't take it anymore. This is too hard. You're so mean to me. You're so negative. I give up!"

How many times have you received negative feedback and simply gone to pieces over it?

It's easier not to overly emotionalize what you hear, if you remember that feedback is simply information. Think of it as correctional guidance instead. Like the airplane in the previous chapter or the steering wheel in your car.

(2) Get Mad at Feedback That's Useful. As Jack once again begins moving toward the other end of the room in the seminar exercise, the volunteer might say *Off-course, off-course!* causing Jack to reply, "Nag, nag, nag. All you ever do is say critical things. You're so negative. Why can't you ever say anything positive?"

Well, how many times have you gotten mad at the source of feedback that was genuinely useful?

Most people know about the two kinds of feedback—positive and negative. But there are also two other kinds of feedback: Internal and external.

You get feedback from your outside world which might say, Hey, your business is great. We're beating a path to your door. Everyone wants to sign up for your program. That's positive external feedback.

Negative external feedback, on the other hand, is when you

open your business and nobody comes. Maybe you opened in a bad neighborhood, don't advertise, charge high prices, have poor lighting, don't have enough parking, or whatever. So you need to get feedback from people, asking, "Why didn't you come? What would encourage you to shop here?" While the feedback you get may be negative, it will certainly be feedback you can use.

(3) Don't Listen to the Feedback. Imagine putting your fingers in your ears and determinedly walking off-course. The Goal in our seminar exercise might be saying *Off-course, off-course...* but you can't hear anything because your fingers are in your ears.

Not listening to feedback is many people's response. They don't want to hear anything anyone has to say. They're right, they know it all. *It's my way or the highway, they say. Take it from me, I know best.*

The sad thing is, feedback could significantly transform these folks' lives, if only they would listen.

(4) Be Above the Feedback. People who believe they are always right are often "too good" to listen to feedback. They know better. And because they believe they're above the feedback—often because of its source—they miss out on the benefits of hearing feedback and applying it appropriately.

How to Step Away From the Emotional Aspect of Hearing Feedback About Yourself

One way to step away from any potential emotional pain of hearing feedback about yourself is to mentally remove yourself from the conversation. Imagine they're not talking to you. View the feedback almost as if you're observing a conversation between a customer and their dry cleaner, a student and his teacher, and so on. The authority figure in your pretended scene is simply providing information (feedback), while the other person is receiving it as helpful data. Don't take it personally.

In his book, *The Four Agreements: A Practical Guide to Personal Freedom*, Don Miguel Ruiz details the four life strategies taught by the Toltec shamans of Mexico. One of the "agreements" is to never take anything personally. By taking things personally, Ruiz teaches, we actually get in the way of the Universal Power moving us toward our ultimate and best destiny. If we get out of the way and simply see feedback as data, we work with the Universe as it helps move us where we want to go.

Think of Feedback As Beneficial

One of the best-selling weight loss books ever published was a book called *Thin Thighs in 30 Days*. What's so illustrative about it, is that it was developed solely using feedback. The author, Wendy

Stehling, worked in an advertising agency but hated her job. She wanted to start her own agency but didn't have the money to do so. She knew she would need about \$100,000, so she began asking, "What's the quickest way to raise \$100,000?"

Sell a book, said the feedback.

She decided if she had a book that could sell 100,000 copies in 90 days, she could make \$1 per book and raise the \$100,000. But what kind of book would 100,000 people want? "Well, what are the best-selling books in America," she asked?

Weight loss books, said the feedback.

"Yes, but how would I distinguish myself as an expert?" she asked.

Ask other women, said the feedback.

So, she went out to the marketplace and asked, "If you could lose weight in only one part of your body, what part would you choose?" The overwhelming response from women was *My thighs*. "When would you want to lose it?" she asked.

Around April or May in time for swimsuit season, said the feedback.

So what did she do? She wrote a book called *Thin Thighs in 30 Days* and released it April 15th. By June, she had her \$100,000. All because she asked the marketplace what it wanted and responded to the feedback by giving it to them.

Virginia Satir was probably the most successful and famous family therapist that ever lived. She wrote a book for parents called *Peoplemaking*.

Virginia was once hired by the Michigan State Department of Social Services to provide a proposal on how to revamp and restructure the Department of Social Services so it would work better. Sixty days later she provided the Department with a 150-page report which they said was the most amazing piece of work they had ever seen. "This is brilliant!" they gushed, "How did you come up with all these ideas?"

She replied, "Oh, I just went out to all the social workers in your system and asked them what it would take for the system to work better."

Feedback is a good thing. But you have to respond.



Meet Jack Canfield...

Jack Canfield is the founder and co-creator of the New York Times #1 best-selling book series *Chicken Soup for the Soul*.

With more than 55 titles in print and over 80 million copies sold in 39 languages, Jack is a world-renowned expert at warming hearts and changing lives.

But behind the empire Time Magazine called the “publishing phenomenon of the decade” is America’s leading expert in creating peak performance for entrepreneurs, corporate leaders, managers, sales professionals, corporate employees and educators. Jack Canfield knows how to accelerate the personal achievement and career fulfillment of workgroups and individuals everywhere. He is a compelling, empowering and compassionate coach who has helped hundreds of thousands of individuals achieve their dreams. Jack’s latest success resource, *The Power of Focus: How to Hit Your Business, Personal and Financial Targets With Absolute Certainty* (co-authored with Les Hewitt and Mark Victor Hansen), contains powerful strategies and techniques designed to double your income and double your time off in less than three years!

Jack’s background includes a BA from Harvard University, a Masters degree in Psychological Education from the University of Massachusetts and an Honorary Doctorate in Human Behavior from the University of Santa Monica. For the past 30 years, he has been a psychotherapist, an educational consultant, and a leading authority in the areas of self-esteem, achievement motivation and peak performance.

Jack has appeared on over 200 television shows including Oprah, 20/20, Inside Edition, The Today Show, Fox and Friends, The CBS Evening News, The NBC Nightly News, Eye to Eye, CNN’s Talk Back Live!, PBS, QVC and many others.

Jack is the founder of The Canfield Training Institute of Santa Barbara, California. His distinguished clients include Virgin Records, Sony Pictures, Merrill Lynch, Monsanto, Hartford Insurance, Glaxo Smith-Kline, Scott Paper, The Million Dollar Forum, Coldwell Banker, Federal Express, TRW, Society of Real Estate Professionals, American Society of Training & Development, Ameritech, NCR, Young Presidents Organization, Chief Executives Organization, General Electric, Income Builders International, U.S. Department of the Navy, Siemens, Cingular Wireless, Accenture, Bergen Brunswig Pharmaceuticals, Children’s Miracle Network, UCLA, The Council for Excellence in Government and hundreds of others.

He’s addressed countless audiences internationally—sharing his success strategies with companies and associations in 20 countries on nearly every continent.

To bring Jack to speak at your next event, call Teresa Esparza at Souper Speakers (805) 481-0327. Or visit www.jackcanfield.com!

Meet Janet Switzer...

From her first job as campaign coordinator for a Member of Congress at age 19 to building an international publishing company with over \$10 million in assets by age 29, Janet Switzer epitomizes the personal achievement and professional accomplishment that comes from applying these proven principles of success.

Today, she's the marketing genius and business growth expert of choice for some of the world's top success gurus: peak performance expert Jack Canfield, master motivator Mark Victor Hansen, marketing icon Jay Abraham, Internet income expert Yanik Silver and Jesus CEO author Laurie Beth Jones, among others. Additionally, Janet's counseled more than 50,000 companies and entrepreneurs worldwide in leveraging their intangibles and information assets for untold millions in potential windfall revenue: Xircom (acquired by Intel), Chicken Soup for the Soul, Genoa Technology, California Family Business Institute, \$300 million newsletter giant Phillips Publishing, Liberty League International, LifeTools UK, Biz University Canada, Integrity Church International, affinity travel leader Vantage Travel, Profit Advisors Inc. and Habitat for Humanity, among others.

Janet is a nationally-recognized keynote speaker and Founder and Editor of *Leading Experts magazine* — as well as a contributing expert to *Mentors Magazine* and numerous newswires and press syndicates. She regularly speaks to thousands of entrepreneurs, independent sales professionals, corporate employees and industry association members on the principles of success and income generation. Additionally, she helps achievers who are experts in their field attain worldwide status and million-dollar incomes by building publishing empires around their business strategies, training concepts, industry expertise and unique market posture. Her multi-media short-course *How Experts Build Empires™: The Step-By-Step System for Turning Your Expertise Into Super-Lucrative Profit Centers* is the industry's definitive work on the subject of developing and marketing information products.

Janet makes her home in Thousand Oaks, California where she belongs to Calvary Community Church and works with young people as a local 4-H Club project leader — a role she's enjoyed for nearly 20 years.

To bring Janet to speak at your next event, call (805) 499-9400 or visit www.janetswitzer.com. To subscribe to *Leading Experts magazine*, visit www.leadingexpertsinternational.com.

