

KNOW YOURSELF

AN IMPORTANT TOPIC

Psychology is a complex, sophisticated, largely unintelligible science for most of us. This science embraces everything, from psychoanalysis, group therapy, industrial testing, free-association, down to a simple chat with a trusted friend. Psychologists, neurologists, clinicians, counselors, experimentalists, behaviorists, and religious philosophers are all engaged in psychology .

Psychology is a vast field. It is a rapidly growing area of concern, and it is performing a huge chore in education, communications, human services, and philosophical development. It may emerge as a more decisive science in the Twenty-first Century.

PSYCHOLOGY FOR EVERYONE

To avail ourselves of the considerable benefits of modern creative and analytical psychology, one usually has to be rich enough to afford psychotherapy, or so deeply troubled that he is forced to turn to professional assistance.

This unfortunate condition keeps the bulk of us who are not overly disturbed by ordinary medical standards, who are not so disabled we can't work, who are sometimes quietly desperate but hardly emergency cases, from getting the very sizable relief which professional psychology offers. A much deeper satisfaction, peace, a sense of well-being and abundant energy is available for all of us. Psychology is one area of human knowledge which begins to open up all these possibilities.

Out of the thousands of experiments, theories and hypotheses which mingle and surge within the field of psychology, many perceptive

and concerned men have distilled out some valuable concepts.

SELF-IMAGE PSYCHOLOGY

Psychologists say that: The complex and multi-faceted concept you have of yourself controls all your reactions, all your desires, ambitions, hopes, plans and feelings.

What you think of yourself and how you respond to your self-concept or self-image or your idea of yourself has a great deal to do with your happiness and success. If your self-confidence, respect, esteem, reliance, assurance, and acceptance are weak...it is because of your low self-image.

We can use a simple diagram (on the following page) to illustrate how your self-image affects you. All your thoughts, ideas, and emotions, must be consistent. Ideas that don't fit in are rejected. If you think you can't do mathematics no one can tell you to become an engineer. If your self-concept does not include getting along with people, you could hardly be talked into becoming a salesman. The center of this system of consistent ideas is the "ego-ideal" or self-image ... the base from which all else is built.

Ideas which are not compatible or consistent with the system are rejected, "not believed" and not acted upon. Ideas which seem to be consistent with the system are accepted or "believed."



Here is an example to illustrate our point. Roger's father had wanted to be a teacher, but he failed to complete his education; so he had raised his son with the idea that he should become a teacher to make up for his own deficiency. From his earliest years Roger began to think of himself as a famous teacher, author, and lecturer. He behaved like school was his private property and 4th children were bothered by his airs. The principal of the school, however, sided with Roger and defended him publicly. Since Roger considered school important, play was just "kid stuff" and Roger ignored any attraction to sports and games and spent time helping the teachers. He graduated from grade school with top marks, but the children already called him "The Professor."

In high school Roger studied hard, got good grades, dated no one, and began toying with the idea of becoming a researcher in languages.

However he also discovered girls, and began to notice that people shied away from him. The girls couldn't take him seriously. So Roger swallowed his pride and studied harder.

In college, Roger's social inability and frustrated romantic needs became painfully obvious to him. He visited the chaplain and discovered the reason for his backwardness. Roger consequently abandoned books and tried to become active. However the image of the professor lingered

on as a basic moral obligation.

Notice how Roger's self-concept controlled all his behavior? It determined what he would like to do. Notice how certain things were accepted as being consistent while other ideas were rejected as not fitting in?

A BIG PITFALL

It is literally impossible to have positive thoughts about any external situation as long as you hold a negative concept of Clf. You must first have a positive idea of who you are and what you are worth.

If you think you are a failure, no amount of "Positive Thinking" will help. You must first change your estimation of yourself. To illustrate let's look at a young man named Tom. Tom swore that he was going to be the top salesman in his company. He acted cheerful, spoke firmly, knocked on lots of doors. However, he found himself getting tired, nervous, easily upset and dreading sales situations. He forced himself to go through with it anyway. He became so tired and depressed that he started to sleep late in the mornings and quit early in the afternoon.

What Tom remained unaware of was his own true self-concept.

As a boy Tom's parents broke up, and his busy and tired mother gave Tom little affection. Tom felt left out and took up association with some hostile youths his own age to compensate for his lack of companionship and family life. He got into trouble, and the judge gave him a choice of jail or enlisting in the service.

Subconsciously, Tom felt that he was an unlikeable and worthless person. When he tried to act differently it took a lot of energy to keep up the front. Using too much emotional energy gradually dragged Tom down to weariness and depression.

Tom finally realized self-acceptance when he recognized his hostility toward himself. He told his sales manager about his feelings and his manager explained how he had gradually forgiven himself for his own youthful indiscretions.

The two men laughed over themselves, and the sales manager made Tom look at his good qualities. Soon Tom changed his basic self-concept to a more realistic and up-dated version. He no longer repressed the bad thoughts about himself from the past and brought them out in the light where he could deal with them.

But notice...all the positive thinking in the world didn't help Tom until he quit believing that he was a worthless and unlikeable person.

If your hopes and dreams clash with your idea of yourself, no amount of forcing the issue will help. If you basically feel you are unworthy or unlikeable, no one can convince you that success is possible. If you feel inadequate, you will act that way.

UNDERSTANDING YOUR SELF-IMAGE

A dramatic illustration of the potency of self-image psychology has been carried out with a number of American and European prisoners. Certain people who had "criminal" faces with huge noses, ugly teeth, hooded eyes, jug ears, etc. had plastic surgery performed on their faces. Usually within 21 days there was a sudden rise in self-

esteem and self-confidence on the part of most of the men operated on. People who had been surly and hostile became open-minded and congenial. Men who had talked to nobody began to do things for others. People who openly hated and rebelled would listen with interest and conviction.

The peculiar thing, however, was the fact that only most of the men responded that way. Some did not. So obviously surgery wasn't the answer! Something else caused the change.

Careful psychiatric evaluation pointed out that what had really happened was a massive change in the prisoner's idea of himself.

Whereas he had always considered himself as an ugly, obviously vicious

person, a new face allowed him to toy with the idea that perhaps he was a decent sort of person after all. Once this idea became excitingly real, then all his behavior started to change. Change increased his hope.

Hope caused enthusiasm. Enthusiasm caused good relations with others.

Good relations convinced him that he was a decent individual and on and on.

Thus your self-image is the key to your human personality and your human behavior. It defines what you can and cannot do. And it defines what sort of personality you wear.

If, like the prisoners, you begin to see yourself differently, then you will behave and act differently, and your actions and behavior will reinforce your self-concept. You are on the way to a new development and the limits of human development are incomprehensible.

But you must remember that a change in self-estimation and self-concept will cause a change in your behavior and action. Unless your actions change and your behavior changes, your new self-concept will fail to materialize. You cannot think your way into a new self-confidence.

BUILDING A SELF-IMAGE

Your self-idea was formed unconsciously by experience. Experience works such an overwhelming impression on you that mere words and thoughts will never be strong enough to override, nullify, or eliminate the weight of full experience. Only new impressions, new and flesh experiences can build a new self-image. You will "never discover your self by reflection...only by watching yourself in action!" Let's restate that for just a moment. What do we mean your self-image was built by experience? Unconsciously?

Your personality is governed by the sort of person you think you are. Your self-image was developed by countless experiences. When you

didn't get to play first string on the baseball team, you may have felt disappointment and hatred for the coach. When you didn't get the bicycle you wanted, you felt hurt. When you got embarrassed in front of the class you were "mortified." These were overwhelming experiences...they would be hard to put adequately into words.

We also said that your self-concept, besides being built through experience, was constructed "unconsciously."

This simply means that when you failed to make first string, you unconsciously saw yourself as "not a good enough person to spend extra effort on", or "the sort of guy who never wants anything bad enough to really scramble for it" or "the kind of guy people dread to see come into the game if the heat is on" or something equally damaging. After a few experiences of rejection, it doesn't take long to

"Believe it."

Without realizing what you were doing, when your folks denied you the bicycle, you probably saw yourself as a victim of people who didn't care, or the sort of person so unlovable that even a small thing wasn't worth considering, or the kind of child that isn't appreciated and never gets what he wants. When you were mortified in front of class, you may have felt that you were "incompetent."

Sometimes we actually mutter such things under our breath.

Sometimes, we try to save some ego by hating the people who "made" us feel that way, when actually what has happened was that we created another negative impression or emotional scar.

If you have had a sufficient number of negative impressions, then you become "negatively oriented." This negative orientation reinforces your feelings of inadequacy to such an extent that it is difficult to accept and believe positive statements about yourself. People who continue to react negatively to life often reflect a troubled personality.

On the other hand, a socially acceptable personality is one which allows you to react appropriately and effectively to your environment and to reality. Most of us are capable of developing a better personality.

A NEW YOU

So how do we develop a more effective and appropriate personality? There is a principle in rebuilding personality: Clinical testing has shown that our nervous system cannot tell the difference between a real success or failure and a vividly imagined one. If in your imagination you can see yourself being humiliated, you'll feel the picture very vividly indeed and will have no trouble seeing yourself as humiliated. If you can actually see yourself being calm, relaxed and interested in someone, then you'll be able to act that way with that person. If you develop your ability to vividly imagine yourself as that person, then you can be that person. It is less likely that you will be any other way.

The fact that the nervous system cannot tell the difference between real or vividly imagined experiences allows you to create wholesome experiences for yourself; to feel them, to hear them, and to live them.

You can begin to see yourself in a different light. This changes your behavior and reinforces the new self-

concept.

So life and your reactions have caused you to form an idea of yourself. You can change that idea and positively alter your own self-concept.

YOU WERE BORN TO SUCCEED

YOUR SUCCESS MECHANISM

All living things are created with the ultimate goal of success. Indeed, "All living things have a built-in guidance system" or "success mechanism" to allow them to grow and develop and overcome obstacles.

This guidance system in living things works automatically. A rosebush automatically pushes its roots down and its leaves up, and thereby achieves success and fulfillment as a rosebush. A squirrel instinctively collects nuts at a certain time in the late summer. The automatic guidance system tells the squirrel his next project or goal. Even if he has never experienced a winter before, he has only to react to his natural instinct.

But a rosebush doesn't have a choice about what it is going to do.

It can't suddenly decide to produce tomatoes instead. Nor can the squirrel suddenly determine that he'd rather save AT&T stock instead of hazel nuts. Their goals are set for them and they succeed naturally.

One of the most remarkable creatures is the salmon. Salmon have incredibly delicate sensing mechanisms. A salmon can detect one drop of ammonia in over a million gallons of water. When they are born, they completely absorb their surroundings - temperatures, smells, the swiftness of the current, the kinds of rocks, the silt, the chemical tastes and so on. Only one stream in the world runs, feels, tastes, smells, exactly that way. This ability to photographically imprint his surroundings is "eidetic memory."

At a particular point in the salmon's development something triggers a response within them. They gravitate toward the ocean absorbing their impressions of the stream as they go along.

At a point of maturation in the ocean a new signal triggers their return home for protection. The old programming activates and the salmon are able to return to their original spawning grounds. The salmon, as wonderful as they are, cannot change their fate. Only man

can.

Man is not only a creature, he is a creator. Man has the same kind of guidance system as a plant or animal, but the system cannot function properly until man sets a goal. But man has to choose, or create the goal. It is not given to him. He must decide upon one. That is why there are such incredibly diverse human vocations. It is for the same reason that there are so many meaningless lives. Many people never set a goal. Their hope is too weak. Their self-images do not really include their being successful, and their machinery never gets a chance to function.

Man has the same success mechanism to succeed as a human being, as a rosebush has to succeed as a plant. We are obviously made to think, to act, to carry out, to perform, and to create. We are obviously programmed by the Creator to succeed. We can easily determine that each of us has the automatic creative guidance system composed of a brain and nervous system and that it works like any other servomechanism, guidance mechanism,

or computer. The system is a machine which you the human operator have to work for you or against you.

To grossly over-simplify the complexity of your mind's functions, let us say the mechanism performs two major activities: (1) It keeps you on target, (2) it storeJ and gives you answers when you need them. To illustrate let us consider a standard naval torpedo. A torpedo has a guidance system which is aimed toward a clearly visible target. The guidance systems zero in on the target, and as water turbulence changes the course of the missile, negative feed-back from the guidance system corrects the error and directs the torpedo to its target.

BUILDING A SELF-IMAGE

In order to effectively build a positive self-image you must keep a clear and definite goal in mind. You must also allow your automatic system to correct your mistakes and react properly to your positive and negative feed-back.

To illustrate the importance of setting a clear cut goal, let's look at a young man named Rick. It took Rick two years to develop in his own mind a clear cut goal. He finally set his sights on the profession of sales. Rick understands the necessary steps to achieve a high degree of success in the sales field. Rick quickly developed the ability to apply his skills in a variety of sales situations. Rick developed the attitude of belief in himself, his product and his company. Moreover, he was able to convey this belief to his customers and at the same time fulfill his own desire to help others. Rick has, then, his clear cut target. As long as he keeps this target, or goal clearly in mind, his mind is open and receptive to new ideas.

Some of our goals are never completely realized because we do not think in terms of end results. One of the reasons Rick will be successful is that his goal-striving mechanism is functioning in terms of end results.

Sometimes individuals will magnify minor flaws in striving toward their goals that the end result becomes clouded by the magnitude and immediacy of a relatively minor point. This is why it is necessary for us to function in the enthusiasm of the end result.

There are certain related principles of human behavior which we can identify in the missile with an automatic guidance system.

Regardless of the errors, the guidance system automatically corrects your course. The most important point is do not stop -- keep a constant forward progress. These important rules should help guide your efforts.

1. DON'T BE AFRAID TO MAKE MISTAKES
2. NEVER GIVE UP
3. DON'T OVER REACT TO NEGATIVE FEED-BACK

LEARNING TO USE YOUR "COMPUTER"

Soon after man began the development of the electronic computer he became aware of the fact that his own mind functioned in much the same way. In essence, the development of computers helped man to better understand his

own internal abilities and functions. We said that your automatic creative w•ccess mechanism stores and gives you answers when you need them - that was the second function of the mind that we outlined.

If some of you are familiar with computers, you know that after being programmed, the computer operator simply feeds the•problems into the machine which is kept at a constantly warm temperature and then LEAVES IT ALONE! You have a computer in your guidance system. It has been programmed by many years of experience. It has huge memory banks, just like a computer. If you know how to feed problems into this vast machine, keep it warm, and leave it alone, it can give you almost any answer you need.

In 1960, a neurosurgeon on the East Coast was performing surgery on a 26 year old woman. It was a form of brain surgery that required the patient to remain conscious during one critical phase of the cutting.

Quite accidentally the doctor brushed the cortex of the brain with the back of his scalpel, and immediately some astounding things happened.

The woman relived a childhood experience that she had long before completely "forgotten." She didn't remember the experience - she RELIVED IT. She could actually see her grandmother, hear her talking, taste the cake, and smell the warm summer afternoon!

Everything we have ever done is, in •act, recorded in the system.

At this state in human development, we know very little about retriwing stored data. We do know that relaxation, enthusiasm, and other positive feelings make information rife quickly to the surface.

Humans like the salmon, simply absorb their surroundings thus pro•amming themselves for success. At every moment information of every sort is being taken in. We experience life as rich and interesting if

we are completely open to it. Most of us, however, shut out full experience by shunning a great deal of the life around us.

Carol and Mary were twin sisters unlike each other emotionally.

One of the girls was small and lively, the other larger and shy. Both had always ean•ed good grades, but Carol had resigned herself to enjoy everything she did. Her sister had not. One afternoon the girls attended an industrial tour through a machine shop of a large manufacturer. The larger girl felt out of place and rather scared. Throughout the tour she was very conscious of her clean knit dress and put a lot of effort into being careful; avoiding getting dirty or getting hurt.

Her sister on the other hand put aside her fears alid became fascinated by the roar, smells and sights of the factory. A few weeks later when both girls were interviewed by the same company, one girl remembered some peoples' names, could explain the manufacturing process and was able to relive much of her initial experience. Her sister only experienced fear and did poorly on the job interview.

One of the girls was open, sensitive and aware, and absorbed a great deal of information into her "computer."

When asked questions her information was close at hand. Her sister was conscious only of herself and protected herself against the environment. One was programmed for success, the other for failure.

In theory training we said "When seeking an answer, act as if the answer already exists." This was sound advice because the answers do exist if you keep the computer warm, and you keep your hands off.

This means that worry keeps the mechanism from functioning properly.

It means that getting depressed lowers the temperature. It means anxiety and pressure draw a blank. We need to learn to live warmly and creatively, instead of tense, and fearfully. If we live warmly and cheerfully, ideas will become more abundant. These ideas help you to establish clear cut goals. Let your guidance system take over. It can be medically established that there is stored in your computer mechanism a vivid recollection of everything you ever did, every successful outcome, every appropriate move, every gainful feeling. These feelings are yours to

use if you learn how to operate your computer. If you can draw on the vast stores of information about yourself and life, you can bring many impressions together into a clear, vivid and believable picture. Once you can see yourself as successful the guidance system will guide you to the fulfillment of that picture.

The fulfillment of that picture can be seen in the case of Irv. Irv had been working for a small sales organization and expressed the feeling that perhaps sales was not his real career objective. He often thought that he would have been happier if he had chosen some other profession. Feeling this way did not alter the fact that he had a job to do and he was obligated by his own conscience to do the best job he could. With that attitude he plunged into the challenge at hand. Soon he was moved to sales manager. Part of his responsibility now entailed running the company's regional convention. His great success in this area placed him in demand as a speaker by many national groups.

One night while preparing for bed, Irv thought of becoming a professional sales speaker. His many thoughts and ideas on the subject suddenly took shape in his own mind. He thought of travel, speaking, and motivation. All of these thoughts suddenly took shape as a new goal.

Today Irv earns \$2,500 per appearance as a motivational speaker.

As you can see, Irv had many separate and distinct ideas about himself and what he wanted. Somehow they had never fit together. By keeping relaxed and enthusiastic, he also kept his "computer" warm and running well. One day the computer automatically put all the separate ideas together into one comprehensive goal. This experience can happen to any of us.

For this reason we strongly urge "creative visualization",

"autosuggestion" or "the quiet room technique." These ideas of creative visualization are not strange to you. They suggest that you set aside some time every day to recall your successful moments, your previous accomplishments, and your past happinesses and good experiences, so that you can see yourself as a valuable individual. Looking at yourself in that manner, your computer will automatically bring up from memory

similar experiences and feelings. Once you see yourself in this light it becomes easy to see yourself successfully achieving end results. The ideas and feelings are received so clearly and vividly that action has to follow. With thought and actions, dreams can be materialized.

DON'T SELL YOURSELF SHORT

ACCEPTING YOURSELF

If you can accept the "computer" concept of your mind, then you can readily see that It is all in there - it is within me to succeed." In so doing, what you actually do is accept yourself, accept what you know, accept what you've done. It basically means that you believe in yourself, or that you have self-confidence. Such an act is cause;f by and induces self-knowledge and self-respect.

A recent conversation with a prominent psychologist revealed that, in his opinion, the whole purpose of psychology was to get people to understand themselves and then ACCEPT THEMSELVES. "This is the only real basis of any new changes, development of growth," he said.

"People don't know how to look at themselves as a total individual.

What I mean is that they fail to see all of the facts. Their attention becomes fixed on a few points about themselves and they fail to see that overall people are good -- considering all the facts."

We can most clearly see this tendency in other areas. For example, you may scrape or dent your automobile or disfigure a new possession of some personal importance to you. In the case of the automobile, the engine may run powerfully and the transmission may be smooth, yet there is a tendency to let the whole automobile deteriorate as a result of one insignificant flaw. The flaw takes on unrealistic proportions and the importance of the proper function of the automobile is diminished.

Now the same thing is true with ourselves. We have a series of faults or a number of failures, and we fix undue attention and importance to them and feel guilty as a result.

Man lives in a small universe or a small world. Although there is trouble in certain parts of the world, it is still an incredible and fascinating place. So it is with the human personality which is also vast and complicated. You can have faults and failures yet you are still important and worthwhile. No happiness or success is possible unless you are able (perhaps only little by little) to find out who you are and accept that man as he is.

Now the satisfying thing about self-acceptance and self-respect is that it means believing in the real you, just as you are. That mental attitude of acceptance is transferable to other "selves." This simply means that if you can accept, like and respect your true self, then you should be able to accept, like and respect others. If you can accept yourself as you are, then others become acceptable. If you accept people, they will respond in kind. Soon you find yourself liking and accepting more people. After awhile the old saying of Will Rogers takes on actual possibilities: "I never met a man I didn't like."

UNDERSTANDING YOUR SHORTCOMINGS

One of the less desirable facts about ourselves is that we tend to dwell on our shortcomings. Most of us simply do not accept ourselves for what we are. We think we should be different, better, smarter, richer, more educated.

The present self is just inferior.

This is a grave personal injustice against yourself. It means that you are not measuring yourself against your own goodness, your own accomplishment, your own personality, your own interior norms and standards, but rather against someone else's norms and standards.

The most constant example of human nature around you is yourself. If you can love yourself, you can learn to love and respect others.

To illustrate the concept of self-acceptance, let's turn to an experience that happened to a man named Jim. Jim had always hated people who were braggarts and he took enormous delight in criticizing the stories of others. On one cold and stormy night, coming back from

a trip through the northern part of his sales territory, Jim watched in horror as a car in front of him slammed on his brakes to avoid a deer.

The car started into a slide and then twisted off the highway, landing upside down in a raging creek. Jim and a long-haul truck driver were the first people on the scene. They stepped into the water and carefully lifted out the unconscious victims.

Jim described his reactions later. "As I approached the car, I was just praying that it wouldn't be too far out under the water. I think that if I had had to duck under the water and up into that black hulk, I wouldn't have had the guts to do it. I was excited and scared and was actually pleased to be in the first line of action.

"We got them all out and no one died, but boy did I learn some things about myself and about human nature in general.

I found out that I actually saw the wreck as an opportunity to prove my courage. I noticed that I stayed around much too long afterwards, because I was hoping that the press would come and interview me or take pictures. I was actually hurt when my wife didn't pay too much attention to the whole story. What I learned was this: I'd like to have glory just like any other braggart, it's just that I'm too ashamed to try it. But I learned people brag because they- don't feel appreciated. From now on I know this. Despite my desire to want glory for it, I will act in emergencies. All braggarts whether they are noisy ones, like some people I know, or quiet ones like me, are eager for attention."

Jim learned to accept his real self and soon found that he better understood others. If you can accept your own self, your own feelings, your own background, abilities and short-comings, then you can accept almost anyone.

YOU MUST DECIDE WHO YOU ARE

Since we were raised to believe that the standards of others are the "right" ones, most of us grow up feeling mildly or completely inferior.

If we use absolute values or others' norms, we will always come out second-rate. This was the case with Pete

Pete had an older brother who was good at everything. Pete was an enthusiastic youngster and took to competing with his older brother in everything. His brother didn't like it particularly, but tried to be a good sport about it. Pete loved to win but became sullen or despondent when he lost. If Pete's brother lettered in football, so would Pete. If his brother dated a pretty girl, Pete would try to date one prettier. Pete was often quarrelsome and touchy.

Pete's brother one day announced that he was going to be married the following year. In keeping with his competitive attitude toward his brother, Pete eloped before six months had passed.

Pete now had to assume many responsibilities and he quit college to look for a job. He was a tough competitive person in lots of ways, but had difficulty staying in any one line of work.

Pete became disenchanted and the job changes had caused financial worries. He and his wife began quarreling so Pete went home to visit his folks for the weekend. He began to feel like a failure and his feelings of guilt were becoming stronger.

He spent a long time talking to his father and over the weekend he came to the realization that he had been a copycat all his life. If someone did something, he had to do it as well. All his life he had basically been doing what everybody else did. He had never really done anything he wanted to do, and he didn't have the slightest idea of what he wanted in life.

He realized that he felt inferior because he immediately looked to the sharpest man in any situation as being the person he had to beat.

He could not accept his own immediate level of proficiency. It was now clear to him why he had always been such a poor loser. For the first

time he began to look at his own abilities and goals and he quit comparing himself to others.

You must learn how to compare yourself with your own norm or standard. That means you must be able to look at your background, your education, and your experiences to generally determine how these influences helped create the man you are today. It is the man, that you have to understand and accept.

GREAT EXPECTATIONS

We hear so much about how things "should have been," or "what I should have done." It is easy to have 20-20 hindsight. When people compare themselves to absolute standards they are often hurt. This is because they are trying to measure up to the other fellow.

So comparing yourself to all the "shoulds" and all the "musts" and all the "bests," you come out as a pretty sorry specimen. And you feel inferior.

People with inferiority complexes then make a second horrible mistake: they try to "catch up." They try to do too much, too soon, too hard, too fast. They try to be the absolute best in some area or in all areas, constantly trying

for perfection. They refuse to accept anything but the perfect self, and are on such a narrow road that they have no room for mistakes. To make a mistake eliminates perfection and so when mistakes are naturally made they are magnified out of proportion. Here is a simple example to illustrate the point.

Martha had always been told that anyone could judge the character of another individual by the way they dressed and handled themselves.

People who looked a certain way or dressed a certain way or used certain words were simply "bad people," and one should not associate with them. Mistakes in manners and appearance were severely punished in her family.

This attitude had a profound affect of;Lanha. It made her dread

mistakes and feel guilty when she made them. She became so careful and neat about how she looked to others that people felt uncomfortable around her. Martha became exceedingly select in the people she chose to know and it made her rather critical of others. This attitude often left her lonely and out of things - people shunned her and her feelings of loneliness increased.

When Martha finally married she tried to be the ideal mate and expected the same of her husband. On the one hand she tried to do everything with perfection. If she burned a meal, or forgot a dentist appointment she became easily upset. On the other hand, many things her husband did were not acceptable either, since she judged him by the same nonns that she judged herself. Due to her over-restraint, ;Lartha became extremely anxious and would over-react at the slightest problem.

Her outbursts made her feel guilty and she tried harder to repress her natural feelings.

Accepting reality is the first step toward self-realization. Most of us look at ourselves "as we would like to be" instead of how we actually are. Getting to know the real self is interesting, even fascinating. Getting to know others is even more so. If iMartha, in the preceding story, could have stopped striving for perfection she may have found out that her real self was thoughtful and compassionate.

MAKING SUCCESS A REALITY

It is well to accept the idea that comparing yourself to others causes an unrealistic self-image. If you compare yourself with others, you run the risk of developing feelings of superiority or inferiority.

There are simply no inferior or superior human beings. The equality of man is the only proper truth. In fact, only a person with an inferiority complex can desire to be superior. Psychoanalytic research confirms that a superiority complex is more often a sad and hopeless coverup for

feelings of worthlessness and despair.

Making an effort to quit being so inferior only reinforces the idea that you are. That's why self-image psychology does not start out with self-improvement. If you have to improve yourself, it means that the present self is unacceptable. People who consider themselves unacceptable cannot react properly to life, despite all kinds of will

power.

Remember our drawing in Lesson No. 1 on how your self-image functions? Self-image psychology tries to instill self-understanding first.

Self-acceptance first. Self-respect first. Then with a positive ego ideal, you believe and react to the good in life, rather than the evil and hopeless.

To sum up, at first, you don't really change your personality at all.

You look at yourself under a new and more realistic light. Only when you accept yourself, can you be yourself., New experiences build a new self-image, a new behavior and a new personality.

Whenever you experience feelings of inferiority, ask yourself these questions:

1. Why do I feel this way?
2. How did I get the habit of reacting this way?
3. Is it really true what I feel?
4. Is it that important?
5. Can I do anything about it?
6. Can I accept it?

You begin to get sold on yourself by understanding your human development, by dropping the standards of others and finding your own.

You improve by remembering the things you've done well, and by

getting the computer aspect of your mind to reflect previous successes so that you can see yourself in a favorable light. When we see ourselves favorably, we become more enthusiastic - a quality that shapes success.

Everything you need for success is already inside you. By remembering your past success you can assure yourself that some success is possible right now. You recognize, most importantly, that all things considered, you are a success right at this moment.

FREE YOUR CREATIVITY

YOUR MIND WILL WORK IF YOU WILL LET IT

Sometimes we wonder how people can say just the right thing, how they manage to slip in just the right comment to make everyone roar with laughter, how they manage to "think-up that angle", or where they get that good idea. How do they DO it? They seem so relaxed!

Relaxed?

Would you believe that being relaxed is the cause of their creativity. They aren't relaxed because they're creative - they're creative because they're relaxed!

Most of us would like to be creative, and so we think and think and think and try to come up with great ideas. You will recall that we talked about the mind performing functions Like a computer. We recognized that it is the job of the computer operator to feed data into the programmed machine, and then to leave it alone.

We also said that the subconscious - storehouse - computer aspect of the mind would function if the temperature was correct, that is, if we are relaxed and if the time is right. For this reason we need to act and live as if the answer already existed, because it really does already exist buried somewhat in the subconscious.

What do most of us do? Well, first we try to avoid the suspicion that there is a problem at all. Then we reluctantly react as to the possibility that one could exist. Soon it starts nagging us. We think about it on the freeway, during lunch, during a brisk round of golf, as we take off our shoes and when we prepare for bed. The problem haunts us, throughout our waking and conscious hours. We need an answer. It should start to become obvious that in this state of mind it would be difficult to arrive at a meaningful solution.

Unfortunately for most of us, we have been trained very early in

life to solve all of our problems by thinking about them with conscious thought and effort. We sit down and concentrate on a complex math problem, or history assignment, or a reorganization diagram, or a territorial reassignment routing plan. This sort of process is equivalent to trying to tear down a hill with a snow shovel or fill a dam with a wooden bucket. It has to be big enough to do the job - and the conscious mind can only handle one idea at a time. One of our biggest problems is using the fore-brain far too much, the fore-brain is no more equipped to handle the problem than a computer operator is equipped to do the computer's job.

Remember, you have a built-in computer with all the memory banks. The job of this computer is to digest and properly file large amounts of material and to issue the information upon request. Your mind will naturally do all of this if you will let it!

LEARN TO RELAX

How often have we tried to remember someone's name only to find that it came to us after we had quit trying?

How often have you been confused for a long time about something quite serious, and then suddenly saw a picture in your mind, or had a sudden idea that brought everything into focus?

Most of us, thank goodness, have had a number of experiences like this, and they make us kind of wonder. What is pitiful about the whole thing is that your mind is made to function that way most of the time. If you learn to: 1. Really look at the problem, 2. Think all about it, 3. Then forget about the whole thing, and 4. Go about what you were doing then, 5. Your mind will kick in the answer automatically.

In his book on VITAL RESERVES, William James said "If we wish our trains of ideas and willpower to be copious and varied and effective, we must form the habit of freeing them from the inhibitive influence of reflection upon them - egotistical preoccupation about how

everything is going to come out. Such a habit of leaving yourself alone, like other habits, can be formed. Prudence and duty and self-concern, emotions of ambition and emotions of anxiety have of course, a needful part to play in our lives. But you should confine these feelings as far as possible to those occasions when you are making your general resolutions and deciding on your plans of campaign. But once you reach a decision and action is the order of the day, then you should dismiss absolutely all responsibility and care about the outcome. Unclasp, in a word, your intellectual and practical machinery and let it run free, and the service it will do you will be twice as good."

Two stories help illustrate our point.

In June, of 1967, a puzzled and concerned employer of one of our sales students came into the Seattle Office. The man he had in our program was performing unacceptably at work. He would slap a bank president on the back and in general forced himself to be carefree, confident and cheerful. Many people resented his actions and it was apparent that he was scared, confused and felt completely out of place.

The employer, confused over the situation, admitted, "I just don't know what to do. Do you suppose you people could help me?"

Two members of the staff sat down and listened to the man. He relaxed completely and unfolded the whole story of how he had gotten involved years before with the family through a real estate transaction.

He relived a large number of personal experiences and feelings and refreshed all that had happened between he and this student over the years. Then he asked for detailed reports on the employee's performance in the program. He listened with intentness, smiling at mutual observations from the leading trainer who talked of the student's production in class. Then he carefully looked at all the tests on the student and the conclusions that had been reached. When we had finished he sat back, put both hands on the table, sighed and said, "Well, I still don't know what to do."

At this point it was suggested that he had done all he could and that he should forget about the whole thing until he got an idea. He

agreed, called his office, went home and changed clothes to go golfing.

He called two hours after he had left the office, and told us that just as he was sizing up his shot for the fourth hole, he suddenly said to himself, "Fire him!" He had picked up the ball, marched to the clubhouse and called his secretary, telling her to get the employee into his office at 8:00 in the morning for his final interview.

His employee took the news with sadness and relief. He confessed that he felt very inadequate for the job and within two weeks he found a job that he felt was the right size for himself at this point. Everyone felt better all around.

Another example deals with a national company which manufactures huge log handling and earth-moving machines. The owner of the company lacks a formal education and actively lectures on religion all over the country. He spends so much time saying that his secretary recently computed that for every waking hour, he travels 125 miles.

On one particular day, the Engineering Department was straining to work up the specifications on a new piece of machinery, when they ran across a snag in a vital gear box that couldn't be solved. After one man had tried to solve the problem unsuccessfully, he quietly solicited help.

Soon the whole department was pouring over blue prints and drawings, trying to fix the important gear box.

Reluctantly at last, the owner was called for a briefing on the problem. He relaxed completely and asked to be shown all the drawings.

Finally, after looking at everything, he told the whole exasperated Engineering Department not to worry about the problem - "I'll take care of it myself." The members of the Department looked at each other with reservation. What could the owner do about this complex problem with a sixth grade education?

That afternoon the owner boarded his private plane to fly to Paris.

A companion on the trip excused the executive when he decided to sleep on the way over. Three times during the trip the president woke up, pulled a pad out of his jacket pocket, took down notes, then returned immediately to sleep.

When the two men landed in Paris, the companion asked him what he had written down in his notebook. The owner turned to the man and with a puzzled look on his face and said, "I slept on the way over." The other man said, "Yes, I know you slept on the way over, but you also woke up three times and wrote some information down in your notebook." The executive looked at him as if one or the other was mad. Finally at the other man's bidding he reached into his pocket and pulled out the notebook. He opened it, studied its contents and finally broke out in a smile saying, "There she is." Immediately he got on the phone and called the befuddled Engineering Department and let them know that the problem was solved.

Most of us go about worrying how we are going to pay bills, get a raise, change jobs, pursue a career or improve our marriage. This act of worrying so tightens our mind that the very channel to an answer gets strangled off. Rather than becoming increasingly expert at worry, anxiety and dread, we should trust our equipment, and go through the following process.

FIVE GOOD QUESTIONS

Number one. Is there really a problem? Number two. What is it?

Three. Do I sincerely want to solve it? Four. What is everything I know about this problem? Five. Is there a solution?

If there is no solution by the time you get to number five, and you have looked at all the facts you can - honestly, then the only thing you can do is to forget about it. Relax! Sleep on it. Refuse to even think a moment about it. Play golf. Read. Do anything, but keep your conscious mind away from your problem.

If you continue to worry you only jam the mechanism and nothing will happen. If you really do forget about it, the answer will come very quietly and simply later on. Once you get the answer, act on it. Do not

be concerned if you should make mistakes. At least you are taking positive action. This is important because the guidance system has to be in a moving missile before it can connect anything.

One further thing can be said about ideas which are generated in this manner. The system works amazingly well and skill can most certainly be developed. However, one additional point is important.

Once the idea is received it needs to be acted upon quickly. That doesn't mean, though, that you cannot actually check out and refine the idea. Very often the subconscious answers the core and overall problem but working out the details is a function of conscious thought.

If you want to be a creative person, you will have to learn to let your mind relax. You cannot force it to become creative, only allow it to do so. It is a beautifully humbling fact about the enormous dignity of the human system, that it simply reuses to function properly unless it is treated with understanding and respect.

Here are eight rules for freeing up your creativity.

1. Do your worrying and sweating before you decide, not afterwards.
2. Live for today, don't dwell in the past, or try to grasp the future.
3. Be aware of life around you: stop, look, listen - and appreciate.
4. Accept yourself and things as they are right now.
5. Do one thing at a time.
6. Write down your problems and duties on a slip of paper before

going to sleep - get them out of your mind and down on paper.

7. Take vacations, breaks, and naps when you need them.

8. Work quietly when you feel best.

Remember you can be highly individual and creative, if you will just get out of your own way. Relax and let your mind run free.

HAPPINESS IS A HABIT

THE MIND CAN CURE ITSELF

If we can learn to relax, the subconscious is released from worry and tension and it immediately sets about healing itself. A physical wound will heal itself quite quickly, if you will give it proper attention and then leave it alone. So also the mind has a way of healing itself, since the success mechanism has a continuous built-in striving for happiness and success.

The mind is much like the body insofar as it continually strives for health. Good ideas are like medicine and vitamins for the mind, but the main curative processes go on spontaneously and naturally, just as medicines and vitamins only assist the body in a job it is already doing. However, we often prevent mental cures as well as physical cures, by continuously picking at our and other peoples mental, emotional and physical hurts and sores. When we relax and accept ourselves we let reality get to us. Here we begin to find life very interesting and rich in detail. When this happens and we quit thinking about ourselves, our mind gets busy and will cure itself.

In the famous Gifford lectures which he held at Harvard University, William James was able to cite example after example of people who had tried for years, unsuccessfully to rid themselves of anxieties, worries, and feelings of inferiority and guilt. By making continuous conscious efforts to be free of them, they found that success finally came when they gave up the struggle consciously, and stopped trying to solve their problems by thinking about them. "Under these circumstances," said James "the way to success, as vouched for by enumerable authentic personal relations, is by surrender, passivity--not activity.

Relaxation, not intentness, should now be the rule. Give up the feeling of responsibility, let go of yourself, resign the care of your destiny to higher powers, be genuinely indifferent as to what becomes of it all -it is but giving your private compulsive self a rest, and finding that a greater self is there. The results slow or sudden, great or small, of the combined optimism and expectancy, the regenerative phenomena which issue on the abandonment of effort remain firm facts of human

nature.**

THE FIRST STEP TOWARD HAPPINESS

In his book, MAN IN SEARCH OF MEANING, Dr. Viktor Frankl, says that people who try to push their way through the door to happiness are certain to fail. The door to happiness opens inward and the harder you push against it, the more it closes against you. Even the very gesture of stopping before a door, reaching out, gripping the handle, and then pulling inward and stepping back reveals the emotional and physical posture necessary to any of us if we will be happy. We must open ourselves to others, to life, and to reality. This relaxed newness makes life pleasurable, interesting and exciting. We feel everyone would be happy, if all of life were that way.

From the beginning of this series we have stressed that you will react to life based upon your positive or negative self-concept. That means that we do not respond to facts as they are, but to facts as they appear to us or facts as they affect us. Even largely good things will have an unpleasant affect on a person with a negative self-concept.

He can go to a beautiful new housing development, well planned, neat, fully equipped, tastefully distanced and so on, but dislike the whole thing because most of the lawns are still mud or because he found two shaky bannisters. Comments from such a person will be negative: "Boy, they just throw up a junky crackerbox these days, and then charge you a fortune for them. These crooks are so eager to peddle this junk, they can't even wait for the area to look presentable before they let decent

people in." We are all guilty of this kind of unhappy behavior and petty negativism. As long as you react to life this way, then happiness is impossible. But the real problem is, what do you think of yourself?

Your reactions will be based upon your self-concept.

Which brings us to the main point. Happiness is a state of mind wherein, for the most part, your thoughts and reactions are pleasant most of the time. That means that happiness should be a habit. It is an ability you must form and establish as one of your virtues.

From this simple idea a few other ideas now rather naturally. For one, success does not cause happiness, but the other way around happiness precedes and causes success.

Suicide among those who are considered wealthy or well to do is not uncommon - which leads us to believe it is more important to be happy than rich.

To illustrate that point: A wealthy West Coast executive sitting in an exclusive club one evening, revealed to another executive that he was in the process of being divorced by his wife, had alienated his children, was bitterly lonely and had no goal or purpose in his life. In his haste to get rich he had lost all ability to live, feel and enjoy the things that really mattered.

Happiness is not something that happens to you, but must be learned. Happiness is not to be confused with pleasure, for often the pleasure seeker is a deeply unhappy person. You can buy pleasure, but you must achieve happiness.

People may have rather dull lives with only spots of brightness.

Consequently these people are usually unhappy or negative in their attitude most of the time. They possess sporadic happiness, meaning they are happy for a few episodes a year, but the major theme of their lives is negative or unhappy. These people reinforce this tendency, by thinking, "I'll be happy when I change jobs" or "I'll be happy when I get a raise."

To further illustrate how we attach happiness to things and experiences yet to come, let us explore the unhappy life of Janet. Her

early memories of being happy always focused around holidays, and she managed to be cheerful and relaxed especially at Christmas, Thanksgiving and Easter. Once the holiday was over, however, she was hurt and felt bad because it was gone. The next holiday always looked so far away.

So she would go into her slump, looked gray and sullen, seldom talked to neighbors, ate quite a bit, and didn't show many vital signs till the next holiday came into view. Her family had a hard time enjoying her cheerful moods, because they knew they wouldn't last and even Janet now was picking up a touch of anxious overexcitement, clinging to the holidays with all her might, and trying to gain as much pleasure out of them as possible. Even now she stands a good chance, in her anxiousness, of losing the only thing she enjoys.

We are not born happy -- it is learned. Happiness is achieved in the here and now, not in some distant place or some future date as in the case of Janet.

Happiness is now or it is forever in front of you somewhere, sometime. Thinking that you will be happy someday quickly becomes an attitude or emotional habit, and you walk through your whole life chasing the rainbow of happiness, which you have unwittingly placed in front of you.

A little girl named Lisa did much the same thing. Lisa was an insecure child and was always looking for something or someone to make her happy. Her parents were frequently hard with her and then felt guilty afterwards and over indulged her with gifts and toys. She lived her life divided between tears and ecstasy, with very little normal contentment in between.

At a recent birthday party given in her honor. she didn't want to play games with her guests because she was looking forward to the snacks and candy. When she began to withdraw and pout her mother broke up the games early to get to the refreshments. As soon as she started eating, she became worried about the cake and wouldn't eat anything until the candles were lit and the ice cream was served. She never finished her cake, though, because she insisted that she open her

presents. She opened the largest first and rushed through package after

package. She tore open the last package, looked around at all the

children with a strange bewilderment -- and started to cry. She had

nothing more to look forward to.

Many of us do the same thing by putting happiness always a little

in front of us, instead of enjoying what we have NOW! Happiness is not

something that comes to you because you are good. We must put forth

conscious effort and work toward being happy, because it would not be

understood or appreciated if it was just handed to us. Be happy and

kindness, generosity, self-control and all other desirable states will follow

in suit. An old Dutch proverb rightly proclaims: "Happy people are never wicked."

Spinoza made his great contribution to Western thought: "Happi

ness is not the reward of being virtuous but is virtue itself." We are not happy because we control our animal nature, but on the contrary, because we are happy, we are able to control it. So being good or virtuous will not make you happy, but being happy you'll be good, kind, generous and gently disciplined.

For instance, Ned had a terrible time controlling his tendencies to

oversleep, overeat, be angry, ridicule others, and lie. He seemed to feel unhappy most of the time.

Through study and a helpful companion, he found that he was basically a fine person - intelligent, curious, honest, quick to learn, willing to concede, and so on. Little by little, he developed a self-understanding and self-image which allowed him to worry somewhat less. As he became more relaxed, cheerful, and developed the courage to be himself, he found that work became challenging, that he didn't want to oversleep, that he didn't get angry because he accepted the truth about himself and others, and that he now pursued things with sincerity and real interest.

He said, "I've been trying to discipline myself for years. What I really needed was to take care of my basic needs for self-respect and self-confidence. Once I started to accept and believe in my own worth,

the vicious tendencies I thought I had just sort of melted away without too much attention to them." In Ned's case, happiness preceded and caused goodness. All his attempts to be "good" failed until he became a happier person.

Seeking happiness is not selfish, it is your first duty. If seeking happiness is not selfish, it is not a moral issue. You'll hear people say that they would be happy if they were rich. What they really mean, is if they were happy they would have the drive, creativity and energy to get rich.

YOU ACTUALLY NEED PROBLEMS

People think that they would be happy if they didn't have any problems. In some cases it would be very pleasant to have a life completely devoid of any conflict or care. It is a scientific fact that happiness is not possible without some conflict.

In the case of Harry the need for conflict became apparent after the third year of what appeared to be a dream marriage. To understand more clearly Harry's situation we must know something of Harry's background. Harry was raised in an impoverished and negative atmosphere causing him to leave home at an early age. With great desire and determination Harry set himself to the task of completing high school and college all on his own. During this time of working his way through school Harry set a goal of being a \$10,000 a year man. To Harry this would have been the pinnacle of success.

In his senior year of college Harry fell in love and was married. It was at that time that Harry's problem began. He found that his wife was worth \$40,000 a year.

Harry's goal had been \$10,000 a year for so long that it was difficult for him to adjust to his new status. He became resentful, unhappy and began to feel insecure due to lack of direction. It was necessary for him to seek psychiatric guidance and make a conscious effort to reestablish practical goals. It was discovered that the instant wealth had served only as an instrument of personal self destruction and ego deflation for Harry.

Harry is now living a happier life, with involvement in his own business. He is now experiencing conflict, and has afforded himself the opportunity of a full life.

Happiness does not depend on externals. Even the most active and wealthy life can be basically meaningless and unhappy. Here is one of the most beautiful yet sad statements on this subject. It expresses the dilemma of the man who thinks that things, people or possessions will make him happy. It's a serious mistake and it has no remedy. "I have now reigned for more that fifty years, loved by my subjects, dreaded by my enemies, and respected by my allies. Riches and honors, power and pleasure, have waited on my call -- nor does any earthiy blessing appear to have been wanting to my felicity. In this situation I have diligently numbered the days of pure and genuine happiness which have fallen to my lot: They amount to 14."

A pychologist by the name of Dr. Matthew M. Chappell, said the following: "Happiness is purely internal. It is produced not by objects, but by an attitude which can be developed and conacted by fhe individual's own activities. irtespective of his environment." Happiness is good medicine and we function better when we are happy.

THE POWER OF HAPPINESS

Memory is improved when we are happy; you see more acutely, your hearing is better, food tastes better, ideas come abundantly, energy flows well.

The doctor told Mrs. Demonay that little Frank might stand a chance of living and being normal if she took especially delicate care of

him. Frank had been such a lively, vivacious youngster until he contacted rheumatic fever. So Mrs. Demonay treated Frank like the fragile and temporary human glassware he was. She took such tender care of him that she became a local legend. So did Frank.

His mother would carefully lay the little seven year old down for his long daily naps, and Frank obediently and happily slipped into bed.

As soon as his mother left, he would climb out the window and play with the other children.

Two years later this same doctor said to Mrs. Demonay, "That's

strange, it is almost as if he had never had rheumatic fever at all - you are certainly to be congratulated." It seems that Frank's sheer, joyous intention to live is what cured him. Medical science has long recognized the relationship between physical health and inner happiness.

Unhappiness, however, literally causes sickness. Many forms of disease are just that, "dis-ease," discomfort, distress -- unhappiness.

Some of the commonest diseases are caused by unhappiness. Headaches, backaches, many skin rashes, high blood pressure, ulcers, asthma. The American Medical Association said recently that fully 90 per cent of all heart cases are psychosomatic. And a small group of progressive physicians is even postulating that many forms of cancer might be caused by tension, hatred and anxiety.

Since we pointed out that happiness is a habit we may also point out that unhappiness is also a habit and a skill, and that most of us simply picked it up easily and have become good at it. Very early in life we learn that all we have to do is to get unhappy enough and others will care for us. That deeply instinctual insight prompts us to react to many things with unhappiness, dissatisfaction and hurt. Those reactions and feelings are quickly taken up by the system as ways to success and fulfillment and we unconsciously carry them right through to our adult life. When they begin to create havoc, we sometimes wonder what's wrong with us. Nothing is wrong. We have simply developed the "wrong" habits.

If you are ever going to be happy, you might as well resi•n

yourself to Lincoln's old adage "Most people are about as happy as they make up their minds to be." We need to be able to stop being emotionally manipulated by external forces, people and conditions. It is your right to be happy. You don't need to be unhappy, and you can form the habit. The whole process of achieving happiness starts with you liking yourself.

HOW TO OUTWIT FAILURE

HANDLING HAPPINESS

Just as happiness precedes and causes success, so does unhappiness precede and cause failure. Just as happiness is learned, so is unhappiness learned. Unhappiness is an emotional habit.

Since unhappiness is so destructive we should look at the symptoms of unhappiness and failure, so that we can understand them, avoid them, and generally outwit them. We are going to talk about the symptoms of the failure prone personality, and try to see how they are caused by a poor self-image and how they reinforce that unhappy idea.

We should take a moment to realize though, that everyone feels unhappy from time to time, and that if you have trouble, you're by no means alone. Most seriously unstable personalities, when seeking professional psychiatric assistance, think they are probably the only ones who have felt so hopeless or who ever did such horrible things.

Fortunately such people are wrong -- any one of us can experience such feelings.

In the unhealthy personality, the negative emotions, the fear, hatred, anxiety and guilt are felt as strongly or even more strongly than in the healthy personalities. However, we suffer these feelings over appropriate situations and not for too long a period of time. Everybody has these feelings and they are necessary and vital ones. They should not, however, rule our lives.

To illustrate how these feelings can be controlled, we are reminded of a sales manager named Howard. Howard was known as an unusually enthusiastic and dynamic sales manager and had a sharp, quick wit. His men admired him, and his success in many areas was widely recognized.

One day the President of his company walked into his office and

Howard obviously looked bad. His boss commented that it was actually

pretty unusual to see Mr. Cheer looking like Mr. Blue. Howard looked up at his boss, grinned tiredly, pushed back his chair, and said "Don, it's crazy, but I get these periods now and then when I feel a lot of doubt about my abilities, and I feel guilty about duties imperfectly performed. I think a great deal and do a lot of reading. When I finally do run across an idea that changes my mood, I'm genuinely enthusiastic.

That's why the ideas that I teach to others come across, I suppose. It is these occasional weak periods that keep me learning, keep me humble, that make me think. And often it is just the sense of relief when doubt quits, that makes me enthusiastic. I've always accepted my negative moods because they kind of provide the dark that makes the light real light. Sounds comy I suppose, but it is real for me."

We all have the feelings we are going to discuss, only most of us fear them and hate them. We can learn to handle and manage and live through these kinds of feelings as Howard did.

RECOGNIZING THE SYMPTOMS

The first symptom is **EMPTINESS**: Boredom, tiredness, tastelessness, the "so what" feeling. This symptom is a defense mechanism caused by many disappointments. By not caring at all, at least we don't suffer the lash of additional disappointment. The person who is suffering from emptiness and boredom usually strangles off his impulses and desires as soon as they come to the surface. It is an inappropriate response to problems and disappointments because after awhile all life becomes gray and meaningless. It cuts down our eagerness and curiosity, and when that is gone, we cannot see that life is valuable.

GUILT: is a deep cause of unhappiness. It comes from actual or imagined wrong doing, or faults. Guilt is all right as long as it makes you change. It can be destructive if it lingers on. Guilt, prolonged and chronic, causes depression, fault finding, condemnation of others and

self. Guilt is the result of not seeing all the facts that go into our behavior, and is reinforced by invoking absolute standards, or other people's standards, or measuring ourselves against perfection. Guilt means we cannot do the generous thing called forgiving and forgetting.

Guilt is very much associated with ethics and morals of course, and since these areas are beyond our scope, let us say that some guilt is acceptable, but a chronic sense of guilt is unacceptable.

The following example illustrates the extent to which such feelings manifest themselves. Joe was the type of person that tended to harbor many guilt feelings. One of the things that bothered him most was smoking. He felt it was self-punishing, expensive, dirty and dangerous.

Every cancer ad cut through him like a knife.

One day Joe encountered an old friend who was a professor in sociology. As they talked the professor took out a cigarette and lit it up. As Joe lit a cigarette for himself he had feelings of guilt and expressed these to his friend. The other man looked at him and casually remarked, "I've had this fondness for tobacco for years just as I like potato chips and coke. I kind of expect these things in myself." It impressed Joe how the other man seemed so good natured about his weakness and felt much less guilty.

Over the next few weeks Joe admitted his fondness for tobacco, and began to regard it with affection instead of guilt. He noticed the force of habit in his own life and in the lives of other people and began to understand how they got that way. Soon he decided to smoke only if he wanted to. To Joe's surprise he found out that if he smoked when he really wanted to smoke, he smoked much less. Soon he looked forward to smoking and one pack lasted him about four days. As a sideline Joe took up some excellent breathing exercises which helped him to relax and reduce the desire for smoking. It was also incompatible with the habit of smoking. As Joe put it, "Even if I never quit now, I don't feel guilty. If I smoke I enjoy it, if I don't smoke I enjoy that too. ••"

ANXIETY: Tension causes unhappiness. Anxiety is that constant

over-attention to self and life, which is based on the feeling that things may not work out. The anxious person

sees himself as a likely loser and hence is anxious over everything - any little loss just forebodes e•eater and more disastrous losses. The anxious person is often hurried, rude, tired, and easily angered.

Tom was one of those anxious people, always in a hurry to get what he wanted. One of the ways (among many others) that it affected him was in his driving. It was costing him about eighty-five dollars a year for minor speeding tickets. He realized one day that his speeding was caused by anxiety and his anxiety was reinforced everytime he was stopped by the police.

Today Tom just coasts along, enjoys the sights, his car, the radio, his driving skill, and looks for chances to be of help to other motorists.

When he drives, he knows he can't do anything concrete about any of his problems so he relaxes. Now he gets places refreshed and in good humor. He also experiences many ideas while he's driving and keeps a tape recorder on the seat of his car, so that he won't lose any of his ideas. Tom stopped this anxiety by learning to enjoy driving.

CLOSE MINDEDNESS is a symptom of the failure prone personality. It is caused by the idea we must always be right -- that to be wrong would destroy the only ego ideal we can accept; the absolute or perfect self. Since we cannot be perfect, the closed minded person will go to great lengths to prove his position correct. He's often a miserable person because he cannot accept the real, fallible, genuine self.

EGOCENTRICITY: Thinking about one self all the time is an indicator of this characteristic. This can be a terrible prison wherein one is always conscious of his every act, desire, emotion, need, and feeling.

The egocentric person still sees himself as dependent upon life to make him happy. He has not recognized as yet, that life is not for the go-getters, it is for the gogivers. The egocentric person basically considers himself special and different. He needs everything because he is getting nothing from himself but contempt.

UNCERTAINTY: The uncertain person sees himself as uninformed

and confused. As such, he wants too much to be right. Rather than go ahead and make a decision and risk being wrong, he makes no decision at all. This keeps him stymied and inactive. By never making decisions he hopes to clear up his indecision. People who go through life hoping that nothing happens experience just that -- **NOTHING!** The indecisive person procrastinates forever and so he does not get the chance to seize upon the ideas, the people, and the opportunities that could change his life.

RESENTMENT: Resentment is a deadly poison. Resentment uses human energy in great amounts. Resentment is a way of making you feel morally superior to others by hating them and blaming them. As a slave for the ego, resentment is a cure worse than the disease that caused it. It is derived from a guilty conscience, and from the feeling that others make you feel a particular way. Only you can make yourself feel a particular way. You are responsible for your own feelings. Since the resentful person blames his feelings on the evil actions of others, he is still an emotionally dependent soul, and basically lacks self-reliance.

EMOTIONAL INSTABILITY also causes unhappiness and failure.

It means by this the unrealistic behavior whereby a person on the one hand can be enthusiastic, cheerful and active, while on the other can become extremely despondent, unable to stir himself to positive movement. In its most severe instances it is a form of mental instability called "manic-depressive." It is caused by a low and deprived self-concept which now and then gets terribly excited, because success looms possible, and the self-doubt and self-hatred undermine this joy and all becomes hopeless. To cure this inappropriate reaction, we must learn to control both ends of the emotional swing: Cooling our enthusiasm at the top, and maintaining humor and perspective at the bottom. After all, the mood will pass, but when it does, do not allow a needless expenditure of emotional energy.

LONELINESS is a deep unhappiness. It is caused by alienation and lack of oneness within one's self and with others. The lonely person cannot accept others either, so he finds fault with them beforehand,

withdraws from them even further, and deepens his loneliness. Loneliness is overcome by forcing yourself to mix and mingle with people.

After awhile you may find yourself getting so busy and occupied that you forget the loneliness. Once the real personality actually shows through to people, people will like and respond to you.

Here is a case of how one person conquered her loneliness. Melinda was not a pretty child, but that was only the smallest part of her problems. She was an epileptic. Her parents were shocked and horrified when Melinda had her first attack at age seven. They tried to keep the whole thing quiet and in so doing developed an atmosphere of secrecy and guilt around the girl. She attended school and did well, but everyone knew she was "different" and avoided her at all costs. Her loneliness was more mental. It was hardly a surprise when she ran off with a 16 year old boy at age 14.

Her marriage did not solve her loneliness problem, and the two youngsters put up with many relocations, no income, and no permanent friends. As their fortunes declined they moved to lower income and more impoverished neighborhoods.

Finally, in a migrant labor camp, Melinda discovered herself.

Another migrant came to her with a letter one day, asking her to read it for him because he couldn't. It was almost the first time that anyone she could really help had ever asked her for anything. She read the letter, gladly, and then asked if the man intended to reply. He said that he might if he could get someone to write it. Melinda said she'd do it.

This simple act resulted in her working with seven adults that summer teaching them how to read and write. Today she is a therapeutic teacher for children with reading problems. She hasn't been lonely for

years.

To get over loneliness one must seize opportunities to get involved with people. The worst thing that we can do with these feelings is hate them and hide from them. We can quietly switch to other feelings or we can become actively involved.

CONTROLLING YOUR EMOTIONS

Modern psychology has discovered that unexpressed emotions negatively affect the mind and body of the individual restricting them. Emotions are powerful forces that need to be released in some way. For that reason, psychologists point out that good emotional control is maintained by experiencing our emotions and allowing them to go through their natural processes. Let's look at this a little closer.

Let's say that you start to get a feeling of guilt. Most of us stop, hold in, or repress the feeling of guilt and force ourselves to relax, or work, or otherwise keep on going. Don't forget that when we feel guilt, we must feel guilt somewhere within ourselves. Lots of us feel guilt in the pit of our stomach. In order to quit feeling guilty, you must ignore messages from the stomach. So we do. But many feelings are experienced in the stomach -- excitement, warmth, peace. You are ignoring then, all messages from it. In order to prevent guilt you may ignore many other valid feelings. In addition, your effort to strangle off the guilty emotion can cause such tension in that area that you develop an ulcer, chronic nausea, a touchy digestion or heartburn. Rather than choke off emotions like the ones we have described turn these enemies into friends, experience them.

Guilt is a good example because the emotional train set off by guilt is so clear-cut. Normally if a person "fully experiences" his guilt, he then feels a bit sick and disgusted. This makes him angry with himself. If he understands this new feeling he may have the courage to apologize and really decide not to do the guilt causing act again. People who feel real guilt often repent and determine to live better. People who repress their guilt and never experience it, never really feel the full impact of their wrong-doing.

You need to experience these emotions, however, all by yourself. If you feel and experience resentment, for example, you may find yourself yelling at the top of your lungs or crying. It's courteous to do that sort of thing alone. However, a scene like that may also clearly point out to

you your childishness, the depth of your hurt, and the way you let others control you. It can leave you feeling relieved, a little embarrassed, honestly able to face the truth and much more calm.

We are not suggesting that you fully experience every little emotion that you have. We are suggesting that you get to honestly know your real feelings by allowing them to be experienced and lived. When you give yourself permission to experience your negative emotions, let the rational, conscious part of your mind observe the emotion that you feel.

When everything has leveled out again, you can talk to yourself and criticize and evaluate the situation. People who live through their emotions know they can take it. They faced it, they felt it, they lived through it - it is completed.

Remember - the system will always work toward health. If you allow the system to work, then it will strive automatically to bring you to a healthy state. Loneliness experienced can lead to self-pity and whining. Whining can lead to the most ridiculous charges and complaints. These complaints are often so ridiculous that we end up laughing at ourselves. People who laugh aren't lonely. But notice that each successive emotion must be "fully" experienced. You can't stop the process because you don't want to go any further.

The symptoms of unhappiness and failure cease to bother us if we experience them honestly and know that we can go through them and come out alright on the other side. We outwit failure by failing to be impressed with its credentials of terror and destruction.

TURN FAILURE INTO SUCCESS

UNDERSTANDING YOUR ENEMIES

In the previous chapter we discussed the symptoms of the failure prone personality. There are many others, but the list we compiled in the last lecture will do for an intelligent beginning.

Somehow we must recognize that all the foregoing personality characteristics, attitudes and reactions cause unhappiness, and unhappiness breeds failure. These human reactions can lose their repulsive quality only when we can understand their evolution within our own personality, and see them for what they are: not necessarily evil, just "inappropriate."

These characteristics of personality: guilt, freedom, loneliness, resentment, etc., militate against our happiness and adjustment and can make our life truly unhappy. Now anything that "militates" or wars against you is an "enemy." These are the enemies of the human spirit.

A young man in Palestine, once upon a time, gave us a wonderful clue, "Love you enemies." And that is just what we have to do with the human conflict we discussed last lesson. We have to understand tenderly, accept with good humor, handle gently all those emotions, whether they happen to occur within yourself or within others. This probably is a time to hate enemies and really go to war with yourself -- but the effect of understanding and love generally prevails. If you can accept the way you feel and behave, then you can accept anybody's feelings and behavior. If you can accept and understand your behavior, you will relax and will begin to face situations with people openly and honestly.

One such situation will help illustrate this point. Hal had always hoped to be able to do something significant enough for mankind -that he would be famous. When an opportunity came by that seemed to hold such a promise he poured his whole self into it. However the

venture was much bigger than one man could handle and he failed. Hal was deeply in debt as a result.

His shame over failing and his deprived need to "be somebody" drove Hal to drinking and staying away from his family. This reaction only reinforced his self-hatred and he became his own worst enemy.

Hal's company encouraged him to enroll in our program and through the course he began to see what he was doing to himself. For the first time in years he saw himself in perspective and actually saw the good and concerned human being slowly killing himself over his failures. He began to understand and even feel attracted toward this person. He thereby regained his self-respect and is now gradually mending the family ties he had nearly severed. It all started off by his realization that he himself was his own worst enemy. This was followed by the second realization that he must love his worst enemy.

ACCEPTING YOUR ENEMIES

We must not fight the symptoms of failure we discussed. We must not hate ourselves or others with those

feelings as we often do. Those feelings have deep and many underlying causes, and people aren't hateful just because it is their nature -- they are just hurt, or despairing, or confused. They simply have a habit of reacting that way, and they sometimes do not know it. Most "bad" people are good people in trouble with themselves. We see the surface or their defensive front

rather than the true human and his struggle underneath.

People put up defenses and fronts like conceit, boredom, and ugliness, to protect their sagging ego. Way down they are good and wholesome individuals. Here is an example of one such defense.

Jim was a salesman and grated on his customer's nerves by talking very loud, swaggering, and being flip. Many people regarded him as a bore and were often offended by his boisterous manners. It was revealed

later that he really felt scared and inferior to other people. Jim had the courage to apologize to a number of his customers after he was able to accept the truth about himself and drop his facade. Most people accepted Jim's honesty and attempt to change his inconsistent behavior.

From then on Jim got along with other people in a friendly and sincere

way.

Somehow we must come to accept these things in ourselves and others with as little repulsion and as much openness as we can. This brings to us the most misunderstood of all human abilities, the ability to accept, to give in, to be passive.

Passivity is not understood in our active and fast-paced society. To give in, to accept, to forgive is generally understood as a weakness.

However, quite the opposite is true. It is a form of fear, of terror, weakness, and self-doubt to hang on and on, to refuse to budge. It takes enormous strength, courage, humor and ultimate optimism and confidence to let go - to laugh and shrug your shoulders good naturedly. Passivity is sometimes the most absolutely beautiful of all human strengths, and its powers sometimes can bring tears to the most callous and sophisticated eyes. Acceptance is not weak! It is true greatness when handled appropriately.

IDENTIFYING YOURSELF IN OTHERS

We often regard those people whose lives are made dark or painful by their own tensions, angers, resentments, fears and despairs as second rate or undesirable. Nothing could be further from the truth. Most often this kind of individual is not entirely mature. Undemeath he may be scared and lonely. Someone said recently that "You can sure tell a lot about a man's character and personality by the way he reacts to children." The psychiatrist who made this statement knew very well what he was talking about. If you reject and abhor children because of

their actions and feelings then you will hate and despise yourself when you demonstrate similar behaviors. In fact, research has now shown that you only "hate" those people who remind you of the "real" you. You may now

see why you dislike some people. Aren't the things you see and dislike in them your own faults and failings?

We certainly have all these negative feelings. Now we must learn to accept and understand, and even "love" these feelings within ourselves.

If we simply dwell on them, they spread. If we fight them, they give us ulcers. If we ignore them, they loom large in the darker corners of our mind. If we attack them, they run away from us or overwhelm us. We simply have to recognize them as our feelings, understand them, accept them, and gently learn from them.

OVERCOMING EVIL

You cannot overcome "evil" in yourself or others by force, competition or criticism. People act badly because their deep basic needs are not satisfied. Until they are satisfied they will have poor and deprived self-images and bad behavior must result.

Here is an example of how force proved to be unsuccessful. Bill tried to force his wife and children into being honest and thoughtful.

He reminded them of their double motives, revealed their carelessness and selfishness, and reminded them of their duties. He became so set in this way that people began to lie to him. As time went on, even friends wouldn't do a single thoughtful thing for him. He was crushed.

Someone finally suggested to him that he was the one who was wrong. If he was to be the leader, he would have to change tactics. So Bill practiced being honest and thoughtful himself. He admitted to them that he was wrong. He became honest with himself and tried to make his people feel good and loved and understood instead of criticized, exposed and rejected. Bill didn't overcome the evil in himself or in his family by resentment, hatred or force. He accepted and overcame it

with good. He did not return dislike for dislike -- but accepted his part, swallowed his pride and did the right thing.

The person who frequently feels the unhappiness we have been dealing with has learned to feel this way from thousands of hurts, injuries and disappointments. His self-image is badly scarred and to himself he appears an ugly person. He cannot accept the man he is and he is certain that others cannot either. So he either puts up a workable front or quits trying altogether. Behind the phony front is fear, and the wall behind which we would withdraw and quit altogether is hostility and callousness. However, every basic and real personality is unique and beautiful. •We must first learn to be ourselves.

Most of us are continually wondering and worrying what people think of us and say about us. •We should actually care very little of what people think of us and a great deal about what we think of others. If you always are sure to interpret others actions in a good and healthy light, and if you actively like, accept and encourage them first, they will eventually think well of you.

The following is a good example of this important concept. The president of a large American company on the

verge of bankruptcy had a novel idea for advertising. Everyone thought that he was a stupid idealist to even think of it. The Board of Directors vetoed the idea and personal animosities arose. Interestingly enough it was the President alone who maintained a positive and understanding attitude toward everyone else, while the others exemplified hostility. Over a period of eight months he talked individually with all of the board members and gradually swung them around to his way of thinking. The advertising program was a huge success, one of the most outstanding in the history of American advertising. People were impressed by the new image that the ads created and the company emerged from its financial difficulty.

Today the company continues the same advertising program, and the President maintains the same actively positive attitude toward others regardless of their attitude toward him.

THE GREATEST SUCCESS

Such a change, the miracle of turning failure into success, or taking the unacceptable self and learning to like it, is a tremendous human achievement. It opens the way to one's understanding and acceptance of others. Under this attitude the world becomes a friendly place, indeed, loaded with all sorts of possibilities.

Our failures can be the very thing that causes us to succeed. Take the example of Karl, an eager young salesman. Karl wanted to make a fortune in sales, so he really hit his customers. They hit back, and he failed. His failure brought financial ruin. Financial ruin caused a nervous breakdown and he attempted suicide. Only an accidental mistake saved Karl's life. Today Karl is a successful business owner with strong employee loyalty. He credits much of his success on his failure. He feels that he knows now how to feel out solid ambition from bad ambition in people, and therefore hires wisely. He can overlook failure and remotivate despondent people because he did it to himself. He has the sense of the value of life and work because he nearly lost both and he is able to communicate this feeling to his employees. Karl lives life gratefully, humbly and fully today. He may never have survived as well if he had not first failed.

This whole concept of acceptance may strike you as a far fetched ideal to preach, but it is actually achievable if we approach it slowly.

GET OFF BY YOURSELF

These feelings of acceptance and relaxation can be achieved through "creative visualization" or the "quiet room" technique. If we can practice self-respect vividly within our mind's eye, find the center of repose within our own personality, and practice this skill under minimal pressure, then little by little our real behavior can begin to change. It

has been said that if you hold a picture of yourself in your mind's eye long enough, you will become what you think about. This is a very apt psychological fact.

If we can remember in detail, some old successes so that we experience them, the feeling can carry over into our real actions. Or if we can really see ourselves performing well, then we should be able to do it. Most of us, however, need to start small -- as in the case of a young man named Sam. Sam was very overworked to the point that he hated his job and got little done. He would spend too much time away from work worrying how he'd get it done.

One day Sam remembered his days in high school when he was getting top grades and was football team captain. It was a big job, but he loved it. He vividly remembered how he threw himself into one task at a time, how he gave orders straight, hard and laughingly. He remembered how he worked late and slept with a sense of accomplishment. He remembered being honored by his team and he remembered his father's pride.

From that time on, whenever Sam's duties got too much for him, he would close his office door, thereby creating his quiet room and would completely relive the whole era of his high school years. It so encouraged him that he did work better, got noticed by his superiors, and six months later was promoted to Junior Executive within his firm.

No matter what your present condition or feelings are like, you can rest assured that you are that way and feel that way for perfectly legitimate reasons. It's natural for you to be what you are and to feel as you do right now. However, if you will embrace the idea that you can be successful, you will find yourself forming small mental images, getting new hunches and ideas, walking around with new and appropriate feelings, putting ideas together in new and exciting ways, getting hopeful and enthusiastic, gradually picking up excitement and energy, and little by little turning the vision into a reality.

We cannot force ourselves to believe life is going to be perfect or that we're going to have absolute success. Most of us cannot honestly

say that we are sure we're going to make it. If we do, it rings false, and when it rings false it means that our real basic feeling is fear and doubt. We can begin to build self-assurance by taking smaller bites gradual doses of faith and optimism when they are meaningful.

A man named Tom followed this very principle. Tom was certain his business superiors didn't like him. He complained to the personnel director. "Why don't you think they like you?" the man asked him.

"Oh, it's just their attitude toward me. They gave me a raise a while back but they tried to make me feel awfully indebted for it." "How?" asked the personnel director. "Oh, just the look on their faces." The personnel director looked at him directly "Tom, is it just possible that you could be wrong? I'm sure I overheard both of your bosses say the other day that you well deserved a raise. Would you just toy with the idea that you could be wrong. I could easily be wrong myself. But just watch them. I think they actually do like you."

So Tom watched his fellow workers with an expectant rather than a defensive attitude. He applied this principle of toying with the opposite possibility to other areas. "It really is possible," he'd say, "that I got promoted on my own merits. It is possible after all." Even saying these words cheered him up. "I suppose when you really come right down to it, I just might be a better sort of person than I thought.

Maybe, I really don't know, more people think I'm okay than I have thought before." Using this same optimistic frame of mind, he applied it to many other areas. Soon his attitude of "it is possible" became generalized -- life was full of possibilities for him.

When he was dying, the famous Russian scientist Pavlov was asked what it took to be successful. Almost with his last breath, he sighed out with conviction, "Passion and gradualness!"

His words are something to remember and apply. All of us may feel badly or experience negative thoughts from time to time. It is a normal human condition brought on by countless experiences and developed unconsciously in your "computer." By learning how your mind and emotions interact with experience, you can little by little

reshape your life. It is easier to recognize happiness and success when you know and understand. Overcoming and outgrowing unhappiness is the greatest of all human achievements, and if your unhappiness is very deep indeed, you have the challenge of a marvelous and inspiring task and achievement.

THE SUCCESSFUL PERSONALITY

YOU ARE THE MASTER

By now you are aware that your life, happiness and success is completely up to you. No one is going to do your feeling for you or urge you to do well. You are completely on your own, and you are the master of your own fate.

Here is an example of a young man who relied on someone else for his happiness and success rather than on himself. Bill was a sales manager in his father's small but profitable furniture operation. Bill had always been able to depend on "good old dad" who had put him through school. When he couldn't find employment elsewhere, his dad hired him as a salesman and he did well when he worked. Only he liked golf and playing with his children and pursued fun just a little too much. His wife noticed this element in his fun and asked him if he was running scared for some reason. He denied it with a sudden startling anger and resentment that even surprised him a bit. About two weeks after his wife confronted him, Bill's father suffered a sudden stroke and was incapacitated permanently. The employees who respected William's father stayed on for a while to work with Bill but through long association they knew that he wouldn't be much of a manager. The salesmen could not rely on Bill and they left in a very short time. It became hard for Bill to hire new people. He had never learned to live on his own or to develop his own talents and abilities. The business was sold 18 months after his father's stroke. Bill had learned to rely on others for his own success and happiness. It cost him a great deal.

SUCCESS CHARACTERISTICS

Let's look at the successful and happy personality. Here is a partial list of the factors that make up the success-prone individual.

SELF-ACCEPTANCE: You should realize that self-acceptance is the most important prerequisite you have for happiness and success. A high degree of self-acceptance is based on a genuine and accurate knowledge of yourself and how you developed mentally, emotionally and socially.

It implies a wide and informed knowledge of your own humanity, and the humanity you share with every man, woman and child. The success-prone person recognizes that he did not cause himself, he did not select the conditions that would form his character and personality.

He accepts what he is and he is willing to strive on from that point.

This ability is the single most important human ability one can develop.

Here is an example of an incident of self-acceptance which occurred in the city of Seattle. One morning a horrified motorist watched a man crawl over the railing of a suspension bridge. Afraid the man would surely jump if he rushed him, the driver inched his car forward, stepped out and started easing his way on foot toward the man. When he was no more than 30 yards away the "would-be suicide" started climbing back over the railing onto the safe sidewalk. The motorist tackled the man before he had a chance to change his mind again.

When questioned later at the police station, the man who stepped back said that it seemed for a moment that he was standing outside of himself, watching himself preparing to jump. As he watched it struck him: why would anyone want to kill that man! Nobody is so undeserving that anyone should make him do that! Nobody is that bad.

Yet he was making himself do it. He suddenly saw himself as poor and sorry but absolutely valuable. He climbed back over the railing, terribly glad to be alive.

Accepting the truth about yourself is not always easy. But as long as you try to hide from yourself, you will always be uneasy, prone to nightmares, liable to sudden outburst. You may work too hard,

"accidentally" hurt others or develop ulcers.

It has been the observation of every great philosophy, religion and school of psychology that man is at the same time the marvel and the disgrace of the universe. This is true of mankind in general and individually.

We may find that despite our brilliance, quick mind and charming personalities, what we are really doing is trying to win the applause of the world. We may find inherent in our every action and feeling, this constant striving for admiration and praise. We find that the self-image from which we function is one of a scared and lonely individual attempting to conquer these fears. It may be hard to admit all truths about ourselves, but it is a first step toward self-acceptance. Only then can we learn to live for different reasons and learn to seek values and rewards that build success.

Most great men have had to recognize the truth about themselves at one time or another and have set about being better persons. They clearly saw not only the truth that hurts, but the truth that turns men into successes. This clear vision of themselves and the acceptance of the person they saw as valuable made the difference.

Try to find out what you really think you're worth. Accept both the good and the bad. No matter what your self-image may be, if you accept that individual, he will come alive and go to work for you.

Remember, all human beings are valuable and every basic personality is beautiful. Accept the truth that hurts with honesty and drive to change.

Accept the truth of your vantage with gratitude, enthusiasm and determination.

ENTHUSIASM: A second important factor is that of enthusiasm. It might best be described as vitality and eagerness. Enthusiasm is not a sudden burst of emotional energy but rather a form of deep peace and strong emotional current. From an individual point of view, it can be acquired and its achievement is born of an open and honest searching and appreciation for life. For a salesman, enthusiasm must be real and constant.

Here is how one individual came to understand the many manifestations of enthusiasm. Harry's enthusiasm was the forced, backslapping, bonecrushing sort and his sales manager grew weary of his actions. "Harry," he told him, "would you give me a hand with a difficult problem? I've noticed that you are pretty perceptive about people in general. I have to give a speech at a business luncheon and I'd like some real life examples of enthusiasm.

Would you keep your eye open for as many different types of enthusiasm as you can find and give me a personal phone call every time you see a good example?" So Harry did. He watched a child study the movements of a bug. He watched his wife try on some new clothes. He saw a lineman quit for lunch. He noticed a policeman chasing a speeder. He saw a sports fan opening the evening paper. He saw a jeweler examine a very old pendant. He watched a teenager learning to drive. He watched a blind man feed his dog. Harry saw people enthusiastically chopping wood, mowing lawns, taking naps, eating food, buying tires and fixing skis.

He saw every kind and degree of enthusiasm imaginable. He saw how each personality and mood has its own brand. After his list was prepared Harry's boss told him, "Now that you've seen so many types of enthusiasm, don't you suppose you can pick up a more pleasant brand of enthusiasm than the one you have?" Harry looked at his boss in amazement. "So that's what you've been up to!" The sales manager smiled and nodded. Through the simple little exercise of looking for enthusiasm, Harry saw how he too could enjoy a richer and more rewarding career.

RELAXATION: Relaxation is the ability to take one thing at a time, to live in the present, to clear your mind before taking on other concerns. It implies confidence, humor, presence of mind. It is based on a worthwhile self-image. The "quiet room" technique discussed earlier builds calmness and aids the process of relaxation. Used properly, we can even relax from physical and emotional pain.

Difficult as it may seem, it is frequently sound practice. Psychologists studying the nature of physical and mental pain have found out

that suffering by its nature is short, intense and tends to a state of relaxation. Any physical pain that is steady and prolonged may not be natural, physical pain - it may be a psychosomatic problem. These researchers have found that the worst aspect of emotional and bodily pain is the powerful distress resistance that people set up inside themselves to resist the pain itself. It is the individual's own inner attitude of rejection that makes the most unbearable agony.

One of the most massive human sufferings is child birth. Professional people working with this ancient and distressing fact found that women in labor furrow their faces and do everything they can to fight the spasms and contractions that are taking place. Some doctors consequently decided to go the other direction. Rather than fight nature and the natural reactions and feelings taking place, why not try to surrender to the process, flow along with the feelings and cooperate with the pain. The results? Nearly painless childbirth! The mother

(depending on her ability to go along with rather than resist the enactment) frequently had a beautiful human experience.

So the message is somewhat similar to an old saying of Christ. "Do not resist evil, but overcome evil with good." A psychologist might say

"Don't resist painful things, but rather experience them fully and overcome them by suffering the situation with surrender and cooperation." Often our inability to relax is our inability to stand certain feelings and ideas that stir in us as soon as we slow down.

One form of mental concentration and meditation is to sit down

and completely surrender to those feelings which do not allow us to relax. If we do, we may find ideas and images and feelings racing around inside at terrific speed. By allowing them to come out, the feelings exhaust themselves and deep peace may follow. People who live relaxed have a longer, more successful and enjoyable life.

THREE ADDITIONAL CHARACTERISTICS

PATIENCE: Someone once said that the very definition of maturity is the ability to wait. Patience implies tolerance of self, others, and the conditions around you.

It implies the ability to listen, and most important, the ability to forgive. True forgiving has nothing to do with the person you forgive.

He doesn't owe you anything because you forgive him. It doesn't make you morally superior to him. Forgiveness is something you do in order to remain peaceful and happy inside. True patience implies the ability for daily persistent effort. If your self-concept includes a patient self, you are or will certainly attain maturity.

UNDERSTANDING: Understanding implies insight, awareness, respect for differences, the ability to know how others feel: It further implies the ability to communicate. It is expressed beautifully in the maxim, "Don't disagree with anyone until you can repeat back to the man what he is trying to say to you -- to his satisfaction." Understanding implies the ability to listen attentively and accurately. It leads to friendship, and eliminates prejudice. If you are able to truly see yourself as an understanding person, you have developed a valuable characteristic of success.

COURAGE: If you make decisions and actually do things, you are going to be wrong sometimes. It takes courage to risk failure and be wrong. Courage is the ability to make a decision regardless of how things may come out. It is the ability to face the truth, admit mistakes, take the offensive, bet on yourself. It means definiteness of spirit, standing alone, accepting responsibility, and being willing to get hurt and make mistakes. It is, moreover, the ability to think well of yourself and others no matter what they think of you.

Spend some time thinking about the characteristics we have discussed. More important, consider the extent to which each applies to you. Then prepare to make success a habit and a journey.

SUCCESS IS A HABIT AND A JOURNEY

DEVELOPING THE SUCCESS HABIT

You have learned that self-confidence is built on a series of small successes and each success opens the road to a new and rewarding experience resulting in a more positive self-image. Self-confidence and a positive self-image are important contributors to the acquiring of the success habit. Let us take a closer look at the characteristics leading to the habit of success.

One of the most significant things that will take place is that you will begin to notice a change. At first you will notice new ideas coming to you and you will become receptive to the change. What you are really experiencing is self-realization, or more specifically, self-acceptance. This is probably one of the most rewarding periods of adjustment when you attain the feeling of success. •What you have actually done is given up some bad habits or discarded a good share of your faulty thinking. This whole area of attitude development could further be illustrated by the analogy of the individual that has given up smoking. The individual that no longer smokes becomes more aware of the taste and smell of foods that have previously been dulled by his smoking habit.

We develop habits that dull our sensitivity to new ideas, to the needs of others and to our own personal needs. The change that we see and feel in ourselves could best be described as awareness, or better still, an awakening of our sensitivities. At this point it becomes apparent that the success habit is developed and cultivated through your conscious effort. It is the end result of your positive planning and attainment of your goals.

Some people have difficulty recognizing their progress in the area of self development until they take a serious look at themselves. In the case of one individual it was necessary for his wife to point out some of the improvements he had made in his quest for self improvement.

This is the way self improvement takes place if it is natural and gradual.

In the case of this person he became aware that he knew and liked more people. In addition he became more involved in his community and was promoted in his job. When he probed deeper into his living patterns he became aware that he was smoking less and the pains in his stomach were gone. The changes that were pointed out to this man is the beginning of self realization which is important in developing the success habit.

The above illustration exhibits the importance of team work in the family unit for recognition development and how gradual and natural it can be. Your experience in self-realization may come as it did to one of our former graduates named Tenry.

Tenry belonged to an unusually enthusiastic class while attending residence school. He regarded the progress of his classmates as superior and himself as a rather reserved individual. It was a struggle to keep him enthused and attending class. With hesitating and stumbling steps he plodded his way through the course and graduation. About two years after he had graduated he appeared in the placement office a noticeably different person. He had finally decided to give sales a try. He related that after graduation he realized that he wasn't just like his classmates but he also found that he liked his job better, he had started to feel better about himself in general and

the future was bright and hopeful.

What he had recognized in himself was that he grew differently and at a different rate than his classmates.

Many people fail to recognize this important fact that all people do not grow or learn at the same rate. The important fact is that with application of the principles of positive growth we will all grow and will continue to grow at our own rate of development.

When given proper direction and the right encouragement a person can develop far beyond his wildest expectations. Attainments that

become noticeable to the individual are feelings of self-confidence, self-esteem, or more specifically RESPECT OF ONESELF.

Selfconfidence seems to be the most sought after quality among all professional fields. Just what is self-confidence? How do we know when we have self-confidence? Why do you need it?

THE WHAT, HOW AND WHY OF SELF-CONFIDENCE

Self-confidence was defined by one professional salesman in this way: "A total committment to the knowledge and abilities that you POSSESS.♦♦♦

By definition, the possibility of doubt, fear, indecision, or the greatestcrippler of mankind, failure, does not exist. This could be considered the ultimate in confidence in self. Self confidence is also connected with great feats of courage such as the landing of Astronauts on the Moon. When asked if they had any fears regarding the Moon landing, the answer was, "No, we were confident of our training and preparation and felt ready for any eventuality." They indicated they had no fears, but were anxious to be on their way to one of man's greatest adventures in space.

How do we know when we have self-confidence? The simplest and most basic answer would be: When you have the ability to face any situation and you know that you have the ability to handle it regardless of the obvious difficulty.

To illustrate the realization of self-confidence, a young saiesman named Roger was confronted with a prospect who had a reputation for being an extremeiy "tough" customer. Roger was aware of the challenge and was confident that his product could fill an important function in this man's company. Because of his strong belief in both his product and himself, Roger accepted the challenge and delivered a brilliant sales

prt3sentation. The would-be tough customer was impressed with Roger's knowledge and command of the situation. Roger's self confidence resulted in a sale of over \$100,000. Roger's success was perpetuated on successive calls. Self-confidence was achieved through Roger's faith and sincere belief in himself, his product and the needs which his product filled.

Why do we need self-confidence? No matter what our self-image or direction, people have a need to feel

accepted. Feelings of adequacy are paramount in the enhancement of self-confidence. People tend to look up to the confident individual and have confidence in them. For example, our elected officials are jimply an estension of our confidence in them.

l\ve need confidence in ourselves to daily communicate with our fellow workers, our customers, our employers and our loved ones. Confidence in this case reinforces the feeling that you are doing the right thing at

the right time.

Success is a combination of many things. Just as self-confidence plays an important role in achieving success so does the right attitude.

The right attitude for the professional salesman is an optimistic one.

Being optimistic in the field of sales is a must. The optimistic individual is the person people like to be around. He seems to like everyone and he radiates good feeling and love for his fellow man. One such professional related that the reason for his success in the insurance business was that he loved his clients to death. People bought from him because he really cared about them. He is one of the most optimistic and well liked people in his profession. He is optimistic in his faith in people and enjoys helping them. At the same time he is helping himself by eaming a more than substantial living.

The opposite side of the coin is the extreme pessimist. He is totally incapable of loving his fellow man because he first of all doesn't love himself. He is suspicious and uncooperative with his fellow workers and is probably known as the company complainer. This individual is apathetic in his relationship with others. Continuation of his prophecy of dcom is poison to the atmosphere of any companv. If for an instant

you recognize any of these characteristics in your personality, you may have an insight into the reason for any inconsistency in your achievement

of success.

The loss of direction can cause a negative attitude of pessimism. If this has occured in your sales career, new goals can be established and you will be back on the right track. The salesman that recognizes problems in his customer and takes action to effect a cure is showing

proper concem.

Concern could best be defined as the sincere expression of feeling for others. It is the ability to respond to the needs of people and extend to them the charity that you •eel for yourself. In order to have concern for others you must have respect, esteem, charity, and above all love for yourself.

Upon entering the Army the young military novice is subjected to many lectures conceming what his conduct tviil be as a representative of the United States Armed Forces. One particular lecture was given by a

Battalion Chapiin. As his major point he stated, "If you want to get along in the Army gentlemen, you must maintain your sense of humor."

He was right, and he was right for civilian life as well. Too many people take themselves too seriously and have great difficulty seeing the humor in life because of their total preoccupation with self. The key would be to involve yourself outside of your present realm of knowledge and expand your area of concern.

With a good sense of humor and real concern for others, we can develop a good sense of direction. In the establishment of a worthwhile life it is important to know where you are going. It is not necessary to be totally planned but a general description of the direction you are heading is important. Somehow with a direction in mind and some of the basic steps before you, the rest will fall into place as you take your journey in forming the habit of success.

BECOMING GOALS ORIENTED

BECOMING GOALS ORIENTED

Success has been defined as a journey and not a destination. But without a destination, end result, or goal to be achieved, there is no reason to start on any journey. If we are to become successful we must first establish goals that are meaningful and worthy of our efforts. We must think in terms of end results, and then follow a plan to reach the desired goals. Your goals must become road maps: to follow.

When you begin a motor trip across the country, you follow maps in choosing a route, and you plan the trip with day to day destinations.

When establishing a goal in life we begin by achieving short term goals on our way to larger ones. But before we can set a goal of any kind we must determine what we have to work with. by APPRAISING OUR PRESENT SITUATION. As with the motor trip, we appraise the car to determine if it is fit to make the trip. We take into consideration our finances, the time involved, and various pieces of equipment we will need for our journey. We do not start out without preparation.

Then we must DETERMINE WHAT WE WANT. We decide on a goal to be achieved and whether or not we are adequately prepared to make the journey. We decide what is to be accomplished when we reach the goal and why we want to reach that particular objective. This gives us the incentive to carry on.

Now comes the DEVELOPMENT OF OUR PLANS. As in the case of the motor trip, we spread out the maps and set out a day by day plan of progress to be made over a particular period of time. We set the timetable for achievement and then stay on schedule.

When the journey begins we CONVERT OUR PLANS INTO ACTION and follow through. It is here where most people stumble and fall. The best made plans are often thwarted because the maps for the journey didn't show detours, or they over estimated their ability to reach a particular destination at the particular time.

Rather than readjust their plans and begin a new course of action, many people give up entirely. It is therefore important to review all the reasons for deciding on a given destination or goal and why it was planned in the first place. It is important to begin again and reevaluate the program and time schedule. Keeping a goal constantly in mind we then push forward. To begin a journey and not arrive is like running a hundred yard dash and quitting after ninety-nine yards. Why run at all?

We must continually develop a habit of thinking in terms of goals.

When we start a journey but fail to finish, we develop failure habits and soon lack the self-confidence in our belief to achieve whatever we set out to do. Goal achievement is built upon goal achievement. We must continue to expand our horizons and set new goals.

The man without a goal is like a ship without a rudder. He aimlessly drifts through life. It is now up to each

individual to set his sights and move in a meaningful direction toward accomplishing his life's ambition and realizing the true happiness and success that comes from setting one's goals.