



# PMA

POSITIVE MENTAL ATTITUDE

## The SCIENCE of SUCCESS

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A Series of Seventeen Dynamic Lessons  
by Napoleon Hill

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❖ All Time Best-Seller ❖



# PMA

POSITIVE MENTAL ATTITUDE

# The SC!ENCE of SUCCESS



## Napoleon Hill

**PMA** is the symbol for *A Positive Mental Attitude*. *A Positive Mental Attitude* is the *right* mental attitude for each given set of circumstances. It is most often comprised of the *plus* characteristics symbolized by such words as faith, integrity, hope, optimism, courage, initiative, generosity, tolerance, tact, kindliness and good common sense.\*

Whatever The Mind of Man  
Can CONCEIVE and BELIEVE,  
The Mind of Man Can  
ACHIEVE!

जो सोचा जा सकता है  
उसे हासिल करना असंभव नहीं।

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\* From *Success Through A Positive Mental Attitude*, by Napoleon Hill and William Clement Stone [ISBN: 978-93-80494-36-4].

## **A Word From the Author**

**I**n every chapter of this course, mention has been made of the money-making secret which has made fortunes for hundreds of exceedingly wealthy men whom I have carefully analyzed over a long period of years.

The secret was brought to my attention by Andrew Carnegie, more than half a century ago. The canny, lovable old Scotsman carelessly tossed it into my mind, when I was but a boy. Then he sat back in his chair, with a merry twinkle in his eyes, and watched carefully to see if I had brains enough to understand the full significance of what he had said to me.

When he saw that I had grasped the idea, he asked if I would be willing to spend twenty years or more preparing myself to take it to the world, to men and women who, without the secret, might go through life as failures. I said I would, and with Mr. Carnegie's cooperation, I have kept my promise.

A handwritten signature in cursive script that reads "Napoleon Hill". The signature is written in dark ink and is positioned above the printed name.

**Napoleon Hill, 1928**

## INTRODUCTION

**N**apoleon Hill's work has touched the lives of countless thousands through his lectures, teachings, and prolific writings. His internationally known books *Think and Grow Rich* and *The Law of Success* have become the standards of motivational literature against which all others are measured.

To make available in perpetuity the success principles he spent a lifetime identifying and sharing with others, on August 21, 1962, Dr. Hill and his wife, Annie Lou, founded the Napoleon Hill Foundation. A not-for-profit corporation, the Foundation's sole purpose is to continue to spread his philosophy of success through the co-operation and support of others, rather than at their expense.

The seventeen principles of success he quantified in his writings and lectures aid not only the individual who practices them, but all those with whom he comes in contact, as well. Those principles along with his lifelong published works and yet unpublished manuscripts, recordings, and courses comprise the legacy Dr. Hill endowed in the Foundation.

Dr. Hill enjoyed close friendships with many of the turn-of-the-century business leaders who played a significant role in shaping the destiny of America and the world. Thomas Edison, Henry Ford, Harvey Firestone, Theodore Roosevelt, and Alexander Graham Bell were but a few who freely shared the secrets of how they attained their success with Dr. Hill.

Andrew Carnegie so strongly believed in the universal principles of success that he sponsored the research and writing that became the first authoritative treatise on the subject, the *Personal Success Philosophy of Achievement* by Napoleon Hill.

To carry on the rich legacy Dr. Hill left, we have decided to re-release his personalized course for individual study, *The PMA SoS Course*. This practical self-study program will help you thoroughly understand and apply the seventeen principles of success in your own life, to achieve any goal – however ambitious – you may set for yourself.

To preserve the integrity of his work, the text of this course is presented unedited. Because of changes in customs and word use,

the language may sometimes appear dated, but the underlying principles are as valid today as they were when these universal truths, presented in Dr. Hill's own dynamic and forceful style, first captivated his readers.

His frequent use of the masculine gender should be interpreted to connote mankind, rather than men. No one would have been prouder of the advances the women's movement has made in recent years than Dr. Hill. He advocated equal rights and equal opportunity for all people long before it was fashionable.

The success philosophy that Napoleon Hill presents in this course and in his other works have withstood the test of time. His principles of success have changed the lives of millions of men and women from all walks of life. They can change yours, if you only let them. The choice is yours.

**Publisher**

## 🌀FOREWORD🌀

**I**n looking back over the more than forty years since I first interviewed Andrew Carnegie, it is exceedingly difficult for me to select the men and women who have played the most important parts in the development of *The Science of Success*.

Andrew Carnegie has first place on my list of those to whom I owe enduring gratitude, because it was he who originated the idea of giving to posterity the *knowhow* by which successful men have attained success, and it was he who sponsored my research when I was organizing the data which was needed for *The Science of Success*. Although Andrew Carnegie did not live to see the completion of the work he inspired, his influence goes on to benefit millions of people not yet born. In preparing these lessons, I interviewed, visited and collaborated with more than 500 famous men and women who have boldly written their names across the pages of history. I wish to express my deepest admiration for the persons discussed on the following pages. They have impressed me more strongly than mere words can tell, and have contributed more to this work than I can state. I regret that I have had to limit my writing to the highlights of their illustrious careers.

There are many additional men and women of achievement whom I should have indeed liked to include, had my space not been so limited. Many of them gave generously of their time and experiences, revealing, in many instances for the first time, the innermost secrets of their lives. To them I wish to express my undying gratitude, and I ask their kind consideration. I want personally to thank all who gave so much, who wished to pass their successes on to others so that no one who *really wanted* should do without that which he or she could have. May it always remain steadfast in the hearts and minds of all who are here to read: *Whatever the mind of man can CONCEIVE and BELIEVE, the mind of man can ACHIEVE!*

**Napoleon Hill**

*Nature yields her most profound secrets to the person who is determined to uncover them.*

## 🌀 How To Study This Course 🌀

THE PMA PHILOSOPHY STIMULATES THE MIND  
AND CAUSES THE BIRTH OF SCORES OF IDEAS!

– Napoleon Hill

**N**apoleon Hill taught the hundreds of thousands of people who read his books – studied his *PMA Science of Success Course* and/or attended his lectures – the true meaning of this premise. By studying this Course as it is meant to be studied, you too will DEVELOP SUCCESS HABITS. It is urged that:

As you study this course, study it *for a purpose*.

Continually SEARCH the course for ways to achieve your goals and/or how to solve your problems.

CONCENTRATE as you study. Study as though Napoleon Hill has personally written to you – and you alone.

KNOW WHAT YOU ARE LOOKING FOR. *Commit* yourself to *Recognizing, Relating, Assimilating* and *Applying* the principles, techniques and ideas that this course provides to you. (a HOW TO explanation of this concept is also enclosed with these recommendations for study).

IDEAS COME FROM UNEXPECTED PLACES! It is therefore important that you *study with a pen or pencil in hand* – ready to underscore or jot down in the “Notes” column of your lessons, anything of interest; a flash of inspiration or an answer to your problem. This principle also applies to any books or articles you may read, lectures you attend, or from watching films or television.

The universal principles contained in your *PMA Science of Success Course* are designed to stimulate the imaginative faculties of your brain and nervous system so that they will create new and useable ideas for you. As you study, ask yourself, “WHAT DOES THIS MEAN TO ME AND HOW CAN I USE IT?”

You should be alert for each “HOW TO” as well as its component,



“WHAT TO DO,” as there is a direct relationship between the two. The answers are there!

Develop *good study habits*. Set aside a specific time each day to study your lessons. We recommend studying approximately 15 minutes a day. Make certain that it is a time that your mind is most alert and receptive to new ideas. Discipline yourself to STUDY EVERY DAY – never allowing yourself to skip days.

Choose a location to study where you will be comfortable and unlikely to be disturbed. Try using the same place every day.

When starting each new lesson, we recommend that you read it through from start to finish – stopping only to mark what you feel is important; what you would like to memorize. Or, put a question mark by the statements that you don’t quite understand. This is also an excellent time to jot down any inspiring ideas or potential solutions to problems that you might have. Try hard to complete the lesson before you stop reading.

Always keep in mind your Definite Action Plan; read and study your lesson once again, making certain that you comprehend the information in each paragraph. Look up all words that you do not understand in your dictionary being certain to note their SYNONYMS.

You will find it helpful to reread each lesson a third time. It will help reinforce what you already have learned and to perhaps memorize self-motivators that now appeal to you.

*The way of success is the way to action, based upon  
organized thinking followed by action, action,  
action.*

To fully achieve the goals of your life, **STUDY – THINK – PLAN and APPLY the PRINCIPLES** that this course will provide for you. Once you have SUCCESSFULLY completed the seventeen lessons contained in *your PMA Science of Success Course*, you will find that *your subconscious mind will always react positively for you.* **THEN AND ONLY THEN WILL YOUR DOOR TO SUCCESS BE OPEN TO YOU.**

## **How To Recognize, Relate, Assimilate and Apply Success Principles**

**Y**our ability to RECOGNIZE, RELATE, ASSIMILATE and USE the PMA Principles is the Power that will open any door, meet any challenge, overcome any obstacle and help you to achieve success, wealth, health, happiness and the true riches of life.

The *PMA Science of Success Course* is comprised of seventeen Fundamental Principles that have stood the test of time. A PRINCIPLE is a *basic truth – a Universal Law that does not change*.

We can compare Self-Help Principles to an orchestra which is composed of different sections – strings, brass, woodwinds, and percussion. Together, they complement each other and produce a melodious, full and pleasant sound. Likewise, Self-Help Principles are independent—they can stand alone because of their values. Each one is helpful to successful living. When they are combined, they form a PMA Action Philosophy with Successful Results.

You are the Maestro. The ability to RECOGNIZE, RELATE, ASSIMILATE and USE the PMA principles is your baton. Use it – and blend the Success Principles into a meaningful and productive life.

Like any formula, it is made up of individual parts. Let's analyze each ingredient:

**R**ECOGNIZE . . . is to identify the principle, idea or technique.

**R**ELATE . . . is to connect or join together; to establish a relationship to your own life.

**A**SSIMILATE . . . is to make similar or alike; to incorporate; to absorb; to become a part of you . . . your thinking, your action.

**A**CTION . . . is to denote USE: follow-through; doing.

Each ingredient is important and has special meaning; but, when combined, they become a Formula for your Success. By using the formula, you will be able to focus the spotlight on the Success Principles that have directed and guided Napoleon Hill and many other successful men in achieving their objectives. The same principles can and will help you achieve your Definite Major Goals in Life.

# **“HOW TO”. . . DEVELOP THE HABIT OF RECOGNIZING, RELATING, ASSIMILATING AND PUTTING THEM INTO ACTION!**

## **THE R<sub>2</sub>A<sub>2</sub> FORMULA**

First of all, you need a MENTAL SUCCESS REFLEX, a trigger phrase that will immediately direct your mind when you RECOGNIZE a Success Principle, Idea or Technique . . .

### **EXAMPLE**

**RECOGNIZE:** I RECOGNIZE the principle, idea or technique that is being used. It helped someone else – I can see the results – it will work for me – if I use it. – “THAT’S FOR ME!”

**RELATE:** Ask yourself, “What will the success principle, idea or technique do for ME?” **IMPORTANT:** You must RELATE it to yourself. Start with the most important living person as far as you are concerned – YOU.

**ASSIMILATE:** or “HOW CAN I USE PRINCIPLES, IDEAS or TECHNIQUES TO ACHIEVE MY GOALS OR SOLVE MY PROBLEMS? How can I absorb them into my behavior so that they become a part of me? How can I develop a success habit—a success reflex so that the right thing will be done?”

**ACTION:** or “WHEN AM I GOING TO USE IT? When am I going to start?” Ask yourself this important question and then follow through with the self-starter: DO IT NOW! Yes, DO IT NOW!

**The R<sub>2</sub>A<sub>2</sub> FORMULA** should become so ingrained in your mind that you can **RECOGNIZE** Success Principles, ideas or techniques from listening to a sermon, reading a newspaper or magazine article, from reading a self-help book, by listening to an inspirational recording, by studying the lives of great men and many other sources. **Remember, Develop and Use your own success reflex – THAT’S FOR ME!**

# I

## Definiteness of Purpose

*Successful people move on their own initiative, but they know where they are going before they start.*

1. *Definiteness of purpose is the starting point of all achievement.* Remember this statement, because you will hear a lot about it before you are through with this lesson and this course. *Definiteness of purpose is the starting point of all achievement*, and it is the stumbling block of ninety-eight out of every hundred persons because they never really define their goals and start toward them with *definiteness of purpose*.

2. Think of it! Ninety-eight percent of the people of the world are drifting aimlessly through life without the slightest idea of the work for which they are best fitted, and with no conception whatsoever even of the need for such a thing as a *definite objective* toward which to strive. This is one of the tragedies of civilization. It was Andrew Carnegie's recognition of this tragedy that inspired him to influence some five hundred great American leaders of industry and business to collaborate in the organization of this philosophy of individual achievement.

3. You may be surprised to learn that of the more than thirty-five thousand persons who studied this philosophy, only two out of every hundred had anything even remotely akin to *definiteness of purpose* – and that two percent are the ones who are succeeding. Among that two percent are men such as Henry Ford, Henry J. Kaiser, Frank Vanderlip, Earl Nightingale and Lee Braxton. *They are the people who did not settle with life for anything short of what they wanted.*

4. As a student, will you resolve that from this day forward you will not settle with life for anything short of what you want?

Will you do that? These are not just idle words. That *definiteness of purpose* is the starting point of achievement has been the observation of thinking people over the centuries.

5. It has been proved many times that if a person is really determined to get a thing, he can get it. If you have the ambition to start making life pay off on your own terms, this course can stimulate your thinking and awaken your desire for *definiteness of purpose*.

### **IDEAS**

6. At this point, let's discuss ideas. Ideas begin as the result of *definiteness of purpose*. Did you know that ideas are what make the world go around? Ideas are the only assets which have no fixed values. Men of all ages and in all parts of the world have recognized ideas as of prime importance. There is an old oriental proverb which puts it this way:

*"If you would plant for days – plant flowers;  
If you would plant for years – plant trees;  
If you would plant for eternity – plant ideas!"*

7. Ah, yes, indeed – ideas. This course has been organized for the purpose of inducing a flow of ideas through your mind. It is intended to introduce you to your other self (the self which has a vision of your innate spiritual powers and will not accept or recognize failure) – and to arouse your determination to go forth and claim that which is rightfully yours. The material in these lessons comes from practical businessmen who acquired it the hard way – by the trial and error method. These men lifted themselves, in many cases, from dire poverty to high estates and adequate fortunes through its application.

### **A VALUABLE SECRET**

8. Here is a valuable secret that you should know: The most important part of the lesson is not written on these pages, but is already *in your own mind*! You can learn how to harness the stupendous potential power of your own mind, and how to organize the knowledge you already have and turn it into the power necessary for the attainment of your major purpose in life.

9. From the thoughts expressed in these lessons, your mind – *if you are ready* – will grasp an idea that may well mark the turning point in your entire life! Somewhere in these lessons you will find

yourself – that other self which will throw off the chains of all the limitations which have bound you. It will reveal to you the giant genius of power asleep in your own mind, which needs only some outside stimulus to awaken it. This course is designed for the purpose of supplying that awakening force. It will come in the form of an idea that you will pick up as you read and think!

10. The immortal Ralph Waldo Emerson, considered by many to be the greatest thinker America has ever produced, expressed his estimate of an idea thus:

*“One single idea may have greater weight than the labor of all the men, animals and engines for a century.”*

11. Let us examine a few of the outstanding achievements of mankind and see how ideas backed with *definiteness of purpose* have changed this world of ours.

### **THE FIRST TALKING MACHINE**

12. The first talking machine was nothing but an abstract idea in the mind of Thomas A. Edison until he applied to it the principles to be explained in this lesson. Mr. Edison, familiar with these principles, took his idea of a machine that would record and reproduce the human voice and instrumental music and, with *definiteness of purpose*, turned the idea over to his subconscious mind, where it was projected into that vast reservoir of creative power which we call Infinite Intelligence.\* Infinite Intelligence, operating through his subconscious mind, flashed back to him the plans for making it a mechanical reality. As we go along, we shall explain how you, too, can avail yourself of this tremendous power for the solving of your problems and the realization of your ideas, provided you really have *definiteness of purpose*.

### **MOTION PICTURES**

13. The motion picture camera also originated as an idea, in the fertile imagination of Thomas Edison. And this idea, backed with *definiteness of purpose*, was translated into reality. The two inventions, the talking machine and the motion picture camera and

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*\*The eminent power which pervades every cell of matter, animate and inanimate, in the entire universe and which in orthodox religion is called God. In order not to offend anyone's particular religious beliefs and to stay clear of the controversial subject of religion, we allude to this unseen power as “Infinite Intelligence.”*

projector, when put together, formed the basis for our marvelous present-day motion pictures.

### THE ROTARY CLUB

14. The Rotary Club movement began as an idea conceived in the mind of Paul Harris, a lawyer who was seeking a way of extending his personal acquaintanceship for the purpose of building up his law practice without violating the ethics of the legal profession. It was just a simple idea, born in an humble heart. But it was backed with *definiteness of purpose*. So the idea grew until today it circles the earth and brings men of nearly every nationality together in a spirit of friendly fellowship.

### THE DISCOVERY OF AMERICA

15. Indeed the very discovery of this great New World came about as a result of an idea germinated in the mind of an humble sailor, who backed it with *definiteness of purpose*. Think for a moment of the importance and far-reaching effects for all mankind of this single idea. America now holds a position of eminence among the nations of the world and holds aloft the ideal of human freedom and the right of the individual to be self-determining. Thus a single idea extended to its ultimate conclusion may well influence the entire human family.

### A SCIENTIFIC GAME

16. Another idea which has transformed mankind's mode of living was the object of one of the most fascinating games which men of science ever played. This was the idea that an invisible opportunity – a rich scientific prize – was hidden in the air. It had been hinted that a power in the atmosphere could carry the communications of men. Edison and Tesla in America, Hertz in Germany, Kelvin, Lodge, Crookes, Fleming in England, Branly of France, Popoff in Russia, each played his hand in this greatest of games. Fate, however, stacked the deck in such a way that a young man in Italy held the trump cards, and he played them as if inspired. Signor Guglielmo Marconi stepped boldly and fearlessly across the threshold approached by others and claimed the prize. You know the rest of the story. Marconi wireless was the forerunner of greater miracles. Dr. Lee DeForest, by discovering and developing the vacuum tube, transformed wireless into radio

and made possible that giant industry with its allied fields of radar and television. And there are almost limitless opportunities and possibilities yet to be explored.

### **MANKIND'S NEWEST SCIENTIFIC DISCOVERY**

17. This lesson would not be complete without mention of another idea which is engaging the minds of men throughout the whole world today. It started in the minds of individual physicists who first suggested that the atom, long considered the smallest particle of matter, was actually a reproduction of the vast universe which unfurls before our eyes on a starry night. What an idea! Everyone had always thought that steel and iron and wood were solid. Then along came men who said they were not solid at all, but a moving mass of particles, widely separated from one another, and whirling around at a terrific rate of speed. Actually, they said, there is not very much matter at all. There is more "space" than there are particles, and the space is filled with electrical energy which can be released for useful purposes. We are discovering how to do it. This is the beginning of the thinking which led to the smashing of the atom. Unfortunately, man seems always to turn new forces to destructive purposes until later refinement makes them available for beneficial purposes. Let us hope that there will be no further need for events such as occurred at Hiroshima, but that the great potentialities of man's next development may be turned to the curing of disease, the reclaiming of desert wastes, the liberation of men from want and privation!

### **A POWER FOR GOOD**

18. Christianity, one of the greatest powers for good known to the world, was planted in the minds of many by Christ, who dwelt among us as a humble carpenter. So powerful was His idea that, through continued application of the principles of *definiteness of purpose*, it has gone marching onward for nearly two thousand years. And its spread is related to the ultimate purposes of the Creator.

*As he thinketh in his heart, so is he.*  
(Proverbs 23:7)



## SUMMARY

19. In summarizing this section on ideas, let us emphasize the fact that ideas arise from *definiteness of purpose*. They form the foundations of all fortunes, the starting points of all inventions. They have mastered the air above us and the waters of the ocean around us. They have enabled us to harness and use the energy known as the ether. There can be no evolution of any idea without a starting point in the form of *definiteness of purpose*. Hence this principle takes first position in the philosophy of personal achievement.

*Such as are thy habitual thoughts, so also will be the character of thy mind, for the soul is dyed by the thoughts.*

(Marcus Aurelius, Roman emperor and stoic philosopher)

## BIG IDEAS BEHIND DEFINITENESS OF PURPOSE

20. There are certain factors which enter into this subject of *definiteness of purpose* that may be classified as *mental*. Other factors might be classified as *spiritual*, and others might be classified as *economic*. We are going to analyze each one of these factors so that you will have a complete and thorough understanding of them, to the end that you may take full advantage of the benefits of this great principle of individual achievement. There are seven big ideas around which this analysis will center.

### FIRST BIG IDEA

21. *The starting point of all individual achievement is the adoption of a definite major purpose and a specific plan for its attainment.*

22. As soon as you have decided on your *definite major purpose*, you can expect to enjoy some advantages. These advantages come almost automatically.

### FIRST ADVANTAGE

23. *Definiteness of purpose* develops:

- |                    |                            |
|--------------------|----------------------------|
| 1. Self-reliance   | 2. Personal Initiative     |
| 3. Imagination     | 4. Enthusiasm              |
| 5. Self-discipline | 6. Concentration of Effort |

24. All of these are required for material success. As we proceed in this and subsequent lessons, we shall discuss in detail just what

is meant by these qualities and how they are acquired, developed and made a part of your equipment for success.

## SECOND ADVANTAGE

25. *Specialization. Definiteness of purpose* encourages you to specialize, and specialization leads to perfection. Your success in life will depend a great deal on your specialization. Andrew Carnegie believed in specialization. He was firmly of the opinion that, regardless of one's vocation or definite major purpose, he must eventually specialize. General education is advisable until you have selected your purpose in life. When you have found the right combination of your own basic aptitudes (physical and mental capacities) and desires (likes and dislikes) and the corresponding opportunity to utilize them, you should immediately begin to acquire specialized knowledge in your major interest field (the things you most want to do). *Definiteness of purpose* has a way of magnetizing the mind so as to attract to you the specialized knowledge necessary for success.

## THIRD ADVANTAGE

26. *Budgeting of time and money. Definiteness of purpose* will induce you to budget your time and money and to plan all of your day-to-day endeavors so they will lead to the attainment of your major purpose. Time budgeting always pays dividends, because each unit of time is made to yield a corresponding unit of progress toward the goal. Money is used to best advantage to maintain the standard of living established and to assure the passage of certain mileposts along the road to ultimate success. This may call for the possession of specific amounts of money at definite times.

## FOURTH ADVANTAGE

27. *Alerts the mind to opportunities: Gives courage for action.* *Definiteness of purpose* alerts your mind to recognize opportunities related to the object of your major purpose, and it inspires the necessary courage to act upon these opportunities when they appear. Here are examples of this from the lives of men who are well known to everyone.

28. One of them is Edward Bok. He was the man who came from Holland as a small boy, not even speaking the English language, became editor of *Ladies Home Journal*, the greatest magazine of

its kind in the world. But he didn't get there in a single stride, you may be sure. He kept his mind alert to every opportunity along the way which would serve his purpose. In his famous book, *The Americanization of Edward Bok*, he gives the details of his rise from dire poverty and ignorance to a place of eminence in the world of letters. So powerful has been the influence of this book on American life that many have said it might better be called the "Bokanization of America."

29. While still very young, Mr. Bok started writing to famous Americans whose names he read in the encyclopedia. Many of these people, amused or amazed at his nerve and originality, replied. He gathered their replies into what became the most valuable collection of personal letters from famous people in this country. His collection attracted the attention of the newspapers who sent their top-notch reporters to interview him, and they sought his permission to publish the more famous of his letters. All the while though, Bok realized that his hobby was costing him money rather than earning for him, so he decided to do something about it.

30. For the moment, his major purpose became that of making some money out of the wide acquaintanceship with famous people which his letter-writing had made possible. His mind immediately became alerted with this *definiteness of purpose*. Now note carefully what happened.

31. One day he saw a man open a new box of cigarettes and take out of it a picture which he threw on the floor. When the man had gone, young Bok picked up the picture, which was a photograph of some famous actress of the day with a suggestion to the purchaser that it was one of a series which, if collected, would soon form a complete set of pictures of famous persons. Bok turned the piece of paper over and noticed that the back side of it was perfectly plain. His alert mind immediately saw this as an opportunity to fulfill his major purpose. He recognized that the value of the enclosure would be greatly enhanced if the blank space were devoted to a brief biography of the person pictured. He sought out the cigarette manufacturer and learned the name of the lithograph firm which printed the enclosures. He proceeded immediately to this firm and explained his idea to the manager. The manager promptly said, "I'll give you ten dollars apiece if you will write me a one-hundred-word biography of one hundred famous Americans. Send me a list, and group them, as, for instance: presidents and vice-presidents, famous soldiers, actors, authors, etc."

32. Thus came Bok's first literary assignment. Soon the

demand for his short biographies became so great that he could not do all the writing himself, so he offered his brother five dollars apiece for all that he would write. Before long he had five writers busy turning out biographies for the lithograph presses. Bok, of course, cast himself in the role of editor, which was to indicate the direction his future life would take.

33. This is just one example of how a mind alerted by *definiteness of purpose* recognizes opportunities and inspires the courage necessary to seize upon such opportunities when they are presented. Mr. Bok's life was filled to the brim with such incidents. One more will suffice to illustrate the point.

34. One night young Bok was at the theater. It was the custom then for men to leave the ladies and go out for a smoke or a drink between acts. The ladies had little to do except read the program. Bok turned his attention to the program and noticed it was large and cumbersome, poorly printed and generally very unattractive. He conceived the idea of making a smaller program, one which could be more conveniently held in the hand, and including in it some interesting reading matter. Next day he prepared a dummy of his idea and discussed it with the theater manager. Also, he pointed out that where previously the programs had cost the theater money, he would supply such programs free of cost, for the exclusive rights. Bok then formed a partnership with a friend who had more extensive experience in publishing and advertising than himself. Realizing that their idea might be copied, Bok proceeded to get exclusive rights from all the theaters. The business flourished and this publishing alliance eventually went into the regular magazine field and created what was later known as the *American Magazine*.

35. You will notice that young Bok indeed exhibited *definiteness of purpose* and profited by the alertness of his mind which resulted. He later pioneered what we know as the syndicated column in our daily newspapers. He conceived the innovation of the "Woman's Page," and eventually, of course, became perhaps one of the greatest molders of feminine opinion in the world.

*If you can see an opportunity as quickly as you can  
see the faults of others, you will soon be rich.*

### **FIFTH ADVANTAGE**

36. *Develops the capacity to reach decisions. Definiteness of purpose* tends to develop the capacity to reach decisions quickly

and firmly. Successful people make decisions quickly (as soon as all the facts are available) and change them very slowly (if ever). Unsuccessful people make decisions very slowly, and change them often and quickly. *Read that last statement again. Ponder over it.* Copy it down on a separate piece of paper and pin it up in some conspicuous spot where you will see it often. It is a very valuable key, so valuable, in fact, that if you received no other idea from this lesson, you would have received full value for your tuition. Remember the fact stated at the beginning – only two people out of a hundred are ever able to make up their minds what it is they want in life. The reason is, they cannot make a decision.

37. We could take you into the office of a man who is quite well known because of his active membership in a popular lodge, and show you his desk. In one corner, there is an accumulation of magazines published to his trade, dating back for months. They contain articles he's going to read "some day." In the center of his desk is an array of odds and ends, including samples of materials used in the conduct of his business, which he requested salesmen to submit and the purchase of which he is going to make "some day." On the right-hand corner, there is a pile approximately a foot high of letters, file folders, ragged newspaper clippings, and other pieces of scratch paper with notes on them, which is what is left of a proposed advertising campaign that has been hanging fire for a long time and is no nearer actual adoption and carrying out than it was when presented to him.

38. This man is supposed to be an executive of a municipal utility, and he earns a modest sum because his desk is indicative of his mind in general. He has never been able to make a decision. He manages by crisis. That is, when things have drifted along to a point where something simply must be done, he makes some temporary arrangement to bridge the gap and then crawls back into the comfortable rut of procrastination. From a lengthy study of this man's mind one would feel sure that he is mentally capable of earning several times his present salary; but he will not discipline his mind to make decisions when the facts are available. This point has been stressed, because it is a little thing that makes a big difference between the ninety-eight who drift through life without purpose and the two who become the leaders and the doers and who set the pace of the progress of our world.

39. You may wonder how to start overcoming this terrible habit of avoiding decisions. The way to develop decisiveness is to start right where you are with the very next question you face. Make

a decision. Make *any* decision. Any decision is better than none. Start making up your mind. If you make some mistakes at first, take courage – your batting average will improve. Knowing what you want will help in making decisions, of course, because you can always judge whether or not it will contribute to the overall picture you hold of your life plan.

### SIXTH ADVANTAGE

40. *Inspires the cooperation of others.* Not only does *definiteness of purpose* develop confidence in your own integrity and character, it attracts the favorable attention of other people and inspires their cooperation.

41. A Californian told a story which is very worthwhile repeating. It is about a young married man who lived there with his family. Roy had been a precision craftsman for years and during the war was employed as a tool maker in a large war plant. When V-E Day came around, Roy decided to obey an urge he had long suppressed – he decided to try selling.

42. Any of you who are familiar with the selling field know full well the difficulties salesmen had after the war due to material shortages. About all any salesman could do was show the customer a picture in the catalogue and express a hope. Roy started as a salesman by bumping his head against stone walls on almost every hand. This, at times, became discouraging.

43. One day, during one of these periods of discouragement, Roy dropped by the office of a friend and poured out his troubles. He said he was almost on the verge of deciding that he had made a mistake – that maybe he should not try to be anything but a bench worker. He was seriously thinking of quitting this job he had dreamed about.

44. At this point his friend interrupted the conversation to say: “Now look here, Roy, if you are really a salesman, you should develop that trait. Let me tell you about a book which contains some very potent ideas that can help you make a wise decision. The name of the book is *Think And Grow Rich*, written by Napoleon Hill, and I strongly urge you to read it. I am going on a vacation for the next two weeks. When I get back, let me know what you decide.”

45. The very day on which his friend returned home, the telephone rang and Roy was on the wire anxious to come over for a chat. A few minutes later, a brand new shiny car rolled into

his driveway. Roy got out waving his arms and shouting, “What a book!”

46. Hardly waiting to say hello, Roy excitedly said, “That book you recommended sure has dynamite in it! See that new car? I got it while you were away as a result of reading that book. Here is what happened:

47. “As I walked into the showroom, I saw a car just like the one I wanted and I made up my mind I would have it; in fact, I could already feel myself driving it down the street. Another thing: I had heard about the rackets rampant among automobile dealers – that in order to get a new car you had to hand them a sizeable gift under the table, take a terrific loss on your old car, and buy many extras. I had conditioned my mind according to the instructions in the book, and I refused to accept these limitations. I made up my mind that I was going to get a clean, legitimate deal, or none at all. To make a long story short, within a week I got delivery of the car I wanted. It was no surprise to me, for I had every confidence that I would do just that. But apparently it did surprise everyone else – including the dealer himself. As I was about to drive away he asked me, ‘Mister – do you know why it is that you are getting this preferential delivery on your car?’ I looked quizzically back at him, wondering what his point was. Then he said, ‘I want you to know the reason. It is because when you walked into my office for the very first time, I sensed or felt something different about you that I have never experienced before with any of my customers. Something in the way you walked and in your attitude made me feel that you really *needed* the car, and that you were *determined* to get it. Your self-confidence so inspired me that I decided I would do all I possibly could to see that your desire was fulfilled. That’s why you’re driving away a car today.’ ”

48. What’s the pay-off on this story? That young man *walked with definiteness of purpose* and he had conditioned his mind so thoroughly that the automobile dealer subconsciously picked it up and acted in accordance with a positive suggestion.

49. This is a simple story, but it reveals a precious secret. You may draw your own conclusions as to what the secret is. The most profound truths are wrapped up in simple incidents which escape the notice of most people. This is not the end of this story: Roy has completely changed his habits of thinking. He left the first sales job which was proving so disappointing, and within a week after getting the new car, he was offered five different selling positions, each one of which held greater opportunities. As Roy expressed it,

“I carry this book around with me and whenever I feel that I am slipping, I pull over to the side of the road and read a chapter, and it puts me back on the right track.”

50. *Definiteness of purpose* does indeed inspire the cooperation of others. The man who knows where he is going and is determined to get there will always find willing helpers along the way.

### SEVENTH ADVANTAGE

51. *Prepares the mind for faith.* Greatest of all the benefits of *definiteness of purpose* is that it opens the way for the full exercise of that state of mind known as *faith*. It makes the mind positive and frees it from the limitations of fear, doubt, discouragement, indecision and procrastination. Doubt usually results in alibis, excuses, apologies for failure.

52. Nearly everyone agrees that discouragement is the keenest tool in the devil's tool kit. We have emphasized the dire results of permitting indecision to leave you forever on the fence, letting others do your thinking. Procrastination is another deadly form of this same weakness. It is the common weakness of mankind and is overcome only by persistence and strict self-discipline. More information on this subject will be given in a future lesson dealing with self-control and habit.

### EIGHTH ADVANTAGE

53. *Provides a success consciousness.* *Definiteness of purpose* provides you with *success consciousness* and protects you against the influence of *failure consciousness*. Through the application of a principle to be discussed under the third big idea, the mind becomes sold on succeeding and refuses to accept the possibility of failing.

54. Here's a true story illustrating how *success consciousness* launched a young man into a growing industry in a novel and dramatic way, and caused him to lead his entire field with new ideas. This young man lived in Salt Lake City several decades ago. He was an industrious fellow who worked hard and saved his money. All his friends admired his thrift. Then he did something which caused many of his acquaintances to shake their heads and question his good sense. He took all of his hard earned money, amounting to over \$4,000, out of the bank one day, went to New York City to the automobile show, and spent every cent of it for a new car. As if this were not a sufficient display of apparent



foolishness, when he got the new automobile home he put it in his garage, jacked up all four wheels and proceeded to take the car apart, piece by piece, until he had the whole shop littered with parts. After carefully examining each part, he put the car together again. Folks who saw only his outward action felt that he was just plain wacky. He gave them still further reason to tap their heads and point at him in derision, for he repeated the process of taking the machine apart and reassembling it not once, but many times.

55. In a few years, those who had scoffed became convinced of his good sense. For that young man was Walter P. Chrysler and when he began making automobiles, his product led the entire industry in worthwhile improvements and innovations which increased the joy of motoring. Little had the casual observers known what had been going on in the young man's mind. They had lacked the insight and understanding necessary to see a method in his madness. They had never heard of a man's *definiteness of purpose* conditioning his mind and deliberately making him *success conscious*, before he ventured into business.

56. Mr. Chrysler had studied his new car in his Salt Lake City garage, and had saturated his mind with the good and bad features of it. He was thus prepared to do an outstanding job of designing and building a car bearing his own name. Walter P. Chrysler proved the value of *definiteness of purpose*. His rise to fame and fortune was not left to chance. *He knew where he was going and he prepared himself adequately and carefully for the journey.*

## THE SECOND BIG IDEA

57. *All individual achievements are the result of a motive or a combination of motives. The ten basic motives which inspire all voluntary action are discussed here.*

1. The desire for *self-preservation*
2. The emotion of *love*
3. The emotion of *fear*
4. The emotion of *sex*
5. The desire for *life after death*
6. The desire for *freedom of body and mind*
7. The desire for *revenge*
8. The emotion of *hate*
9. The desire for *self-expression and recognition*
10. The desire for *material gain*

## II

# The Master Mind

*No man can become a permanent success  
without taking others along with him.*

1. The principle we shall discuss in this lesson has been referred to as the very *hub* or *axis* of the entire *Science of Success* philosophy. It is the principle which makes it possible for an individual, through association with others, to acquire and utilize all the knowledge needed for the attainment of any desired goal in life.

2. To begin with, the *master mind principle* consists of an alliance of two or more minds working in *perfect harmony* for the attainment of a *common definite objective*. That is about as brief a definition of the *master mind* as can be given.

3. No one has ever attained outstanding success in any calling without applying the *master mind principle*. This is because no one mind is complete by itself. All truly great minds have been reinforced through contacts with other minds. Every mind needs association and contact with other minds in order to grow and expand. The greatest minds, however, are the result of understanding and deliberately using this *master mind principle*.

*Remember: Friendship and harmonious cooperation are priceless assets which can be acquired only by giving them in return.*

There are fundamental rules in connection with this subject which we will analyze one at a time.

### FIRST RULE

4. The *master mind principle* is a practical medium through which you may appropriate and use the full benefits of the experience, training, education, specialized knowledge and native intelligence of others as completely as if they were your own.

5. The *master mind principle* is a method of applying the assets of others to whatever end you may wish to pursue through a mutually beneficial association. It will enable you to overcome practically every obstacle standing in the way of the attainment of your major purpose, regardless of how high you are aiming or what your background or education may have been, if you use it correctly.

*One cannot succeed and remain successful  
without the friendly cooperation of others.*

Here are a few examples, taken at random:

6. *The Geologist.* Through appropriating the specialized knowledge of the geologist, we can understand the history and structure of the earth on which we live without actually being trained in geology.

7. *The Chemist.* Through the experience and knowledge of a chemist, you can make practical use of chemistry without being a trained chemist.

8. *Other Scientists.* Through the knowledge and skill of scientists, technicians, physicists and practical engineers, you can become a successful inventor, as did Thomas A. Edison, with no specific training in any of these subjects. Mr. Edison had only three months of formal schooling in his entire life, and yet in his work as an inventor he made use in one way or another of practically all of the natural sciences.

9. *Mankind's Accumulated Knowledge.* You can make full use of the acquired knowledge of mankind, and an education, without possessing either, through a friendly and mutually beneficial alliance with others who have the information you specifically need. There are many of you who have ideas that you would like to carry out, but who do not have the courage to try because you feel that you lack some form of knowledge. Perish the thought that you cannot carry out *any* idea you have! Through the *master mind principle* you can benefit by an alliance with the knowledge of other people.

10. *Success Rules.* Through the application of the *master mind principle* you can appropriate and use the entire philosophy of the *Science of Success* without spending years searching the lives of successful men for the principles they employed. Through study of this course you can, figuratively speaking, call back to life some of the most successful men America has produced, and learn from them the secrets of their outstanding achievements.

## SECOND RULE

11. An active alliance of two or more minds in a spirit of *perfect harmony* for the attainment of a common objective stimulates each mind to a higher degree of courage than is ordinary, and paves the way for that state of mind known as *faith*.

12. In this statement there are several important key words upon which we wish to enlarge so that you may not mistake the source of power in this type of alliance. The words are: *active*, *perfect harmony*, *courage*, *faith* and *common objective* (which is just another way of saying *definite major purpose*). *Two or more persons* who have a *common, definite objective* and are *active* in attaining it will develop the necessary *harmony*, *courage* and *faith* through the correct application of the *master mind principle* to succeed in the achievement of their objective.

13. *Active*. Once a *master mind alliance* is formed, the group as a whole must become and remain active. The group must move according to a definite plan, at a definite time, toward a definite common objective. All the benefits accruing to the individual from *definiteness of purpose* as outlined in the first lesson will be manifest on a greater scale in this group action. Indecision, inactivity, or delay will destroy the usefulness of the alliance. There is an old saying which says:

*The best way to keep a mule from kicking is to keep him so busy pulling he will have neither the time nor inclination to kick.*

14. *Perfect Harmony*. There must be *harmony* in the relationship of the minds in the alliance. And it is not unlike the harmony in music, which is simply a pleasing arrangement of tones. You must keep any thoughts of discord out of your alliance. There must be a complete meeting of the minds, without reservations on the part of any member. There must be accord on the facts, agreement in opinions, and a clear understanding of the definite objective. Each member of the alliance must *subordinate his own personal ambitions* to the fulfillment and successful achievement of the definite purpose of the alliance.

*There is always a place for the person who can create harmony in human relationships.*

15. Naturally, you will not achieve such harmony immediately upon forming the association. This kind of harmony is something which is cultivated and grows and is based upon four elements:

- |               |                  |
|---------------|------------------|
| 1. Confidence | 2. Understanding |
| 3. Fairness   | 4. Justice       |

## XVII

# Cosmic Habitforce

*You are Where You are and What You are Because  
of Your Established Habits of Thoughts and Deeds.*

1. The purpose of the philosophy of individual achievement presented in this *PMA Science of Success* course is to enable you to develop and establish habits that lead to peace of mind, health and financial security, all of which are necessary for happiness. This lesson will explain the law by which you acquire habits, and how you can adapt yourself to this law with greatest benefit.

2. It will show you how you can set up the pattern of any habit you desire by applying the principles of this philosophy. And it will explain how *cosmic habit-force* takes over a habit you form and causes you to act upon this habit automatically.

3. *Cosmic habit-force* pertains to the entire universe, and is the law by which the equilibrium of the universe is maintained through established patterns or habits. It is the law which forces every living creature, and every particle of matter, to come under the dominating influence of its environment, including the physical habits and thought habits of mankind.

### **SOME HABITS FIXED BY COSMIC HABITFORCE**

4. *The heavens declare the glory of God; and the firmament sheweth His handiwork* (Psalm 19, v. 1) sang David, the inspired psalmist. And indeed the heavens are one of the most obvious and most awesome testimonies to the presence and power of this law of *cosmic habit-force*.

5. The stars and planets operate with clock-like precision. They never collide, never get off their appointed course, but roll on eternally, as the result of a preconceived plan. *Infinite Intelligence*

is behind that plan. If anyone doubts the existence of Infinite Intelligence, that person need only study the stars and planets, and the precision with which they are related to one another, to become convinced of its existence.

6. Another outstanding marvel of creation is the human mind, which is capable of projecting itself into the heavens and predicting astronomical occurrences to the moment, many years in advance of the actual event.

7. Back of this there must be order. Nature and the universe are organized and ordered. This order, or reliability, of nature simplifies life. It is not necessary to understand all of the laws and order of the universe to make them effective in our lives. They operate whether or not they are known or understood.

8. But where there is order, there is predictable action and reaction. This is what we term *cosmic habit-force*. You can find the fundamental principles by which you can relate yourself favorably to the forces of the universe in these lessons. The same law which holds our earth in its orbit and relates it to all other planets in their orbits, both in time and space, relates human beings to one another in exact conformity with the nature of their own thoughts.

*Time, space, energy, matter and intelligence are nature's  
building blocks with which she creates all things.*

9. Another striking illustration of *cosmic habit-force* is found in the seasons of the year. We know without doubt that we are going to have spring, summer, fall and winter in that order. They do not always occur in the same intensity, but they do come and go, year in and year out because the law of *cosmic habit-force* is arranging and controlling them.

10. This law operates in the reproduction and growth of everything that springs from the soil of the earth, causing each seed to reproduce precisely its own kind without variation, unless changed by outside forces. An oak tree grows from an acorn, and a pine tree grows from a pine nut. An acorn never produces a pine tree, nor does a pine nut produce an oak tree. Nothing is ever produced which does not bear many, or all, of the characteristics of its ancestors.

11. There is nothing that is not controlled by this universal law. Even the electrons and protons of matter maintain a fixed relation to one another and to matter as a whole by a law whose mysteries are gradually being unfolded and understood. All chemical actions and reactions of matter are based firmly upon and fixed by habits through the law of *cosmic habit-force*.

12. *Cosmic habit-force* is the controller of all other natural laws. Did you ever stop to think what a great variety of natural laws operate all the time and how marvelous it is that none of them conflicts with another? This points to the fact that there must be an overall, controlling power: the law of *cosmic habit-force* – *Infinite Intelligence in action*.

13. Just as the natural forces of the universe are fixed and controlled by *cosmic habit-force*, so also the thought habits of individuals are automatically fixed and made permanent by *cosmic habit-force*, no matter whether these thought habits are positive or negative.

14. The same force which maintains precise balance between the actions and reactions of matter, and time and space relationships of the elements of creation, also builds men's thought habits with varying degrees of permanency.

15. Negative thought habits attract to their creator physical manifestations corresponding to their nature as perfectly and as inevitably as nature germinates the acorn and develops it into an oak tree. Through the operation of this very same law, positive thoughts reach out into the vast ocean of potential power surrounding us and attract the physical counterparts of their nature.

16. *Cosmic habit-force* controls all human relationships and determines whether an individual will be a success or a failure in his life work. For nature uses this law as a medium by which every living thing is forced to take on and become a part of the environment in which it lives and moves daily.

17. All of us are ruled by habits. They are accepted by us because of repeated thoughts and experiences. Therefore, we can control our earthly destiny to the extent that we control our thoughts. As we have seen, our thought habits, our mental attitude, are the one and only things over which each individual has the right of complete control.

18. You create patterns of thought by repeating certain ideas, or behavior, and the law of *cosmic habit-force* takes over those patterns and makes them more or less permanent (depending upon the intensity with which they are repeated or practiced) unless or until you consciously rearrange them.

19. Man is the only living creature equipped with the power of choice through which he may establish his own thought and behavior patterns, or habits, or break them and rearrange them at will.

20. But while the Creator has given man the privilege of

controlling his thoughts, He has also subjected man to the law of *cosmic habit-force* through which his thought habits must invariably clothe themselves in their physical likeness and equivalent. *Cosmic habit-force* does not dictate what thoughts a man must express, but it takes over whatever he does think and do, and sees to it that man's thoughts and actions go on to fulfill the measure of their creation.

21. If a man's dominating thoughts are of poverty, the law translates these thoughts into physical terms of misery and want. But if a man's dominating thoughts are of happiness and contentment, peace of mind and material wealth, the law transforms them into their physical counterpart. Man builds the pattern through his dominating thoughts, while the law of *cosmic habit-force* casts the mold according to the patterns man develops.

22. It is very evident that this great law of nature does not make something of nothing. *Cosmic habit-force* works in harmony with all other laws of nature, such as those of motion, gravity, electricity, magnetism, universal gravitation and the like. But it is greater than all or any of these because it is the very power under which they all operate.

23. The other natural laws are each a different manifestation of *Infinite Intelligence* at work, expressing itself in accordance with fixed habits of action and reaction.

*The orderliness of the world gives evidence that all natural laws are under the control of a universal plan.*

24. How does *cosmic habit-force* convert a positive emotion or desire created in the mind of man into its physical equivalent? It intensifies that emotion or desire until it induces the state of mind known as *faith*. In this state the mind becomes receptive to the inflow of *Infinite Intelligence* from whence are derived perfect plans to be followed by the individual for the attainment of his desired objective. These plans are always carried out by natural means.

25. *Cosmic habit-force* does not directly transmute desires for money into the coin of the realm, but it does activate the imagination to reveal to the individual a way to make the conversion through accepted procedure. This force works no miracles, makes no attempt to create something out of nothing. It helps, or rather – compels, the creator of a strong desire to carry his thoughts to completion through all possible and available natural media.

26. Often a person is awed by what appears to be coincidental combinations of favorable circumstances as he carries out his plans, but these strange and unexplained things happen in a perfectly



natural way. *Cosmic habit-force* imparts a peculiar quality to your thought habits which gives you power to surmount all difficulties, remove all obstacles, and overcome all resistances. Just what this power is, is a secret as profound as the secret which causes a seed of wheat to germinate, grow and reproduce itself, handing back to the farmer a hundredfold measure for his intelligent effort. You do not need to know how it works to follow the simple rules given to you for utilizing it in your affairs of life.

*First you get a habit; then it gets you.*

27. A few examples of the results of habit may help you realize the power behind habit. Take a simple thing like your own coat. Unless it's a brand new suit you're wearing, your coat has been put on and off so many times that it has developed certain folds and creases which conform to your particular bodily contour and which also reflect to the trained observer your state of mind, whether positive or negative. No matter how many times that coat is cleaned and pressed, immediately when you put it on, it will assume the general shape which your habits of wearing have indelibly impressed upon it.

28. Fold a piece of paper. No matter how many times you smooth it out, it will bear some evidence of that crease.

29. A violin is an excellent example of the power of habit. The wood in a violin takes on something of the quality of the tones which it produces. That is why an old instrument which has been played by a real artist is more valuable than a brand new one, for the wood in it has been impressed with beautiful tones and will give a sympathetic response to those same tones when they are recreated, thus lending a more desirable quality to the music played.

30. If you live some distance from your work and make it a habit to drive to and from your office or place of employment, you know that you have established the habit of covering the same route every day. You probably aren't even aware that you do this unless you have had the experience of trying to remember to go home a different way some night in order to pick up a friend, or buy something from a store that is out of your way. You know that if anybody is with you, or if you are preoccupied with your thoughts, you will invariably take the usual route home and forget to make the turn for the special errand.

*One bad habit often spoils a dozen good ones.*

31. We can liken the brain of man to a great river which is peculiar in the respect that it has a division down the middle. The

river is constantly flowing, but one side flows in one direction, carrying everyone who idly drifts into it to certain disappointment and failure. The other half flows in the opposite direction, carrying onward to success and power everyone who deliberately wades into it.

32. The river is the brain. The flowing force is the power of thought. The failure side of the stream is negative thought; the success side is positive thought.

33. There is one disturbing quality of this law of *cosmic habit-force*: it never leaves you room for alibis to explain your failures. You will never again be able truthfully to say that life never gave you an opportunity. You will know definitely that so long as you have the right to form and express your own thoughts, you have the potential power with which to change the circumstances of your life to what you would like them to be.

34. If your life is not what you want it to be, you will realize that you have *drifted* into your present condition because you have let the power of *cosmic habit-force* carry you into the failure side of the river of thought. But you will know with equal surety that you don't have to stay there! For you will have learned how *definiteness of purpose*, backed by the irresistible power of this great law, and enforced by *self-discipline* and *personal initiative*, and given time, can sweep you into the positive side of the stream and on to the circumstances you desire.

*One bad habit often spoils a dozen good ones.*

### **THE LAW OF COSMIC HABITFORCE AS RELATED TO SOUND PHYSICAL HEALTH**

35. Is there anything more helpful in the game of life than a system by which you can attain and maintain sound physical health? *Cosmic habit-force* can help you form such a system if you will develop the proper health habits and health consciousness so that *cosmic habit-force* can take up these thoughts and behavior habits and carry them on to bring the sound physical health you desire.

36. A *positive mental attitude* leads to the development of *good health consciousness*, and *cosmic habit-force* carries that thought pattern to its logical conclusion. But it will just as readily carry out the picture of *ill health consciousness* created by the thoughts of the hypochondriac, even to the extent of producing the physical and mental symptoms of any disease on which the individual may fix

his thought habits.

37. Do you recall the story of Sara Anne Steel and the cancer she was convinced would someday kill her, told in lesson 15? It stands to reason that if the mind can, and sometimes actually does, induce the disease of cancer when the mind is focused on that disease, that the mind can and will also produce a condition of sound physical health if one's thoughts are focused on sound physical health. The power of thought produces astounding results when the law of *cosmic habit-force* takes over the thought pattern and carries it out automatically.

38. A thought pattern is something like a phonograph record. Thoughts which are held in the mind and repeated act like the cutting head of a recording machine, making a groove in the brain, as it were. The groove is cut deeper and deeper, each time the thought is repeated, until the thought becomes a *fixation*. *Cosmic habit-force* acts as the needle of the reproducing unit. It plays back the record which it finds, and amplifies the impulses of thought until they become associated with some means of physical expression.

39. The law of *cosmic habit-force* will be of great benefit when applied to eating. The mental attitude and thought patterns established while one is eating, and during the following two or three hours while the food is being broken down by the process of digestion, may determine whether or not this food can be used for the maintenance of sound health. It is an established fact that the physical manifestations of one's thoughts enter into and become a vital part of the energy that food supplies to the body. Worry, fear and all negative thoughts may cause food to have an injurious effect on the body. Therefore, controlled thought habits during mealtime are of utmost importance in the maintenance of health.

40. Sitting down and eating when one is worried or angry is almost like going to the drugstore, getting a bottle of strychnine and taking a good dose of it. If you will look around among the lower animals of nature, you will see that the medicine they use when they are ill is the medicine of fasting. They simply stop eating. It would be helpful if human beings always had sense enough to do that.

41. Mealtime should be considered a period of worship. It should be a time when you sit down with pleasant thoughts and pleasant words for those with whom you are dining. Instead of this, many families use mealtime as an opportunity to discipline the children, or to correct the faults of the husband or wife. They

use the dinner hour to wash the family linen, so to speak. Perhaps one reason for this is that in this busy world the dinner hour is the one time when all the family are together and whoever needs reproof is within easy reach.

42. Ideally the dinner hour should be an hour in which you express gratitude for your blessings. The custom of saying grace at the table is a fine one we could all well practice.

43. *Cosmic habit-force* also effects your work (the activity to which you devote most of your time) and the source of your income. Here, too, your mental attitude becomes a vital ally of the silent repairmen who are working on every cell of your body while you are engaged in physical and mental action.

44. Work, too, should be reverently done. A job, the opportunity to earn a livelihood, should be considered a precious blessing, and toward it each of us should apply only positive thinking regarding the accomplishment and improvement of our work.

45. From their vast experience with thousands of men and women patients, Mayo Brothers have determined that the four important factors people must *recognize in order to maintain sound physical health are: work and play, love and worship*. If these four factors are not balanced one against the other in approximately equal proportions, ill health may result.

46. Work should be well mixed with play. Not at the same time, of course, but there should always be alternate periods of work and play. Also, worship must be alternated with or mingled with love, or ill health will occur in some form or another.

47. Here the principle of *going the extra mile* fits in perfectly. Rendering more and better service in a *positive mental attitude* toward your fellow men leads to sound physical health. This is another excellent reason for adopting and following that fine principle. It not only benefits you economically, but it helps to maintain a healthful, friendly, hopeful mental attitude.

### **THE ECONOMIC APPLICATION OF THE LAW OF COSMIC HABITFORCE**

48. Would you like to know how you can use the law of *cosmic habit-force* to help you make more money? Through a combination of the principles of this philosophy of individual achievement, you can condition your mind and body to hand over to *cosmic habit-force* a picture of the financial status you wish to maintain, which picture will represent your definite major financial purpose. (You

will recall that *definiteness of purpose* is the starting point of all individual achievement.)

49. How is this done? If you will constantly keep thinking of this financial goal, and bending every thought and effort toward its fulfillment, such thinking will become a habit with you, and *cosmic habit-force* will automatically pick it up and help you carry it out to its logical conclusion.

50. It is well here to call attention to the fact that no one has ever been known to become financially independent without first having established a *prosperity consciousness*. This follows for the same reason as the fact that a person cannot become and remain healthy without a *health consciousness*.

51. Psychologists know that poverty-stricken people maintain a *poverty consciousness*, some of them from early childhood throughout life. They think in terms of poverty. They fear poverty. They talk poverty. They expect poverty. And that is precisely why they attract poverty to themselves.

52. If you are ready to adopt and carry out a *definite major purpose* in life, you will find a general review of the principles of this philosophy helpful, for such a review will show you the relationship of these principles to the power of *cosmic habit-force*. For *cosmic habit-force* is the supreme force under which all these principles work.

53. After having completed this review, write out a complete, clear and definite statement of your major purpose in life. Sign it and memorize it. Repeat it aloud at least once every day and more often if practicable. Repeat it over and over, thus placing back of your purpose all your *faith* in *Infinite Intelligence*.

54. Why do you write out your *definite major purpose* and repeat it over and over again? To give *cosmic habit-force* a preliminary pattern to follow. The length of time you have to keep conditioning your mind by repetition before you start to get positive results depends almost entirely on the amount of *faith* and *enthusiasm* which you place behind your words. Those two factors are important because *cosmic habit-force* works very slowly where there is no *faith* and no *enthusiasm*.

*All voluntary positive habits are the products of will-power  
directed toward the attainment of definite goals.*

55. While you are still conditioning your mind by frequent repetition of your *definite major purpose*, write out a plan to begin to attain the object of your *definite major purpose*. Be certain that this plan is clear and definite and workable. Set a date and state

the maximum time allowed for the attainment of your purpose, and describe precisely what you intend to give in return for the realization of your purpose. Remember, there is no such reality as something for nothing. Everything has a price which you must pay in advance in one form or another.

56. The time element is very important. For example, if you say to yourself, "Sometime during my life I want a hundred thousand dollars," nature will say to herself: "That fellow is uncertain and if he doesn't know when he wants his money, how am I to know? I'll just put his name on the waiting list and maybe he'll get around to making up his mind later on."

57. *Cosmic habit-force* is not impressed by hopes or wishes, especially wishes. A hope can be intensified until it becomes faith. But generally speaking, it is just a glorified wish. We all have wishes. We wish for wealth, health and a handsome partner in marriage. This philosophy is not based on wishes. It is a philosophy with precise rules. If you follow the rules, the results will be just as definite as they are when you apply the rules of mathematics.

58. Be sure to make your plan sufficiently flexible so that you can change it any time that you are inspired to do so. Observe that word *inspired*. Review the principle on *applied faith* to refresh your memory on its meaning. It means simply this: *Infinite Intelligence* may hand you a better plan than the one you have made for yourself for the achievement of your purpose. Treat such inspiration respectfully for it will help you strengthen your plans where they may now be weak. Bear in mind: you change only your plan to achieve your goal, not the goal or purpose itself.

59. There are people who express contempt for their hunches. They say: "Today I had the most foolish idea you could ever imagine!" If you treat hunches as foolish ideas, they will soon treat you the same way and stay away. When you have a hunch, no matter how foolish it may seem, put it down on paper. Examine it carefully, and you may find that it may be an assist from *Infinite Intelligence* intended to put you back on the beam, when you may have gotten off.

60. Keep your major purpose and your plans for attaining it to yourself except in connection with your *master mind* groups. The reason for this is twofold:

- (a) Telling many persons, indiscriminately, will allow negative thinking persons to throw stumbling blocks in your path, or to discourage you from attempting to achieve your *definite major purpose*.

111. After a few weeks, his old friends had given him all the business they could and he was compelled to look elsewhere for more orders. He had done very little accurate planning for the move he made. He had no franchises lined up to obtain new merchandise. He lacked the technical knowledge and skill required to perform better grade repair work – the principal source of revenue in his kind of business. He had not studied the geography of the vicinity and consequently had made a poor choice of location where there was no walk-in trade. He had no capital wherewith to advertise properly. In short, he had leaped before he looked. And on top of everything else, he had not fortified his inner self with a determination and a reserve of spiritual power which would enable him to overcome difficulties. The result was inevitable – a gradual dwindling of income until the situation was desperate.

112. With failure staring him in the face, he floundered from one idea to another, in the frustration typical of a person without *definiteness of purpose*. Then, swallowing the last vestige of his pride, and amid the cries of “I told you so” from his former associates, he went back and applied for his old job.

113. Let's analyze this case. Here we can see *cosmic habit-force* at work. This fellow had walked up one street and down another for nearly eighteen of the twenty-some-odd years he had been there. He had made the appointed rounds for so many years that it had become a fixation. No particular responsibility, no planning necessary, just continual plodding day after day for eighteen years. Talk about a fixation . . . there's a real one. *Cosmic habit-force* had picked up the pattern of his idle mind and he was little above the animals ruled by instinct, so far as his occupation was concerned.

114. Then a new idea was born. This new idea was a potent one. It was so strong that it tried to break up that long standing fixation. It was like yeast inserted in dough. It began to ferment and expand, to spread its influence until it did indeed “leaven the lump.”

115. Such is the power of ideas. But ideas need help and support. They must be nourished, encouraged, and nursed along until they are big and strong and backed with other related ideas to give them the vitality to overcome the opposition which always shows up in the various forms of adversity. In this man's mind, the fixation of walking around all day, attending to someone else's business, where someone else assumed the risk, did the planning, laid out the schedule, was contending with the new and different idea of attending to his own business, where his money would be

on the table, where he would be doing the planning.

116. If this man had been given access to, and could have accepted, the principles of this philosophy, he could have made good. He had many of the requisites for success. He had kept up his appearance, his personality wasn't bad, and he possessed a considerable amount of *personal initiative*. He also had the capacity for *faith*. If he had known how to organize his assets, how to *think accurately*, how to generate the personal power needed through the *master mind* principle and strict *self-discipline*; if he had known the law of *cosmic habit-force* (which was what defeated him), he might have made the grade.

117. *Cosmic habit-force* carried out to the logical conclusions his thought pattern of fear, doubt, uncertainty and the fixation of his old job routine. Had he known this great law, he could have adapted himself to it and made use of its power to bring him success.

118. The major distinguishing characteristic of *cosmic habit-force* is that it forces all repeated actions to become fixed habits, whether these be the thoughts of man or the orderly movement of the stars or the coming and going of the seasons.

119. It is significant that while *cosmic habit-force* permits no variation in the operation of the material universe, its influence on the thought habits of man can be determined by man himself, through his voluntary choice of thoughts. *Cosmic habit-force* will not choose his thoughts for man, but it will give them permanent fixation through habit.

120. Here, then, is the focal point at which *you may take possession of your own mind by the simple process of focusing your mind upon those thoughts which you wish to become fixed thought habits*. Here, too, is the explanation of the remarkable results made possible through *definiteness of purpose*. For it is clear that any fixed purpose becomes a definite part of one's thought habits and, as such, is carried out to its logical climax through the fixation of those habits.

### **SPEED AND SKILL COME FROM REPETITION OF EFFORT**

121. It is apparent that *cosmic habit-force* takes over one's dominating thoughts and desires as they are impressed on the subconscious mind and drives inevitably toward their fulfillment by whatever natural means may be available. There is no other



possible explanation of the astounding feats of the subconscious mind, for obviously it works in response to a power outside the conscious mind of man.

122. *Cosmic habit-force*, acting through the subconscious mind, picks up one's mental attitude and translates it into the material equivalent, by employing normal natural laws and principles, and primarily by inspiring the man himself with a plan by which he may accomplish his purposes.

123. *Cosmic habit-force* is always and everywhere at work, translating one's mental attitude into its material equivalent. One does not have to worry about the working of the law: *it works automatically*. To gain the benefits of the law, one has only to take possession of his own mind, by making it predominantly positive through his daily thought habits, and planting in it a definite picture of his desires.

124. The principle by which an idea germinates and grows and becomes a habit has been designated as *cosmic habit-force*. It may be called any other name, so long as you recognize the power. Its working principle is definite, it has been used and demonstrated by the greatest men in the world. And it never fails. It works as well on behalf of the humble person as for the business magnate. Its purpose is to perpetuate everything after its own kind, including the thought habits of man, and to maintain a balanced status quo in the universe, under the direction of *Infinite Intelligence*.

125. Men are all born equal in the sense that they have equal access to this great principle. All normal persons have the right to control their thoughts and their mental attitude, and this is the way in which this greatest of all natural laws is made effective in individual lives.

126. It seems an appropriate summary for this lesson to state that the nucleus of this entire philosophy of individual achievement lies in *cosmic habit-force*. Control your mental attitude, keep it positive by exercising *self-discipline*, and thus prepare the mental soil in which any worthwhile plan, purpose or desire may be planted by repeated, intense impression, with the assurance that it will germinate, grow and find expression ultimately in its material equivalent, through whatever means are at hand.

127. You now understand why the greatest of all riches is a *positive mental attitude*, for by means of such an attitude it is possible to acquire all other things which you may rightfully desire and possess.

128. IN CONCLUSION: Ralph Waldo Emerson, in his essay on

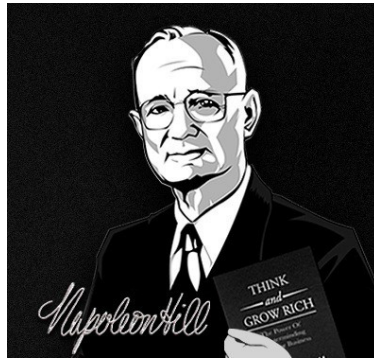
Compensation, gave an extensive interpretation of the law of *cosmic habit-force*. Read this essay many times, study it and include it as a part of your collateral reading in connection with PMA Science of Success.

आरंभ नहीं करेंगे तो समाप्त कैसे होगा?

*It's a sure thing that you'll not finish if you don't start.*

– Napoleon Hill

## ❧ Napoleon Hill ❧



**N**apoleon Hill was born in poverty on October 26, 1883 in a one room log cabin on Pound River in the mountains of Wise County in southwest Virginia. The year after his mother died, his father remarried and Napoleon's stepmother became his guiding light and inspiration. Napoleon was nine years old. Through the influence of his stepmother, Hill became a newspaper reporter while still in his teens, supporting "local" news items in some dozen or more papers throughout the state. The originality of his style brought him to the attention of Robert L. Taylor, former Governor of Tennessee and owner of Bob Taylor's Magazine, who employed Hill to write "success stories" about famous men. By this means Hill had planned to pay his way through Georgetown University Law School. He had matriculated as a student in 1908 when he received his first assignment from Governor Taylor to interview Andrew Carnegie. Arrangements were made for a three-hour interview, but Carnegie strung it out to three days and nights during which Hill was entertained at the Carnegie home. During this time Carnegie sold Hill on the idea of organizing the world's first philosophy of individual achievement, based on the principles of success which he had used in accumulating his vast fortune. As

a final test of Hill's staying qualities, Carnegie put the question squarely, asking him if he were given an opportunity to organize the philosophy with Carnegie's help, whether or not he would complete the task which probably would require twenty years. Unknown to Hill, Carnegie gave him sixty seconds in which to make up his mind. In twenty-nine seconds Hill said that he would begin the job and complete it. Later he learned that Carnegie was sitting with a stopwatch in his hand, timing the answer. If it had gone beyond the sixty seconds, Hill would have lost his chance, as Carnegie had learned from his observation of men that those who are slow to make up their minds are also slow in carrying out their decisions.

William Clement Stone, Chairman of Combined International Corporation and world renowned philanthropist says: From 1952 to 1962, I employed Napoleon Hill and acted as his general manager. We were dedicated to spreading Hill's philosophy. He had previously authored *Law of Success*, *Think and Grow Rich*, and many other works. A few of the numerous achievements of our Mastermind Alliance were: co-founding "Success Unlimited" magazine, co-authoring *Success Through a Positive Mental Attitude*, developing the "PMA - The Science of Success Course" and, most importantly, laying the foundation that guaranteed the achievement of Hill's Definite Major Purpose in Life. Hill's Definite Major Purpose was to spread the Philosophy of Achievement (the seventeen Principles of Success) worldwide to this and future generations. Together we influenced untold millions of persons on every continent.

# Seventeen Principles of Success

## *Definiteness of Purpose*

Definiteness of Purpose is the starting point of all achievement.

*Successful people move on their own initiative, but they know where they are going before they start.*

## *Applied Faith*

Faith is a state of mind which may develop by conditioning your mind to receive Infinite Intelligence. Applied faith is the adaptation of the power received from Infinite Intelligence to a definite major purpose.

*You can do it if you believe you can.*

## *Pleasing Personality*

A pleasing personality is the aggregate of all the agreeable, gratifying, and likable qualities of any one individual.

*It is essential that you develop a pleasing personality pleasing to yourself and others.*

## *Enthusiasm*

Enthusiasm is a state of mind. It inspires action and is the most contagious of all emotions.

*To be enthusiastic—act enthusiastically!*

## *Maintenance of Sound Health*

Follow work with play, mental effort with physical, eating with fasting, seriousness with humor, and you will be on the road to sound health and happiness.

*If you think you're sick, you are.*

## *Cosmic Hierarchy*

The orderliness of the world of natural laws gives evidence that they are under the control of a universal plan.

*You are where you are, and what you are, because of your established habits and thoughts and deeds.*

## *Mastermind Alliance*

The mastermind principle consists of an alliance of two or more minds working in perfect harmony for the attainment of a common definite objective.

*No man can become a permanent success without taking others along with him.*

## *Going the Extra Mile*

Render more and better service than that for which you are paid, and sooner or later you will receive compound interest on compound interest from your investment.

*The most successful people are those who serve the greatest number of people.*

## *Personal Initiative*

Personal initiative bears the same relationship to an individual that a starter bears to an automobile. It is the power that initiates all action. It is the power that assures completion of anything one begins.

*Today's employer usually is yesterday's employee, who found opportunity waiting for him at the end of the second mile.*

## *Positive Mental Attitude*

Your mental attitude is the medium by which you can balance your life and your relationship to people and circumstances—to attract what you desire.

*A positive attitude is infectious—but a negative attitude all the more so. Remember the saying, "Be careful what you set your heart upon, for it will surely be yours."*

## *Controlled Attention*

Controlled attention is the act of coordinating all the faculties of the mind and directing combined power to a given end. It is an act which can be achieved only by the strictest sort of self-discipline.

*Keep your mind on the things you want and off the things you don't want!*

# Seventeen Principles of Success

## *Accurate Thinking*

Accurate thought involves two fundamentals. First, you must separate facts from mere information. Second, you must separate facts into two classes—the important and unimportant. Only by doing so can you think clearly and accurately.

*Truth will be truth, regardless of a closed mind, ignorance, or the refusal to believe.*

## *Team Work*

Team work is the willing cooperation and coordination of effort to achieve a common goal. Team work is sharing a part of what you have—a part that is good—with others!

*Harmonious cooperation is a priceless asset which you can acquire in proportion to your giving.*

## *Creative Vision*

Creative vision belongs only to those who go the extra mile, for it recognizes no such thing as the regularity of working hours, is not concerned with monetary compensation, and its highest aim is to do the impossible.

*The imagination is the workshop of the soul wherein are shaped all plans for individual achievement.*

## *Self-Discipline*

Self-discipline, or self-control, means taking possession of your own mind.

*Direct your thoughts, control your emotions, and ordain your destiny!*

## *Budgeting Time & Money*

Effectiveness in human endeavor calls for the organized budgeting of time. For the average man, the 24 hours of each day should be divided into eight hours for sleep, eight hours for work, and eight hours for recreation and spare time.

*Tell me how you use your spare time and how you spend your money, and I'll tell you where and what you will be ten years from now.*

## *Learning from Adversity & Defeat*

Every adversity you meet carries with it a seed of equivalent or greater benefit.

*If you can look at problems as temporary setbacks and stepping stones to success, you will come to believe that the only limitations you have are the ones in your own mind.*

Napoleon Hill [1883-1970] was born in a one-room cabin in Wise County, Virginia. He began his writing career at age thirteen as a "mountain reporter" for small-town newspapers and went on to become America's most beloved motivational author. Dr. Hill's book, *Think & Grow Rich*, is the all-time bestseller in the field and serves as a cornerstone to modern motivation and self-improvement. Dr. Hill established the Napoleon Hill Foundation as a nonprofit educational institution whose mission is to perpetuate his philosophy of leadership, self-motivation, personal development and achievement, known today as the Science of Success.



*"What your mind can conceive and believe, you can achieve."*

जो सोचा जा सकता है  
उसे हासिल करना असंभव नहीं

**My Experiences in Applying the  
Principles Taught in This Book**

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मांग कर पढ़ना एक सामाजिक अपराध है।

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