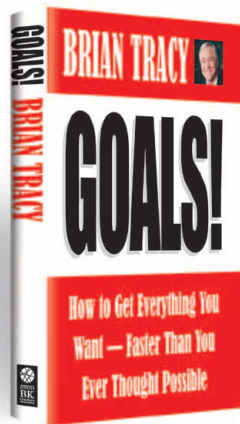




Executive Book Summaries®

FILE: SUCCESS/CAREER
TECHNIQUES

By Brian Tracy

How to Get Everything You Want, Faster Than You Ever Thought Possible

GOALS!

THE SUMMARY IN BRIEF

The most important quality you can develop for lifelong success is the habit of taking action on your plans, goals, ideas and insights. In Goals!, renowned business strategist and motivation expert Brian Tracy provides you with the essential steps for setting and achieving goals, and for living a successful professional and personal life as a result. By practicing these rules and principles, Tracy explains, you can accomplish more in a shorter period of time than you ever thought possible.

In Goals!, Tracy teaches you how to identify in clearest terms the things you want out of life, then how to make the plan to help you achieve those things. He covers the psychology and the physiology at work behind the goals you set, and teaches you how to combat frustration and elongate the elation that accompany the work you must do to reach your goals. Tracy also shows how goal achievement can be a process one can use again and again, to reach ever-higher levels of success and happiness.

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What You'll Learn In This Summary

- ✓ How to unlock your potential, take charge, and create your own future by setting goals for the things you want out of life, and creating a plan to achieve those goals.
- ✓ How to use vision, or "future orientation," to determine where you'll be in the future, and how you will get there. By imagining the ideal future, you can set yourself on the path to making it happen.
- ✓ How to clarify your values and determine your major definite purpose — the quantifiable, measurable, achievable goal that is most important to you *right now*.
- ✓ How to eliminate the limiting beliefs about yourself that are holding you back from achieving all you can achieve.
- ✓ How to measure your progress, every step of the way, as you push forward toward reaching your goals.
- ✓ How to maintain the fire and passion you feel for achieving your goals, by building momentum and persisting every day until that which you desire is yours.

GOALS!

by Brian Tracy

— THE COMPLETE SUMMARY

SETTING THE STAGE

Unlocking Your Potential

Success is goals; all else is commentary. All successful people are intensely goal-oriented. They possess the master skill of success — the ability to identify what they want, make a plan to attain it, and use the full scope of their personal power to achieve their dreams.

What They Didn't Teach Them at Harvard

Consider this: In his book *What They Don't Teach You in the Harvard Business School*, Mark McCormack tells of a study conducted on students in the 1979 Harvard MBA program. In that year, the students were asked, "Have you set clear, written goals for your future and made plans to accomplish them?" Only 3 percent of the graduates had written goals and plans; 13 percent had goals, but they were not in writing; and a whopping 84 percent had no specific goals at all.

Ten years later, the members of the class were interviewed again, and the findings, while somewhat predictable, were nonetheless astonishing. The 13 percent of the class who had goals were earning, on average, twice as much as the 84 percent who had no goals at all. And what of the 3 percent who had clear, written goals? They were earning, on average, *10 times* as much as the other 97 percent *put together*.

Why Don't People Set Goals?

In spite of such proof of success, most people don't have clear, measurable, time-bounded goals that they work toward. There are four reasons why people don't set goals:

- **They don't realize the importance of goals.** If the people with whom you spend the most time — family, friends, colleagues, and so forth — are not clear and committed to goals, chances are you will not be, either.
- **They don't know how to set goals.** Some set goals that are too general ("Be happy," or "Make a lot of money"); these are, in actuality, fantasies common to everyone. Goals, on the other hand, are clear, written, specific and measurable.
- **They fear failure.** Failure hurts, but it is often necessary to experience failure in order to achieve the

greatest success. Do not unconsciously sabotage yourself by not setting any goals in which you might fail.

- **They fear rejection.** People are often afraid that if they are unsuccessful at achieving a goal, others will be critical of them. This is remedied by keeping your goals to yourself at the outset: Let others see your results and achievements once you've accomplished your goals.

A Little Every Day

Make a habit of daily goal setting and achieving, for the rest of your life. Focus on the things you want, rather than the things you don't want. Resolve to be a goal-seeking organism, moving unerringly toward the things that are important to you. ■

Taking Charge and Creating Your Own Future

In a study done in New York several years ago, researchers discovered that the top 3 percent of people in every field had a special attitude that set them apart from the average performers in their industries. These people viewed themselves as self-employed throughout their careers, no matter who signed their paychecks. They saw themselves as responsible for their companies, exactly as if they owned the companies personally.

You should do the same — from this point forward,

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The author: Brian Tracy is a world-renowned speaker and author on personal and professional development. His books include *Advanced Selling Strategies* (summarized by Soundview in 1995) and *The 100 Absolutely Unbreakable Laws of Business Success*.

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<http://my.summary.com>

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Taking Charge and Creating Your Own Future

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see yourself as the president of your own personal services corporation. View yourself as self-employed, in charge of your life and career. Set goals, make plans, establish measures, and create strategies, just as the president of a company would. Market yourself well, enabling you to sell yourself for the very highest price in a competitive market. Know, also, how much of your services you want to sell, how much you want to earn, how rapidly you want to grow your income, and how much you want to be worth when you retire. This kind of financial strategy is up to you — you are responsible for that and all other aspects of your personal “corporation.” You are, after all, the president.

The Barrier of Negative Emotions

Most people don't take charge and set clear goals for their lives because they are dragged down by negative emotions.

Negative emotions hold you back, and take away all the joy in your life. You must free yourself from such negativity — fear, self-pity, jealousy, anger and other pessimistic, ultimately harmful emotional reactions — if you are going to fulfill your full potential. Start by identifying in your life one or more of the sources of negative emotions. These sources include:

Justification. You can only be negative as long as you can justify that you are entitled to be angry or upset for some reason. As soon as you stop justifying and giving reasons why you're entitled to be angry, your anger and your negative emotions disappear.

Rationalization. When you rationalize your negativity, you attempt to give a socially acceptable reason for feeling bad or unhappy. You create ways of putting your negative emotions in a favorable light by explaining how they are acceptable. Stop rationalizing your negative emotions, as well as the events that cause you to feel negative.

Hypersensitivity. Some people base their entire self-image around the opinions of others, maintaining little sense of self-worth and leaving themselves prone to anger, shame, embarrassment and even depression. Remember that what other people think of you has no effect on you at all, unless you allow it to have an effect. As Eleanor Roosevelt said, “No one can make you feel inferior without your consent.”

The Blame Game. No one else is responsible for your lot in life, or for the emotional reactions you have to various aspects of life. You are not a victim. Stop complaining, stop whining, stop making excuses and start to take control of your life. Only when you accept

Future Orientation

If there is one special quality that all great leaders have in common, it is vision. Leaders think about the future, where they're going, and what they'll do when they get there. They think about what they want, often many years in the future, and what can be done to achieve it. This leadership quality is called “Future-Orientation.” Truly great leaders combine this orientation with an idealized long-term view of their lives — how their lives will look in x number of years, if they were perfect in every way — to create a personal strategic plan free of self-limiting beliefs.

For example, imagine if your work life was perfect five years from now. Answer these questions:

- What would it look like?
- What would you be doing?
- Where would you be doing it?
- With whom would you be working?
- What skills and abilities would you have?
- What level of responsibilities would you have?
- What kind of goals would you be accomplishing?
- What level of status would you have in your field?

Imagine anything is possible. What would that future look like? What would it take between now and five years from now to achieve all those things? Answer similar questions for your financial life, your personal family life, and your health and fitness. Once you have this ideal in mind, switch from future orientation to action orientation, and do what it takes to make your ideal a reality!

full responsibility for your life can you start to set goals and move ahead rapidly. ■

Clarify Your Values and Find Your Purpose

The very core of your personality is your **values**; everything you do on the outside emanates from the values you have on the inside.

Think of your personality as a target with five concentric rings. The very center ring is your values — the core of your personality. Your values determine the next ring, your **beliefs**, about yourself and the world around you. If you have positive values, you will believe others are deserving of those values, and you will treat them accordingly.

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Clarify Your Values and Find Your Purpose

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Your beliefs, in turn, determine the next ring out — your **expectations**. If you have positive values, you will believe yourself to be a good person; if this is the case, you will expect good things to happen to you, resulting in a positive, cheerful outlook.

Your expectations determine the next ring, your **attitude** — the outward manifestation or reflection of your values, beliefs and expectations. If you have a positive attitude, others will be drawn to you, and you will be more likely to find success.

Your attitude determines the fifth ring: your **actions**. You are happiest when your outside actions are congruent with your values on the inside. You always demonstrate your true values in your actions, particularly your actions under pressure. When you are forced to choose between one behavior and another, you will always act consistent with what is most important and valuable to you in that moment.

Integrity

Perhaps the most important of all values is integrity. Someone once said that integrity is not so much a value in itself; it is, rather, the value that guarantees all other values. Once you have decided you are going to live consistent with a value, your level of integrity determines whether you follow through on your commitment. The higher your level of integrity, the happier and more powerful you will feel in everything you do.

Your Major Definite Purpose

Since you become what you think about most of the time, a major definite purpose gives you a focus for every waking moment. Having a major definite purpose helps activate your subconscious mind on your behalf. Any thought, plan or goal that you can clearly define in your conscious mind will be brought into reality by your subconscious mind.

Your major definite purpose can be defined as the one goal that is the most important to you at the moment. It is usually the one goal that will help you achieve more of your other goals than anything else you can accomplish. It must have the following characteristics:

- It must be something that you personally really, really want
- It must be clear and specific
- It must be measurable and quantifiable
- It must be both believable and achievable
- It should have a reasonable probability of success when you begin
- It must be in harmony with your other goals

Here is an exercise to help you find your major definite purpose. Take out a sheet of paper and write down (in present tense, as if you had already achieved them) a list of 10 goals you would like to accomplish in the foreseeable future. After you have written your list, ask yourself which goal on the list, if you were to accomplish it immediately, would have the greatest positive impact on your life. In almost every case, this one goal is your major definite purpose — the one goal that can have the greatest impact on both your life and on the achievement of your other goals.

Write this goal on a separate sheet of paper, along with everything that you can think of that you can do to achieve that goal. Take action on at least one item on your list. Think about your goal morning, noon and night, continually looking for ways to achieve it. ■

For Additional Information on how your subconscious helps you achieve goals, go to: <http://my.summary.com>

Analyzing Your Beliefs

Perhaps the most important of all mental laws is the Law of Belief, which states that whatever you believe in, with conviction, becomes your reality. You do not believe what you see; you see what you already believe, viewing your world through a lens of beliefs, attitudes, prejudices and preconceived notions. All improvement in your life comes from changing your beliefs about yourself and your possibilities. Personal growth comes from changing your beliefs about what you can do and about what is possible for you. Napoleon Hill once said, “Whatever the mind of man can conceive and believe, it can achieve.”

Your Self-Concept

Everything you do or achieve in life — every thought, feeling or action — is controlled and determined by your self-concept. Your self-concept precedes and predicts your levels of performance and effectiveness in everything you do. It is the master program of your mental computer; everything you accomplish in your outer world is a result of your self-concept.

Even if your self-concept is made up of erroneous beliefs about yourself and your world, as far as you are concerned, these are facts, and you will think, feel and act accordingly. In truth, your beliefs about yourself are largely subjective, often not based on fact at all. Your beliefs have been shaped and formed by your childhood, your friends and associates, your positive and negative experiences, and innumerable other factors. You may believe yourself to be limited in some way, and regard-

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Analyzing Your Beliefs

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less of whether that is true, it becomes true for you.

The good news about beliefs is that all beliefs are learned, and can therefore be unlearned, particularly if they are limiting in any way. There are many things you think you know about yourself that are not true, and the starting point for unlocking your full potential is to identify self-limiting beliefs, then ask yourself, “What if they’re not true at all?”

Imagine there is a “Belief Store,” much like a computer software store you could visit and purchase a belief to program into your subconscious mind. If you could choose any set of beliefs at all, which one would be most helpful to you?

Consider this one: “I am destined to be a big success in life.” If you absolutely believe you are destined to be a big success, you will walk, talk and act as if everything that happens to you is part of a great plan to make you successful. And if you act as if you are already the person you desire to be, your actions will generate the feelings that go with them. ■

For Additional Information on Napoleon Hill,
go to: <http://my.summary.com>

Ignore the Experts

Albert Einstein was sent home from school as a young man with a learning disability. His parents were told he was incapable of being educated. They refused to accept this diagnosis and eventually arranged for him to get an excellent education.

Dr. Albert Schweitzer had the same problems at school as a boy. His parents were encouraged to apprentice him as a shoemaker so that he would have a safe, secure job when he grew up. Both men went on to earn doctorates before age 20, and to leave their marks on the history of the 20th century.

In fact, according to *Fortune* magazine, many presidents and senior executives of today’s Fortune 500 companies were diagnosed in school as being not particularly bright or capable. By virtue of hard work, however, they went on to achieve great success in their industries. Imagine what would have happened — or, more to the point, not happened — had Einstein or Schweitzer internalized the self-limiting beliefs those in school tried to impose on them. Thank goodness they and their parents recognized that limiting ideas about oneself are not based on fact at all!

GETTING OFF THE GROUND

Start at the Beginning

Once you have decided on your values, vision, mission, purpose and goals, the next step for you is to analyze your starting point. Exactly where are you today, and how are you doing in each of the important areas of your life, especially as they relate to your goals? If you want to lose weight, the first thing you would do is to weigh yourself to determine how much you weigh today. If you decide to begin an exercise program, the first thing you do is determine how much you are exercising today. If you want to earn more money, the first thing you do is determine how much you’re making right now.

It is important to be as accurate with these calculations as possible; the more accurate you are, the better and faster you can improve — and the better goals you can set.

Zero Based Thinking

When you begin to plan your long-term future, one of the most valuable exercises you can engage in is called zero based thinking. In zero based thinking you ask this question: “Knowing what I now know, is there anything that I am doing today that I wouldn’t start up again today, if I had to do it over?”

It is difficult, if not impossible, to make progress in your life if you allow yourself to be held back by decisions you have made in the past. No matter who you are or what you are doing, there are certain things in your life that, knowing what you know now, you would not get into today if you had them to do over. The next question to ask yourself is, “How do I get out of them?”

Apply this to every aspect of your life and career — to the people with whom you associate, the jobs you have taken, the activities in your business, and the investments you have made. Once you have identified these things, be prepared to make any necessary changes by doing the following:

- **Determine what is holding you back.** What is the major reason you are not doing the things you truly want to do? Find others who are achieving success in these areas and determine what they are doing that you are not, and what skills they have that you do not.

- **Determine your level of skills and ability.** Identify the key result areas of your work — the critical tasks that you must have in order to do your job well. You must be good at every one of these in order to achieve the highest levels of success in what you do.

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The Reality Principle

Jack Welch, the former CEO of General Electric, once said that the most important quality of leadership is the “reality principle.” He defined this as the ability to see the world as it really is, not as you wish it was. He would begin every meeting to discuss a goal or problem with a single question: “What’s the reality?” Peter Drucker refers to this quality as “intellectual honesty” — dealing with the facts exactly as they are, prior to attempting to solve a problem or make a decision.

If you want to be the best you can be, and to achieve what is truly possible for you, you must be brutally honest with yourself. You must sit down and analyze yourself in detail, to determine where you are today, as well as what you must do to get where you want to go.

Start at the Beginning

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- **Identify your weakest areas.** Identify where you are below average or poor. How do these areas interfere with your ability to use your other skills? What key skills do you lack that are essential for your success? Identify them accurately and honestly, and make a plan to improve each one.

- **Imagine starting over.** Never allow yourself to feel locked in or trapped by a particular decision from the past. At any time, you could start your career over again, if you feel there is a limited future in your current direction.

- **Be prepared to reinvent yourself.** Stand back and think about starting your career over again today, knowing what you know now. If you had to start over again today, with your special combination of talents and skills, what would you choose to do differently from what you are doing now? ■

Measure Your Progress

You have incredible mental powers that you habitually fail to use to their full extent. By systematically setting goals for your life and making detailed plans to achieve them, you will save yourself years of hard work and use vastly more of your thinking powers than the average person.

While your conscious mind enables you to identify and analyze your environment, your subconscious mind contains the great powers that allow you to accomplish

great things. It is essential that you learn to tap into these powers in order to achieve your goals.

Indeed, your subconscious mind functions best with clear goals, specific tasks, deliberate measures and firm deadlines. The more of these you program into your subconscious mind, the more you will accomplish in a shorter period of time. Such things activate your mind’s “forcing system,” which helps eliminate procrastination and delay.

There are three keys to peak performance in achieving your goals — commitment, completion and closure.

When you make a firm **commitment** to achieve a particular goal, you step on the accelerator of your subconscious mind, enabling you to be more creative, determined and focused than ever before.

You must fight the temptations that keep you from **completion** of the tasks that lead to achievement. You must force yourself and discipline yourself to resist these temptations and push through to completion. Do what you must: Set benchmarks and create balanced scorecards, measures, metrics and deadlines for every key task. These things activate your subconscious forcing system, enabling you to start earlier, work harder, stay later and get the job done.

Bringing **closure** to an issue in your personal or professional life is absolutely essential for you to be in control of your situation. Lack of closure in the form of unfinished business or incomplete actions is a major source of stress, dissatisfaction and even failure in business. ■

Eliminate the Roadblocks

Even with all the preparation, analysis and effort that goes into creating new goals, on average, people give up on their goals after one attempt at achieving them. Some do not even get that far, giving up before they even try once. The reason they give up is because of all the obstacles, difficulties, problems and roadblocks that immediately appear as soon as one decides to do something one has never done before.

Consider this, though: Successful people fail far more often than unsuccessful people. Successful people try more things, fall down, pick themselves up and try again, over and over again, before they achieve what they set out to achieve. Unsuccessful people try a few things, if they try at all, and soon quit to go back to their previous path.

There will always be obstacles that stand between you and anything you want to accomplish. The ability to solve problems is essential in any successful endeavor, and you possess that ability, if you desire the goal intensely enough; nothing can hold you back.

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Eliminate the Roadblocks

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Dealing with Constraints

Eliyahu Goldratt claimed one of the great recent breakthroughs in thinking when he wrote about the “Theory of Constraints.” This theory says that, between you and anything you want to accomplish, there is a constraint or limiting factor that determines how fast you get to where you want to go. This theory rings true in so many aspects of our personal and professional lives — there are always bottlenecks that we must identify accurately, and then focus our energies on alleviating.

The 80/20 rule applies to the constraints between you and your goals — 80 percent of your constraints will be within yourself; 20 percent will be outside of yourself, in other people and situations. It is you personally who is usually the major roadblock setting the speed at which you achieve a goal. You may be afraid to make a change, or doubtful that you can really reach a goal.

However, negative emotions, like limiting beliefs, can be unlearned. Have you ever seen a negative baby? Children come into the world with no doubts or fears or helpless feelings at all — they learn to feel those emotions over time. And whatever has been learned can be unlearned, through practice and repetition.

Unlearning Helplessness

Indeed, the way to get over a tendency like helplessness is by setting small goals, making plans and working on them each day. Over time, your doubts and fears will weaken and your confidence will grow, becoming the dominant force in your thinking. Other related issues to keep in mind include the following:

Avoid the comfort zone. Many people become complacent with their current situations; they become so comfortable in their job or relationship, that they avoid making any changes at all, even for the better. People who get stuck in a comfort zone, combined with learned helplessness, are almost impossible to help in any way.

Set big, challenging goals. Set big goals for yourself, then break each down into specific tasks, set deadlines, and work on them every day. Doing so will help break you out of your comfort zone.

Organize obstacles by priority. Make a list of all the obstacles standing between you and your goals, and organize those obstacles by priority. Look at each from different angles, until you find the best strategy to remove it.

For every obstacle that is standing between you and what you want to accomplish, there is a solution. ■

For Additional Information on Eliyahu Goldratt, go to: <http://my.summary.com>

HITTING YOUR STRIDE

Keeping Your Goals at the Front of Your Mind

Once your goals are in place, there are a number of things you can and should do to maintain the momentum of change and achievement, regardless of whether your goals are personal, professional or both. Among these actions are managing your time, reviewing your goals daily, visualizing your goals continually, and persisting until you succeed. Consider the importance of each in the ongoing effort in which you must engage to make all your dreams a reality.

Manage Your Time Well

To achieve all your goals and become everything you are capable of becoming, you must get your time under control — this is key to your feelings of happiness, confidence, power and personal well-being. A sense of control is only possible when you practice excellent time management skills.

The starting point of time management, once you have determined your goals, is the organization of your goals by priority and value. You must be clear, at any given

moment, exactly what is most important to you at that time. Start by dividing all of your activities into “A” activities (those that move you toward your goal) and “B” activities (those that do not move you toward your goal). Eliminate any activity that does not help you achieve something you want for yourself or which will not lead you to success. Focus all your time on the “A” activities.

Separate the urgent tasks (those determined by external pressures and requirements, that must be done immediately) from the important ones (those that can contribute the very most to your long-term future). Apply the 80/20 rule to your task list, separating the 20 percent of your activities that will account for 80 percent of the total value of your activities. You can then practice “creative procrastination” on the less-valuable 80 percent, in order to focus your time and energies on the more valuable 20 percent. Keep yourself on track, focusing on the specific results you want and need to accomplish.

Review Your Goals Daily

Get a spiral notebook that you can keep with you at all times. Each day, open up the notebook and write

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Keeping Your Goals at the Front of Your Mind

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down a list of 10 to 15 of your most important goals, without referring to your previous list. Do this every day, day after day. As you do this, several remarkable things will happen.

The first day you write down your goals, you will have to give them some thought and reflection. The second day you rewrite your list (without referencing the first list), your 10 to 15 goals will change, both in description and order of priority. Some goals will drop off the list, only to reappear at a more appropriate time. Each day that you write down your list of 10 to 15 goals, your definitions will become clearer and sharper, until you are writing the same goals and descriptions every day.

About this time (which takes three to four weeks), something remarkable will happen in your life — it will take off! Your work and personal life will improve dramatically, your mind will brim with ideas and insights, you will attract people into your life to help you achieve your goals, and you will make progress at a rapid rate. Everything will begin to change in a positive way.

Put a deadline at the end of each goal, to activate your subconscious mind's "forcing system." Even if you do not know how the goal is going to be achieved, deadlines will spur you to actions, like an exclamation point after every goal.

This exercise is a test, to determine how badly you really want to achieve these goals. The more you can discipline yourself to write and rewrite your goals each day, the clearer you will become about what you really want, and the more convinced you will become that it is possible for you.

Visualize Your Goals Continually

Your ability to visualize is perhaps the most powerful faculty that you possess. All improvement in your life begins with an improvement in your mental pictures. You are where you are and what you are today largely because of the mental pictures that you hold in your conscious mind. As you change your mental pictures on the inside, your world on the outside will begin to change to correspond to those pictures.

Indeed, the most successful people are those who visualize the kind of success they want to enjoy in advance. A successful salesperson, for example, will visualize and remember previous successful sales presentations. A successful trial lawyer will visualize and remember his or her performance in court during a successful trial. Successful doctors will visualize and remember their successful treatments of patients in the past. Always visualize the very best you've done and you'll repeat it

The Four Parts of Visualization

There are four parts of visualization you can learn and practice to assure that you use this incredible power to its best advantage:

Frequency. How many times do you visualize a particular goal as achieved, or yourself performing in an excellent way in a particular circumstance? The more frequently you repeat a clear mental picture of your very best performance or result, the more quickly it will be accepted by your subconscious and turned into reality.

Duration. How long can you hold the picture in your mind each time you replay it? The longer you can hold your mental picture, the more deeply it will be impressed into your subconscious mind, and the more rapidly it will express itself in your subsequent performance.

Vividness. There is a direct relationship between how clearly you can see your desired goal and how quickly it comes into your reality.

Intensity. The intensity of a visualization refers to the amount of emotion you attach to your visual image. This is the most important part of the visualization process.

in your future.

Persist Until You Succeed

Every great success in your life will represent a triumph of persistence. Your ability to decide what you want, to begin, and to persist through all obstacles and difficulties until you achieve your goals is the critical determinant of your success. Persistence is self-discipline in action; it is the true measure of individual human character. It is, in fact, the real measure of your belief in yourself and your ability to succeed.

Each time you move forward in the face of adversity and disappointment, you build up a habit

of persistence. You become stronger, prouder and more powerful; you deepen your levels of self-discipline and personal strength. You develop the iron quality of success, the one quality that will carry you forward and over any obstacle that life throws in your path.

In the later years of his life, Winston Churchill was asked to address a school class on what he believed to be the secret to his great success in life. His response was, "I can summarize the lessons of my life in seven words — never give in; never, never give in." ■

*"I can summarize the lessons
of my life in seven words —
never give in;
never, never give in."*

- Winston Churchill