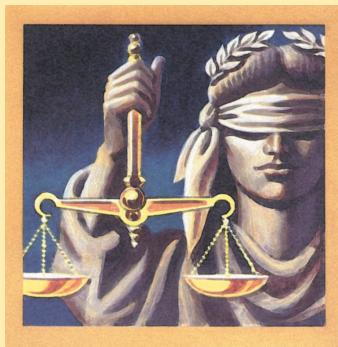


BRIAN TRACY



THE
UNIVERSAL LAWS
OF SUCCESS
AND
ACHIEVEMENT

REFERENCE GUIDE

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THE UNIVERSAL LAWS AND YOU

By Brian Tracy

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INTRODUCTION



Since the dawn of history, mankind has stood in awe of the seemingly unknowable secrets of the universe. The mysteries of life have taunted those who dared seek solutions, remaining obscure and, apparently, unsolvable.

Yet the search for truth continued.

What is the universe? A random collection of events? The collision of accident and blind luck? Or is it random at all? Are the separate threads of our existence actually part of an intricately woven carpet, albeit one over which we mortals often manage to stumble?

The greatest thinkers of every age — philosophers, poets, scientists — have prospected for the truth and contributed to our understanding of “the way things work.” Yet their contributions have never been pulled together; the pieces of this giant jigsaw puzzle have never been available in the same box. Even if they were, how many of us could truly understand all their genius had uncovered?

I have combined, refined, and condensed many of their findings into twelve categories I call *The Universal Laws of Success and Achievement*. This is my personal compilation of the laws and precepts that pertain to achieving success in life.

These laws are not offered as dicta to be used to plan every aspect of your life or by which to make all of your decisions. Rather, consider this a treasure chest of knowledge, a “greatest hits” collection of wisdom. From the ancient philosophers to contemporary sages, from the emotional realm to pure economics, this is a sampler of answers to the very same questions you face each day.

This Reference Guide is offered as a study aid to you in your quest for the Universal Laws and the understanding of how they apply to you. Each law and its accompanying parts is presented here, followed by a written exercise that will help you synthesize what you have learned from these audios. These exercises will enable you to focus on your beliefs, dreams, and desires — the starting points on your search for success. For a majority of the exercises, there are no right or wrong answers — just *honest* ones.

And honesty is one of the most universal laws.

THE LAWS OF SUCCESS



THE LAW OF CAUSE AND EFFECT

We live in an orderly universe in which everything happens for a reason. There are no accidents

THE LAW OF MIND

Thoughts objectify themselves. In other words, you become what you think about every day

THE LAW OF MENTAL EQUIVALENCY

Create in your mind an accurate mental equivalent of exactly what it is you desire

THE LAW OF CORRESPONDENCE

As within, so without: your outer life will tend to be a mirror-image of your inner life

*Whatever your attitude is, people will reflect it back to you
Your relationships will mirror your attitude and your personality*

Your health will be reflective of your attitude

Your external world of material accomplishment will exactly correspond to your internal world of preparation

THE LAW OF BELIEF

Whatever you believe becomes your reality

THE LAW OF VALUES

What you truly value and believe is only and always expressed in your actions

THE LAW OF MOTIVATION

Everything you do is triggered by inner desires, urges, and instincts

THE LAW OF SUBCONSCIOUS ACTIVITY

Whatever thought or idea mixed with emotion you hold in your conscious mind will be accepted as a command by your subconscious mind

Given the proper commands, your subconscious mind will trigger your reticular activating system

Your subconscious mind also controls your body language and your tone of voice

THE LAW OF EXPECTATIONS

Whatever you expect with confidence will have a tendency to materialize in your life

THE LAW OF CONCENTRATION

Whatever you concentrate on and think about repeatedly tends to become a part of your inner and outer life

THE LAW OF HABIT

Virtually everything you do is automatic
*Good habits are hard to form but easy to live with
Bad habits are easy to form but hard to live with*

THE LAW OF ATTRACTION

As a living magnet, you inevitably attract people, events, and circumstances into your life that harmonize with your dominant thoughts.

This is the “granddaddy” law from which all other laws in every field flow. It has been variously called the “Law of Sowing and Reaping,” the “Law of Action and Reaction,” the “Law of Compensation,” and the “Socratic Law”

THE LAW OF CHOICE

You are always free to choose the content of your conscious mind, but in so doing, you are choosing every other part of your life

THE LAW OF OPTIMISM

A positive mental attitude goes hand-in-hand with success and happiness in virtually every dimension of life

THE LAW OF CHANGE

Change is inevitable, so learn to live with it, rather than against it

WHAT DOES SUCCESS MEAN TO YOU?

You might think that's an easy question to answer, but think about it again. Is it really that easy? Everyone probably has a general idea of what success means, perhaps including wealth or not having to work ever again. The reality, however, is that a poorly defined idea will get you on the fast track to nowhere.

However, you will be turning onto the road to success when you identify specifically what it means to you.

So, sharpen your pencil and get ready to write. Make sure you're in a quiet place where you won't be disturbed or interrupted. About thirty minutes will do.

The following list of words are positive aspects we generally desire to create in our lives. Beside each word, write down your definition. Never mind what others might say or what you think you're supposed to say. Be as specific as possible, using as many details from your life as you can.

Remember: you can't find the thing you're searching for unless you know what it looks like.

Success:

Wealth:

Health:

Happiness:

(To interpret your answers see page 37.)

WHEN SUCCESS SEEMS A SHAKY PROSPECT

- *Review your personal definitions of success and happiness. We tend to start feeling shaky when we measure our growth against someone else's standards or definitions. Remember that it's your happiness!*
- *Write your personal definitions of success on 3x5 cards and tape them to a bathroom mirror. When you start your day, you'll start by reading what you believe to be success.*

THE LAWS OF ACHIEVEMENT



THE LAW OF CONTROL

You feel positive about yourself when you feel you are in control of your own life

You need to understand that change is inevitable

Controlled change tends to lead inevitably to greater achievement than uncontrolled change

To take control of your life you must begin by taking control of your mind

THE LAW OF RESPONSIBILITY

You are completely responsible for everything you are and have and for everything you become and achieve

Since you are always free to choose what you think and what you do, you are where you are and what you are because of your own conduct and your own behavior

Responsibility begins with you taking full and complete control over the contents of your conscious mind and your dominant thoughts

No one is coming to the rescue — you have to take control of your own life

THE LAW OF COMPENSATION

You're always fully compensated for whatever you do, positive or negative

THE LAW OF SERVICE

Your rewards in life will always be in direct proportion to the value of your service to others

All fortunes begin with the sale of personal services

If you wish to increase the size of your rewards, you must increase the quality and quantity of your service

Everyone works on commission

THE LAW OF APPLIED EFFORT

All things are amenable to hard work

All great success is preceded by a long period of hard work in a single direction toward a clearly defined purpose

The harder you work, the luckier you get

To achieve more than average you must work longer and harder than average

THE LAW OF OVER-COMPENSATION

You must continually be looking for opportunities to go beyond the requirements of your job

THE LAW OF PREPARATION

Effective performance and efficient achievement are preceded by painstaking preparation

Do your homework

Action without thinking is the cause of every failure

If it's not worth doing, it's not worth doing well

THE LAW OF FORCED EFFICIENCY

The more things you have to do in a limited space of time, the more you will be forced to work efficiently on your most important tasks

There will never be enough time to do everything you want to do

You must determine the most valuable use of your time at any given moment

THE LAW OF DECISION

Every great leap forward in life is preceded by a clear decision that leads to action

Act boldly and unseen forces will come to your aid

Act as if it were impossible to fail, and it shall be

Just do it

THE LAW OF CREATIVITY

Every advance in human life begins with an idea in the mind of one person

Your ability to generate constructive ideas is, to all intents and purposes, infinite

Whatever the mind can conceive and believe, it can achieve

Imagination rules the world

Imagination is more important than fact

THE LAW OF FLEXIBILITY

Success is best achieved when you are clear about the goal but flexible about the process of getting there

The experience of resistance and frustration is often an indication that you are doing the wrong thing

You are only as free in life as the number of developed options you have available to you

Crisis is change trying to take place

Errant assumptions lie at the root of every failure

THE LAW OF PERSISTENCE

Your ability to persist in the face of inevitable setbacks and disappointments is your measure of your belief in yourself and your ability to succeed

Persistence is self-discipline in action

Never give up, never, never give up

SETTING YOUR GOALS

The very act of setting a goal sends your life off in a particular direction. Goals give you the knowledge that your life is self-determined. They give you power and purpose and make you part of a step-by-step plan toward the attainment of your ultimate aspirations

Write down and re-evaluate your goals on a consistent basis. Many of us start fresh lists of goals at New Years, on vacation, or during a long weekend. Yet we forget the list when our regular routine rolls around once again.

Always keep your goals in mind. Get ready, now, to think

FOUR GOAL-SETTING EXERCISES

Dream List: Imagine you have no limitations — to your finances, your education, your relationships. Anything you write down is possible.

Ideal Life Style: Where would you live if you could live anywhere? How would you live? What kinds of close relationships would you have?

Six Months to Live: Imagine you learned you have just six months to live. What would you do? Where would you go? Who would you spend your time with? Would you change any aspect of your life?

Worries: Write out a list of worries and problems currently in your life. Next to each, write the ideal solution and how you can attain it.

(To interpret your answers see page 37.)

THE LAWS OF HAPPINESS



THE LAW OF INTEGRITY

Happiness arises as a by-product of your choosing to live your life consistent with your highest values and aspirations

When you set goals and ideals that are worthy of you and you strive to achieve them, you will experience happiness and satisfaction

Whenever you choose to live consistently with the very best that is in you, you will automatically experience happiness and joy

THE LAW OF EMOTION

Human beings are 100% emotional in everything they think, feel, and decide

You are motivated by two major types of emotions, those of love or desire and those of fear or loss

The content of your emotional life is largely determined by the thoughts you dwell upon most of the time

If you deliberately choose to think positive, loving, uplifting thoughts, you can create and maintain your own happiness in spite of what is happening around you

THE LAW OF HAPPINESS

The quality of your life is largely determined by how you feel at any given moment

How you feel, the quality of your emotional life, is largely determined by how you talk to yourself

The way you interpret events to yourself determines your emotional response to those events

The fastest way to take control of your emotions is to look for the good in any given situation you are facing

THE LAW OF SUBSTITUTION

You can keep yourself positive by substituting a positive thought for a negative thought

THE LAW OF EXPRESSION

Whatever is expressed is impressed and whatever is impressed is expressed

THE LAW OF REVERSIBILITY

Just as your feelings determine your actions, your actions determine your feelings

THE LAW OF VISUALIZATION

Ideas and images tend to awaken emotions and feelings that correspond to them

THE LAW OF PRACTICE

Whatever mental or physical activities you repeat and reinforce often enough become new habits of thought and behavior that eventually become automatic and unconscious

WHEN HAPPINESS SEEMS JUST OUT OF REACH

We sometimes forget that happiness needs to be tended to, that it's not something that just happens — or doesn't. One effective way to generate deep satisfaction and boost your self-esteem at the same time is to set goals that are worthy of you and set out to achieve them.

You can begin by filling out the following chart. In the blank space next to each year, write down one or two major goals you want to see actualized in your life. On the lines below each, list two or three concrete steps you can take right now to start realizing that goal. For example, if this year you want to learn Italian so that next year you can travel to Italy, your concrete steps for this year might be: check Italian language tapes out of the library; set aside one hour each night to listen to tapes; make a set of flashcards for memory test.

MY HAPPINESS — THE NEXT 5 YEARS

Year One:

Year Two:

Year Three:

Year Four:

Year Five:

(To interpret your answers see page 38.)

- *Another suggestion: buy a small notebook and label it "My Happiness." Keep track of all your goals, dreams, and aspirations.*

THE LAWS OF LOVE & RELATIONSHIPS



THE LAW OF COMMITMENT

The level of commitment is the critical element that determines the long-term health and happiness of a relationship

THE LAW OF VALUE

Love is a response to value; you always love in another what you most admire and respect

When you love and respect a quality or virtue, you tend to love and respect another person who appears to have it

In a love relationship, you tend to love and be more compatible with another person who possesses qualities you admire and which are complementary to your own

Men and women seek balance and completeness by finding another who appears to be a completion of themselves

THE LAW OF COMPATIBILITY

People are more compatible together when they are most similar in beliefs, attitudes, values, and ambitions

THE LAW OF COMMUNICATION

The essence of a happy relationship is good communication between the two people, but men and women communicate differently

Men are direct, women are indirect

Never assume you understand what the other is thinking and feeling; if you have any doubt at all, you probably are completely wrong about what is going on

THE LAW OF ATTENTION

You always pay attention to and are most interested in what you love most and value

You tend to ignore what you do not value

Sincere, attentive listening to another is the highest form of love and sensitivity

Listening builds trust, which is the foundation of all lasting relationships.

THE LAW OF SELF-ESTEEM

Everything you do in life is either to increase or to protect your self-esteem and sense of personal value and worth

You will tend to be happiest with a person with whom you feel good about yourself

Everything you do to raise the self-esteem of another causes your self-esteem to go up and make you like yourself more

You can make more friends in a couple of days by becoming genuinely interested in others than you can in a year trying to get others interested in you

THE LAW OF INDIRECT EFFORT

You get almost everything in your relationships with others more indirectly than directly

The more you appreciate and thank others, the more appreciative they will be of you

The fastest way to impress another person is to be impressed by him/her

If you want to gain the approval and respect of others, the surest way is to give them your approval and respect in advance

THE LAW OF REVERSE EFFORT

The harder you “don’t try” in a relationship the easier it tends to be

The harder you do try, the less natural you are and the more difficult is the relationship

Every relationship has its own timing; if you try to hurry it up or slow it down, you merely create resistance and, often, chaos

Sometimes the very best thing to do in a difficult situation with another person is the opposite of your natural tendency

THE LAW OF CONTROL

You are happy in a relationship to the degree to which you feel that you have a sense of control over what is happening

You can increase your sense of control by asserting yourself and taking deliberate action to direct or to change the relationship

You can often assert control in a relationship only by walking away

THE LAW OF IDENTIFICATION

You are dominated by everything and everyone with which you yourself become identified

You can dominate, direct, and control things only to the degree to which you can dis-identify yourself from them

Attachment and identification cause you to lose perspective and control over your emotions

Detachment and dis-identification are the keys to peace of mind and happy relationships

THE LAW OF FORGIVENESS

You are mentally healthy and mature to the degree to which you can freely forgive those who you feel have hurt you in any way

THE LAW OF REALITY

Deal with people as they are, not as you want them to be

To be happy, you need to accept that people are what they are and that they are not likely to change

Unconditional acceptance of another is the key to a happy relationship, a good friendship, and the kind of gift that parents can give to a child

DO THE LAWS OF LOVE & RELATIONSHIPS SHINE IN YOUR LIFE?

As children we absorbed, like thirsty sponges, all the love we could get. The more we were offered, the more we soaked in. As we grew older, love seemed to become more complicated. Today, adult relationships are even more complex, and many relationships are plagued by a lack of commitment from both of the individuals involved.

Are you selling love short? Let's take a brief look at your thinking about love. Answer the following questions by filling the blanks with the letter of the response nearest your own.

1. If I give 100% in a relationship _____ .

- a. I always get taken to the cleaners
- b. I'm happiest when that effort is reciprocated by the other individual involved
- c. I'm afraid I'll be rejected

2. If I were engaged to be married _____ .

- a. I'd make certain there was a signed pre-nuptial agreement
- b. I'd be worried the marriage might fail
- c. I'd be looking forward to many years of committed, faithful love

3. Long-term happiness in a relationship depends upon _____ .

- a. financial security
- b. who obeys whom
- c. a high degree of peace and harmony

4. Good communication in a relationship means _____ .

- a. saying what you want
- b. keeping one's differences to oneself
- c. never assuming what the other person is thinking

5. Listening _____ .

- a. is something only women are good at
- b. builds trust in a relationship
- c. isn't as important as talking

6. If someone hurts me _____ .

- a. I try to hurt them back
- b. they're lucky if I ever speak to them again
- c. I usually manage to forgive them

(To interpret your answers see page 38.)

THE LAWS OF ECONOMICS



THE LAW OF AMBITION

Every act you engage in is an attempt to improve your conditions in some way

For you to take action, three things are necessary: you must be dissatisfied with your existing condition; you must be aware of a greater satisfaction toward which you can move; and you must believe there exists a way for you, by acting, to get from where you are to where you want to be

When you are dissatisfied and see a state of greater satisfaction, but you do not see how any action of yours will get you there, you will refrain from acting

If you are completely contented or if you feel completely hopeless, you'll refrain from acting to improve your condition

THE LAW OF MINIMUM EFFORT

You always seek to get the things you want with the least possible expenditure of effort

You cannot consciously choose a harder way to accomplish something if an easier way is available to you to accomplish the same result

All human beings are inherently lazy in that they follow the path of least resistance in all things

THE LAW OF MAXIMIZATION

You always seek to obtain the highest possible return for your expenditure of time, money, or resources

When given a choice between more and less, all things being equal, you will always choose more in order to maximize your situation

The desire for more is automatic and instinctive and applies to all human desires and fulfillment

THE LAW OF TIME PREFERENCE

Because your time is your life, and you value your life, you always prefer now to later in the satisfaction of any desire

When given the choice between a reward today or the identical reward at some future time, in the absence of extenuating circumstances, you will prefer to take it now rather than later

You are inherently impatient in the achievement of any goals; this tendency toward impatience is neither positive or negative

THE LAW OF VANITY

You are egotistical and self-centered and you place a high value on your appearance, opinions, choices, relationships, and the way you are treated by others

THE LAW OF IGNORANCE

Every act you engage in is characterized by a degree of uncertainty with regard to the outcome, because you can never know everything there is to know about anything

THE LAW OF EXPEDIENCY

People always strive to get the things they want the fastest and easiest way possible without regard to secondary consequences

People are naturally and normally lazy, greedy, ambitious, vain, ignorant, and impatient

People strive to achieve security, comfort, leisure, love, respect, and fulfillment the fastest and easiest ways possible

Government programs fail predominantly because they are administered by people who are motivated primarily by the Law of Expediency

THE LAW OF DUALITY

There are always two reasons given for doing anything

People always give the socially acceptable reason for what they do

THE LAW OF SECONDARY CONSEQUENCES

For everything you do there will be direct consequences and there will be secondary consequences

The consideration of secondary consequences is the hallmark of wisdom

The ignorance of secondary consequences is the hallmark of stupidity and the primary cause of failure

THE LAW OF UNINTENDED CONSEQUENCES

The ultimate consequences of many actions are far worse than if nothing had been done in the first place

Negative unintended consequences always occur when any action depends for its success on violating the Law of Expediency

THE LAW OF CHOICE

Every human action is a choice and the choice is based on the values of the individual

Your values are always demonstrated in your actions

You always choose what you most value

Every action you take, or every action you decline to take, implies the choice and a statement about your values and beliefs

THE LAW OF THE EXCLUDED ALTERNATIVE

Whatever you choose to do, you are simultaneously rejecting or excluding all other choices at that moment

Every choice implies a rejection of all other choices

Every choice you make tells what you truly believe and value

THE LAW OF SUBJECTIVE VALUE

The value of any goods or services is completely personal; it is determined by what a person is willing to pay for it

All prices are educated guesses about how much people will pay to consume the entire supply produced

All sales at reduced prices of merchandise or services are admissions by the vendor that the initial asking price was too high

Only the person being asked to pay is in a position to determine what something is worth

THE LAW OF MARGINALITY

It is what the last customer will pay for the last item that determines the price of the whole supply

The market clearing price is the price in which all customers will satisfy their needs and all sellers will sell all their products or services

It is the behavior of people on the margin that determines economic activity

THE LAW OF ECONOMIC SUBSTITUTION

Whenever goods or services increase in price, customers seek out substitutes that will yield them the same satisfaction at lower prices

ARE THE LAWS OF ECONOMICS WORKING FOR YOU?

Economics is an expression of human behavior that applies to all men and women of all ages and ethnicity. It affects the price of bananas at the corner market, as well as the billions of dollars of our budget deficit. With such a profound influence, the laws of economics must be understood in order for you to integrate them successfully into your daily life.

Measure your current standing at successfully integrating the laws of economics into your life. Check the box in front of appropriate responses below.

- 1. In the past, I have invested in a certain make of automobile in order to boost my personal prestige, rather than buying one that met my needs.**

yes *sometimes* *no*

- 2. I'd rather dip into my savings account to buy something I want, rather than making my budget more austere in order to afford it later on.**

yes *sometimes* *no*

- 3. While working on projects, I've knowingly taken "short cuts" when it did not appreciably alter my work's results.**

yes *sometimes* *no*

- 4. A pleasure delayed is a pleasure increased as far as I'm concerned.**

yes *sometimes* *no*

- 5. I'd rather know that I'm wearing a designer outfit than that I'd saved a few dollars on a "lesser" one.**

yes *sometimes* *no*

- 6. If I disagree with someone, I make sure they know about it.**

yes *sometimes* *no*

- 7. I'm always sure that my decisions are correct ones.**

yes *sometimes* *no*

- 8. In the middle of something, even if I feel I've made a mistake, I go on, just to bring it to completion.**

yes *sometimes* *no*

- 9. If it's a choice between meeting my goals and not stepping on toes, I always choose to meet my goals.**

yes *sometimes* *no*

- 10. My idea of a perfect weekend is one with nothing to do.**

yes *sometimes* *no*

(To interpret your answers see page 38.)

THE LAWS OF NEGOTIATING



NIERENBERG'S LAW

The aim of negotiating is to enter into an agreement such that both parties have their needs satisfied and are motivated to fulfill their agreements and enter into further negotiations with the same party in the future

COVEY'S LAW

In every ongoing negotiation, you should aim for a win/win solution, or no deal

Both parties must feel they have won and had their needs satisfied

To reach a win/win agreement, seek a third alternative that may be different from the initial positions of either party

COHEN'S LAW

Everything is negotiable

Established prices are a best-guess estimate of what the customer will pay

Any written price was written by someone and can be changed by someone

DAWSON'S LAW

You can always get a better deal if you know how

If you want a better deal, ask for it

Whatever the suggested price, react with disappointment and despair

Always imply that you can do better elsewhere

THE LAW OF FOUR

In any negotiations there are usually four main issues to be decided upon

Eighty percent of the negotiation will revolve around these four issues

Of the four main issues in any negotiation, one will be the main issue and three will be secondary issues

THE LAW OF TIMING

The timing on a negotiation can have a major impact on its outcome

*The more urgent the need, the less effective the negotiator
The person who allows him- or herself to be rushed will get the worst of the bargain*

The Pareto Principle applies to a negotiation in that the last twenty percent of the negotiation will contain eighty percent of the issues and items of the negotiation

THE LAW OF TERMS

The terms of payment can be more important than the prices or almost any other factor

You can agree to almost any price if you decide on the terms

Never jump at the first offer

THE LAW OF PREPARATION

Fully eighty percent of your success in any negotiation will be determined by how well you prepare in advance

Geneen's Rule: Get the facts!

Do your homework; one small detail is all you need to succeed in a negotiation

Check your assumptions; always ask, "What are my assumptions and what if I was wrong?"

THE LAW OF REVERSAL

Putting yourself in the situation of the other person first enables you to prepare and negotiate more effectively

THE LAW OF POWER

The person with the greater power, real or imagined, will get the better deal in any negotiation

No one will negotiate with you unless they feel you have the power to help or hurt them some way

Power is a matter of perception; it is in the eye of the beholder

THE LAW OF DESIRE

The person who mosts want the negotiation to succeed has the least bargaining power

No matter how badly you want it, appear neutral or only mildly interested

The more you can make the other party want it, the better deal you can get

THE LAW OF RECIPROCITY

You are strongly motivated to pay people back for anything they do for you

The first party to make a concession will be the party who wants the deal the most

Every concession you make in a negotiation should be matched by an equal or greater concession by the other party

Make small concessions on small issues so you can ask for reciprocity or large concessions on large issues

THE “WALK AWAY” LAW

You never know the other person's final price and terms until you get up and walk away

The power is on the side of the person who can walk away without flinching

Walking out of a negotiation is just another way of negotiating

THE LAW OF FINALITY

No negotiation is ever final

If you are not happy with the existing agreement, ask to reopen the discussion

Use zero-based thinking on a regular basis by asking yourself, “If you had to do it over again, would you agree to the same terms?”

WHERE DO YOU SIT AT THE BARGAINING TABLE?

The Laws of Economics and the Laws of Negotiating are closely related to each other. For example, when you are in the process of negotiating, you want to get the most in return for the least effort expended. Test yourself on how well you understand the finer points of negotiation.

1. What is the aim of negotiation?

2. What is a win/win solution? Should you settle for any other kind?

3. In a negotiation, how do you tell what's negotiable and what isn't?

4. Name three specific techniques that will get you a better deal.

5. How can time impact the outcome of a negotiation?

6. Why can terms of payment be more important than price?

7. What role does preparation play in the success of a negotiation?

8. How does role-playing help prepare a more effective negotiation?

9. How does perception of power influence a negotiation?

10. How does the desire for success affect bargaining power?

(To interpret your answers see page 38.)

WHEN YOU'RE BEATEN AT THE NEGOTIATING TABLE

- *Between appointments, listen again to Session 6 on the Laws of Negotiating.*
- *On index cards, write down the particular laws that immediately apply to your negotiating situation.*
- *Review the meaning and application of a win/win situation.*
- *Write notes after each negotiation — what worked, what didn't. Do any patterns emerge? Learn from your experiences.*

THE LAWS OF MONEY



THE LAW OF ABUNDANCE

There is an ample supply for everyone who really wants it

THE LAW OF EXCHANGE

Money is the medium through which people exchange their production of goods and services to others

Money is a good measure of the value that people place on goods and services

Your labor is considered a factor of production or a service by everyone else

The amount of money you earn in a competitive market is the measure of value that others place on your contribution

Money is an effect, a result, not a cause

To increase the amount of money you are getting out, you must increase the value of the work that you are putting in

THE LAW OF CAPITAL

Your most valuable asset, in terms of cash flow, is your physical and mental capital, your earning ability

Your most precious resource is your time

Time and money can either be spent or invested

One of the best investments of your time and money is to increase your cash flow

THE LAW OF TIME PERSPECTIVE

The most successful people in any society are those who take the longest time period into consideration when making their day-to-day decisions.

Delayed gratification is the key to financial success

Self-discipline is the most important personal quality for long-term success

Sacrifice in the short-term is the price you pay for security in the long-term

THE LAW OF SAVING

Financial freedom comes to the person who saves ten percent or more of his or her income throughout his orher lifetime

Pay yourself first

Take advantage of tax-deferred savings and investment plans

Once you start a savings program, never use the money for anything but financial accumulation

THE LAW OF CONSERVATION

It's not how much you make, but how much you keep that will determine your financial future

PARKINSON'S LAW

Expenses always rise to meet income

Financial success comes from violating Parkinson's Law

If you allow your expenses to increase at a slower rate than your income, and you save or invest the difference, you'll become financially independent in your working lifetime

THE LAW OF THREE

There are three legs to the stool of freedom: savings, insurance, and investment

Your savings should be liquid and be sufficient for two to six months of normal expenses

You should carry sufficient life and health insurance against an emergency

You should invest ten to twenty percent of your income throughout your life until your investments make more than you do

THE LAW OF INVESTING

Investigate before you invest

The only thing easy about money is losing it

Don't lose money

If you think you can afford to lose a little, you're going to end up losing a lot

Only invest with experts who have a proven track record of success in handling money

THE LAW OF COMPOUND INTEREST

Investing your money carefully and allowing it to grow at compound interest will eventually make you rich

One dollar invested at three percent at the time of Christ would be worth half of the money in the world today

The key to compound interest is to put money away and never touch it

THE LAW OF ACCUMULATION

Every great financial achievement is an accumulation of hundreds and thousands of small efforts and sacrifices that no one ever sees or appreciates

The momentum theory of success states that as you accumulate savings, you develop momentum that moves you more rapidly toward your goal

By the yard it's hard, but inch by inch, anything's a cinch

THE LAW OF ATTRACTION

As you begin accumulating money, you magnetize this money with the emotion of desire and you become a money magnet

A prosperity consciousness, one that works, prepares for and expects prosperity, attracts money like iron filings to a magnet

It takes money to make money

THE LAW OF ACCELERATING ACCELERATION

As you begin moving toward your goal of financial freedom, it begins moving toward you at an accelerating speed

Nothing succeeds like success

Fully eighty percent of your success will come in the last twenty percent of the time you put in, as long as you persist

WHAT DOES MONEY MEAN TO YOU?

Is money a means to an end? Is it the end-all and be-all of your life? Do you wish, hope, and pray you'll have money someday?

What you believe about money will determine how much you get — and how much you keep. If you are afraid the Laws of Money only operate for someone else — someone who is already successful — by answering the following questions, you might discover what's holding you back.

1. List three reasons why you want to make more money.

- a.
- b.
- c.

2. List three fears you have about lack of money.

- a.
- b.
- c.

3. List three obstacles between you and financial freedom.

- a.
- b.
- c.

4. List three ways you could improve your skills or work habits to increase your talents.

- a.
- b.
- c.

5. List three ways you could invest your time more wisely.

- a.
- b.
- c.

(To interpret your answers see page 38.)

THE LAWS OF WEALTH CREATION



THE LAW OF CREATIVE EMULATION

The key to achieving wealth is to study and emulate those who have already acquired it before you

*What one person has done, others can do as well
If you ask the experts for advice, they'll give it to you
You become what you most admire*

THE LAW OF DESIRE

The motivation to acquire riches is an intense burning desire for financial success

If you want it badly enough, no one will be able to convince you that it's not possible

Desire is only expressed in your actions; it's not what you say but what you do that counts

The more often you affirm your goal and visualize it as a reality, the more intense will be your desire

THE LAW OF PURPOSE

Definiteness of purpose is the starting point of all riches

A person with a clear purpose will make progress on the roughest road

The primary reason why people don't become rich is that it never occurs to them

THE LAW OF ENRICHMENT

All lasting wealth comes from enriching others in some way, from adding value and retaining part of it

Your current income is a measure of how much you are enriching the lives of others

THE LAW OF ENTREPRENEURSHIP

More people become wealthy by starting and building their own successful businesses than by all other ways combined

Find a need and fill it

Wherever there are needs unmet or problems unsolved, there are opportunities to create wealth

Most fortunes come from selling established products or services in established markets to established customers and doing it just a little bit better

THE LAW OF BOOTSTRAPPING

Entrepreneurs who start with too little capital are usually more successful than those who start with too much

The most important resources in a new business are energy and imagination

Skill, knowledge, and experience develop in inverse proportion to the amount of capital available

THE LAW OF COURAGE

Your willingness to risk both failure and disappointment is a measure of your desire to be rich

No guts, no glory

There is nothing to fear but fear itself

Do the thing you fear and the death of fear is certain

THE LAW OF RISK

There is a direct relationship between the level of risk and the likelihood of loss

If it sounds too good to be true, it probably is

Success in entrepreneurship and wealth creating is the result of avoiding risk in the pursuit of profit

Entrepreneurs take calculated risks but they are not gamblers

THE LAW OF UNDUE OPTIMISM

An unwarranted expectancy of success can lead to both the success and failure of a new business venture

Your true time period to break even will be three times longer than your best estimate

Whatever your budget, it will cost you twice as much as you expect

Murphy's Law: Whatever can go wrong, will go wrong

THE LAW OF PERSISTENCE

If you persist long enough you must and will inevitably be successful

The entire process of wealth creation is just one important lesson after another

You stay in business and achieve success as long as you continue to earn enough money to pay for your mistakes

WEALTH CREATION: FANTASY OR REALITY?

Do you really want to be rich? Or do you, like millions of Americans, only fantasize about the easy life while really thinking that it's not virtuous to have wealth? What does the little voice in your mind tell you about wealth and success? Check the box in front of appropriate responses below.

ANSWER THE FOLLOWING QUESTIONS

1. You can be just as happy being poor as being wealthy.

True False

2. Financial success is achieved at the unwanted expense of others.

True False

3. The voice of reason says don't try to achieve anything extraordinary.

True False

4. By listening to those who've given up on their dreams, you'll give up, too.

True False

5. Having definite purpose is the first step to acquiring wealth.

True False

6. Because something might fail is reason enough to delay undertaking it.

True False

**7. When I hear of innovative business or money-making ideas, I often say,
"Why didn't I think of that?"**

True False

8. If I believe in an idea, I often dig in my heels against the opposition of others.

True False

(To interpret your answers see page 39.)

ALWAYS KEEP THE FOLLOWING POINTS IN MIND

- *The achievement of one person is inspiration to another*
- *Asking for advice is the cheapest investment you can make*
- *Winners help others win*

THE LAWS OF SELLING



THE LAW OF SALES

Nothing happens until a sale takes place

Products and services are sold, not bought

Customers need to be asked to buy

Eighty percent of sales are closed after the fifth call or after the fifth closing attempt

Fifty percent of salespeople quit after the first call in a complex sale, and fifty percent of the salespeople fail to ask for the order even once in a simple sale

Ask and ye shall receive

THE LAW OF AMBITION

How high you rise is determined by how high you want to climb

Commit to being the best in your field

To achieve high sales goals, you have to set them in the first place

You can't fly with the eagle if you continue to scratch with the turkeys

THE LAW OF NEED

Every decision to purchase a product or service is an attempt to satisfy a need or relieve a dissatisfaction

Before selling anything to anyone, the salesperson must be clear about the need he or she is attempting to satisfy

Sales success comes from fulfilling existing needs, not creating new ones

The more basic the need, the more basic the sales presentation

The more complex the need, the more sophisticated and subtle the sales presentation

The obvious need is often not the real need upon which the product will be purchased

THE LAW OF PROBLEMS

Every product or service can be viewed as the solution to a problem, the fulfillment of a need, or the resolution of an uncertainty

Customers buy solutions, not products or services

The more pressing the problem or need, the less price-sensitive will be the customer and the easier will be the sale

THE LAW OF PERSUASION

The process of selling is to convince the customer that he or she will be better off with the product than he or she would be with the money necessary to buy the product

The customer always acts to satisfy the greatest number of unmet needs in the very best way at the lowest possible price

Proof that others similar to the customer have purchased the product already builds credibility, lowers resistance, and increases sales

Salespeople who don't use testimonials have skinny kids

THE LAW OF RISK

Risk is inherent in any investment of time, money, or emotion

You're successful in sales to the degree to which you can position yourself as the low-risk provider of your product or service

The primary psychological obstacle to buying is the fear of failure, the fear of making a mistake in a purchasing decision

Everything you do in a sales interview either raises or lowers the perception of risk and the fear of failure

THE LAW OF TRUST

The trust bond between the salesperson and the customer is the foundation of a successful sale: the higher the level of trust between you and your prospective customer, the lower will be the fear of failure and the perception of risk

You can build trust in a sales relationship by asking questions aimed at the real needs of the customer that your product or service can satisfy

Successful salespeople listen twice as much as they talk

No one ever listened themselves out of a sale

Listening builds trust

THE LAW OF RELATIONSHIPS

Success in selling is determined by the ability of the salesperson to form a quality relationship with the customer

The customer wants a relationship first

In complex sales, the relationship continues after the sale

The relationship is more important than the product or service

THE LAW OF FRIENDSHIP

A person will not buy from you until he is convinced that you are his friend and acting in his best interest

THE LAW OF POSITIONING

The customer's perception of you and your company is his reality and determines his buying behavior

Every element of dress, product, packaging, printing, and promotion creates a perception of some kind

Top salespeople position themselves as the preferred suppliers of their products and services

THE LAW OF PERSPECTIVE

The way that you are viewed by your customers determines your income

When you are viewed by the customer as working for him or her, you will be in the top ten percent of your field

Top money earners in sales are viewed as consultants, helpers, counselors, and advisors to their customers, not as salespeople

THE LAW OF PREPARATION

The best salespeople prepare thoroughly before every call

The salesperson with the best knowledge of the real situation of the customer will be the most likely to make the sale

Sales professionals plan their questions in advance

The one with the best notes and the best preparation, wins

THE LAW OF PERVERSE MOTIVATION

Everyone likes to buy but no one likes to be sold

The best salesperson is perceived as the person who helps the prospect get what he or she wants and needs

Top salespeople are teachers who show their customers how products work to satisfy their needs

SUCCESS AND THE LAWS OF SELLING

The Laws of Selling state that everyone is always selling something to someone. The ability to persuade and influence others is central to a successful, happy life. The question is: How high do you want to climb? Your answers to the following statements may reveal the possible heights to your success.

1. Each year I _____.

- a. decide how much I want to earn in the next 12 months
- b. earn a varying income; some years are good — others bad
- c. take whatever commission percentage is offered to me

2. Each year I _____.

- a. try to make a better sales effort
- b. hope for more clients
- c. figure how much I'll need to sell to reach my income level

3. Each year I _____.

- a. break down my annual sales goals into monthly, weekly, and daily goals
- b. hope for a raise in my base salary
- c. watch others promoted before me

4. My day is _____.

- a. planned down to each hour
- b. sometimes hectic, sometimes not
- c. spent talking with other salespeople

5. To keep myself focused at the office, I _____.

- a. stay away from those who are unmotivated
- b. take many breaks throughout the day
- c. stroll around and see what ideas other people have

6. When approaching a potential customer, I _____.

- a. prepare for the worst and the worst usually happens
- b. prepare for the worst and I am usually surprised by my success
- c. can't imagine I'll be turned down

7. My customers think _____.

- a. I'm organized, caring and responsive
- b. I'm more than a bit of a pest
- c. they've met me before but aren't certain

(To interpret your answers see page 39.)

THE LAWS OF BUSINESS



THE LAW OF PURPOSE

The purpose of a business is to create and keep a customer

Profits are a measure of how well a company is fulfilling its purpose

Profits are a cost of doing business, the cost of the future

THE LAW OF ORGANIZATION

A business organization is merely a conglomeration of people brought together for the common purpose of creating and keeping customers

THE LAW OF CUSTOMER SATISFACTION

The customer is always right

All customer satisfaction comes from people

The best companies invariably have the best people

The key role of management is to achieve the maximum return on investment in human resources toward satisfying customers

THE LAW OF THE CUSTOMER

The customer always acts to satisfy his or her interests by seeking the very most goods at the very lowest price

Customers are both demanding and ruthless; they will reward highly those companies that serve them best, and allow to fail those companies that serve them poorly

Customers always behave rationally in pursuing the path of least resistance to satisfy their most pressing needs

Proper business planning always begins with the customer as the central focus of attention and discussion

THE LAW OF QUALITY

The customer demands the very highest quality for the very lowest prices

Quality is what the customer says it is and is willing to pay for

Quality refers both to the product or service and the way that it is sold, delivered, and maintained

Companies are financially successful in direct proportion to their quality ranking, as customers perceive it

THE LAW OF OBSOLESCENCE

What is, is already becoming obsolete

Tomorrow will be different from today

Continuing innovation and improvement are essential to survival

The best way to predict the future is to create it

THE LAW OF INNOVATION

All breakthroughs in business come from innovation, from offering something better, cheaper, faster, newer, or more efficient in the current marketplace

THE LAW OF CRITICAL SUCCESS FACTORS

Every business has approximately five to seven critical success factors, the performance of which determines the success or failure of the enterprise

Every individual has critical success factors which determine his or her success

THE LAW OF THE MARKET

The market is where buyers and sellers of products and services meet to set prices and determine the allocation of money, labor, natural resources, and all factors of production

The efficient market thesis says that in a free market, resources will be allocated with complete efficiency and prices will accurately reflect supply and demand to that moment

The free market is the most efficient way for millions of people to have their needs met at the lowest possible cost

The freer the market is from government interference, the greater will be the supply and variety of goods and services and the greater will be the prosperity of the people

THE LAW OF SPECIALIZATION

To succeed in a competitive marketplace, a product or service must be specialized and excellent at satisfying a clearly defined need of the customer

Companies fail when they no longer specialize or serve a sufficient number of customers in a cost-efficient way

THE LAW OF DIFFERENTIATION

A product must have an area of uniqueness that makes it stand out from its competitors in some way if it is to succeed in the marketplace

The determination of a unique selling proposition is the beginning of all advertising and sales

To survive and thrive in the marketplace, a product or service must have a competitive advantage, something that makes it superior to competing products and services

THE LAW OF SEGMENTATION

Companies must target specific customer groups or market segments if they are to achieve significant sales

Many companies fail because they are targeting the wrong market with the wrong product in the wrong way

The ideal market segment contains those customers for whom the product's competitive advantage satisfies the most pressing needs

THE LAW OF CONCENTRATION

Market success comes from concentrating single-mindedly on selling to those customers for whom the product's area of differentiations is the most valuable and important

One of the best high-profit strategies is to dominate a specific market niche with the best product available for those customers in that niche

Concentration in high-profit market segments with high-profit products gives the highest return on sales, return on investment, and return on equity

THE LAW OF EXCELLENCE

The market always pays excellent rewards for excellent performance, excellent products, and excellent services

The market pays average rewards for average performance and below-average rewards for below-average performance

THE ROLE OF THE CONSUMER IN THE LAWS OF BUSINESS

Why do so many business ventures — whether cottage industries or steel-girdered corporations — fail? The most important component of the Laws of Business is also the most often overlooked, forgotten, or misunderstood. This component is not mysterious, but it can be fickle or the opposite — loyal and true. Always demanding, sometimes ruthless and always to be satisfied — **the Customer**.

REMEMBER

- *The Customer will act to satisfy his or her interests by seeking the most for the very least price*
- *The Customer will want his or her desires satisfied promptly with no concern for long-term consequences*
- *The Customer will reward those companies that serve him or her best*
- *The Customer will ruin those companies that serve him or her poorly*
- *The Customer will pursue the most direct path to meet his or her pressing needs*
- *The Customer will always know what is in his or her best interest*
- *The Customer will be the central focus in all proper business planning*

THE LAWS OF LUCK



THE LAW OF PROBABILITY

There is a mathematical probability of the occurrence of any event which can be deduced with considerable accuracy from observation, measurement, and experience

You can increase the probability of an event occurring by increasing the number of the events

Probability increases with persistence

You are your own umpire in the game of life

THE LAW OF CLARITY

The clearer you are about what you want and what you are willing to do to get it, the greater is the probability that you will experience luck

Intensely desired goals activate your reticular cortex and make you aware of opportunities you might have otherwise overlooked

The more you want something, the more alert you will be to your chance of achieving it when it comes.

THE LAW OF ATTRACTION

You inevitably attract into your life the people, ideas, circumstances, and resources that harmonize with your dominant thoughts

What you want, wants you

What you are moving toward is moving toward you

THE LAW OF EXPECTATIONS

You can increase the amount of luck in your life by continually expecting lucky things to happen

You should look for the opportunity in every situation

Whenever God sends you a gift, he wraps it up in a problem

You get what you expect, if you expect it long enough

THE LAW OF OPPORTUNITY

Your greatest possibilities will come from the most common situations

Opportunities usually come dressed in work clothes

A wise person will create more opportunities than he finds

Opportunities are like buses: there will always be another one along

or

You need not be stampeded into acting at a rate of speed with which you are uncomfortable

THE LAW OF ABILITY

Luck is when preparedness meets opportunity

The greater your ability in any area, the more luck you will experience in that area

It's not enough to be in the right place at the right time; you must be the right person in the right place at the right time

THE LAW OF INTEGRATIVE COMPLEXITY

The person with the widest variety of knowledge and skills in any area will tend to experience the most luck in that area

The more you know, the more you grow

The wider the net you throw, the bigger will be your catch

THE LAW OF ASSUMPTION

Incorrect assumptions lie at the root of every failure

The continuing assumption that you could be dead wrong is the key to getting it dead right

Questioning your assumptions will enable you to see possibilities that you might not have dreamed of

THE LAW OF TIMING

There is a tide in the affairs of men which, when taken at the flood, leads on to fortune

Timing is everything

Eighty percent of success is just showing up

The more often you try, the more likely you will triumph

THE LAW OF ENERGY

The greater your energy and enthusiasm, the more likely you will be to recognize and respond to luck

Alertness enables you to see roses where others see only thorns

Presence of mind and speed of action can turn ordinary events into stepping stones to success

When the night becomes darkest, the stars come out

THE LAW OF RELATIONSHIPS

The number of people you know and who know you will determine your luck as much as any other factor

Most luck comes with hair on top

Chance remarks can change the direction of your life

When the student is ready, the master will appear

THE LAW OF EMPATHY

If you can see the situation through the eyes of the other person, your perspective can reveal unseen possibilities

Walk a mile in other person's moccasins

If you can see John Jones through John Jones' eyes, you can sell John Jones what John Jones buys

THE LAWS OF LUCK ARE NO ACCIDENT

Why is it that successful people tend to feel lucky and to be lucky? Why do unsuccessful people describe their own set of circumstances as a streak of “bad luck”? What role does luck play in your life? This is nothing to be complacent about. Whether you dream of losing weight or topping the sales chart, clarity will increase your odds of getting lucky and doing just that.

Find out below just how clear you are!

1. List the five most important things you want in life.

- a. _____
- b. _____
- c. _____
- d. _____
- e. _____

**2. For each of the things listed above, list the five things you’re willing to do to attain that goal.
Label each of the headings with your goals.**

- a. _____
1. _____
2. _____
3. _____
4. _____
5. _____
- b. _____
1. _____
2. _____
3. _____
4. _____
5. _____
- c. _____
1. _____
2. _____
3. _____
4. _____
5. _____
- d. _____
1. _____
2. _____
3. _____
4. _____
5. _____
- e. _____
1. _____
2. _____
3. _____
4. _____
5. _____

(To interpret your answers see page 39.)

THE LAWS OF SELF-FULFILLMENT



THE LAW OF GROWTH

If you're not growing, you're stagnating

THE LAW OF PRACTICE

Whatever you practice over and over again, often enough, becomes a new habit

You can develop any habit, pattern of action, or behavior you desire by practicing it in your mind repeatedly prior to the situation that requires it

The more relaxed you are when you visualize a new behavior, the more rapidly it is accepted by your subconscious mind and the more rapidly you begin acting consistently with your mental picture

You must launch new behaviors and habits strongly; never allow an exception before the new habit is fully entrenched

THE LAW OF ACCUMULATION

Every great life is an accumulation of hundreds and thousands of efforts and sacrifices that others never see nor appreciate

or

No worthwhile effort or sacrifice is ever lost

THE LAW OF INCREMENTAL IMPROVEMENT

Master and excellence in any field is the result of countless efforts of self-development over an extended period of time

Paderevski: "If I don't practice for even one day, I know the difference. If I don't practice for two days, the critics know the difference. And if I don't practice for three days, the public knows the difference."

Longfellow's Law: "Those heights by great men won and kept were not achieved by sudden flight. But they, while their companions slept, were toiling upward in the night."

THE LAW OF SELF-DEVELOPMENT

You can become whatever you want in life if you will learn what you need to know in order to achieve it

THE LAW OF TALENTS

Your greatest opportunities lie in the development and exploitation of your inborn talents and abilities

You are a genius

Jesus: "Oh good and faithful servant, you have been faithful over small things, I will make you master over many"

If you work on your gifts, they will make way for you

Learn no useless subjects or skills

THE LAW OF EXCELLENCE

The quality of your life will be determined by the depth of your commitment to excellence more than by any other factor

Every day in every way practice getting better and better

Get good, get better, be the best

It's not the will to win that counts as much as the will to prepare to win

THE LAW OF OPPORTUNITY

Within every setback or obstacle there lies the seed of an equal or a greater benefit or opportunity

The more confidence you have in your ultimate ability to succeed, the more boldly you will act on opportunities when they arise

Just as your feelings dictate your thoughts and actions, your actions have a reverse effect and create your thoughts and feelings

THE LAW OF COURAGE

If you confront the thing you fear, then the death of fear is certain

Seize the day

Act as if it were impossible to fail and it shall be

THE LAW OF APPLIED EFFORT

All great achievement is preceded and accompanied by hard, hard work

Try harder

Work all the time you work

THE LAW OF GIVING

It is more blessed to give than to receive

The only gift worth giving is that which includes the giver as part of it

The more of yourself that you give without expectation of return, the greater will be your return, often from the most unexpected source

Whenever you give or do something nice for another person, you trigger within that person the desire to reciprocate your action or kindness

A simple rose given at the right time can be worth a dozen given too late

THE LAW OF AFFIRMATION

Whatever you repeat to yourself often enough will eventually be accepted by your subconscious mind as a fact and will become a part of your beliefs

The most powerful words of all are the ones you say to yourself and believe

The most powerful affirmation is a visualization

With affirmation, both verbal and visual, your potential is unlimited

THE LAW OF OPTIMISM

A positive mental attitude is closely associated with success in virtually every area of life

You think, feel, and act the way you do because of the way you interpret experiences and events to yourself

Every thought, feeling, word, or action you engage in is a choice made by you for which you are totally responsible

DON'T GET DISCOURAGED WHEN SUCCESS MEANS TRY, TRY AGAIN

Success and self-fulfillment aren't lightning bolts that crash down from the sky and suddenly awaken you. Self-fulfillment takes persistence and that persistence comes from structure in your life.

The Laws of Self-Fulfillment underscore the importance of practice. When the practice of a new behavior or action becomes second nature, that new behavior is actualized in your life. Your self-actualization is dependent upon your growing and changing. This means that through practice you can learn the behavior of waking up early in the morning or of setting the next day's goals each night before you go to sleep.

Use the following exercise to develop a list of new behaviors you wish to practice. After you've written your list, rank the behaviors as they are most important to you. Finally, write the reason for desiring your new behavior.

New Behavior:	Rank:
<u> </u>	<u> </u>
Reason:	
<u> </u>	<u> </u>
New Behavior:	Rank:
<u> </u>	<u> </u>
Reason:	
<u> </u>	<u> </u>
New Behavior:	Rank:
<u> </u>	<u> </u>
Reason:	
<u> </u>	<u> </u>
New Behavior:	Rank:
<u> </u>	<u> </u>
Reason:	
<u> </u>	<u> </u>
New Behavior:	Rank:
<u> </u>	<u> </u>
Reason:	
<u> </u>	<u> </u>

(To interpret your answers see page 39.)

WHEN YOU BEGIN TO THINK OF YOUR OWN LAWS

As I said earlier, the Universal Laws of Success and Achievement represents my personal collection from a lifetime of reading and learning. Some may apply directly to your life, while some may not. You probably have your own set of laws that you haven't recorded. But I encourage you to do so. No set of laws to live by are complete until you add your own. These may be laws you have learned from experience, or laws you have found from other sources. Here's a law I live by, that I don't consider "universal": Always write the first sentence of the next page before you finish writing for the day. This allows me to start again the next morning without wasting time trying to figure out what I had been planning to say next. I have dozens of little laws like that which facilitate my daily success, and I'm sure you do, too. I suggest you start keeping track of them. These laws will be most useful to you if you keep an on-going list of them in your notebook, where you will have ample room to develop and evolve them. Don't forget to include on your list those laws you read in other places — as well as those I've provided you in this collection.

A GUIDE TO THE EXERCISES



WHAT DOES SUCCESS MEAN TO YOU? (PAGE 5)

Chances are you found this more difficult to answer than you'd expect. It's easy to say, "I want to be successful" or "I want to remain healthy." The tough part comes when you begin to list specifics. The way to score this exercise is to give yourself one point for each concrete definition you wrote. For example, if next to Success you wrote, "Be CEO of my company by the time I'm 50; enjoy going to work each day; never be bored," give yourself five points — one each for CEO, your own company, age 50, enjoyment, and lack of boredom.

The higher your score, the more focused you are on your goals and the more likely you are to achieve them — or to recognize them if you've already achieved them. Any score under twelve points could certainly stand improvement. If you don't know what you want, how can you ever achieve it? The questions in this exercise lie at the very heart of your quest for a better life.

SETTING YOUR GOALS (PAGE 8)

The *Dream List* exercise is similar to the one above. Specificity is important. Also, do most of your dreams fall into a single category? If so, this is a strong indication of what you find most important in life. If your answer listed "enough money to live comfortably," followed by four or five examples of "dream" relationships, it shows quite clearly what you value most highly.

Your *Ideal Life Style* response will tell you how long, how hard, and how creatively you will have to work to meet your goals. Rent isn't cheap in the south of France. But if your idyll is a small cabin in the woods near your hometown, your dream may be easier — or at least less costly.

With *Six Months to Live*, what would you do? It's a question I hope you never have to face, but for our purposes, it's useful to scout out the areas in which you've procrastinated. With all of the demands of everyday life, it's easy to put off what may seem non-essential. With limited time, however, it may surprise you what now becomes essential, what you now deem really important. Will you finally sit down and read *War and Peace*? Will you experience April in Paris the way you've always wanted? Will you patch up that feud with your difficult sister? Whatever your response, why wait to do it until you know your time is running out? If they're things you've always wanted to do, things you've always meant to do, they're obviously important to you — **so do them now!**

The trouble with *Worries and Problems* is not that we don't know their solutions, but that we don't know how to get to solutions. This exercise was your chance to map out your path to that solution. Solving a problem step by step is easier than leaping from it to the solution directly, a leap that can often be long and perilous. If your problem is that you hate your job, there are several steps or sub-goals you can take toward finding a new one: update your resume, start searching the ads, networking, saving every penny you can in case you need to quit your current job before you secure a new one. By taking the path to a solution of your problem one step at a time, you'll make the ultimate goal seem that much less impossible — and will actually bring it quite a bit closer to reality!

WHEN HAPPINESS SEEMS JUST OUT OF REACH (PAGE 10)

After deciding what happiness means to you (see previous exercises), this one helps you plot short-term markers along the path. Once you decide on a concrete goal, it is vital to take smaller, individual steps in order to achieve it. Of course, it's also important to stick to your plan. The best map is useless if you never take your car out of the garage.

DO THE LAWS OF LOVE AND RELATIONSHIPS SHINE IN YOUR LIFE? (PAGE 13)

Far be it from me to tell you what love is. Needs vary from individual to individual; a relationship that works perfectly for two people might be a living nightmare for two others.

The key here is the word work. From a casual professional connection to the most complex of love affairs, relationships take effort. With the best of them, it comes naturally and is mostly unseen. But even if you aren't aware of the effort, you should be familiar with the machinery: the gears, pulleys, and switches moving relationships along. Commitment, communication, forgiveness. These are a few of the components keeping a relationship's engine humming. Alas, there is no complete owner's manual for love.

ARE THE LAWS OF ECONOMICS WORKING FOR YOU? (PAGE 16)

The Laws of Economics apply, not only to money, but to time and effort as well. The first law listed, the Law of Ambition, is extremely important: "Every act you engage in is an attempt to improve your condition in some way."

Review your responses in this exercise. It is up to you to judge whether your actions do, in fact, improve your life in a way you feel is worthwhile. If a prestigious car or a designer outfit improves the way you look at yourself, then that may very well outweigh the extra costs involved. If your idea of a perfect weekend is one with nothing to do, but you also believe that time spent doing nothing is time wasted, then you need to straighten out this discrepancy in your thinking.

This exercise offers you another chance to get a glimpse of the real you and what is truly important to you. It's up to you to decide if that's the way you want to be — and to take the steps necessary to make any adjustments.

WHERE DO YOU SIT AT THE BARGAINING TABLE? (PAGE 19)

At some level, we are negotiating almost every moment of our lives. Whether it is with customers, employers or loved ones, negotiation is a fact of life. This exercise is a very straightforward study guide on some of the finer points of the art of negotiation. You may have to do this one several times, after each review of the Laws of Negotiating. Once you know these laws, you'll be ready to take your place at the head of the bargaining table.

WHAT DOES MONEY MEAN TO YOU? (PAGE 22)

Goals, goals, goals. Keeping them in mind, striving for them — it's an ongoing process. Like recognizing your goals, recognizing things that might block your path to them is vital.

The first part of this exercise once again asks you to put your dreams into words; the final four parts help you define obstacles you might encounter. These parts show you areas in which you need to work.

Remember: identifying a problem is the first step toward solving it.

WEALTH CREATION: FANTASY OR REALITY? (PAGE 24)

Before you can emulate a wealthy person you admire, before you become an entrepreneur, you must decide for yourself if the Law of Desire pertains to you: "The motivation to award riches is an intense burning desire for financial success." Do you have that burning desire? It's okay if you don't, and just as valid if you do. There may be some compromises and sacrifices along the way, no matter what you discover about yourself.

This exercise helps you get to your feelings. If the poor are just as happy (or unhappy) as the wealthy, are the sacrifices worth it to you to create wealth? If you believe that success is achieved at the expense of others, but don't much mind, is there anything that can stop you from reaching your financial goals? These questions are starting points in your search for your true self.

SUCCESS AND THE LAWS OF SELLING (PAGE 27)

A surprising large number of people who attempt to answer the five questions in this exercise will find that they don't really have any answers. The same may be all too true for the other exercises in the book. This underscores a major roadblock to reaching our goals: we don't know ourselves well enough to know what we want or need. Even questions as seemingly simple as those about the way we work cause us to draw a blank.

Spy on yourself during the course of a work week. Are you spending your time to its best advantage? Are you communicating with the people who can help you get ahead?

THE ROLE OF THE CUSTOMER IN THE LAWS OF BUSINESS (PAGE 30)

Repeat after me: the Customer is always right, the Customer is always right, the Customer is always right. Enough said.

THE LAWS OF LUCK ARE NO ACCIDENT (PAGE 33)

Once again, an exercise that gives you the opportunity to plot your course to your goals. Like a ship captain who divides a long voyage into day-long trips until he finally reaches his destination, you, too, can make the long haul to your dreams seem shorter by breaking it into individual steps.

You've noticed I've said the same thing in several different ways during the course of this reference guide. You can take that as a clear indication that this is a key aspect of goal-attainment — and one that you should never lose sight of.

DON'T GET DISCOURAGED WHEN SUCCESS MEANS TRY, TRY AGAIN (PAGE 36)

If you don't like where your old behavior has gotten you, maybe you should change your behavior. There's nothing like a good, new habit to help you feel like a brand new you.

Spending too much time going out at night? Think of things that will keep you in and, perhaps, improve you in some way — read literature, learn a new language, invite a group of friends over for some interesting conversation. You say your temper's too short for your own good at the office? Try counting to ten before you respond to a perceived affront. If that doesn't work, there are always larger numbers to count to. Are you spending too much? Visit a financial planner, contribute to your company's 401(K) plan, don't buy any new clothes for a few months.

This exercise helps you define your new behavior by allowing you to describe what is wrong with the old.

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THE UNIVERSAL LAWS OF SUCCESS AND ACHIEVEMENT

PERSONAL GUIDE

By Brian Tracy

THIS INFORMATION WILL BE USEFUL TO YOU IN MANY WAYS:

1. You will make an immediate impact on your life by using this during breaks, while waiting in line, and any other time you have a free moment.
2. These instructions will help direct you before crucial times in your life. If you are about to make an important sale, refer to the Law of Selling. If you are about to negotiate an important deal, refer to the Law of Negotiating. It's that simple and helpful.
3. Use this when you have to make an important decision. You'll find an answer to any problem in what follows.
4. Make notes on index cards of these laws, or print them out, and take these with you to important meetings.

SESSION 1

THE LAWS OF SUCCESS

1 **LAW OF CAUSE AND EFFECT.** This is an orderly universe. There are no accidents. Everything happens for a reason. For every effect there is a set of causes.

NOTE: This is the “granddaddy” law from which all other laws in every field flow. It has been variously called the “Law of Sowing and Reaping,” the “Law of Action and Reaction,” the “Law of Compensation,” and the “Socratic Law.”

2 **LAW OF MIND.** Thoughts objectify themselves. *You become what you think about.*

3 **LAW OF MENTAL EQUIVALENCY.** To achieve success in any area, you must have a clear image of that success in your mind — *a mental picture of your idea of success.*

4 **LAW OF CORRESPONDENCE.** Your outer life will mirror your inner life. There is a *direct correspondence* between your experiences and your thoughts and attitudes.

5 **LAW OF BELIEF.** Whatever you believe ... *deeply* ... becomes your reality.

6 **LAW OF VALUES.** What you *truly value and believe in* is reflected in your actions, even though your words may say otherwise.

7 LAW OF MOTIVATION. Everything you do is triggered by *inner desires, urges, and instincts*; many are subconscious.

8 LAW OF SUBCONSCIOUS ACTIVITY. Your subconscious mind *alerts you to things around you* consistent with your dominant desires and concerns.

9 LAW OF EXPECTATIONS. What you *expect with confidence* tends to materialize.

10 LAW OF CONCENTRATION. Whatever you *concentrate on*, and think about repeatedly, becomes more a part of your inner life, and consequently your outer life.

11 LAW OF HABIT. Virtually all we do is automatic, the result of habit. *Habits that move us away from our goals must be changed.*

12 LAW OF ATTRACTION. You are a living magnet. You attract people, events, and circumstances that *harmonize with your dominant thoughts.*

13 LAW OF CHOICE. You are free to choose what you think about, and therefore *free to choose all other parts of your life.*

14 LAW OF OPTIMISM. A positive mental attitude goes with success and happiness. Optimism makes you cheerful and pleasant, and *more likely to succeed.*

15 LAW OF CHANGE. All things are changing; nothing is fixed. If you don't take advantage of change, *you'll be the victim of change!*

SESSION 2

THE LAWS OF ACHIEVEMENT

NOTE: All off the Laws of Success apply to achievement as well. In addition, the following laws apply.

1 LAW OF CONTROL. You feel positive about yourself to the extent you feel *you are in control of your life.*

2 LAW OF RESPONSIBILITY. You are *fully responsible* for everything you are, everything you have, and everything you become and achieve.

3 LAW OF COMPENSATION. Whatever you put in, you will get out — you will always be *compensated in full* for whatever you do.

4 LAW OF SERVICE. Your rewards in life will be in direct proportion to *the value of your service to others.*

5 LAW OF APPLIED EFFORT. All things are amenable to hard work; in fact, *the harder you work, the luckier you get.*

6 LAW OF OVER-COMPENSATION. Always put in more than you take out or you'll never take out more than you're getting now. *Do more than you're paid for to get paid more for what you do.*

7 LAW OF PREPARATION. Perfect performance comes from *painstaking preparation*. Real pros take more time than others to prepare.

8 LAW OF FORCED EFFICIENCY. The more you take on, the more efficient you'll be. While there's never enough time to do everything, there's always enough to do the *important things*.

9 LAW OF DECISION. Every great leap forward springs from a clear *decision to act*. Furthermore, if you act boldly, unseen forces will come to your aid.

10 LAW OF CREATIVITY. Every advance begins with an idea in one person's mind. Whatever a mind can conceive and believe, *it can achieve.*

11 LAW OF FLEXIBILITY. Success is best achieved when you are clear about the goal but *flexible about how to get there*. Inflexibility can lead to missed opportunities.

12 **LAW OF PERSISTENCE.** Your ability to persist despite setbacks and disappointments affirms your belief in yourself. *Persistence is the iron quality of success.*

SESSION 3

THE LAWS OF HAPPINESS

1 **LAW OF INTEGRITY.** Happiness is a by-product of choosing to live your life *consistent with your highest values and aspirations.*

2 **LAW OF EMOTION.** We are 100% emotional in everything we think, feel, and decide. Since we control our thoughts, we are all *as happy as we make up our minds to be.*

3 **BASIC LAW OF HAPPINESS.** The quality of your life is determined by how you feel at any given moment. Happiness springs not from events, *but how you interpret those events.*

4 **LAW OF SUBSTITUTION.** Your mind is like a garden — unless you cultivate flowers, weeds will flourish. *To keep your mind positive, substitute positive thoughts for negative thoughts.*

5 **LAW OF EXPRESSION.** Whatever you express *with conviction* triggers thoughts, ideas, and actions consistent with those words. Therefore, pick your words carefully.

6 LAW OF REVERSIBILITY. Feelings usually determine action. *But action can determine feelings.* You can make yourself cheerful by smiling, laughing, and singing out loud.

7 LAW OF VISUALIZATION. Images tend to awaken the emotions that go with them. *Picture yourself when you were happy and optimistic,* and the feelings will follow.

8 LAW OF PRACTICE. If you practice feeling cheerful or optimistic, you will *form the habit of being cheerful and optimistic.*

SESSION 4

THE LAWS OF LOVE AND RELATIONSHIPS

1 LAW OF COMMITMENT. Critical to the long-term success of any relationship is the *level of commitment.* Relationships with conditions attached are usually short lived.

2 LAW OF VALUE. Love is not blind. You are attracted to people who have *qualities you value.*

3 LAW OF COMPATIBILITY. People are compatible with each other only when they *share the same values, attitudes, ambitions, and beliefs.*

4 LAW OF COMMUNICATIONS. Since good communication is essential to good relationships, bear in mind that *men and women communicate differently*. Men are direct, women indirect.

5 LAW OF ATTENTION. You pay attention to what you most love and value. *Attentive listening builds trust*, the foundation of a loving relationship.

6 LAW OF SELF-ESTEEM. You tend to be happiest with someone who makes you feel good about yourself. In addition, raising the self-esteem of another *makes you like yourself more*.

7 LAW OF INDIRECT EFFORT. You get more out of relationships indirectly than directly. The fastest way to impress others is not to act impressively, *but to be impressed by them*.

8 LAW OF REVERSE EFFORT. Trying hard in relationships tends not to work. Relationships work best *when you don't try at all*.

9 LAW OF CONTROL. Relationships are happy when there is a mutual sense of control. Too much control in one person's hands, *or none at all*, leads to unhappiness.

10 **LAW OF IDENTIFICATION.** Only by not identifying with your relationship — *by detaching and viewing it at arm's length* — can you enjoy it fully and act effectively with it.

11 **LAW OF FORGIVENESS.** You are mature and healthy to the degree that you can forgive freely. Inability to forgive *leads to guilt, resentment, anger, and unhappiness with others.*

12 **LAW OF REALITY.** Don't try to change others or expect them to change. Be real and *deal with people as they are.* Unconditional acceptance of others is the key to happy relationships.

SESSION 5

THE LAWS OF ECONOMICS

1 **LAW OF AMBITION.** Everything you do is an attempt to *improve your condition.* As long as there is discontent and the capability to improve, you will try to do so.

2 **LAW OF MINIMUM EFFORT.** You always try to get what you want *with the least effort.* In other words, we humans are basically lazy.

3 **LAW OF MAXIMIZATION.** You always try to *get the most* for your time, money, effort, or other resources. In other words, we humans are basically greedy.

4 LAW OF TIME PREFERENCE. You always *prefer earlier rather than later* in the satisfaction of any desire. In other words, we humans want instant gratification.

5 LAW OF VANITY. You place a high value on your appearance, opinions, choices, relationships, and how you're treated by others. *We humans are egotistical, self-centered, and vain.*

6 LAW OF IGNORANCE. There is a degree of uncertainty in everything you do. *We never know for sure* how things will turn out.

7 LAW OF EXPEDIENCY. People always try to get what they want *as fast and easily as possible* without regard to secondary consequences. It's called "the path of least resistance."

8 LAW OF DUALITY. There are two reasons given for doing anything — *the one that sounds good, and the real reason.*

9 LAW OF SECONDARY CONSEQUENCES. Everything you do has a direct consequence followed by a secondary consequence. *Considering the secondary consequences is the hallmark of wisdom.*

10 LAW OF UNINTENDED CONSEQUENCES. The results of many actions are often worse than *if nothing had been done at all.*

11 LAW OF CHOICE. Every human action is a choice — one based on your dominant values at the moment. *Even taking no action is a choice.*

12 LAW OF THE EXCLUDED ALTERNATIVE. Every choice *implies rejection of all other choices.* It also tells what you truly believe in at the moment.

13 LAW OF SUBJECTIVE VALUE. The values of goods or services are personal — *what someone is willing to pay.* The buyer ultimately determines the price.

14 LAW OF MARGINALITY. Price is determined by what customers *at the margin* — those who can buy or not buy or even buy elsewhere — are willing to pay.

15 LAW OF ECONOMIC SUBSTITUTION. When prices increase, *customers seek substitutes* that offer similar satisfaction at lower prices.

SESSION 6

THE LAWS OF NEGOTIATING

1 NIERENBERG'S LAW. The aim is to enter into an agreement *that satisfies both parties, motivates them to fulfill their agreements, and conduct further negotiations in the future.*

- 2 COVEY'S LAW.** You should aim for a *win/win solution — or no deal*. In other words, if both sides can't win, forget it.
- 3 COHEN'S LAW.** Everything is negotiable — and that means *everything*.
- 4 DAWSON'S LAW.** You can always get a better deal if you know how. First, if you want a better deal, *ask for it*; second, always flinch when a price is quoted.
- 5 LAW OF FOUR.** Eighty percent of any negotiation will resolve around *only four issues*, three of which will be secondary.
- 6 LAW OF TIMING.** Timing is a *critical aspect* of any negotiation. For example, the more urgent your need is to close the deal, the less effective you'll be.
- 7 LAW OF TERMS.** Terms of payment can be more important than price or any other factor. You can usually *agree to almost any price if you can adjust the terms*.
- 8 LAW OF PREPARATION.** Eighty percent of success is determined by your preparation. Before negotiating, you should *get the facts, do your homework, and check your assumptions*.
- 9 LAW OF REVERSAL.** Put yourself in the other person's position to prepare effectively. With a good feel for *what the other person wants*, you can better get what you want.

10 LAW OF POWER. The person with the greater power, real or imagined, *gets the better deal*. There are 10 kinds of negotiating power; a very big one is indifference.

11 LAW OF DESIRE. The one who most wants the negotiation to succeed has the least bargaining power. Bargaining strength comes from *your indifference and the other person's desire*.

12 LAW OF RECIPROCITY. People want to pay you back for what you do for them. By making small concessions, you may be able to *get large concessions in return*.

13 THE WALK-AWAY LAW. You never know the final price until you get up and walk away. This is the *supreme expression of indifference* (see Law of Power above.)

14 LAW OF FINALITY. No negotiation is ever final; you can always ask to re-open it. And remember: *successful negotiation paves the way for future negotiations* (see Law 1, page 10).

SESSION 7

THE LAWS OF MONEY

1 LAW OF ABUNDANCE. There is an *ample supply of money* for all who want it. To get your share, decide to be rich, and obey the Laws of Cause and Effect as they apply to money.

2 LAW OF EXCHANGE. Money is the *medium for exchanging goods and services*. It replaces barter. What you earn in an open market shows the value others place on what you do.

3 LAW OF CAPITAL. Your most valuable asset is your earning ability. *It's physical, it's mental — it's your capital.* And your most precious resource is your time.

4 LAW OF TIME PERSPECTIVE. The most successful people make their day-to-day decisions by considering the *longest time period*. Delayed gratification is the key to financial success.

5 LAW OF SAVINGS. Financial freedom comes to those who *save 10 percent or more of their income* all their lives. The way to do this is to “pay yourself first.”

6 LAW OF CONSERVATION. It’s not how much you make but *how much you keep* that counts. Successful people save lots in prosperous times to have a financial cushion for bad times.

7 PARKINSON’S LAW. Expenses always rise to meet income. It happens to most people. It’s why most people aren’t rich. To be rich, *you must flout this law.*

8 LAW OF THREE. Financial security is like a three-legged stool: *it rests on savings, insurance, and investment*. You must tend to all three to become financially independent and secure.

9 LAW OF INVESTING. Investigate before you invest. *Spend as much time studying an investment as you do earning the money you put into it.* Never let yourself be rushed.

10 LAW OF COMPOUND INTEREST. Allowing money to grow at compound interest will make you rich. The key to making this work is to *put it away and never touch it*.

11 LAW OF ACCUMULATION. Great financial achievement is an *accumulation of hundreds of small efforts*. You should build a momentum to your savings plan and let nothing get in its way.

12 LAW OF ATTRACTION. As you accumulate money to you begin attracting more money to yourself. Thinking about money as you save makes you a magnet; *you attract more money into your life*.

13 LAW OF ACCELERATING ACCELERATION. The faster you move toward financial freedom, *the faster it moves toward you*. It's an off-shoot of the Law of Attraction: what you want wants you.

SESSION 8

THE LAWS OF WEALTH CREATION

- 1 LAW OF CREATIVE EMULATION.** To achieve wealth, *study and emulate those who have achieved it before you*. And ask their advice too. You don't have to re-invent the wheel.
- 2 LAW OF DESIRE.** To achieve wealth, you need strong motivation — *you must want it badly*. And, if you do, nothing can stop you.
- 3 LAW OF PURPOSE.** Definiteness of purpose is the starting point of all wealth. *You must define what you want and the steps you will take to get it.*
- 4 LAW OF ENRICHMENT.** All lasting wealth comes from enriching others in some way. *The more value you can produce, the more you will be able to retain.*
- 5 LAW OF ENTREPRENEURSHIP.** The surest road to wealth is to *start and build a successful business of your own* — and deliver products or services at least 10% better than the norm.

6 LAW OF BOOTSTRAPPING. Entrepreneurs who start with too little capital are more likely to succeed than those with too much. More important than capital *are energy and imagination!*

7 LAW OF COURAGE. Willingness to risk failure is a measure of your desire to be rich. *To succeed faster, double your failure rate.* In other words: “No guts, no glory!”

8 LAW OF RISK. There’s a direct relationship between level of risk and likelihood of loss. Successful entrepreneurs *analyze risk carefully and avoid it as much as possible.*

9 LAW OF UNDUE OPTIMISM. Excessive optimism works two ways: it leads both to success and failure. Make provisions for *your costs and problems as being greater than you foresee.*

10 LAW OF PERSISTENCE. If you persist long enough you must inevitably succeed. *Persistence is self-discipline in action — it is also a measure of your belief in yourself.*

SESSION 9

THE LAWS OF SELLING

1 LAW OF SALES. *Nothing happens until a sale takes place.* Selling keeps production lines humming and the economy rolling. People don’t buy — they are sold.

2 LAW OF AMBITION. *Commit to being the best in your field.* To achieve high sales goals, you must set them in the first place. And you must associate only with other ambitious salespeople.

3 LAW OF NEED. Every buying decision is *an attempt to solve a problem or fill a need.* To meet problems and needs, successful sales people must put themselves in their prospects' shoes.

4 LAW OF PROBLEMS. People don't buy products or services — *they buy solutions to problems.* To sell you must solve a problem, fill a need, or resolve an uncertainty.

5 LAW OF PERSUASION. To sell, *persuade customers they'll be better off with your product than with the money it costs...* and that your product meets their needs better than any other.

6 LAW OF RISK. *Inherent in any investment of time, money, or emotion is risk.* To sell, position yourself as the low-risk provider of your product or service.

7 LAW OF TRUST. *A trust bond between seller and buyer is the foundation of a sale.* The higher the level of trust, the lower the perception of risk.

8 LAW OF RELATIONSHIPS. Sales success depends on the *seller's ability to form a quality relationship with the buyer*. And remember, the relationship continues long after the sale.

9 LAW OF FRIENDSHIP. Before buying, people must be convinced *you are their friend acting in their best interest*. Successful salespeople are good friend-makers.

10 LAW OF POSITIONING. *Customers' perceptions of you and your company determine their buying behavior*. This is positioning. Everything affects it — packaging, promotion, how you sell.

11 LAW OF PERSPECTIVE. *How you are viewed by your customers determines your income*. Salespeople who are regarded as “working for the customer” are the very top earners.

12 LAW OF PREPARATION. *The best salespeople prepare thoroughly for every call*. They fully understand the prospect’s position and problems, and ask the right questions.

13 LAW OF PERVERSE MOTIVATION. *Everyone likes to buy, but no one likes to be sold*. The very best salespeople are perceived as helping their prospects get what they want or need most.

SESSION 10

THE LAWS OF BUSINESS

1 LAW OF PURPOSE. The purpose of a business is *to create and keep a customer*. This takes precedence over making a profit. Profits will follow when customers are created and kept.

2 LAW OF ORGANIZATION. A business organization is a group of people brought together for the *sole purpose of creating and keeping customers*. Again, the main purpose overrides all else.

3 LAW OF CUSTOMER SATISFACTION. *The customer is always right.* Successful businesses actually have an obsession about customer satisfaction.

4 LAW OF THE CUSTOMER. Customers always seek the very most at the lowest possible price. Proper business planning demands that you *focus on the self-interest of the customer*.

5 LAW OF QUALITY. Customers demand the very highest quality for the very lowest price. *Quality is whatever the customer thinks it is.* And the customer decides how much it's worth.

- 6 LAW OF OBSOLESCENCE.** Whatever is, is already becoming obsolete. Change prevails — it's unavoidable. *A successful business adapts quickly; even better, it helps create change.*
- 7 LAW OF INNOVATION.** Breakthroughs come from innovation — offering something better, cheaper, faster, newer, or more efficient. *All you need to break through is one good idea.*
- 8 LAW OF CRITICAL SUCCESS FACTORS.** Every business has five to seven critical success factors that determine its success. *Usually they are based on the personal performance of employees.*
- 9 LAW OF THE MARKET.** The “market” is where buyers and sellers meet and set prices. A prosperous economy needs this market to *function freely, with no outside control or interference.*
- 10 LAW OF SPECIALIZATION.** To succeed, you must *specialize and be excellent or cost-efficient at satisfying a specific customer need.* Not doing either sets the stage for failure.
- 11 LAW OF DIFFERENTIATION.** A product or service must be *different in some unique way* to be successful. This difference should be perceivable and promotable.

12 LAW OF SEGMENTATION. Companies must target *specific customer groups or market segments* to succeed. The days of one product for everybody are gone forever.

13 LAW OF CONCENTRATION. Market success comes from *aiming at customers who most value your uniqueness*. Marketing beyond this core group is inefficient and wasteful.

14 LAW OF EXCELLENCE. The market pays excellent rewards for *excellent performance, excellent products, or excellent service*. This applies across the board to both employees and companies.

SESSION 11

THE LAWS OF LUCK

1 LAW OF PROBABILITY. To increase the chance of an event occurring, increase the number of events. In other words, *the more times you try, the more likely you'll succeed*.

2 LAW OF CLARITY. The clearer you are about what you want and will do to get it, the more likely you'll be lucky and get it. Clarity of desire is a *magnet that draws good luck to you*.

3 LAW OF ATTRACTION. You attract into your life the people, ideas, and opportunities that harmonize with your dominant thoughts. Again, *your thoughts can attract the luck you need*.

4 LAW OF EXPECTATIONS. You increase the amount of luck in your life by expecting lucky things to happen. This is another instance of *thoughts being magnets, attracting luck to you.*

5 LAW OF OPPORTUNITY. Your greatest possibilities will come from the most common situations. In other words, your lucky break or opportunity may be lurking *right under your nose.*

6 LAW OF ABILITY. Luck is what happens when preparedness meets opportunity. The more ability you have in any field, *the more "lucky" opportunities that field will yield.*

7 LAW OF INTEGRATED COMPLEXITY. Those with the widest variety of knowledge and skills in an area will have the most luck in that area. *The most knowledge equals the most luck.*

8 LAW OF ASSUMPTION. Incorrect assumptions lie at the root of every failure. Indeed, just assuming you could be wrong *opens you to possibilities and lucky breaks you'd otherwise miss.*

9 LAW OF TIMING. There is a tide in the affairs of men which, taken at the flood, leads on to fortune. Timing is everything — with preparation you'll know *when the time is right.*

10 LAW OF ENERGY. With greater energy and enthusiasm, you're more likely to recognize and respond to luck. This is another aspect of *being prepared to recognize and seize opportunities.*

11 LAW OF RELATIONSHIPS. The more people you know, and who know you, the luckier you'll be. *Most lucky breaks and opportunities come from people, not from events.*

12 LAW OF EMPATHY. When you look at a situation through the eyes of someone else, you find unseen possibilities. This is one more way to *recognize luck when it comes your way.*

SESSION 12

THE LAWS OF SELF-FULFILLMENT

1 LAW OF GROWTH. *If you're not growing, you're stagnating.* Change is the only constant in life. Embrace it and grow with it; then you won't be bowled over by it when it occurs.

2 LAW OF PRACTICE. *Whatever you practice over and over becomes a new habit.* Giant-step growth and ultimate fulfillment comes from shedding old habits and creating new ones when needed.

3 LAW OF ACCUMULATION. *A great life is an accumulation of thousands of efforts and sacrifices unseen by others.* Again, small short-term sacrifices lead to enormous long-term gains.

4 LAW OF INCREMENTAL IMPROVEMENT. *Mastery and excellence come from countless efforts of self-improvement over a long time.* Again, time and dedications are the ultimate key.

5 LAW OF SELF-DEVELOPMENT. You can become whatever you want by learning what's necessary to achieve it. Yes, *you can "bootstrap" yourself up by learning and applying yourself.*

6 LAW OF TALENTS. *You are a genius!* Each one of us has a unique combination of gifts and talents that, if properly applied, makes us unstoppable.

7 LAWS OF EXCELLENCE. Vince Lombardi said it best: *"The quality of your life will be determined by your commitment to excellence more than any other factor."*

8 LAW OF OPPORTUNITY. Within every setback or obstacle lie seeds of equal or greater benefits or opportunities. *Setbacks can be learning experiences and/or spurs to greater effort.*

9 LAW OF COURAGE. If you confront the thing you fear, then the death of fear is inevitable. *The greatest single obstacle to self-fulfillment are fears combined with ignorance.*

10 LAW OF APPLIED EFFORT. *All great achievement is preceded and accompanied by hard, hard work.* If success eludes you, try harder. And when at work, work all the time — don't loaf.

11 LAW OF GIVING. *You achieve real meaning and purpose when you feel you are serving.* And when you give, give of yourself — and give without thought of getting something in return.

12 LAW OF AFFIRMATION. *What you say to yourself often enough is accepted by your subconscious as true.* Affirmations should be made positively, often, with feeling, and be fully visualized.

13 LAW OF OPTIMISM. How you think, feel, and act stems from how you interpret your experiences. *Optimistic interpretations create optimistic attitudes — and optimum achievements.*



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