



*Life  
Mastery  
Through  
Mental  
Imagery*

**Vision  
Power**

**EMMETT  
MILLER,  
M.D.**

# IMPORTANT

To begin, please save this guide to your desktop or in another location.

# Acknowledgements

The completion of this program of Personal Excellence™ represents one of the major achievements of my life. Not only did it call forth the best from within me, but it also challenged me to assemble a truly excellent team to give it its final form.

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But most of all, I would like to thank the source of the ideas contained in this program, and those through whom they have been handed down: the wise men and women through time who placed honesty, integrity, love and freedom first and passed their wisdom on through the ages.

*He who knows, and knows he knows, is wise,  
Follow him.*

*He who knows, but knows not that he knows, is asleep,  
Awaken him.*

*He who knows not, and knows he does not know, is simple,  
Teach him.*

*He who knows not, but does not know  
that he knows not, is dangerous,  
Avoid him.*

—Ancient Proverb

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# Introduction

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**IMPORTANT:** Read these instructions before using any of the audiocassettes!

## Welcome to *Power Vision!*

This exciting and enjoyable program will introduce you to and help you develop powerful state-of-the-art techniques of visualization and mental image rehearsal.

Further, and equally important, you will discover the approach called Personal Excellence™—the self-concept and the attitude of wholeness and integrity that multiplies the power of image rehearsal and leads to Power Vision.

## How to Use This Program

People generally think of success and excellence in terms of *output*—achievement or promotion at work, the creation of quality products, or successfully raising a child. While this program will help you to achieve an excellent output, in addition, you will learn something much more important. Personal Excellence™ is more than creating a top-notch product—more than providing award-winning service. Excellence is a quality of the *journey* rather than the destination.

The audio and this workbook will guide you to discover who you are and what you really want, to develop an overarching vision for your life, and to awaken self-acceptance, self-respect and self-confidence. You will learn powerful tools of: deep relaxation • selective awareness • visioning • mental image rehearsal • positive and negative feedback.

In addition to learning new skills, you will also develop new awarenesses, new attitudes, and new priorities for budgeting your time, your energy—all of your resources. Priorities based on what you really care about, what's really valuable to you. You will also learn to let go of and release old, worn-out attitudes—old patterns of thinking, reacting and behaving that have impeded you in the past and prevented you from bringing your best to life.

You will develop effective strategies for actualizing your vision and measuring your progress based on your deeper values and personal purpose, rather than more superficial values, such as money-making, social approval, or advantage over others.

More than this, you will develop the habit of really enjoying yourself, your accomplishments and the process of achieving them—and your life!

The program features four distinctly different kinds of activities:

1. Didactic presentation of the principles of *Power Vision* Sessions 1 through 5). Because these lectures contain a great deal of information, each should be listened to numerous times. Side 1, "Personal Excellence,™" for instance, should be

listened to three, four or more times during Phase One. You may also want to listen again as a refresher during other phases of the program. You may listen at home, while driving, or at any other convenient time. If you find it's too distracting to listen to while you're driving, then for safety's sake, set time aside to listen to it at home.

2. Imagery experiences These are relaxation and imagery-based exercises which require your *full* concentration. The special value of these experiences is that you will learn state-of-the-art techniques for encoding your deeper values, purpose and goals at the emotional level and into the actual physiology of your body. This program is not just a mind trip! More than merely *understanding* and *knowing*, the relaxation/imagery experiences help you *embody* the principles of Personal Excellence.™

## Suggestions for Getting the Most Out of Your Imagery Sessions

A. Be comfortable. Let your whole body sink downward, imagining it being attracted by the force of gravity.

B. If you lie down, let your spine sink toward the surface you are on, especially at the waist level. When lying on a flat surface, it usually helps to raise your knees, with your feet about shoulder width apart and your toes pointing inward *just a little* to keep your knees from falling outward.

C. If you are in a reclining position, let your spine sink into the chair. If you sit upright, keep your spine vertical so you don't put any strain on your back muscles. But stay relaxed, keep your chin tucked gently in, your neck gently long, and don't try to hold your shoulders up.

D. Except when instructed otherwise, relax the muscles of your face, your shoulders and your upper back. Don't be concerned about what you look like!

E. Breathe from your diaphragm, so that your lower belly, or abdomen, rises a little as you breathe in and sinks back as you exhale. Imagine a balloon inflating and deflating in your belly. Don't hold your belly in, military style—let it "hang out."

F. Try to listen to the audio in a room that has soft, gentle lighting—a shaded lamp is better than a ceiling light, and both are better than a fluorescent lamp.

G. Arrange your listening sessions so that you won't be interrupted by the telephone, family or visitors (you can *put a note* on the door and leave the phone off the hook).

H. Listen in a quiet place. If there are disturbing sounds, it is

often better to write them out with a steady background noise like a fan or an air conditioner. Best of all, use stereo ear-phones to listen to the program—the kind that cap your ears are the best.

I. Keeping your eyes closed can help you concentrate. You may want to keep them open at first, to make sure you keep track, but eventually you'll probably want to close them. You can take your glasses off, too.

J. You may become more relaxed than you are used to, and even feel that you're out of control, but *you're not*. Just clench a fist, open your eyes, voice a sound, and you'll soon see who is in charge!

K. Don't worry if you find you have a stream of thoughts going through your mind while you're listening. Most people do. Let the thoughts come and go, without paying them any particular attention. If you find your mind following a train of thought, don't get upset—just let the thought go, focus again on what you hear on the audio and move on.

L. Don't tell yourself that you are doing this wrong. There is no *one* right way of doing it. *Exactly what you are doing is right for you at the time*. Like all skills, this one takes learning and practice. You will become more expert with time.

M. You may have some novel sensations, perhaps a feeling of light floating or of tingling in your hands. Don't worry about such mild and unusual experiences. Enjoy them, and recognize that they reflect the positive inner changes that you are undergoing.

Imagery sessions should be used in a quiet place, free of distractions (especially children, telephones, doorbells, etc.). Most people find it best to listen first thing in the morning, upon waking, while the mind is relatively calm. Another good time is at the end of the day, when there are no further demands being made on you. Ideally, these sessions should be used twice a day. If this isn't possible, you may need to spend a correspondingly longer period of time in each phase of the program.

Make a journal of your experiences as you work with this program. Keep a note pad with you to record the memories, values, goals and other ideas that come to mind at odd times throughout your day. These should be reviewed just before using the imagery sessions.

***Because Imagery Sessions help you to reach a deeply relaxed state, do not listen to them while driving a car or performing any task that requires a high degree of alertness.***

3. "DRIVETIME™—Bringing Your Best to Life" (Side 6). This affirmation tape is designed to help you prepare yourself for work, a speech you have to give, a sporting event, or any other activity where optimal performance and Personal Excellence™ is desired. You will probably find it most valuable to listen on your way to work in the morning. You may begin listening to

the DRIVETIME™ tape right away, although its impact will become greater as you reach later phases of the program. *you find that your attention is in any way impaired while listening, DO NOT USE this while driving.*

4. Interactive use of the workbook. Writing down your experiences is an important part of the program. The workbook provides key summaries of the principles and techniques presented in each phase of the program. Remember to complete each lecture audio and the associated imagery exercises before writing in the workbook section for that phase of the program. You might want to make photocopies of several workbook pages, in order to repeat some of the more important writing exercises later on.

It takes real dedication and commitment to reap all the benefits that this program offers. Fortunately, you will find all the experiences extremely enjoyable. (This, in and of itself, could prove to be a problem for those who think that anything worthwhile has to be painful!)

#### **Suggested Timetable for Using This Program:**

Phase One, 1-2 weeks	Phase Four, 1-2 weeks
Phase Two, 1-2 weeks	Phase Five for continued use
Phase Three, 1-2 weeks	Drivetime™ daily as needed

More important than spending the recommended time is that you accomplish the *objectives* of each phase of the program before moving on to the next. When your imagery experiences produce clear, vivid scenes which evoke strong emotions and physical sensations, then you have successfully accomplished that phase of the program. You may find that you need to spend more time in one phase or another, depending upon your personal needs, goals, and the number and type of patterns you are seeking to change.

Sessions E and F are designed for frequent, ongoing use. The guided imagery experiences on these cassettes are somewhat shorter than the others. Following this imagery is music which can be used for continuing imagery under your own guidance. As you become more proficient in using the technique, you may even choose to guide yourself all the way through the experience while listening only to the music.

#### **Anchors (Signals, Accessing Cues)**

As you use the imagery sessions, each will guide you to images that will give you access to certain powers and abilities. While you are experiencing these potent scenes, you will be given an opportunity to develop "anchors"—visual images, sounds, affirmations and physical sensations which will allow you to reaccess or reawaken the feelings and qualities that are associated with each of these inner images. An anchor or accessing cue, is a visual, auditory or kinesthetic sign which the deeper, nonconscious levels of the mind and body associate with the given image and the behavior connected to it. A simple example of how a sensation can stimulate a behavior and an attitude of this is the salivation and the excitement of a dog that has learned to associate the ringing of a bell with the arrival of food.

When I want to access feelings of power, my visual symbol may be a powerful stallion running in slow motion, the sound may be the *William Tell Overture*, and the kinesthetic anchor may be making a fist with my right hand. The affirmation I use is: "I am capable—I can do it!"

Each phase of the workbook will have a box for *you* to fill in the special anchor *you've* chosen for that particular experience. Later in the program you will need to have your signals for "I am" and "I can" in order to use, for instance, the imagery experiences "I will" and "I see" to their best advantage.

### Anchors





## LECTURE 1

## IMAGERY A

# PHASE ONE:

## Relaxation, Self-Awareness and Personal Excellence™

*"That which we are, we are, and if we are ever to be any better, now is the time to begin."*—Alfred Lord Tennyson

*"The curious paradox is that when I accept myself just as I am, then I can change."*—Carl Rogers

We all have things we'd like to change in our lives. The mistake that most people make is that they try to change *what is*, before they have really become aware of *who they are*. There are tremendous resources within each of us. But rather than trying to build on top of the currently existing scrapheap, if we wish to achieve those goals which will truly satisfy and fulfill us, we must clear away the debris and find the solid ground of the *self* upon which to build.

If you wish to reach such rich goals as these, then you must develop a clear awareness of *who you are*. This awareness will allow you to draw on your *inner resources*. Further, you will be able to develop a vision of the future that is congruent with who you really are and reflects your inner values.

### Fool's Gold

Spending excessive amounts of time at work—ignoring your health, your family and your deeper values—is like chasing after fool's gold. Short-term, superficial goals, such as making money, becoming famous or winning, produce a temporary sense of well-being (because they give rise to brief feelings of satisfaction which result from accomplishing a defined objective). But in the long run, like alcohol or drugs, greed, over-competitiveness and workaholicism lead to spiritual and emotional numbness, and finally, feelings of despair.

Why not just give up? Giving up also produces a temporary feeling of relief—the pain of our day-to-day struggle is relieved when we give up. Clearly, we can never really achieve satisfaction by giving up. And the pattern of giving up is addictive. Each time you give up, it becomes more difficult to imagine, initiate or complete any project. Failure is the inevitable result.

Attempting to live up to the demands, expectations, dreams and goals of other people is indeed a quest for fool's gold. No matter how grand your accomplishment, if it does not reflect your personal values, purpose and dreams, the victory will be hollow. You end up feeling like you're wearing somebody else's clothes—the fit isn't quite right, the colors are awful, and you just don't feel comfortable wearing them. Unfortunately, our society offers numerous, obvious and all-too-tempting rewards for following outside standards. But those who play it safe are really selling out.

"Bureau-clods" blindly follow the rules and play it safe. They take what is given them and avoid stretching themselves.

They refuse to stick their necks out, or ask for trouble, or make waves, or rock the boat. In a manner of speaking, this is a safe road. But it will never lead to the joy, satisfaction, fulfillment and mastery of Personal Excellence.™

### Going for the Gold

You don't want fool's gold. You are willing to spend the time and energy to discover the goals that will bring you total success. You do not want your mind or your life so cluttered with thousands of details, disappointments, self-doubts and outside demands that it is impossible to tell which path leads in the direction you really want to go.

The first step, therefore, is to sweep away all the unnecessary clutter and to awaken a deep sense of *self-acceptance*—mentally, emotionally, physically and spiritually.

This is an important point. We can't force ourselves to have self-acceptance any more than we can force an acorn to grow into a rosebush. Self-acceptance is a natural outcome of self-awareness. All the doing, striving and pushing merely creates interference—background noise—which prevents us from discovering who we *really* are. When we become aware of our *true identity* (needs, aspirations, values), self-acceptance follows naturally and easily.

It has been said that life is a safe, to which there is a combination, but the combination is locked up in the safe. We want to open the door to satisfaction and fulfillment. But like the fool who searches for his keys under the streetlamp because the light is better there, we search in all the external, obvious and well-lit places for the source of energy that can empower us to achieve our ambitions. We look all around for the combination but, in fact, the answer lies *inside*. When we finally do discover that the source is within, we invariably experience a sense of awe, beauty, mystery . . . a feeling that is often described as self-love.

What I mean by self-love is the kind of feeling that arises and grows stronger as you get closer to a more total, complete experience of your unique self. We love ourselves when we become self-aware.

The superficial and temporary sense of comfort and escape that most people end up settling for is a poor imitation of the real thing. The fact that drug abuse, cruelty, corruption and sloth are so prevalent today is a reflection of the fact that we, and indeed our culture as a whole, have missed the crucial importance of learning to know and love ourselves.

Our everyday fears and doubts, our constant struggling and striving, self-blaming, frustrated thoughts and behaviors that characterize our lifestyle are the distractions that we must



push aside. This is accomplished most effectively and efficiently through the process of *self-induced deep relaxation*.

You've probably already discovered some of this in the relaxation exercises presented on the session "Self-Awareness—I Am." Through relaxing deeply, you've learned some of the power and potential that lies in your inner images. You've discovered that deep relaxation is an effective way to clear your body of unnecessary tension and to clear your mind of distracting thoughts. You've begun to appreciate your own unique experience of "I am."

*"There is no meaning to life except the meaning a man gives his life by the unfolding of his powers."*—Erich Fromm

# WRITE IN YOUR EXPERIENCE OF “I AM”

Physical feelings: \_\_\_\_\_

Words or phrases that capture the experience:.  
\_\_\_\_\_  
\_\_\_\_\_

What do you see? \_\_\_\_\_

Smells, tastes, touch: \_\_\_\_\_

Emotional/spiritual sense: \_\_\_\_\_



## ANCHORS for “I AM”



Visual symbol: \_\_\_\_\_ Sound/music: \_\_\_\_\_

Kinesthetic (a movement—or an awareness of the place in your body where you experience the feeling strongest):  
\_\_\_\_\_

Affirmation: I am . . . \_\_\_\_\_

## Mental Imagery

Mental imagery (or “visualization,” as it is sometimes inaccurately called) is one of the most valuable and useful skills you learn on your path to Personal Excellence.™ It is widely used by top athletes, actors, performers, leaders, executives and others at the top of their field. Mental imagery is: a skill you can learn • a sensitivity you can develop • a willingness to let go of the way things have been, in favor of what might be.

It allows you to have a direct effect on normally unconscious functions of the body, such as tension in the smooth muscles and the activity of the immune system. It affects your emotions, your behaviors and your performance, your creativity, energy, and relationships with others. The mental images you hold are born out of your beliefs about yourself and the world in which you live. Deliberately choosing your inner images enables you to plot the course of your life, and to guide it to the destination you most desire.

### The Power of Mental Imagery— Why Doesn't Everybody Use It?

Reason 1: The use of mental imagery requires the creation of a vivid mental picture of a specific outcome. Certain endeavors lend themselves easily to imagery: the runner feels the tape across his chest, the performer hears the applause of his audience. But in many situations it is difficult to create this kind of clear, well-defined goal. A primary objective of this program will be to translate abstract values and desires into brain-language: auditory, visual and kinesthetic mental experiences. These experiences will serve as models for the future you wish to create—but it takes special training that simply hasn't been available to many people.

Reason 2: It can liberate you from the demands and expectations of others—an outcome which most people have not been eager for you to reach! Imagery gives you the power to take charge of your own life, something that very few people have really wanted you to know.

### What Could Personal Excellence™ Bring Into Your Life?

Make a list of things that would be different if you were to achieve Personal Excellence.™

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## How to Use Session 1

The mental imagery techniques you will study throughout this program were developed to be used in a special sequence, designed to give you the maximum benefit on the path toward Personal Excellence.™ *It is important to use the imagery session (A through F) as directed.*

Take time and learn to relax. This first step cannot be dispensed with or abbreviated. The effectiveness of your Personal Excellence™ program depends entirely on your willingness and ability to achieve a deeply relaxed state.

During the first one to two weeks, listen to the lecture on Side 1 as many times as necessary, until you fully comprehend the theory and purpose underlying this program. Also, during this time you should listen to the imagery experience presented on SESSION A (preferably twice a day, morning and evening).

Use session A over and over until you can allow yourself to completely relax and participate in the mental imaging process, and are able to recreate this relaxation at will, whenever you wish to.

Learn to relax in spite of the noise and distractions that are all around us every day. The goal of mental imagery is to give you the tools for regaining full control of your mind, body, emotions and spirit.

By channeling away tension and unnecessary thoughts, relaxation allows the mind to become quiet and receptive to new ideas, new goals and new approaches.

The reason that this process takes a lot of time in order to be effective is that our bodies—as well as our thoughts—must be retrained to follow the path of Personal Excellence.™

Thoughts are like static electricity discharges in the brain. They come and go quickly unless we hold them steady according to a certain organizing principle. When we do, an image forms. By creating new images, we can change our behaviors, perceptions and experiences.

Directions: Print out and carry these instructions with you: and use them as a guide for recreating the relaxation and awareness of "I am."

### Touching Your Source

#### "I am"

1. In a quiet place, free of distractions, let your body rest in a comfortable position.
2. Close your eyes and systematically relax yourself physically, emotionally and mentally. (Focus on your breathing or use other techniques presented on the cassette.)
3. Travel on the path through your inner forest to your secret garden.
4. Let yourself rest by the spring, leaning against your tree, and reawaken the experience of "I am." Use the affirmation "I am" or whatever affirmation you have chosen to use. The image of the cavern and the physical anchoring signals you've developed will help you access this experience. Remember to experience your images fully and deeply with all of your senses: visual, auditory and kinesthetic (physical sensations).
5. When you are ready, let yourself return to your garden.
6. Finally, leave on your path through the forest, slowly reawakening, and reorienting yourself to your physical surroundings. Return to the level of social awareness that you choose.

### CONTRACT

Making a contract with yourself is an effective way to build commitment, dedication and persistence. This agreement is to be filled in and signed after you have listened to Session 1.

I, \_\_\_\_\_, hereby acknowledge that the only way to achieve anything worth doing or being is to invest my time in it.

Therefore, I choose to make it a priority in my life to pursue the path of Personal Excellence.™ I hereby agree to spend \_\_\_\_\_ (30 or more) minutes each day, using these Personal Excellence™ audios and the workbook.

Even though it may feel unfamiliar or uncomfortable to do it, I hereby agree to relax whenever I'm using a relaxation/imagery session.

I further agree to listen to each lecture audios several times, until I'm confident that I understand the principles and perspectives that are presented.

I agree to take my time and do my best to awaken my imagination during the imagery experiences, and to experience them fully, using all of my senses—auditory, visual, taste, smell, etc.

I agree to take five or 10 minutes at various times throughout the day to practice the relaxation techniques from memory (without the audio)

Most importantly, I agree to honestly apply myself to this Personal Excellence™ program and complete all of the phases in sequence, without skipping ahead or trying to rush impatiently to a premature finish.

Signed, \_\_\_\_\_

# PHASE TWO

## Self-Empowerment

*"We all know problems. But how we meet them makes the difference. One man gives up. Another perseveres. . . and, armed with the knowledge born of trying, finds the way to succeed. What do you see down a rocky path? Stumbling blocks or stepping-stones? It's the point of view that counts."*—Paul Mann

*"Whether you believe that you can do a thing or that you can't do it, you are right."*—Henry Ford

### The Emperor's New Clothes

One of the most enduring stories of all time is that of the glib king who placed his belief in what others said ahead of his own perceptions. In the end, he was willing to walk naked through the streets in order to accommodate external standards, rather than trust the evidence of his own senses.

Winston Churchill refused to agree with the popular notion that Hitler should be appeased. He was willing to honestly address the facts and urged his countrymen to oppose the Nazi war machine. Mohandas Gandhi defied colonial rule and introduced the world to the concept of nonviolent political action. Susan B. Anthony spearheaded the rights of women to vote—an unthinkable idea just two generations ago!

The courage to champion what may be an unpopular point of view, to see and say what you have discovered with your own eyes—*this* is the hallmark of human greatness. And it is available to all of us.

### The Crucial Role of Attitude

In an aircraft, the word *attitude* refers to the angle at which the plane meets the wind, whether the wings are level with the horizon, and whether it is climbing or descending. The pilot who does not take responsibility for the attitude of his craft is in deep trouble—and likewise, any person who does not take charge of his own beliefs, attitudes and expectations runs a similar risk. Your attitude as a person describes how you hold yourself in relation to the environment in which you live, and thus your attitude determines where you will go and how you will get there.

The story of the three stonemasons demonstrates how three men doing identical work can possess three different attitudes. One is working for money, another is focused on his technical skill, while the third sees his effort serving a much larger vision or purpose. In terms of Personal Excellence™ and greatness, those who achieve mighty things most often succeed because they hold a grand vision of their work.

Your attitude will determine your experience, your performance, and how much power you can bring to bear against the challenges you face. A dismal attitude produces dismal results. The right attitude can thrust you forward, beyond the known and familiar way, into new realms of creativity, understanding and achievement.

Your attitude determines much about your awareness and intellectual outlook. In turn, your outlook determines your behavior.

A most interesting study, demonstrating the effect of attitude and expectations upon performance, involved two groups of grade school children. The teacher of one group was told that they were mildly retarded, and to try hard but not to expect particularly good performance on the exam at the end of the semester. An identical group of students was taught by another teacher who had been told that they were above average in intelligence, and could be expected to score well on the final exam.

This experiment has been repeated numerous times, and in each case, the result has always been the same. The students who were thought to be gifted scored above average. The other group, which was handled by a teacher who believed that they were slow learners, scored well below average. As children, their attitudes about their own potential were profoundly influenced by the expectations of the teacher.

But you are not a child—you're an adult. You have the ability and the right to determine your own attitude and chart your own course. To guide you through this process, there are excellent examples of people who, despite all odds, took charge of their lives, maintained a positive attitude and astounded those who thought it couldn't be done.

Studying the lives of truly great human beings, one discovers that they approached life with an attitude of self-acceptance, self-respect and self-confidence. Further, most of them felt strongly moved to action by the magnetic pull of a very high purpose—a noble dream. While it's not important for all of us to become saints or heroes, it is *vital* important to develop a strong sense of personal purpose, based on our own inner values.

The techniques you are now learning are powerful tools for selecting your attitude—to live, to act, to approach life with greater confidence—and then to stand back and discover what has been the result of living your life with that attitude. When people adopt the attitude of self-acceptance and self-love, they find a significant change occurs. Their lives and their work begin to reflect this attitude. Those who have embodied the principles of Personal Excellence™ and approach their lives in that way, generally find that it is the preferred attitude for success and well-being. All it takes is the willingness to try . . . and judge the results for yourself.

The effect of one's attitude can be demonstrated by scientific experiment. Some people in high-stress occupations become ill (chain-smoking, headaches, high blood pressure, insomnia, etc.)—while others remain healthy, even though they have to deal with precisely the same job pressures. Research proves



that the primary difference between these two groups is their attitude! Those who maintain their good health see their work as *challenging*, rather than defeating or boring. They feel *committed* to the outcome they are working toward, rather than feeling like an insignificant cog in the big machine. And they feel a *sense of control*—that they can make a difference.

### **Commitment to Values**

The only way to develop a sense of control over your own life, generate a high level of commitment, and awaken a sense of excitement at the prospect of a challenge, is to take the time to *get to know yourself* and to *discover your values*—what's important and what's not—what matters and what doesn't. Being aware of your values is like having an internal map and compass. You know what events are important to your progress.

As we grow, our values evolve. The values which are appropriate for a child are insufficient to guide an adult. But if we fail to get to know ourselves, deeply and candidly, we may find that our behavior and our choices are serving values we no longer admire, understand or agree with.

A person who grew up in a poor family, and who had to work 16 hours a day in order to support himself and his family, may certainly have been acting in accordance with his values. But if that same person, years later, continued to work 16 hours a day, even though he had amassed a large fortune, it would seem equally certain that his frozen values of scarcity and self-denial had become irrelevant to his economic condition.

We all had to do things in order to cope with the demands of family, school, society and economics. Often, we followed role models or heroes who drew us away from some of the more personal desires we had fancied in our youth. Some of these external influences were valuable; through them we learned methods, skills and bits of wisdom that otherwise might have taken a lifetime to acquire. But other patterns of behavior, modeled in similar ways on the examples of others, led us away from an awareness of our own deepest values. These obscured our individuality—our unique sense of what we really wanted to do in life.

Until we have taken the time to know ourselves as we really are now, these secondhand values may lead us to repeat, over and over, patterns that truly cannot give us what we want. On the surface of daily life, it can be an elusive dissatisfaction—not really big enough to put your finger on it—but somehow, successes of one kind or another never seem to be getting you where you really want to go. One's achievements have an incompleteness, as if something were missing. And, indeed, for most of us, it's true; the missing piece is a deep connection with our values.

Someone once asked Gandhi's wife how her husband was able to deliver such clear and distinct speeches, using no notes whatsoever and yet never losing his place or contradicting himself. She replied: "For you and me, we think one thing, say another and do a third. For Gandhi, it's all the same thing!"

When the things you say, do and think are *congruent* and are based on the solid foundation of your deeper values, then the forms you create in your life will be in harmony with your values. They will reflect the essence of who you really are, and the result will be a feeling of satisfaction and *wholeness* in everything you do.

Values are like the rich soil which gives rise to your *personal purpose* and mission. Those purposes which don't stem from our deepest personal values are shallow-rooted and therefore unable to grow very tall or to bear any fruit worth harvesting.

Most of us did not have the good fortune to have this ability to discover and express our personal values nurtured early on in our lives. Thus, the immediate challenge for us is to let go of the apparent security of our familiar restrictions and expectations, and to become aware of the unique, individual perceptions and values that bubble up from within. We must then respect these honest, actual aspects of ourselves, just as an ideal parent would. We must accept them and commit our energy toward their realization. That special delicious feeling that comes when we are acting in this way will further strengthen our self-esteem, and we create a virtuous circle.

A virtuous circle is a self-reinforcing cycle, in which performing the right actions for the right reasons leads to a feeling of accomplishment and self-respect, which, in turn, encourages further actions which grow from and express your deeper personal values.

Obviously, the starting point of this virtuous circle is going to have to be personal value. The only way to ensure that your actions will spring from your true values is to be clear about just what those values are.

The goal of this part of the program is to discover your values and to develop a lifestyle that is in harmony with them. When one has the self-respect to know his values, and the self-confidence to express them, the result is true self-esteem.

### **Mental Imagery**

An effective way to awaken your deeper values and personal purpose is through the use of mental imagery.

Thoughts are essentially short-lived electrical events, like sparks. When the stream of thoughts is focused and guided, an image emerges. This image, in turn, produces a chemical state within the brain, which in turn influences how we feel. Our emotions, in turn, have a direct effect on our muscular system.

The nature of the images we hold, whether or not we have consciously chosen them, will affect our physical state of health, our emotions, the quality of our experiences and actions, our attitude—and even the kinds of thoughts we will think. It is this enhanced ability to influence our lives that makes the use of imagery techniques so much more powerful than merely *thinking*.

Our images are built up from the thoughts that we think—and

by *consciously choosing* the quality and type of our thoughts that will ultimately affect our images, our experience and our behavior. In the same way you chose the thoughts and images that caused you to salivate to an imagined grapefruit, so, too, you can use other memories (and the power of mental imagery) to awaken desirable experiences from the past, and through them, to discover what your values are.

### How to Use Session “I Can”

For the next one to two weeks, listen to session, “Secrets of the Great,” as many times as necessary, until you fully comprehend the interaction of courage, self-respect, values and attitude. Also during this time, you should listen to the imagery experience presented on this session, (preferably twice a day, morning and evening).

Nearly all of us have experienced special moments in the past—times when we felt successful, when our attitude expressed our true potential and when we were completely in touch with a sense of our deepest values. Side B has three main purposes:

1. To help you reexperience the feelings of empowerment, competence and confidence you felt during those special moments in the past—when you were at your best;
2. Through viewing a number of experiences which touched you in a meaningful and positive way, to discover the common themes and become more aware of your most deeply held values;
3. And to develop a *database* of powerful experiences that you can draw upon, whenever you want to reevolve certain *specific* positive qualities in your life.

Some of us find it difficult or embarrassing to recollect times in which our performance or experience was particularly gratifying. Paradoxically, we have been taught that feeling good about our best moments is a sign of vanity, to be avoided at all costs. Further, we have been taught to focus our attention on negatives—our shortcomings and imperfections—that seem to cloud every memory, including those we feel somewhat proud of. The challenge, therefore, in using Side B, is to stay relaxed and to be kind and patient with ourselves as we drift back and discover these memories—and to sweep away any negatives, so as to isolate and nurture the most *positive* aspects of our past achievements. These memories will form the basis for the feelings that we will later project into the future.

You may continue to employ the experience of deep relaxation/self-awareness presented on Side A (with or without the audio whenever you really want to relax and get in touch with your deeper self).

As you recall various positive memories from the past, be sure to write them down and summarize these experiences in the workbook. These summaries will be used to assist you in discovering what turns you on—specific locations, feelings, styles and activities that please you—and stimulate a sense of

fun, feelings of satisfaction and fulfillment, peace. As you become aware of the character and qualities of each of these scenes, and as you experience the way in which you are moved by them, you will gain a deeper understanding of the deeper values and purposes they serve.

To develop a sense of the kinds of experiences that are most pleasing to you, and the kinds of purposes and values that are most essential to you, repeat this imagery experience a number of times, filling in a workbook section each time, until you become aware of common themes. (Photocopy the page entitled “Me at My Best” for additional space.) Perhaps you’ll notice that you’re often outdoors. You may notice that your accomplishments are usually team efforts, whereas another person may discover that he is usually working alone. The object is to discover the contexts, feelings, characteristics, thoughts, style, etc., that most frequently characterize those situations in which you feel truly fulfilled.

The feeling that brings you the most satisfaction may be excitement—or peace and calm. No two people are likely to arrive at exactly the same list of situations, likes, dislikes, values and purposes.

To take charge of your life and to create your own future, it is important that your plans be based upon high-quality experiences from your past. This next exercise will help you to begin to evolve a mental image worth working toward. As you generate powerful, positive experiences from the past, fill in the characteristics and qualities you would most like to build toward in the future. Be sure to include the physical feelings, emotions, spiritual qualities, thoughts and other important features of your image.

Where are you? What are you doing? What are the most positive qualities of your performance? What are the best feelings? What is your attitude? What purposes and values are you serving?

# My Primary Values Are:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_
7. \_\_\_\_\_
8. \_\_\_\_\_

## Suggestions for You to Think About:

Ability	Energy	Intimacy	Responsibility
Acceptance	Excitement	Justice	Risk
Accuracy	Fame	Kindness	Romance
Achievement	Family	Knowledge	Routine
Adventure	Forgiveness	Law-Abiding	Safety
Altruism	Freedom	Leaving a Mark	Security
Balance	Friendship	Love	Self-Control
Beauty	Fun	Mastery	Self-Esteem
Brotherhood	Glory	Maturity	Self-Interest
Charity	God	Money	Service
Children	Goodness	Nature	Sex
Comfort	Greatness	Originality	Spirituality
Communication	Growth	Patience	Strength
Compassion	Happiness	Peace	Success
Competence	Health	Pleasure	Support
Conquest	Honesty	Popularity	Surrender
Cooperation	Honor	Positiveness	Talent
Courage	Hope	Power	Toys
Creativity	Humility	Prestige	Treasure
Culture	Independence	Pride	Trust
Dignity	Individuality	Privacy	Truth
Discovery	Innocence	Property	Wealth
Duty	Innovation	Purpose	Wisdom
Ease	Integrity	Reason	

# ME AT MY BEST

	ENVIRONMENT/ACTION	ATTITUDE	FEELINGS/ EXPERIENCE
PAST EXPERIENCE ONE			
PAST EXPERIENCE TWO			
PAST EXPERIENCE THREE			
PAST EXPERIENCE FOUR			
<b>SUMMARY</b>  Summary: Distill the prominent features and recurring themes in each column. Your purpose is to create an ideal image—you at your best.	<b>MY IDEAL SITUATION:</b>	<b>ATTITUDE:</b>	<b>EXPERIENCE:</b>

# WRITE IN YOUR EXPERIENCE OF "I CAN"

Physical feelings:

---

Words and phrases:

---

What do you see?

---

Smells, taste, etc.

---

Emotional sense:

---



## ANCHORS for "I CAN"



Visual symbol: \_\_\_\_\_ Sound/music: \_\_\_\_\_

Kinesthetic (movement/place in body where you experience the feeling strongest):

---

Affirmation: \_\_\_\_\_



## *WORDS AND ACTIONS*

What kinds of words and actions, on an ongoing day-to-day basis, will strengthen your sense of connection to your values?

What kinds of attitudes would result from living each day according to those words/actions/values?

---

## *SOURCES*

You will find other sources—books, friends and teachers—that will help you to discover more about what's really important to you in your life. In time, you will notice remarkable changes in how you treat your friends, family and coworkers—and even how you raise your children.

What books, magazines, friends, activities and other sources of support can you consult in order to strengthen and articulate your values?

---

## *AFFIRMATIONS*

Affirmations are simple statements in the first person, present tense, which express, in a positive way, the attitudes, actions and behaviors that reflect your dedication to a desired outcome. They also reflect your values and purposes. Write out a few key affirmations based on "you at your best." (Examples: I am a caring, loving person. I am an enthusiastic, resourceful leader. I am a channel for unconditional love.)

---

# PHASE THREE

## Visioning

*“One’s philosophy is not best expressed in words. It is expressed in the choices one makes . . . the process never ends until we die. And the choices we make are ultimately our responsibility!”—Eleanor Roosevelt*

What we express in our lives and in our thoughts, words and deeds will ultimately reflect the inner images we hold of ourselves and the world around us. A *vision* is a powerfully motivating mental image of the future which serves our purpose and is in accordance with our deeper values.

*Visioning* is the act of evolving and developing a vision and then holding it in mind as an outcome toward which all of one’s actions and activities are directed.

Phase Two was designed to allow you to gain access to inner feelings of competence and self-empowerment, and to discover and clarify your values. The aim of Phase Three is to develop an effective means for *expressing* them.

Holding the vision in spite of resistance, fear, distractions and the other obstacles of life enables you to transform current reality in the direction indicated by the vision.

If we do not hold our vision in spite of the structural tension (resistance) it creates, then we will lose our vision and our world will remain unchanged. By holding onto our vision, the structural tension will resolve itself through changing our world in the direction of the one we have envisioned.

The human spirit seeks meaning in life. We find meaning through the experience and expression of personal values. Our spirit is nurtured and strengthened when we are in touch with our values, when we have a sense of purpose, and when we have a clear vision toward which we are moving.

Visions are like beacons toward which we aim our lives and our actions, and our sense of purpose is the *energy source* which propels us toward them.

The challenge to each one of us is to evolve a personal vision and purpose which grows solidly out of the fertile ground of our deepest values, from our broadest knowledge, and our fondest personal needs.

### What Is Purpose?

When we have a vision which is in harmony with our deepest values, and when we see the difference between it and the world in which we live, there arises within us an irresistible desire to act. This inner energy that seeks our highest expression and unleashes this powerful motivating force is what we call *purpose*.

Our sense of purpose orients us toward our vision and empowers us to act effectively so as to make this vision a reality.

A purpose may be immediate or lofty. Lofty purposes reflect deep commitment and are extremely empowering and motivating, both to the individual and to those around him. This is a secret that our greatest leaders and heroes have well understood.

Mother Teresa exemplifies one who is inspired by such a lofty purpose. As a Catholic sister teaching at a school in India for many years, there was nothing special about her—nothing to differentiate this nun from her peers. Then, one day, while traveling by rail through northern India, she heard a voice from deep within—a voice so firm and sure that it pushed aside the familiar routine of her life and awakened in this woman a profound yearning to heed its call. “Go and care for the poorest of the poor,” it said. Several years had passed before she received permission to go out into the world and make her vision a reality by founding an order of nuns dedicated to this purpose. But one year or 10, it wouldn’t have mattered—nothing could have deflected such a lofty purpose!

But for every lofty or noble intention, there are a dozen fakers and false gods who have a prepackaged answer for you. You can often recognize these false gods by their price tags. They promise a lot and tell you it requires almost no effort on your part. As you might have guessed, if what you’re working toward is too easily achieved and involves little or no stretch of your imagination or commitment of your life energy, it will fail to evoke your enthusiasm or to call forth the best that’s within you. Unlike the true sense of purpose we refer to when we speak of personal excellence, the motives, goals and rewards they offer tend to be limited, arbitrary and often dictated by current fashions. How easy it is to settle for a traditional role or to imitate someone whose dedication looks impressive. Following one of these false gods is perhaps worse than having no purpose at all, since the things that you will achieve in this way will not have been earned by a process of honestly stretching yourself to express your own values and personal potential.

But again, I remind you that attempting to adopt too grand a purpose before you are ready to handle it, is setting yourself up to fail. The streets are littered with people who wanted to save the world, but ended up unable to feed themselves.

What makes a mission great—what makes a purpose lofty—is not how big it is, but the degree to which it expresses your willingness to truly know your heart and to meet the challenges of holding true to your heartfelt vision.

Your sense of mission, or personal purpose, will evolve and grow. Purpose is a sense of caring and wanting to act, a sense of commitment that we feel. It’s not an intellectual idea, but a real feeling inside. We know it because it evolves as we explore and discover our values, as we relive memories from the distant past, and as we create images and visions for the future.

Some people will be starting off with a strong sense of purpose. For them, visioning is merely a matter of creating a quiet space so that they can focus within and become consciously aware—mentally, physically and emotionally—of the kind of future they want to create.

The empowerment which results from this awareness, and the physiological changes that take place in your body in response to it, create an inner alignment. Thus, positively oriented, you will find that when you look at the current reality of the world around you, an image of what is possible will emerge spontaneously. Just as 40 acres of raw land quickly transforms itself in the mind of the farmer into a lush field of corn, ripe and ready for harvest, so, too, you will be able to envision the outcomes you most desire.

As you listen to session C, “Visioning—I See,” you will have an opportunity to do just this.

### Letting Go of the Past

Our experiences in the past may be thought of as lying along a spectrum, with empowering/encouraging experiences at one end and self-limiting/discouraging experiences at the other. In Phase Two, we explored the importance of awakening the energy in the empowering, positive experiences. Yet all of us have numerous memories of being criticized, abandoned, embarrassed and punished for expressing our creativity and our honesty—and these blockages within us act as brakes, which impede our forward momentum, no matter how much we attempt to accelerate by focusing on positive experiences.

We can transcend these negative memories by holding a positive attitude about ourselves; but in addition, there are specific techniques for freeing the blocked energy and resolving the inner conflict between one’s positive self-image and the self-limiting concepts learned as a child. (For further information, see *Self Imagery: Creating Your Own Good Health*, Celestial Arts, 1986 and *Software for the Mind*, Celestial Arts, December, 1987. Both books by Dr. Miller.)

Letting go of negative experiences requires kindness, sensitivity and acceptance. Speak to the child inside of you. Give him or her the message you would give any child: Trust yourself . . . get to know yourself . . . believe in yourself.

Be alert to ways in which you have traditionally put yourself down. Learn to reward yourself for small achievements. Be patient with yourself, especially when you’re involved in something ambitious or experimental.

This is a plea for you to be patient with yourself. The energies we are talking about are subtle—a way of looking at things that you may not have allowed yourself since childhood. But the childlike part of us is the source of our greatest creativity; it must be honored and nurtured. As adults we have the tendency to become impatient with a child’s impulsive, awkward attempts to understand and conquer new territory—but, as adults who need to access the child within, we must take care to encourage ourselves at every impulse, despite our feelings of awkwardness.

### How to Use Session 3, “Power Vision,” and Session C, “Visioning — I see”

As before, listen to the lecture side, session 3, *Power Vision*, a number of times during this period to fully understand the principles presented.

Simultaneously, use session C, which is designed to help you awaken your sense of vision and purpose. You’ll begin by allowing yourself to get in touch with the kinds of feelings you want to project forward into the future. To do this, you will reexperience one or more memories from the past which evoke these feelings.

Session C, is somewhat similar to session B—but where B focuses primarily on activating the inner feelings of success, joy, satisfaction, fulfillment, etc., which are associated with significant accomplishments in the past, C only touches briefly on your past experiences, just enough to reawaken those feelings (which should be familiar to you from B).

You should work exclusively with this phase of the program for approximately one to two weeks. When you begin to have a sense of a personal vision for the future that’s really motivating and worth making a commitment to, then it’s time to go on to Phase Four. Many people will not develop a really complete and inspiring overarching vision during this one to two weeks, and therefore may have to return to Phase Three for several weeks (perhaps months) after completing the entire Personal Excellence™ series.

Reviewing what you have written under “Me at My Best” on page 15 will help put you in touch with the kinds of characteristics and emotions that are most appropriate. As you review this memory or memories, allow yourself to feel vividly the quality of the emotions that arise.

Next, you will be guided to drift forward into the future and to dream. What kind of script would you like to write for yourself? What kind of scene would evoke enthusiasm and confidence in your life?

The first images that come to you may seem quite unrealistic. You might be surprised to find yourself wishing you were an astronaut . . . a great movie star . . . or the leader of a noble cause. That’s all right—the important thing at this stage is to give yourself as much freedom to dream as possible. The curiously childlike quality of these visions simply reflects the purity of their source.

And don’t be surprised if, sometimes, these first tentative visions don’t extend very far into the future. In spite of your enthusiastic desire to uncover a grand and glorious vista of a successful life—you might find that you can’t project beyond the glory of next summer’s vacation. Don’t let this worry you. Once again, one of the cardinal principles of Personal Excellence™ is to accept yourself, right where you are. Soon you’ll notice different images emerging as you listen and dream. The spirit and the reality expressed by these images—the wings and the feet, if you will—are the stuff of which your ultimate vision will be composed.

Session C has three main purposes.

1. To help you learn how to let desirable images of the future arise. This is a creative activity.
2. These images will be recorded in the workbook and, just as in Phase Two, the common elements and the most important features will be combined to create a single, overarching vision.
3. Once you have evolved an overarching vision to which you feel willing to truly dedicate yourself—and this may take weeks or months—you will use Side C to keep this vision clearly in focus. Keeping the vision clearly in focus is the way in which we keep ourselves physically, mentally, emotionally and spiritually attuned to all of its intrinsic power.

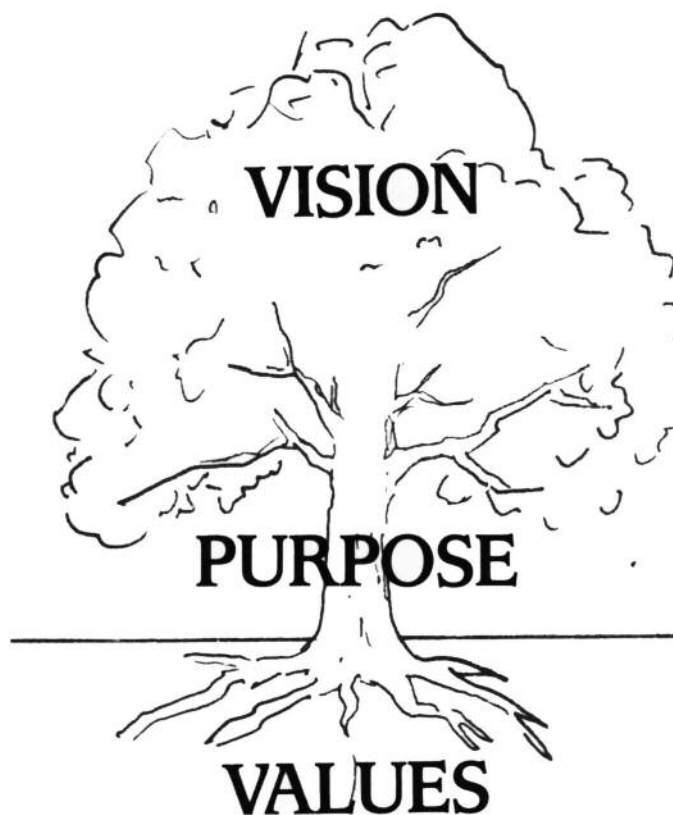
Holding the vision of what we really want unlocks our creativity and gives the deeper levels of mind and body a clear image of where to go, so that they can use their natural abilities to support our getting there.

A well-formed vision of the future is:

1. Positive. Focus on what you want, rather than what you don't want.
2. Experienced clearly. In your imagination you can see what's happening, you can hear what's being said, you can feel the sensations of your body moving—and even sensations like taste, smell and touch should be present.
3. Experienced in the present tense, as if it is happening right now. This helps you feel it more vividly.
4. Personal. You are very aware of *your* physical and emotional reactions.
5. Specific. How, specifically, will you know that you have accomplished your vision? The things that you see and hear in your imagery must tell you that you have achieved what you have set out to achieve.
6. Achievable. Something you really believe can happen.
7. Uncluttered by blueprints and action steps. You pay no attention to how it happened. The process by which this outcome was achieved is *not* of importance at this point in the program.
8. Motivating. The feelings and sensations that the vision generates are motivating, satisfying and fulfilling.
9. Compelling. Not merely seductive or tempting. Such temptations are distracting and have no power to unify and empower you to integrate vision, purpose and self-esteem.
10. Congruent. The vision serves your mission, purposes and your deeper values.

Obviously, the development of a single vision that satisfies all

of these requirements may take a long time to develop. This is why we encourage you to be patient with yourself and allow time for growth.



# MY VISIONS FOR THE FUTURE

	VISION/ACTION	ATTITUDE	FEELINGS/ EXPERIENCE
VISION ONE			
VISION TWO			
VISION THREE			
VISION FOUR			
SUMMARY	MY IDEAL VISION:	ATTITUDE:	EXPERIENCE:



# WRITE IN YOUR EXPERIENCE OF “I SEE”

Make photocopies to repeat this written exercise several times. Answer the questions below after using Side C, “I See.”

Where are you?

---

What are you doing?

---

What do you see around you that tells you that you have achieved what you set out to do?.

---

What is the spirit and emotion of it?.

---

In what way are your values and purposes reflected by what you see?.

---

What are the dominant themes in this image?.

---

Summary: Analyze the images you have developed and begin to evolve a single, overarching vision which best serves your needs, values, purposes, and which is most motivating to you.

Make notes in the box below to itemize the experiences that you associate with your overarching vision.



## ANCHORS FOR YOUR VISION



Visual symbol:

---

Sound/music:

---

Kinesthetic (movement/place in body where you experience the feeling strongest):

---

Affirmation:.

---

## MISSION STATEMENT

Your personal purpose or mission may be thought of as something that you enjoy doing, that you are qualified and able to do, or that creates things in the world which reflect your deeper values. As you become clear as to your personal purpose or mission, write it in the space below . . . if possible, in 25 words or less. Reflecting upon it from time to time will help energize you and keep you on the path toward Personal Excellence.™

*"The future is not some place we are going to, but one we are creating. The paths are not to be found, but made, and the activity of making them changes both the maker and the destination."*—John Schaar



# PHASE FOUR

## Commitment to Action

*"The thing has already taken form in my mind before I start on it. The first attempts are absolutely unbearable. I say this because I want you to know that if you see something worthwhile in what I'm doing, it is not by accident but because of real direction and purpose."*—Vincent van Gogh

This phase of the Personal Excellence™ program is concerned with translating your vision into action. Up to now, everything you've studied has been based on your own feelings and judgment—but in Phase Four, you will attack the problem of systematically establishing goals that lead, step by step, to the attainment of your overarching vision. Further, you will learn to apply the skill of *Power Vision* for attitude adjustment.

This is another opportunity to exercise the virtue of patience. Scientists and engineers don't expect their first prototype to fly on the first trial. Goal setting requires a lot of trial and error, until you achieve a balanced, systematic approach to the job of translating vision into daily action.

It really is like balancing on a high wire. There is a finality about action (or inaction!)—either way, there is no going back, no cheap erasure of a step falsely taken. When we act, the action creates consequences in the real world. When we fail to act, our inaction obliterates an opportunity.

Every action (or inaction) involves a choice. Ultimately, the character of our lives, everything we do, every performance, will be a reflection of the choices we make. Our choices, in turn, are the result of how we see ourselves in relation to the world. To carry those choices through, into action, requires knowledge, courage and skill.

By now, you've developed a sense of who you are, a sense of your competence and capacity to achieve mighty things. You have a sense of purpose and a vision worth committing the whole of your energy to. These are real possessions—but how do you translate them into phone calls, reports, sales presentations, effective planning . . . things that will stir others into action?

When we speak of Personal Excellence,™ the most important element is the ability to translate ideas into action. In major league baseball, the batter who gets a hit three out of 12 times at bat has a .250 average and earns \$100,000 a year. But a batter who gets a hit four times out of 12 has an average of .333 and earns almost twice as much! It is this *consistency of action* that typifies an outstanding performer. The challenge is to find a way to take the quality of your vision and purpose and translate that into a high-quality performance.

The high-tech world of jangling, buzzing, and things beeping at us presents a formidable challenge. A wildly fluctuating and unpredictable economy, scandal in high office, the nuclear arms race, free-lance terrorism, Third World suffering and in-

stability, apathy in our schools and communities, red tape everywhere.

Indeed, if we aren't willing to act with true excellence—if we don't have that extra measure of *power and dedication* that results from the proper blend, the integrated wholeness and balance, of courage and wisdom, of timing and clarity—if we do not act with assertiveness, patience and care—then we have little hope of making an impact on the outside world.

Your sense of purpose and vision, your inner direction, is important—but it must express itself within the constraints of the real world. If you discover you are going in the wrong direction on a freeway, you cannot simply make a right turn and continue on—you must wait until you reach a crossroad. Likewise, to express your purpose and values, you must wait until you reach a crossroad in your life. These crossroads may appear as problems, decisions, rainy days or lucky coincidences—but in each case, they are opportunities for *right action*.

You must make accurate observations, decide, and then act.

And to keep everything on track toward a distant vision, to create the kinds of experiences that provide the input you need in order to stay on your chosen path, it is essential to develop *clear, measurable, achievable goals* for yourself. This takes time.

Getting a glass from the shelf and filling it with milk from the refrigerator requires thousands of coordinated movements. Certainly, you've automatized these actions, so that you hardly notice the individual action steps involved. But you weren't born with these skills—you learned them, painstakingly, over a number of years during your childhood.

Likewise, the skill of translating your vision into action—especially when we're talking about the grand overarching vision of your life—must be acquired by learning a sequence of steps, a *method of action*, which is presented in Phase Four.

You will begin with that overarching vision and break it down into 10 (or so) major milestones. Each milestone (or major goal) will be examined to discover the subgoals and prerequisites needed for its achievement. And each of these subgoals, in turn, deserves plenty of attention because each requires a series of smaller steps. In this way, you create a hierarchy of goals and action. How many levels this hierarchy will involve depends on the complexity of your vision.

Looking at things this way may be familiar to you. But what's different about Phase Four is the use of *imagery skills* to mentally rehearse the action of taking each step to achieve the subgoals, minor goals, major goals—and finally, your overarching vision. All the work that's been done up to now, in learning to evolve and hold a vision as a mental image, has

prepared you to use the master skill of *mental image rehearsal*. Like the runner who mentally pictures himself running a perfect race and crossing the finish line first to set a new world's record—like the actor who mentally visualizes each part of the performance—you, too, can use mental image rehearsal to align, coordinate, and draw upon all of the mental, physical, emotional and spiritual resources within you.

When most of us look at our lives, we notice that our day-to-day thoughts, words and deeds often are not congruent with our true values and purpose—they don't lead us where we want to go. Overeating, drinking, losing our tempers and procrastinating are examples of the habits and behaviors that contradict our chosen purpose. The same issue comes up in the matter of choosing and relating to our colleagues and business partners—how we talk about them behind their backs, even how we think about them. All of these must be brought into line—made consistent—in order to bring forth the best within us and express our highest potential.

Phase Four presents two major topics:

1. How to translate your goals into action plans.
2. How to develop and sustain the right attitude.

#### **Force Field Analysis**

At any point in time, it is possible to analyze all of the forces acting upon you (or your company or your family) into three major categories: outcomes, obstacles, resources.

It's remarkable, but just looking at things in this way helps people see solutions that they would have otherwise missed. Force field analysis may be used at any level of system—the outcome may be represented by your overarching vision, a major goal, a subgoal, etc.

#### **Outcome**

Write out a brief yet vivid description, in the present tense, of what things will look and feel like after you have achieved this outcome—where, who, what, when.

#### **Obstacles**

Write in every obstacle you foresee, every challenge you must face and each task that must be completed in order to achieve the desired outcome. Be sure your list is complete, including the seemingly trivial obstacles.

#### **Resources**

As you look at each obstacle, figure out what resources could be drawn upon to overcome it. A given obstacle may require several resources.

#### **How to Use Session 4, Sessions D and E**

Session 4, "Spirit in Action!" should be used until you have fully understood the use of *Power Vision* for attitude adjustment and for programming your desired performance.

The purpose of scss. D, "Commitment—I Will," is to help you envision the successful accomplishment of each of the major

goals that will lead to the achievement of your overarching vision (as evolved through your use of scss. C, "I See"). Your overarching vision may continue to evolve as you use Side D—this is both beneficial and to be expected. The ongoing experience of expressing your values and purpose within your environment will give you new data which can be used as feedback.

After a brief relaxation experience, scss. D will guide you to your garden. You will reaccess those feelings and qualities that you wish to project into the future. You will then travel forward into the future and envision yourself accomplishing your major goals, passing the milestones, and finally achieving your overarching vision. As you envision each of these future scenes, make them as vivid as possible. Use all of your senses—but especially feel the excitement of challenge, the thrill of victory and the satisfaction that is appropriate to each accomplishment. Remember, it is these vivid feelings which serve as the *motivating agents* which unlock the potential of your deeper mind and body.

Session D "I Will," will guide you in the development of *action images* of yourself, feeling the thrill of success while accomplishing a number of action steps and achieving your overarching vision.

At this point in the program, you have an option as to how to use D and E, based on your unique situation.

1. Scss. D will serve to keep your vision clear and inspiring and to keep you in touch with your overall plan of action, so it should be used for a week or so, until you feel satisfied that you have developed a plan for working toward the vision you are really willing to commit yourself to. When this plan is clear, it is appropriate to use scss. D slightly differently.

2. This time as you use scss. D, use your next goal (or subgoal) as the targeted outcome, and then envision the steps leading up to its accomplishment.

3. Scss. E "Image Rehearsal—I Act," focuses on the next specific challenge: a sales presentation, an intimate encounter, an athletic competition or a test you have to take tomorrow morning. Some people will choose to use scss. D and E in alternation, which is the preferred method.

4. At this point, feel free to use E on a daily basis or before any particularly challenging event. Its function will be to help you develop the attitudes and emotions that will be most effective in enabling you to bring your best to life. However, keep in mind that Side E by itself is not very effective in helping you to evolve and keep in touch with the power and deeper resources of an overarching vision. For this, Side C or D should be used.

To achieve Personal Excellence™—as opposed to temporary victories—you should continue to use Side D frequently during Phase Four, Phase Five, and throughout your ongoing journey of Personal Excellence.™ It is also important to learn to project this imagery without using the cassettes, so make a point of including time for this in your daily schedule.

# Force Field Analysis

**OUTCOME (GOAL OR VISION)**

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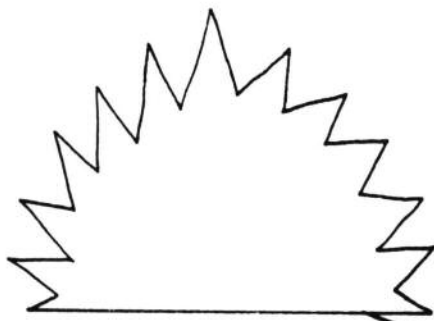
**OBSTACLES (CHALLENGES)**

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**RESOURCES**

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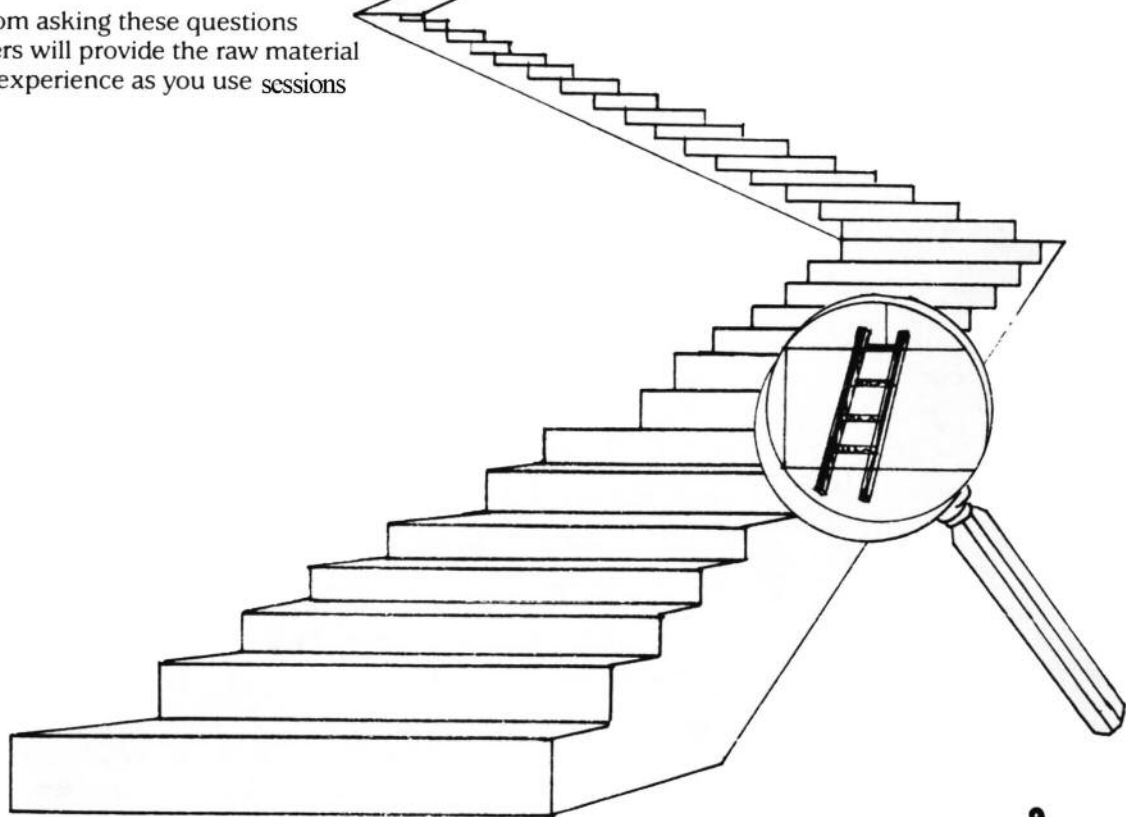




### Creating a Winning Strategy

When you've completed the "Force Field Analysis" worksheet for your chosen outcome, you should next create a strategy for its implementation. What will be the sequence of the obstacles you face? When will you need to call upon your resources? Which obstacles or hurdles or challenges will you need to prepare for in advance? How far in advance?

The plan that results from asking these questions and deciding the answers will provide the raw material of your action imagery experience as you use sessions D and E.



Visual symbol: \_\_\_\_\_ Sound/music: \_\_\_\_\_

Kinesthetic (movement/place in body where you experience the feeling strongest):  
\_\_\_\_\_

Affirmation: \_\_\_\_\_

## LECTURE 5

## IMAGERY E

## IMAGERY F

# PHASE FIVE

## Action and Self-Management Staying on Course

*"The more you practice, the luckier you get."*—Ben Hogan

This final phase of the program is about management. Here we are concerned with things like feedback, results, rewards and how to deal with failure. In this context, it's important to remember a slogan: "You either win or learn." That summarizes our whole approach to negative feedback, which teaches us to deal successfully with failure.

For most people, this is the most exciting phase of Personal Excellence™ training. Up until now, all of the action has taken place on the inner stage of your mind. Now is when you will be able to put your vision into action, knowing that it serves your personal purpose and reflects your deeper values.

In the early part of this program, our visioning was of a long-term or strategic nature. That was an essential phase of development because you wanted all of your day-to-day actions to build toward an overall purpose and to reflect the qualities of your fundamental values. All of that long-term planning has been in preparation for the moment of action.

### How to Use Session E, "I Act"

Sess. E, presents the kind of imagery used by Olympic athletes—the master skill of mental image rehearsal—but emphasizing the immediacy of an upcoming event that you are preparing yourself for.

Tangible results and feedback will be immediately apparent. Because of this immediacy, the experience of using mental image rehearsal in this way can be strongly motivating to the nonconscious levels of mind and body. With effective use of Sess. E you will actually hear the applause, you will actually feel the money in your hand, you will actually experience the physical and emotional sensations which go along with the improvement in your behavior and performance.

Sess. E will enable you to adjust your attitude just before you go into action, and is designed for ongoing use. Before listening to E, you need to know three things:

1. A desired outcome—an awareness of a challenge in the near future . . . within a few days, a week, or perhaps in just a few minutes. It might be a job interview, an athletic contest, a sales presentation or a meeting—any situation in which you need/want to perform at your very best.
2. What specific behaviors will help you achieve your desired outcome? These include feelings, skills, attitudes, words, actions, aspects of performance, etc., that are clearly required to meet the upcoming challenge.
3. The external and internal qualities of the high-level per-

formance you want to achieve. These qualities should be based on memories in which your performance and/or experience is similar to that which you hope for in the upcoming event.

After a brief relaxation to focus your mind and body, you will be guided to access those qualities that you wish to display in the upcoming event. Next, you will envision yourself behaving the way you want to, acting the way you want to . . . and finally achieving the outcome you want. The realism and fullness of this imagery is extremely important.

You may choose to use E every day, or several times a week, or in preparation for a specific challenge. As with the other imagery audios, you should gradually learn to repeat the process presented on Side E without listening to the audios (Olympic athletes can't carry recorders to the starting line!)

It is expected that you will use other imagery audios in conjunction or in alternation with sess. E. Initially, as mentioned in the instructions for use of sess. D, "I Will," as you are developing an overall plan for reaching your overarching vision, you will use sess. D in addition to sess. E. Thus, your long-term plan will be evolving even as you use the high-performance skills presented in Side E.

### How to Use Session 5 and Session F, "Positive and Negative Feedback"

Sess. 5, "Staying on Course," presents the principles of rewarding desirable behavior and adjusting/correcting your mistakes—that is, using positive and negative profitably. It should be listened to a number of times, especially when you are feeling down, defeated or depressed. It will help you remember the value of crises and setbacks—the *positive* value.

The imagery experience on sess. F, "Positive and Negative Feedback," should be used from time to time, especially after major successes or major setbacks. It will enable you to carry out the all-important step of reinforcement and self-reward, and it will assist you in using negative feedback for the ongoing improvement of your performance.

Sess. F, begins with an imagery experience to assist you in giving yourself positive and negative feedback.

Before using this imagery experience, you should be aware of an event in the recent past that you would like to use in order to give yourself feedback. It is advisable to do this with some recent positive/successful event, as this will help ensure that these behaviors continue.

Of course, this audio can also be used in conjunction with

situations in which your performance and the outcome fell far short of your expectations. Even in these cases, it is important to find something positive about your actions (your caring, your dedication, your willingness to try) that can be rewarded. You will then have an opportunity to rewrite the script and project this new behavior forward.

From time to time, you may wish to use A, B or C when the feelings they evoke and the skills they teach are needed in your life. (The same is true of the lecture series presented on Sides 1, 2, 3, 4 and 5. If things get fuzzy, don't hesitate to replay the relevant material.)

The point is: No two people are exactly the same. Your needs are unique. And your use of these Personal Excellence™ materials will have to be tailored to your own mental, physical, emotional and spiritual progress. It's up to you to determine which cassettes to use from now on, and in what order. The key is to use the materials as needed.

One of the key features of this program has been the development of self-awareness. Through self-awareness you have developed the ability to be more in touch with how you are feeling at any given moment. Relaxation is an important aid to this awareness. You have learned how to evoke powerfully motivating feelings. If you have been working too hard, or during a time of great stress, using Side A, "I Am," is the most effective way to relax. Your awareness of tension is a cue to go back and use it a few times. When your plans and expectations don't work out and you're feeling beaten and helpless, that's another appropriate time to return to the source—to the inner feeling of "I Can" presented on Side B, "Self-Empowerment."

Reviewing this workbook from time to time will remind you of the potential you can unlock through the use of the cassettes, and can also help you stay in touch with your vision and purpose.

### **Feedback**

If you've ever tried to walk through your kitchen when the lights were out, and realized how hard it was to do something so familiar because you couldn't see all the familiar landmarks, then you've realized the importance of *feedback*. When we can't see where we're going, we often put out our arms to touch walls, doors, furniture, etc.—and to avoid stumbling on something in our path. But imagine how difficult it would be to accomplish any task if you were stripped of all forms of sense or feedback . . . you'd have no idea of when you were succeeding or failing!

When we use the results of a process so as to alter or reinforce the character of that process, we are using feedback.

Positive feedback is a cue to keep doing more of the same—you're on the right track. But positive feedback alone can't help you get on course if you're off course. That's where negative feedback comes in.

Negative feedback is poorly understood by most people, but the truly successful understand it completely and use it con-

stantly. The proper response to negative feedback is to take corrective action. Negative feedback is information that serves as a signal to adjust one's attitudes, actions or behaviors. The thermostat that controls your furnace is a negative feedback device; when the temperature goes above a certain predetermined point, the thermostat turns the furnace off (telling the system that more heat is incorrect).

Of course, there may be a short period of time in which you might experience a feeling of sadness, frustration or fear as a natural reaction to your plans and expectations not working out. Let yourself experience these feelings, but don't make a career out of it! (As the Chinese say: "We cannot prevent the birds of sorrow from flying overhead, but we can prevent them from making a nest in our hair.")

You have a choice, and being aware of this gives you great power to continue forward. Focus first on this knowledge—it serves as a wedge that can help separate you from the usual feelings of inadequacy, helplessness, self-anger, guilt, etc.

Strengthen your feelings of self-acceptance. Feel that "I can." Look at the situation honestly. If you spend time feeling bad, you may block the honest appraisal that is the basis of negative feedback. If you don't, you feed into the vicious circle of failure. The old patterns will just recreate themselves.

The most successful way to deal with temporary setbacks is to discover why things didn't work out as planned. Was your data incorrect? Did you overlook a certain obstacle? Were you unprepared? Was it a freak accident, like a snowstorm in August?

It's okay to be off center—the important thing is to develop the inner muscle needed to get back on center again—and your values and purpose and vision make it worth the effort to do this.

Next, you must ask yourself: If I had it to do over again, what kind of preparation would have enabled me to be more successful? By adjusting your plan to deal with similar situations, you are making good use of negative feedback.

Whether we are talking about rocketships or airplanes, children's games, corporate growth or the overall conduct of your life, feedback (both positive and negative) is crucial in reaching any goal.

### **Rewarding Yourself**

Those of us who have raised a child or trained a dog, know how important positive reinforcement is. What many of us overlook is that rewards are important in everyone's life—especially our own! No matter how important we know a certain outcome or job is, we will gradually lose our enthusiasm and become burned out if we have to work month after month without any ongoing sense of reward, satisfaction or pleasure.

For the purpose of this program, a reward is simply an *action* which results in a good feeling. Some rewards are tangible; others are intangible. Imagery Side F, "Positive and Negative Feedback," provides a convenient way to remember to reward

yourself. It helps you focus upon successes that you might otherwise have ignored, and it provides you with an opportunity to reward yourself in two specific ways: by inducing relaxation, and by encouraging you to enjoy the sense of satisfaction that comes from knowing that your actions are in harmony with your values and purpose.

It is important to provide yourself with other, more tangible rewards as well. When you look back and see that you have really applied yourself, and really given your all, and perhaps won some small victories, that is the time to give yourself a day off, a nice lunch or a new pair of shoes.

### **In Case You Hit a Strong of Failures**

If you find yourself repeatedly failing to achieve some important desired outcome, the idea is not merely to develop new twists, strategies, approaches or skills; sometimes you need to stop *efforting* and examine the underlying fundamentals which are at work. Go back to A. You're probably trying to play a role, instead of being yourself. You need to get beyond the role and discover the real you.

This is actually a common experience. After a lifetime of environmental pressures and the expectations of others, we're all a little confused about who we really are.

### **How to Use DRIVETIME™**

The "DRIVETIME™" program, on sess. 6, is designed to be an intermediate tool that bridges the gap between the lecture sessions 1, 2, 3, 4 and 5—which are primarily conceptual and cognitive—and the imagery sessions A, B, C, D, E and F, which require your total concentration.

"DRIVETIME™" experiences consist of music interwoven with positive affirmations. DRIVETIME™ is designed to prepare you for optimal performance. It may be used while you're getting dressed, while you're driving to work, etc. Its affirmations will help you reinforce desirable behaviors and to deal with setbacks, if any.

You will notice that after the spoken affirmations, there is a lengthy space in which you can repeat—silently or aloud—the foregoing statement, altering it as you desire, personalizing it and making it better suited to your needs.

If you find that using DRIVETIME™ makes you sleepy or inattentive, do not listen while operating a motor vehicle or doing *anything* that requires your full attention.

