

Foreword by Someone Very Well Known

Freedom to Succeed

With The Six Steps To

“EQ”

Emotional Quotient

Mastery

*Turn the things “You have to do”
into the things “You love to do”*

Timothy (Mr. “EQ”) Clark

*“The “EQ” Mastery Technology is a Success **Gold Mine** for everyone!”*

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The Gold  Mind Series

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Unleashing *Extraordinary Powers* Already Within *Ordinary People*

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Troy Dunn, Mgr. - Oregon

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Dan Cumbee, Mgr. - South Dakota

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Oma Nation-Lee, - Oklahoma

"Excellent! I'm changing my emotional out look!"

Roy Weese, Executive - West Virginia

"Learning more about my brain and how it works was excellent, I now know my own mind and can reason better!"

Jodi Citron, - Pennsylvania

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"EQ" Mastery

Freedom to Succeed

With The Six Steps To

“EQ”

Mastery

*Turn the things “You have to do”
into the things “You love to do”*

Timothy (Mr. “EQ”) Clark

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Salt Lake City, Ut

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& DEVELOPMENT***

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“EQ” Mastery

About the Author

Mr. Timothy Clark is the world's leading authority on and developer of the Formula for Success Empowerment, the "EQ" Equation.

As a Professional Speaker and Author, Mr. Clark has presented for clients such as FedEx, Chevron, and Marriott. He has appeared before international audiences including Executives from franchises at the International Franchise Association's Annual Conference with members such as McDonald's, Pepsi, Wendy's and KFC among many other from across the globe. His first book *Maximizing Mind Power, The Art of Managing Your Greatest Asset*, is now being used in countries around the world.



Mr. Clark has written and produced educational audio, video, multi-media presentations and television commercials as well as written motion picture screenplays. He was the manager and producer of a nationwide business television network broadcasting live training on operating a successful business.

Mr. Clark started his independent business career early in his youth and is a self-trained computer programmer as well as a patented inventor. By age 21 he owned and operated his own construction company and at age 26 he had put together the financing, designed, developed and built a 1.7 million dollar condominium complex before he turned his focus toward advertising and becoming a television producer.

He now consults with businesses across the nation. He and his wife Julie have been happily married for the past 29 years and have five children and four grandchildren.

“Our greatest glory is not in never failing, but in rising up every time we fail.”

—Ralph Waldo Emerson



“EQ” Mastery

Acknowledgments

I wish to dedicate this book to my wonderful wife Julie. Her devotion to me and this work has been beyond belief. Not only did she put her full support behind every effort I undertook in its creation, but spent hours upon hours reviewing and editing the manuscripts. Her support has been profound. She is the wind beneath my wings.

I also give my love and special thanks to my five children, Christen, Timothy, Andrew, Dustin and Adrienne. They are living proof to the power of the “EQ” Mastery Technology as they have put these principles to the test in their lives. Having had many academic struggles in my youth, I give great honor to their scholarly excellence. Each has graduated with honors. Their enthusiasm in creating the cartoons to give my first book greater life was highly appreciated and is the reason I have retained a cartoon drawn by each in this book with their age noted.

I must express my thanks to all the people around the country, too many to name and especially clients, who took the time from their busy schedules to read and give advice on the different manuscripts that helped to make this book more valuable.

Finally, once again I have to express my appreciation to all the neuroscientists around the world who have offered their great understanding of brain function that opened the door for this technology to emerge. My special thanks to Dr. Richard M. Restak, best selling author of the books, *The Brain* and *The Mind*. These books and the *PBS TV Series* based upon them should be seen and read by everyone. Even with so much time having passed since their first release the scientific research provided is still not only highly accurate but easy to understand.

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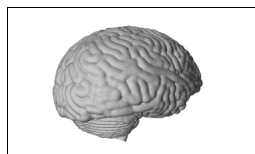
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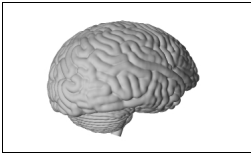
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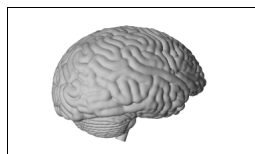
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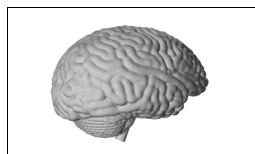
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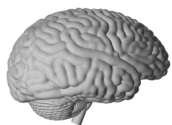


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“The person who makes a success of living is the one who sees his goal steadily and aims for it unswervingly; that is dedication.”

—Cecil B. DeMille



“EQ” Mastery

Chapter 1

Success or Failure: Choice, Chance, or Brain Chemistry?

The human mind has massive powers with almost unlimited capability. When I speak to audiences from throughout the world, I not only try to convince them that the potential for success is already within their own minds, but I also share the techniques needed to unleash their hidden emotional powers and achieve that success. It is my intention to do the same in this book by sharing many real life stories and anecdotes of the human experience. I also wish to take you on a journey through the human mind by following a format similar to my full day seminars. An understanding of how the brain is designed to operate, combined with these real life stories, will help unlock the secret of why we seem to have so much internal conflict. It also opens the door to the amazing understanding of why we have been held back from the Success and Satisfaction we so desire.

The mystery to unlocking the hidden powers of the human mind starts with understanding the machine that holds it, our greatest asset, the human brain. The journey from Chapter 1 with the introduction of the powers of emotion, to the complete understanding of the Six Steps to “EQ” Mastery in Chapter 28, where you will gain the Freedom to Succeed, builds upon itself. Each of the 47 Power Principles presented along the way delivers a solution to a commonly experienced success or happiness inhibitor. Chapter by chapter these principles are strategically woven into each new level of comprehension, culminating in the power to turn the things you “have to do” into the things you “love to do.”

The hidden keys to greater Success and Satisfaction do not come at the end of Chapter One as some shoddy quick fix or false promise. Instead, we explore the power of Underlying Belief Patterns and the brain structure and chemistry that turns these deeply rooted thought processes into real power or inhibitors to our success. Finding the techniques to change these powerful beliefs then comes by understanding several of the mind’s own natural systems for creating such change. The resulting techniques, Pain/Pleasure Anchoring, Memory Stacking, the use of Key Triggers, tied together with the skills to create Positive Action Statements, make permanent change possible.

The “EQ” Mastery Technology has taken years to conceive and perfect, so understanding its complete application does not come from just a brief introduction. However, the life time, long-term effects are well worth the effort

you will invest to completely comprehend the mental powers to be gained from the Six Steps to “EQ” Mastery.

If we look at ourselves as a collection of little programs, with good parts and bad parts all intertwined to make up our overall personality, we can better understand the concept of environmental behavior. We have an amazingly broad range of behaviors tied to our environments. For example, what makes pain possible anyway? Why do we experience feelings like fear, humiliation, and sadness? What is self-esteem and how does it fit into the puzzle of life or the realm of success?

Underlying Belief Patterns are planted deep within our minds and tell the emotional part of the brain how we should feel moment by moment. We must remember that how we feel and what we believe, verses anything that we know, are what drive our behavior. It is astounding how powerful emotions are in determining who you are.

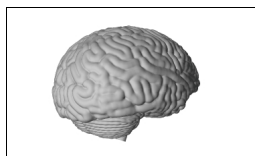
Before we explore Positive Action Statements, Memory Stacking, Pain/Pleasure Anchoring, Key Triggers and the many other “EQ” Mastery Techniques that can unlock our limitations, let’s begin our quest to comprehend the power of Underlying Belief Patterns as I share this story.

The Day His Heart Died

A shrilling tone pierced the air, interrupting the last few words of instruction. In almost any other place, such a sound would be horribly agitating, but not here. Here, it came as a relief. The kids jumped to their feet and quickly made their way to the door. Class was over, and they had only one more to go for the day.

Although the dash to the door by several of the boys was very apparent, the first to escape was truly the most notable. Junior High School is a very peculiar time, especially when it comes to growth spurts. The girls tower over the boys, and the young men struggle to catch up. This one small boy was towered over by not only the girls, but also the shortest of the boys. He had been naturally skinny and short all of his life. It wasn’t some kind of growth deficiency, just a fact of nature. Being small was a problem that plagued him from the first day of school, and it was forever the reason he was the last to be picked for any team. It was also what motivated his mad dash to the hall. If he could get out quickly enough, he could escape the daily ritual of being slammed against the lockers or harassed in some other way by the school bullies. The girls weren’t as bad; some of them were nice to him once in awhile, but mostly, they just left him alone.

With his adrenaline pumping and heart pounding, he ran down the stairs with agility and speed, remembering the day in elementary school when he had grown tired of being left out of all the morning football games. He had finally



decided that he should have the right to join in the games as well. With all the assertiveness he could muster, he told the boys he should be able to play too.

The event turned out a bit differently from how he imagined. His assertiveness earned him a good solid punch in the nose from one of the bigger boys, and retreat was his only alternative. He ran to the restroom in tears. As if low self-esteem wasn't bad enough to live with, from then on, fear, became his constant companion.

Now, if he could just get around the corner soon enough, he could escape to freedom. In his rush to escape he hit the crasher bar of the door hard, and it let loose with a burst, causing him to slam into another kid running up the stairs. Fear gripped him. In his panic he almost turned to run, but then he noticed that it was just another "nerd," dashing to find safety.

At first he thought, "This kid's just like me," but he quickly realized that wasn't exactly the truth. The other kid was definitely a nerd, but there was a stark difference—the kid was also a straight-A student on the honor roll. At least this nerd would have a better chance of going to college.

For him however, C's and B's were the norm. He just couldn't motivate himself to get good grades. Laziness had to be the explanation. It was one thing to get mediocre grades when you just weren't smart, but his parents had his IQ tested in elementary school and found he didn't have a low IQ. He must be lazy. Wow! A *lazy* nerd. What could be worse? Going to school just wasn't a good experience, no matter how he looked at it. His love for math and science helped a little, but his poor reading skills made every assignment a nightmare.

Despite his usual apathy, there was a moment when he gave his whole heart and soul to his studies. His science fair project, *Controlled Nuclear Fission*, captured his great creative and inventive abilities and won him a first place ribbon and a trip to the state competition. Finally, he thought, some acceptance and respectability. He believed things would start to improve, but his peers would have no part of it. They just used his success as another opportunity to put him down, calling him "Mr. Atomic Energy." What a nerd! He shouldn't have even tried. Everything he ever did just turned into one more thing they used to ridicule him.

Now, walking across the grassy field by himself, may have looked lonely to other kids all bunched up in their groups, but it actually felt good to him. Alone at last. A brief moment of peace before his last class. No one to tease or harass him. The sun was shining brightly and felt warm on his skin. The birds were even singing. Clearly summer, his favorite time of year, was coming. No teachers, no kids, no homework, no bullies. What a relief summer would be.

To an outside observer, it would have been easy to notice the things that set him apart from the others. Other boys wore Levis, T-shirts, and tennis shoes. His parents weren't poor, but money for fad clothes was just not in the budget, nor did they think they were appropriate. He wore a nice pair of polyester slacks and a button-up shirt. His hair kept its familiar fifties style wave throughout the sixties, when everyone else wore the popular waxed Butch hair cut or the Beatles dry hair Beta style. His hair, however, was held firmly in place by a good dose of Brille cream, which earned him the nickname, "Slic-ka," along with many others.

To add to this look, he wore a pair of dark brown, thick-rimmed glasses. His parents had bought them hoping they would help improve his grades. Now he truly had the look—all that was missing was the pocket protector. Unfortunately, only kids who excelled in their studies wore those. No, he was truly a loner. He excelled in nothing. Nothing, that is, except tremendous self-doubt.

Half way across the lawn now, his daydreaming was suddenly interrupted by two kids approaching him on each side. At first, the shock that bullies might be grabbing his arms made him panic, but he discovered it was two of the most popular girls in his class. The brunette grabbed one arm and the blonde the other. This was still a shock; why were girls this popular holding his arms? What could they possibly want with him? He remembered hearing the gossip that these two were fighting with their boyfriends who were, of course, the two most popular boys in the school.

"We have been talking," one said.

"And we are tired of boyfriends who are so stuck on themselves that they treat others like crap!" said the other.

No doubt he surely knew what that felt like.

"We want someone nice, who cares about other people. We want someone who doesn't think being a jock is more important than us."

Boy, would he fit into that category; the last person to be picked for any team and only when a teacher would force the issue.

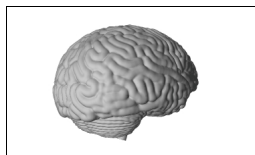
"We want someone who cares about things other than just sports."

Maybe taking first place in the science fair might mean something after all.

"So, we have decided we want you to be our boyfriend."

He was already shocked that these girls were talking to him, let alone linking arms with him as they walked. Oh, the thoughts that started swimming around in his head. Finally someone had recognized what a good person he was and what a true friend he could be.

His head was spinning with possibilities. Was it his desire to be liked, his incredible loneliness, or the fact that he believed people were honest? Who



knows what blinded his eyes and his mind to reality, but he actually started to believe them. He didn't utter a word, but his face betrayed him. The two girls looked at each other and then back at him. Without hesitation, they burst into laughter. They let go of his arms and ran to tell their friends.

"He believed us," they laughed. "The nerd *actually* thought *we* would want him as our boyfriend. What an idiot!" they said, yelling out loud for all to hear, as they pointed back at him with their jeering fingers. All the girls laughed hysterically. The shock was incredible. How could anyone be so cruel? Slowly he stopped moving, frozen in place as sheer pain washed over him. It was as if a red-hot iron had been jammed into his heart, burning, aching inside. The pain was incredible.

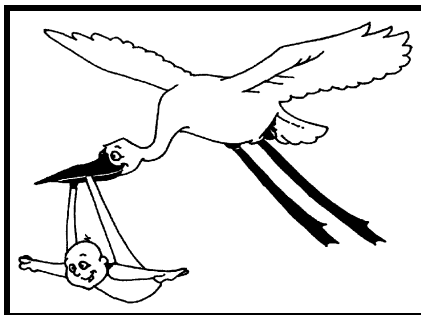
Tears began to fill his eyes. By now everyone would know what had happened. The humiliation was unbearable. There was no way he could face those kids again! He had never skipped a class in his life, let alone left school before it was over, but all he could think of was to run. Before he knew what was happening, he was at full speed, trying to outrun the horrifying feelings he had inside.

When he finally stopped with his lungs burning and gasping for air, he was already half way home. As he tried to breathe, the agonizing pain welled up inside and again the tears rolled down his cheeks. Running with all of his might seemed to be the only thing that helped. Each time he stopped, the tears erupted again.

Finally, he found himself in his front yard. Now what? He didn't want to disappoint his mom that he had ditched school, but he couldn't let the neighbors see him either, what if his father would find out. Fear gripped him. What had he done? The agonizing pain welled up inside again. Where could he go? All he wanted was to hide, to get away from all the cruel people in this world. But how? No matter where he went, he would still be there. If only he could disappear, just cease to exist, then all the incredible anguish, the pain of his unbearable life, would finally go away.

This story goes on, but I'll stop here. Is it hard to imagine what happens to this kid? Is he destined for greatness, or is there only just more despair in his future? What is self-esteem and how does it fit into the puzzle of life or the realm of success? What makes such pain possible anyway? Why do we experience feelings like fear, humiliation, and sadness? How can people be so cruel? And how is it possible for us to agonize along with this boy just from listening to his story? Where do all these feelings and the myriad of others we experience come from?

It might seem strange for a professional speaker, so highly concerned with personal and corporate motivation and the powers that create success, to begin this book with such a depressing story, but there is a method to my madness. When I present this story at my live full-day seminar, I follow it immediately by asking everyone in the audience to stand up and turn to a partner. I tell them to ask each other, in all seriousness, whether they still think the stork brings babies. It's amazing how quickly the solemn mood shifts to a roar of laughter. For some reason, people just can't seem to ask this question without cracking up.



When I can finally regain their attention, I ask them to focus on my eyes for a second. I then move my eyebrows passionately up and down. I suggest they do the same while asking their partner the next question: "Do you know how babies are *really* made?" Oh how a bit of eye movement can stir a whole crowd into wild laughter. The audience always gets out of control, and I often have to ask everyone to sit down before someone suggests a demonstration.

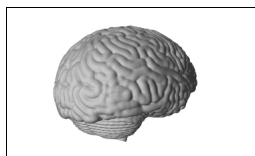
This shift from the audience feeling pity or sadness for the little boy in the story to laughing uncontrollably from some weird humor demonstrates how powerful the changes in our emotional state of mind can be.

There are many occasions where experiencing this type of emotional roller coaster is possible. This ability to shift from one powerful emotional state to the next, often happens when we see a good movie. The entertainment industry depends on how well it can attach us to the emotions of the moment. Even beyond movies, we have all had days when the roller coaster of emotions seems to never end. How are all of these emotions possible? How can we feel empathy for the boy in the story and only moments later laugh loudly at some bizarre humor? It is all within the powers of the mind!

Peptides and Brain Chemistry

The human brain has tremendous power, with its 100 billion brain cells and more than 100 trillion connections.¹ We have a hard time believing in its almost endless power because we have limited its massive capacity by the negative

¹ 100 billion neurons, 100 trillion connections - Dr. John P. J. Pinel, University of British Columbia, author of Biopsychology - Ref: Biopsychology - p-2



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beliefs we've taught ourselves. Our negative thoughts greatly affect the brain chemistry of who we are.

The human brain has more than 50 neuro-chemicals that help create our thoughts, moods, feelings, and emotions.² In the story, the state of mind created by our feelings toward the little boy wasn't just a minor event taking place in our heads. Instead, it was a major interplay of many of these neuro-chemicals, creating and adjusting our state of mind with each new development in the story. When we shift from sad or neutral to happy or full of laughter, it is because a large number of these neuro-chemicals have flowed within the brain to change its emotional state.

It is this system that increases energy and creates enthusiasm when you are laughing, or slows your actions when you are sad or disappointed. It is astounding how powerful emotions are in determining who you are.

The brain has the ability to shift from one state to another, but sometimes don't you feel as if you are stuck? Have you ever felt ornery? You know you're ornery, and you know it's not good, but you go right on doing it anyway! The question is, why? If you're ornery, and you know it isn't productive, why do you insist on staying that way?

This happens because chemicals have flowed across your brain, changing your state of mind to negative. As a result, you can't just say, "I'm not going to be ornery anymore." These chemicals have caused you to be who you are at that moment. You can't just throw them out; they've already been secreted. To change your emotional state of mind, you have to wait for the brain to break the chemicals down and remove them or you have to dose the brain with a more powerful shot of positive chemicals.³

This is exactly what happens at my seminars when the audience starts laughing with each other. The power of this humorous interaction creates a different line of thinking, which influences the brain to send out a huge dose of positive chemicals, drowning out the negative chemicals and shifting the sad emotional state to a happy one.⁴

² Fifty or so peptides that qualify as neuro-transmitters - Dr. John P. J. Pinel, University of British Columbia, author of Biopsychology - Ref: Biopsychology - p-98

³ Powerful emotions, peak intensity of PMS - Dr. Katharina Dalton, Premenstrual Syndrome Clinic University College Hospital London - Ref: The Mind - p-290

⁴ Peptide neuromodulation adjust sensitivity of groups of cells - Dr. John P. J. Pinel, University of British Columbia, author of Biopsychology - Ref: Biopsychology - p-99

Chemically Stuck in a Rage

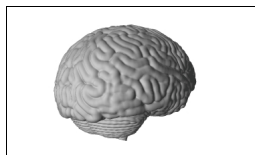
Our emotional state of mind affects how we perceive the world and the events around us. Because of this, we must be careful of the types of thoughts we allow to pass through this system. For example, suppose you've been in an ornery mood and someone tells you a reasonably decent joke. When they throw out the punch line, you think, "Is that supposed to be funny?" Now, if you were in a happy and positive state of mind, you could have had a good laugh. But because your state of mind was negative at the time, you were unable to think the joke was funny. Your ornery state changed your normal response.



But suppose the joke was one of the best you ever heard. Even though you have a bad attitude when you hear the punch line, as hard as you try to not laugh, it just gets you, and you start laughing your head off! Does it change who you are? Yes! Suddenly your emotions have shifted to a new, positive, and happier state. This change was caused by these powerful neuro-chemicals that adjust who you are. The ability to change how we feel by the thoughts we think is truly one of the most amazing powers of the brain.

The following story dramatically demonstrates the power of brain chemistry. A young man who worked for a lawn care company went to a woman's house to give her a bid on some lawn work. When he arrived and knocked on the door, no one answered. He decided, however, to measure the lawn and leave her a bid anyway. As he finished, he felt an uncontrollable desire to urinate. Figuring that no one was home, he found a secluded spot in the backyard.

When he was almost done, the woman came out. She noticed what he had been doing and began yelling at him. He apologized for his actions, but she didn't care. She wouldn't listen and turned away. As he tapped her on the shoulder, she turned and struck him in the face, gouging him. The instant this happened, he grabbed her by the neck and the two of them fell off a small ledge onto the lawn. Hitting the ground, he grabbed the drawstring from his jacket and wrapped it around her neck, strangling her. Afterward he picked up large boulders and beat her to death. Finally, when it was over, he came to his senses and realized what he had done. In shock he went home. Afraid to tell his father



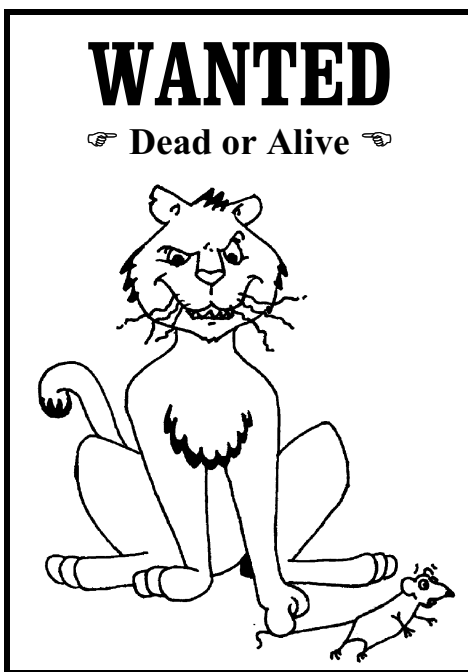
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what happened, he went to bed and fell asleep. At about one a.m., the police burst in and arrested him.⁵

After the conviction of this young man for first-degree murder, a local doctor became aware of the story and figured out what had happened. Because the young man had been mixing lawn chemicals without the protection of gloves or a mask, he had inhaled chemicals that inactivate the enzyme acetylcholinesterase, which usually breaks down acetylcholine, a critical neurotransmitter.⁶ This neurotransmitter is responsible for triggering our aggressive protective behavior in the limbic system, generally in the amygdala.⁷

Because the lawn man's normal personality was mellow, he hadn't had much experience with aggression nor had he needed to learn how to control this powerful mental system. When the rage response hit him, after being gouged in the face, this neurotransmitter stayed in the synaptic gap of his brain. This caused him to lose control over this powerful protective process and take the woman's life.⁸

The doctor had become familiar with a similar situation from a personal experience. He had been dusting his cat and dog for fleas with a powerful insecticide. His normally passive cat suddenly took to hunting mice and birds. The cat would bring the animals into the house, let them go,



⁵ Violence from involuntary chemical intoxication, no gloves or mask - Dr. Peter S. Spencer, Albert Einstein College of Medicine in New York - Ref: The Mind - p-292-293

⁶ Acetylcholine in the gap, effects of Dursban pesticides - Dr. Richard M. Restak, author of The Brain & The Mind - Ref: The Mind - p-294

⁷ Unprovoked stabbing, Removal of right amygdala, aggression seizures stop - Dr. Vernon H. Mark, Harvard Medical School - Ref: The Mind - p-278

⁸ Overwhelming rage, never experienced, no coping nerve cells - Psychiatrist David Bear - Ref: The Mind - p-296

chase them around, and then kill them—not for food but just for the thrill of the chase. Soon the doctor's house was lined with dead animals.⁹ Worse yet, the doctor began to notice his own temperament becoming substantially more aggressive. After checking the ingredients of the insecticide he had been using to dust his pets, he found it contained the same chemical inhibitor in the lawn spray that the young man had been using. With this doctor's help, the lawn service man is hoping for a new trial.

Brain chemistry is powerful and critical to our ability to function. Having a proper positive attitude, physically or more correctly chemically, actually changes the power of the brain. Because of this, we have the power to adjust our ability to succeed, as well as change who we are.

Good Chemistry — Good Mind

Individuals who go on crash diets sometimes wonder why they have such a hard time concentrating. As we begin to understand the powerful brain chemical system, it becomes clear why this happens. The brain and the body cannot function apart from each other. The brain runs the body, and the body services the brain. If we misuse the brain, the body suffers. The same thing occurs in reverse; if infection, dangerous chemicals, or a lack of nutrients exist in the body, the brain will be dramatically affected.

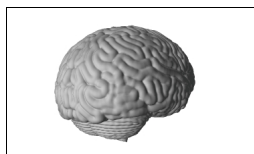
Positive thinking, however, is not enough. If our mood is neutral or negative and we begin thinking positive thoughts—yet there are insufficient chemicals from what we have eaten for the brain to chemically shift the moods to positive—nothing will change. We can think positive thoughts until we are blue in the face, but the mood will remain the same. We must nourish the body with good foods as well as good thoughts.

The New York School District was able to measure a large improvement in students' test scores after adding breakfast to their routines and making lunch more nutritious. In another example, in the early twentieth century, 10% of patients in state institutions in the South suffered from a disease that most



Drawn By Dustin Clark at age 11

⁹ That cat has become a murderer - Dr. Claude Lechenne, Professor of Medicine - Ref: The Mind - p-295-296



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believed was a genetic disorder called pellagra—a condition characterized by hallucinations and episodes of depression followed by mania. This disorder had every appearance of being a family-related mental illness until Dr. Joseph Goldberger discovered that a lack of the B vitamin, Niacin, was the main cause of the disease. Families in the South regularly ate corn, which is deficient in Niacin, as a large part of their diet.¹⁰

This mental illness, which was so disabling its sufferers were confined to asylums, occurred because of a tiny molecule missing from a diet. Raw materials from the food we eat make up our brain chemistry. The saying, “You are, what you eat” really is true. What we put into this machine, our body, determines what comes out.

Brain chemistry powerfully adjusts who we are, and managing this chemistry is the key. Using the “EQ” Mastery Technology, we can change these critical processes in the mind and create greater success. Let’s start by taking a look at the first Power Principle:

Power Principle: “Feeding the brain with positive thoughts is step one, but it is critical that we nourish it with the needed chemicals and energy, as well.”

Each of the 47 Power Principles presented in this book quickly summarizes the Mind Management concept that should be incorporated into the mind for greater Success and Satisfaction. Each Power Principle is accompanied by a Positive Action Statement which can be used as a powerful form of self-talk to change our Underlying Belief Patterns by influencing the Four Key Areas of the brain. These key areas: the emotional, logical, detail and overall perspective, must be brought into alignment with a properly designed Positive Action Statement. Because each key area has its own effect on our overall behavior, the Positive Action Statements must be very specific, causing them to be quite lengthy for the appropriate effect. The “EQ” Mastery Technology also teaches you how to create your own effective Positive Action Statements. These strategies are covered in Chapters 8 and 10.

“Nutrition” Positive Action Statement: “I love having great clarity, powerful decisiveness and the mental energy I need to succeed, so I enjoy eating foods that

¹⁰ Pellagra, corn diet, lack of niacin - Genetics or diet - Dr. Richard M. Restak, author of The Brain & The Mind - Ref: The Mind - p-176

can provide the nutrition my brain needs to function at its very best. I know that thinking positive thoughts is critical to my success but my brain also needs the chemicals that help create the feelings of happiness I enjoy. I hate eating junk food or skipping meals because it stops me from being at my best. I love the increased mental powers that eating healthy foods can create because I can make decisions quicker and with greater accuracy which frees up some time to accomplish even more of what I would like to do. I hate feeling fatigued, mentally drained and unable to focus, so I enjoy having cravings for the nutritious foods that both my brain and body need."

Each Positive Action Statement includes a list of Possible Key Triggers, which are designed to overcome the brain's power of Filtering and forgetfulness. These snippets of the full Positive Action Statement are imperative to achieving long-term change. Their ability to instantly bring the complete feelings and ideas from the full Positive Action Statement to the mind, is what makes permanently anchoring a new Underlying Belief Pattern possible. The brain's Filtering and forgetfulness process is discussed in Chapter 21 and the Key Trigger anchoring technique is addressed in Chapter 27.

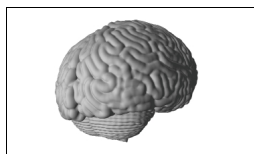
Possible Key Triggers:

- "Nutrition, mental powers!"
- "Eating right brings greater clarity!"
- "Junk food kills my focus!"
- "Nutrition, greater happiness!"
- "Healthy foods, quicker decisions, more time!"
- "Junk food and fatigue, no more!"
- "Quality food, quality mind!"

Brain chemistry has a powerful impact on who we are. To reach the success we desire, it is essential that we cautiously watch how we affect this powerful system. Regardless of the toxins we are exposed to, the childhood beliefs we have, the thoughts we think, or the food we eat, *we* are ultimately the ones in charge of who we are by the *chemistry* we keep!

A Preview to the "EQ" Mastery Technology

The following Mind Management Strategies are critical to the "EQ" Mastery Technology and are what make long-term, permanent change possible. Underlying Belief Patterns are planted deep within our minds and tell the emotional part of the brain how we should feel moment by moment. This then



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shifts our brain chemistry and sets up who we are and how we will act to any given stimuli around us. Each chapter of the book deals in some way with these Underlying Belief Patterns. Replacing the old inhibiting beliefs with new beliefs that will ignite powerful emotions toward our success and happiness, is a major key to the whole “EQ” Mastery Technology. These Underlying Belief Patterns are also referred to as Paradigms. The complete concept behind Underlying Belief Patterns and how they apply to The Power of Shifting Paradigms will be covered in greater detail in Chapters 6, 12 and 15.

Memory Stacking is a powerful system for anchoring the new belief patterns into the mind with long-term repetition and intense emotions so they will be accepted on a permanent basis. The skills behind using Memory Stacking to anchor Positive Action Statements can be acquired in Chapter 10.

The brain uses a system of pain and pleasure to induce certain of our critical inherent behaviors, such as breathing. The Pain/Pleasure Anchoring technique is based on this natural brain process. Using the power of Pain/Pleasure Anchoring to unseat deeply grooved Underlying Belief Patterns as you build effective Positive Action Statements is covered in Chapters 22 and 23.

All the Positive Action Statements and Possible Key Triggers presented throughout the book are compiled in Appendix I so you can refer back to them once you have the complete “EQ” Mastery Techniques in place.

All of the “EQ” Mastery Techniques and Principles are capitalized in this book for easy reference. A Glossary is provided in the back of the book for definitions of unfamiliar words and for quick access to refresh your memory about the Mind Management designations.

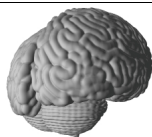
The cartoons throughout the book are there to provide a visualizing anchor of the Power Principles to the overall perspective mind. The techniques of how to use all types of visualization to tap into the right brain (overall perspective) is covered in Chapter 27.

The brain diagrams are furnished to illustrate the interaction of the different brain components to help us better understand how to work *with* our minds rather than *against* them.

The footnotes provide sources of additional information on the topics being discussed with a quick note of the subject matter, or are a reference for a direct quote in the text.

“The principle is competing against yourself. It’s about self-improvement, about being better than you were the day before.”

—Steve Young



To “EQ” Mastery

Chapter 2

The Powers of Underlying Belief Patterns

Let's talk about the amazing powers of the human brain and its almost unlimited value. The mind management slogan goes like this; "A mind well-managed has endless value and potential." Hopefully by the time you have finished this book you will have become as convinced of this statement as I am.

**"A mind well-managed
has endless value and
potential."**

Speaking of value, is there any question that Steven Spielberg has a substantial share of it at this point in his life? No doubt! He has such incredible value because of his ability to use his imagination. He brings people, organizations, and technology together in such a way that when he puts a film on the silver screen, we are all willing to pay to see it. His wealth is a direct result of how he manages his mind.

Powers Beyond Belief

I show a video during my presentations that vividly demonstrates the amazing powers of the mind. My friend, Ken Whitener, a professional hypnotist travels the country presenting sessions for corporations and conferences. Since what he does is so humorous, he also performs in comedy clubs as well. The clips I present are from two separate conferences, and the people who participate in his presentations are just random volunteers from the audience. We all know that a picture is worth a thousand words, so seeing is believing. However, because these clips are so powerful, I have tried my best to bring them alive with words.

The first segment begins with Ken and several volunteers on stage. One of the volunteers is a young woman named Amy who is facing Ken directly in an almost soldier-like fashion. Her arms are perfectly straight at her sides. With Amy under a hypnotic state, Ken begins touching critical joints and key spots on

her body as he tells her, “Legs together, arms to your sides. Make your arms lock tightly now to your sides and make your hands into a very tight fist. Squeeze tight, squeeze very tight, Amy.”

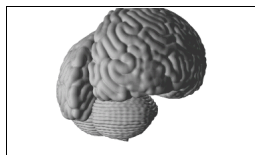
He touches several places on her back and spine, ending at her neck as he emphasizes, “Stand straight as an arrow, arch your back, arch it right here, stand up tall. Tall and powerful, feel the energy going into your body. Imagine every muscle of your body becoming strong and powerful, stronger and stronger, stiff and rigid as a board,” he says. It is evident from the stiffening of her stature that she is responding to his suggestions.

“Soon your entire body will become so strong and powerful that you cannot bend.” Ken then grips around her shoulders and begins tilting her forward and backward as if to test her stiffness. “Stiff and rigid, as rigid as a board, locking tighter and tighter,” he continues.

Ken tells a male volunteer who is standing behind Amy, that he is going to lean her back into his hands. Ken asks another male volunteer who is standing next to Amy to grab her ankles, but not to lift until Ken counts to three. As Ken leans Amy backward, he continues to suggest that she arch her back. He then begins to count, “One . . . two . . . three.” On three, the two volunteers pick up Amy, supporting her only by her shoulders and ankles. She lies in the air as flat as a board. A rush of amazement permeates the crowd.

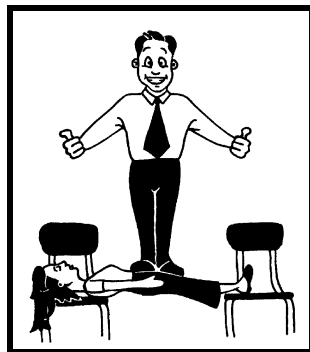
But Ken does not stop there. He has the two men place Amy between two chairs, with her shoulders on one and her ankles on the other. Once she is in place, he continues the preparation by gripping her by the waist and slightly raising her. He tells her “I want you to arch your back even higher, and lock it very tightly, super tight, super tight, sup - er - tight.” He begins pushing down on her, testing her resolve.

Now that Amy is lying firmly between the two chairs suspended only by her shoulders and ankles, Ken has the two men stand behind Amy, on either side of him, and asks them to extend their forearms. He explains, “Ladies and gentleman, I will stand on the woman on the count of three in the famous stiff and rigid test, as performed for over 200 years.” He takes off his suit coat, folds it neatly, and places it on Amy’s stomach. Disbelief rushes over the crowd. He tests the arms of his gentlemen helpers as he lifts his foot and places it on Amy’s stomach and begins to count, “One . . . two.” The audience goes deathly quiet. “Three . . . days ago when I did this, the woman got a standing ovation,” he



spouts out as he returns his foot to the floor. The audience roars with laughter.

Once it quiets down, Ken asks for a drum roll and starts to count again. The audience begins pounding on their tables to create the requested sound effect. On the count of two, he puts his weight on the arms of his two helpers. On three, he stands and places his entire body weight on Amy. The audience goes wild with laughter, amazement, and applause.



When Ken hops off this amazing woman, it seems she actually bounces back into her higher arched position, similar to the spring of a diving board. “Pretty stiff, huh?” Ken asks the man to his right. But the amazement doesn’t end there. The two volunteers are asked to take Amy’s ankles and shoulders, pick her up again, and hold her suspended. While they do this, Ken takes the time to get a chair, places it behind Amy, and finally sits down. He then has the men balance her on his lap. When they let go, Amy just lies there rigidly, unmoving, with her legs sticking out one way and her head the other.

“Amy, listen carefully,” he says. “When I count to three, your entire body will become limp and loose like an old rag doll. One . . . two . . . three. Deep sleep, completely relaxed, every muscle just letting go.” Amy’s body immediately goes limp, sagging completely over Ken’s lap. The audience chuckles with astonishment.

In the second clip, Ken is center stage in a large auditorium with a row of volunteers from the audience sitting along the back of the stage. Among the volunteers is a tall, slightly overweight, Caucasian male who is just minding his own business. That is until Ken starts this powerful introduction: “If you ever get to Florida, make sure you stop over at Epcot Center, where they have that 3-D movie called, *Captain EO*, starring Mr . . . Michael . . . Jackson!”

Michael Jackson’s hit song, *Bad*, bursts from the sound system, and the tall male volunteer immediately jumps to his feet and throws his hands victoriously into the air in reception of his beloved fans’ welcome and affection. He quickly snatches the microphone from Ken’s outstretched hand and begins dazzling the audience with a Michael Jackson dance routine that would be the envy of any music video. The audience bursts into laughter and applause. The man does the moon walk, the power splits—performed amazingly well for a man his size—and other Michael Jackson moves, including a quick hand gesture to a place that does not need a description. The audience goes wild.

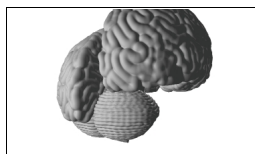
Their applause gradually synchronizes with the beat of the music as the amazing performance continues. Ken then motions to the audience to stop clapping and says, “Michael, Michael, Michael, is there anything you would like to tell your fans before you leave today?” The man responds in a high-pitched voice, “Tito, get me a tissue,” as if he were the King of Pop himself. Again the audience, who are now the volunteer’s adoring fans, comes unglued with laughter.

The Amazing Imagination

It is amazing to see the power of the human mind in action in these video clips. It is astounding what people are capable of doing when their limitations are removed. Before Ken asked for volunteers in his presentation, Amy was too timid to go up on stage in front of all the people. But Ken did what’s called a general audience induction, in which anybody who wanted to be hypnotized without coming up on stage first could try it while sitting in the audience.

As soon as Ken began, Amy went right under. Ken invited her up on the stage, where he continued working with her, putting her deeper and deeper into a hypnotic state. In the meantime, Ken had the other hypnotized volunteers cluck like chickens and ride imaginary horses and motorcycles. He even suggested they look around the stage to find their butts, because they had lost them. The volunteers looked all over for them. In fact, one of the ladies amazingly found her butt on the back of one of the male volunteers. She grabbed on and wouldn’t let go!

When the laughter from this bizarre event died down, Ken masterfully demonstrated that “losing your butt” in our daily lives happens far too often because of the powerful beliefs we hold inside. Ken then approached one of his volunteers whose right foot seemed to be stuck to the floor. The volunteer could spin around in a circle but just couldn’t get her foot to move. Ken finally instructed her to grab it with both hands and say, “I believe I can.” With the encouragement of the audience, she pulled her foot loose. It was clear that there wasn’t any glue holding her foot to



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the floor. She was stuck indeed, but only because she believed she was. Oh, the power of what we believe.

After Ken completed the foot demonstration, he continued putting Amy under, deeper and deeper, until she was able to reach that stiff and rigid state, where her body could span the two chairs. When I discuss Ken's presentations, I always ask the women in my audiences whether they believe they could come up on stage and do this, as I move two chairs close together. Of course, I seldom get any offers. Heads always shake as if to say, "No, don't make me do this!"

Focusing Beyond the Interferences

The reason the women's reactions are always the same involves their belief that they just can't do it. Yet all of us have the same mental capacity and physical abilities as Amy. She didn't have any super-human abilities. She was no different from anyone else. But seldom do we have the ability to filter out the distractions that interfere with using these mental powers. We receive a massive amount of information from the five senses, along with connecting thoughts from our memory system. Tremendous energy is also required to make decisions based on all that input. Filtering out this information in order to stay focused on the muscles is near impossible, especially if we believe that we couldn't do it in the first place. Why would the mind even try?

Because Amy was under hypnosis, Ken was able to go directly into her subconscious mind and have it filter out the distractions. This allowed Amy's mind to focus sufficiently to send signals to the muscles to stay stiff and rigid. Amy was able to do something that seems beyond human capacity. As we talk about the "EQ" Mastery Technology, *remember that the mind has immense capacity and tremendous abilities, but we have limited its powers by the things we have taught ourselves.*¹¹

Power Principle: *"The immense building blocks of the brain are available for us to perform at greater levels, however we must develop their powers by removing our mental limitations. We must be cautious what we believe because what we believe, true or not, inhibits or unleashes the brain's unlimited powers."*

¹¹ Three pound brain can store more info than all the world's libraries - Dr. Richard M. Restak, author of The Brain & The Mind - Ref: The Brain - p-1

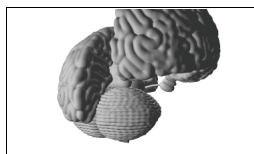
“Power of the Brain” Positive Action Statement: *“It’s incredibly exciting to me that my brain has an almost unlimited capacity and such an immense ability to change. These powers fill me with great feelings of hope that I can succeed so I earnestly strive to develop all of its powers. I love eliminating roadblocks by believing in my mental powers and abilities. I refuse to defeat myself by believing in any of the negative things that usurp my powers, I just won’t. When I think about Amy (just a regular person) being able to hold all that weight suspended between the two chairs it makes me feel powerful too. I refuse to keep any false beliefs that inhibit my power, so I enjoy replacing all of them with the real truth so I can create freedom from destructive thoughts and unleash my unlimited powers.”*

Possible Key Triggers:

- *“Immense powers, roadblocks are out!”*
- *“Amy, beyond human powers!”*
- *“Ending false beliefs, unleashing unlimited powers!”*
- *“Negative beliefs are out, success powers are in!”*
- *“I hate mental roadblocks, love my immense capacity!”*

True or Not — The Power is in What You Believe!

Every time Ken had the volunteers do a new and interesting antic, he livened up their performance with music. To make sure everything went as expected at our conference, as the television producer, I operated the sound system for Ken’s presentations. During the show, I was by the sound equipment minding my own business when Ken asked one of his female volunteers whether she could see me sitting there. The woman, who we’ll call Terry, looked over at me and Ken asked, “Can you smell his aftershave?” Although I was about 30 feet away, Terry smelled the air and nodded her head. Ken asked her, “Can you tell that it’s your favorite?” She got goo goo eyes. Ken continued, “Can you see that he’s your favorite actor? Can you see him looking at you?” “Can you tell he wants you?” Then Ken suggested, “Why don’t you just slip over there, sit on his lap, smell his aftershave, and give him a little kiss.”



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Terry came right over, plopped down on my lap, and started smelling and kissing my neck. Then she went up toward my ear and started doing things I don't even want to talk about. Ken could tell she was getting a bit out of control, so he said, "Sleep, deep sleep!" Instantly she fell asleep and her whole body weight collapsed into my arms as if she were dead.

When Terry came to, she didn't remember anything pursuant to Ken's hypnotic orders. But I had it on videotape, and since I'm such a nice guy, I sent her a copy so she would know exactly what she had done. I used to get a lot of thank-you notes from the people in the field that were watching the shows we produced so I was pretty accustomed to it. But somehow Terry got her hands on my home address. My wife and kids were home when Terry's thank-you note arrived in the mail. The kids asked if they could read it. I told them, "Sure go ahead." The note read, "Tim, I don't remember much about it. It was good for me! Was it good for you?" Wow, I could have been in huge trouble, but luckily for me I had already shown my wife and kids the video of Terry collapsed in my lap.

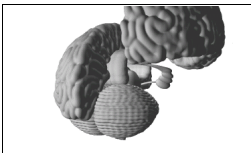
I share this story because I *wasn't* her favorite actor, and I *wasn't* wearing incredible aftershave that would have caused Terry to swoon. But, inside her head, for a little while, she believed I was her favorite actor. How did she act? As if it was true. She did things she never would have done all because of what she believed! The things that you *believe* are true, whether they are or not, have a tremendous impact on your behavior!

Similarly, if you watch the video of Ken's "Michael Jackson" demonstration a couple of times, you notice that the volunteer's motions are kind of jerky. In fact, when he attempts the moon walk, he first walks backward and then hesitates. This is because he has never danced like this before in his life. He is not a professional dancer, but he had seen the singer perform so many times that he had a permanent record in his mind of how to dance just like Michael Jackson. When Ken got him to believe that's who he was, he went on stage and danced as if he were the King of Pop himself.

At the end, when Ken asked the volunteer whether he had anything to say to his audience, the man answered not in his own voice, but in a high-pitched, Michael Jackson voice. Then he went out to the audience and signed autographs as "Michael Jackson." This is another great example, illustrating that what you believe is true has a tremendous impact on your behavior, whether it is true or not.

There are powers hidden in all of our minds. The amazing things we have the potential to accomplish depend on what we believe we can do. Our minds can focus past our normal self-doubts and supposed limitations when given a

chance. Our brains have these amazing super-human capabilities, we can use these powers since they are nicely tucked away inside our own heads. What we believe can either inhibit our success or unlock our abilities. We must learn to access the hidden powers already within our minds.



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Chapter 3

Misfortune: Why Isn't Life Fair?

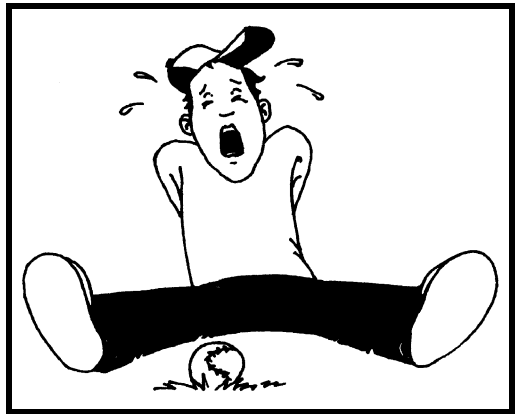
I use another activity in my presentations to powerfully demonstrate the idea of misfortune. I have the entire audience stand up. Then I ask those who would like to have enough money, not just to buy the things they need but all the things they ever wanted, to raise their right hand.

Once everyone's right hand is raised, I ask them to move one seat to their right and sit down. A lot of commotion follows as those who sat on the end of the rows lose their seats. As they stand there a bit baffled, I sadly explain that those who have lost their seats have just experienced what I call one of life's little misfortunes. We feel bad for people who have encountered such difficult circumstances, but in this situation it always comes with a lot of laughter. After having the audience express how sad they feel for them, I ask three of the displaced individuals to come on stage with me.

Usually when you hear the word misfortune, you think of pain, sorrow, and suffering. I picked the word misfortune to use in this situation because it comes from the prefix "mis" which means, "to miss" and the root word "fortune." In other words, you were trying to get a fortune and you missed it. Now, if you think about that for a minute and make a small comparison to how we handle other "misses," our response to misfortune may seem bizarre.

For example, suppose you were playing baseball, and somebody hit the ball to your area and you missed it. What would you do? Would you lie down on the ground and cry and moan and groan because you missed the ball? Of course not! You would run after the ball, get it, do the very best you could with it, and hope that next time you're good enough to catch it in the air. The same thing is true with misfortune. If misfortune comes your way, it doesn't do any

good to cry and moan and groan. The best thing to do is go after a solution and hope that the next time you're wise enough to catch the fortune in the air.



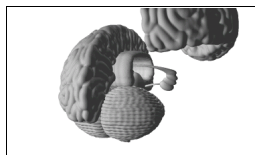
In my “misfortune” demonstration, the reason I bring three people up on the stage is to introduce three very interesting questions. After a brief introduction and a bit of humor getting to know them, I ask the first person, “Who caused this misfortune to come your way? Was it me . . . or was it all these people who blindly listened to me, stood up, moved over, and stole your seat?” Typically, participants either blame it on the people they work with or on me, but never on themselves! We often waste a lot of our time looking for someone to blame when misfortune comes our way. We spend a large amount of emotional energy focusing on who caused our misfortune or how we can get even. But, isn’t that a waste of time? These individuals lost their seats, right? The best and quickest thing for them to do is find another one.

The second person gets question number two: “When did you see this misfortune coming? Was it when everyone stood up. . . when I had everyone raise their hands . . . or when they moved over and stole your seat?” Usually, participants say that they didn’t see it coming until the person next to them pushed them out of the way and their seat was taken. In a perfect world, misfortune would give us a lot of warning so that we could easily avoid it. Anyone who has experienced misfortune, however, knows that it sneaks up on us and gets us right in the “seat.” Sometimes we beat ourselves up for not seeing it coming. But that really isn’t the solution to the problem either. They lost their seats, right? Again, the best thing to do is quickly find another one!

Contestant number three always gets the most important question: “What decision did you make that caused this misfortune to come your way? Was it when you sat on the end so you only had to sit by one person . . . when you came to this seminar in the first place . . . or when you got out of bed this morning?” Participants’ answers vary almost as much as the people themselves. But the point is that of these three questions, this one is the *most* important.

The Value of Mistakes - Learning from Them

It doesn’t do any good to waste time blaming others or trying to get even, as in question one. We also can waste a huge amount of emotional energy beating ourselves up because we didn’t see it coming, as in question two. But we *can* fix the decisions we made that brought us this misfortune. With question three we can change the thinking processes that caused the misfortune so that it never happens to us again. We can not only prevent the misfortune from recurring, we can also help others avoid it, as well. That’s why we want someone with experience running the ship. *Past experiences—when we learn from them—increase our value and make us wiser.*



Thomas Edison made hundreds of mistakes while trying to find the right material to make the light bulb filament. All of his mistakes and failures, however, did not destroy his ability to succeed. He believed not only in what he was doing, but also in himself. To him, the mistakes were just part of the scientific process. He made life better for the world. Had he given up on the third or fourth or even the 100th try, we would not have the light bulb, at least not because of this great man.



Great people have self-confidence, which gives them the power to stick to the task and learn from each mistake so that they can make a better future.

Lee Iacocca said, “Not all young people today understand that. They look at a successful businessman and they don’t stop to think about all the mistakes he might have made when he was younger. Mistakes are a part of life; you can’t avoid them. All you can hope is that they won’t be too expensive and that you don’t make the same mistake twice.”¹²

Babe Ruth, one of baseball’s all-time greats, had 714 home runs in his career and is considered the original “Home Run King.” When his name is mentioned, people think of success. However, there is another side of the story that most people don’t realize: Babe Ruth struck out 1,330 times, almost twice as many times as he hit home runs. Of his 8,399 times at bat, he only had 2,873 hits. From a pessimistic point of view, he was a loser far more often than he was a winner! Disappointment was almost constantly staring him in the face. Not only did he strike out 1,330 times to the disappointment of the fans, but he was walked 2,056 times without a chance to succeed.¹³ His greatness, however, came from being able to move past all the strike outs (failures) and step up to the plate to slug the ball out of the park more than any other player of his time. What we learn from Babe Ruth is: *If you get up one more time than you’re knocked down, you win.* Viewing misfortunes in this way can greatly improve our happiness, as well.

¹² Iacocca An Autobiography, New York: Bantam Book, Inc., 1986 P-34

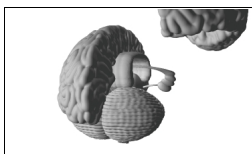
¹³ Ref: Baseball Encyclopedia - Mac Millan Publishing Co. NY., 1984

Power Principle: *“We must believe that our mistakes have value when we learn from them, so it is okay when we slip. If we get up one more time than we are knocked down, we win.”*

“Mistakes” Positive Action Statement: *“I refuse to anguish over any mistake, instead I love to learn from them. It is impossible to change the past so dwelling on the fact that a mistake has occurred is a foolish use of my energies. I can, however, change the future so I enjoy the added value that learning from a mistake and then changing because of the experience can give me. Making mistakes is part of learning and growing, two very valuable things that are far from being bad, so I love quickly learning from the experience so it keeps me from repeating the same mistake over and over again. I refuse to fear or worry over making a mistake because it is just an unavoidable part of the human experience. I love the idea of accepting this reality, just as long as I learn from any mistake so I increase my power and value. Changing from a mistake not only helps me be wiser but it gives me the power to help others keep from making the same mistakes in the future as well; this gives me even greater value. I refuse to feel upset or embarrassed just because I made a mistake (big or little) because it is a waste of energy. I know that greater success and happiness can come from focusing my attention and emotion on solving the problem and pressing forward, instead of losing energy and my focus by tearing myself apart or beating myself up over a mistake. Always being right or trying to be immediately perfect are certainly not more important than continually working toward the end results I desire, so I will not waste my time wallowing. I love having a positive attitude even when I or others slip up. Making a mistake along the way is okay because I always change and add value.”*

Possible Key Triggers:

- *“Adding value, learning from mistakes!”*
- *“Slip up, no pain, just fix it!”*
- *“Always changing from mistakes, adding value!”*
- *“Mistake, hate feeling bad, love learning!”*
- *“I resolve, not lament!”*
- *“Mistake, oh well, greater value time!”*



Making the Same Mistake Over and Over Again

I did the stand up and move over demonstration for the presidents and CEOs of Colorado's credit unions a few years ago. I invited three people up on stage, and the third woman was a lot of fun and very memorable. The group asked me to present again a month and a half later to their managers. There were about 200 to 300 people in the auditorium. In doing the demonstration again, I had everybody stand up and move over, and, as I looked at the three people I would invite to come up on stage, guess who was standing in the third row back without a seat? It was the same woman who had gone through the humiliating experience the month before. She had a terribly red face and was completely embarrassed that she was having this experience again. She knew I was presenting, yet her habit to sit on the end of the row was so powerful that it placed her again in the path of misfortune. Habits can put us in that never-ending loop over and over again.

In the movie, *Absence of Malice*, Sally Field portrays a very aggressive investigative reporter. In her attempt to get a great story and further her career, she prints an article that was intentionally leaked to her by the district attorney's office because their investigation had hit a dead end. The story accused Paul Newman of being under investigation for the murder of a well-known underworld figure.

When Field interviewed Newman, he gave no alibi for his whereabouts at the time of the murder. Field's story ultimately was very damaging to Newman's business. He was furious at the newspaper and wanted it to print a retraction. However, Field and the newspaper held their ground based on the principle of "absence of malice." The information came from a good source and was true as far as they knew.

Field was very sorry that she had hurt Newman, but what could she do if he didn't have an alibi? Can you see the thinking pattern taking place? As long as it seems to be true, it doesn't matter who gets hurt. Shortly after the article ran, a woman who was with Newman at the time in question came forward to protect him. She didn't want the circumstances to be published, but she needed to protect her friend. The woman confided that Newman had been helping her through an abortion at the time—a fact that would jeopardize her relationship with her father and her job at a Catholic school. Field believed, however, that she owed it to her readers to tell the whole story.

When the next article came out, the woman fell apart. She ran down the street picking up the whole neighborhood's newspapers trying to hide the facts and then in despair committed suicide. Once again, this same type of thinking not only hurt another person but compelled someone to take her own life. You

would think that such a traumatic experience would finally change the thinking processes that caused these dilemmas, but it didn't.

At this point, Paul Newman had had enough with this paper's so called, "absence of malice." He began setting up those involved—the district attorney's office, the man who leaked the stories, the newspaper, and even Sally Field.

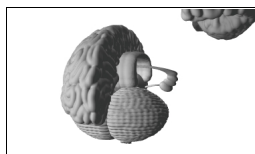
Did Sally become wise enough from her misfortunes to keep from getting caught in this next story and printing what could be wrong just because of her alleged source? No, even though Paul had given her a way out. In the end, Paul Newman's plot damaged the district attorney's office, the man who leaked the stories, and the newspaper, and Sally's own story severely damaged her career. It is imperative that we learn from our mistakes and change our thinking processes so that the same mistakes don't create the same problems over and over.

Life is Fair, or is it?

When the demonstration is finished, I ask my three new friends to return to their seats. But, of course, they find their seats are taken. So these fine people don't have to continue suffering, I usually ask everyone to stand up and move back over. In reality, though, how possible is it to believe that under normal circumstances the world will stand up, move over, and make up for the misfortune it sends your way? Who would be gullible enough to believe that? Typically, the world does not worry about us—it just keeps right on going. If we sit around and wait for the world to make up for our life's misfortunes, we are going to be in big trouble. We'll be waiting forever. We have to begin to focus on what *we* need to do to be successful in *our* lives.

Do you have someone specifically assigned just to you who runs in and fixes things when misfortune comes your way? Of course not! One time I asked this question to an audience, and a man answered, "That's why I got married, I thought." Wow. His wife was right there, and she gave him a good elbow to the ribs. See, we are responsible for our own success and the behavior that is needed to make it happen. If we don't do it for ourselves, it probably won't happen.

When I ask people whether they actually believe life is fair, I seldom get any yes's! When I do hear the occasional



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response of, “yes,” it doesn’t take many questions to find out they actually don’t believe it. For example, I ask, “Do you believe that the wealth of your nation has been equally distributed among all its people? Has health been fairly shared? How about talents?” No is always the answer. If you’re an animal born in the wild with a bad leg, and you’re grazing in a meadow when a lion approaches, what happens? As soon as the big bull at the front of the herd smells the lion, what does he do? He runs! He gives off a big bellow and off he goes and the herd follows along, right? So what happens to you who was born with the bad leg? You get to be lunch or dinner. The lion was very grateful. But was that fair? No, not in the least!

The number one, most important, Mind Management Principle is: “Life was not designed to be fair, so stop expecting it to be.” Now that makes sense and everybody agrees with that, but the question has to be asked: If you know intellectually that life is not fair, how do you act when an unfair situation comes your way? Do you say, “Oh, it’s okay with me. I know life isn’t fair. I’ll press right on?” No! Instead, you get an attitude going? You start saying, “I want to find out who caused this. Someone better make up for this or somebody’s going to pay!” Why? Have you ever wondered why there is a difference between what you know and how you feel?

Power Principle: *“Life was not designed to be fair, so stop expecting it to be.”*

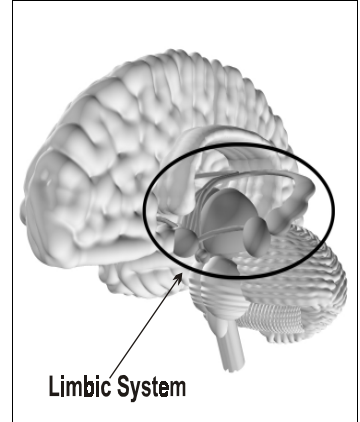
“Not Fair” Positive Action Statement: *“Life is not designed to be fair, so I don’t expect it to be. Living happily ever after is only a fairytale. It isn’t real! Everything perfectly fair is having a life without a purpose! No mountain to climb means having no reason to live. Instead of wanting an easy road I love it when life is filled with exciting challenges for me to out wit. I enjoy making my life good in spite of what happens. I refuse to ruin my happiness or become distressed when something seems unfair, I will not let my progress be interrupted just because some circumstances are beyond my control. Fair or not fair I don’t really care because unfair really does not change my positive outlook on life! I love doing my best and always reaching for my success and happiness.”*

Possible Key Triggers:

- *“Fair? Who cares, life’s good!”*
- *“Not fair, oh well, a reason to live!”*
- *“I progress, fair or not!”*
- *“Happiness! Fair or unfair I don’t care!”*
- *“Life’s good no matter!”*
- *“I enjoy doing my best, fair or not!”*

Surely, the feelings we experience when we encounter an unfair situation are not what we would call logical or reasonable nor do they exist in the realm of our knowledge or know-how. What we know (life’s not fair) doesn’t always fit well with what we feel (somebody better fix this). These feelings are not neatly tucked away in the intellectual part of our brains. Yet these emotions have a substantial impact on our intellect.

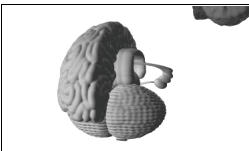
Our feelings come from a very powerful part deep in the brain called the limbic system—the emotional center of the brain. It is within this system that we experience accomplishment, peace of mind, and even love—things that money cannot buy. The opposite, however, is also true. An emotional mind in total chaos often cannot be repaired, no matter the amount of money spent.



$$\frac{\text{“EQ”}}{\text{IQ(k)}} = S^{\text{uccess \& atisfaction}} \text{TM}$$

The “EQ” Equation can help us better understand why certain things we have been enticed to believe are just not true. The “EQ” Equation is a fraction that has two elements combined as the denominator—our IQ (Intelligence Quotient) combined with k (our knowledge).¹⁴ We have been taught that our IQ and knowledge drive our behavior. We have all heard that “Knowledge is Power!” But if this statement was really true, all I would have to do to make myself a powerful person is force a lot of knowledge into my head. How many people do you know that have a lot of knowledge, but just aren’t that powerful?

¹⁴ At least seven different types of intelligence; poet’s differs from athlete’s or musician’s - Dr. Howard Gardner, Harvard University - Ref: The Mind - p-246



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The problem is knowledge and the IQ really aren't the source of power. The real power comes from our emotions. Your IQ and knowledge are the denominator in the fraction. On top of the equation as the numerator, is the "EQ"—the Emotional Quotient. "EQ" is our ability to focus our emotions toward our success and happiness. It determines what happens to us. In any fraction, if you have a zero on top, the product is zero. Zero over any number is zero.

$$\frac{\text{The "MISSING" Element "0"}}{\text{IQ(k)}} = 0 \text{ Success \& Satisfaction }^{\text{TM}}$$

If we don't learn how to manage our emotions and focus them toward our success, then we become stuck. Our emotions drive our behavior, regardless of our intellect and knowledge base. Emotions are powerful motivators.

If "Knowledge is Power," then why don't we do all the things we know we should? It's because the emotional part of the brain holds us back from becoming who we want to be.

Whenever we played as little children, the adults would tell us that there were rules we needed to follow to make sure the game was *fair*. And we wanted it to be fair, didn't we? Of course.

To really emphasize this point in my presentations, I walk over to three women in the audience and act as if I am their dad. I explain that I went to the store but only had enough money to buy one candy bar. I then pretend to give the candy to one of the women, saying something like, "Christen, since I love you the most, I'm giving it to you." It's not too hard to imagine how the other two feel about that! Even when we are just role-playing, they know exactly how they would respond to the unfair situation. When I ask what they are going to do about it, I get some interesting comments. One time when I asked this question to a lady who didn't get the candy, she had to think about it for a minute. As I waited for her answer, a woman clear across the auditorium yelled, "Take it from her!" I was a bit shocked! I thought, it's only a fake candy bar! Somebody hadn't gotten their chocolate fix for the day!

What usually happens when something is unfair? Kids who don't get the candy bar run off to Mommy. "Mommy, Mommy! Daddy gave Christen the candy bar and didn't give me any!" Is Mom mad? Oh yes! Is Dad in trouble? No doubt! Dad is then properly instructed that candy bars are supposed to be equally divided among the kids. It's got to be fair, right? So, in my demonstration, I

show what happens the next time I buy only one candy bar. I break it into three equal parts and say, “Here’s your fair share, here’s your fair share, and here’s your fair share. Aren’t we all happy now?” As I’m doing this, I often have people holler, “No, my part is not as big!” It’s amazing how well we have learned this idea.

We have been taught not only that life is supposed to be fair, but also that when it’s not fair, somebody in authority will step in and make up for it. Then we grow up and find out what? Life’s not fair at all! In fact, most of the time it’s trying to rip us off, isn’t it?

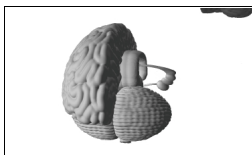
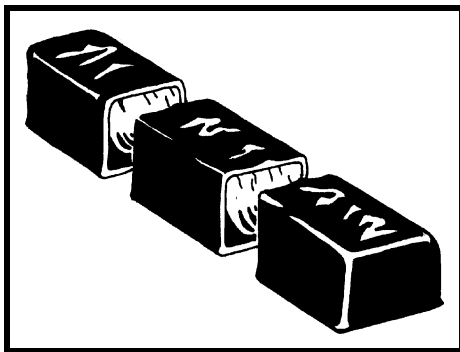
If you have been emotionally programmed to believe that life should be fair and that belief is tucked away *neatly* inside of you emotionally, and one day you learn intellectually that it’s not fair, that intellectual knowledge is *not* going to stop you from wanting it to be fair emotionally. You’re going to know one thing and feel another.

Again, the number one, most important, Mind Management Principle is: “Life was not designed to be fair, so stop expecting it to be.” If you stop expecting it to be fair, your whole attitude toward things that go wrong in your life will change. With that power, you will handle unfair misfortune as one would in baseball. You will run after the solution and press ahead.

PMA - Where Did It Go?

Several years ago, society was into “Positive Mental Attitude,” the think positive and success is yours idea, the old PMA. Although this idea was popular, especially in the sales industry, it seems to have faded away. There are forms of PMA still around, but it doesn’t seem to have the power that it had before. I believe this is because there was a flaw in how it was presented.

Everyone has heard of people who have accomplished great things and have been very successful, yet turn out to be drunken bums or



worse. Somewhere along the way, a trauma or major setback hits them, and they lose everything because they fall apart. We also know the opposite can be true. People born with almost nothing, impoverished and destitute, who combine fortitude and effort to become successful.

How is it that some people can start out deprived and become successful, while others degenerate into a pitiful condition? I believe that how people feel about misfortune and difficulties is what makes the difference. The impoverished people had difficulties from the beginning. Difficulties were part of their reality, yet they decided not to allow life's inequality to hold them back. They made the choice to move forward with great spirit and inspiration. They expected that difficulties would come along the way.

Everything may have gone just right for the other group, however, until disaster struck and they were unprepared. Having a Positive Mental Attitude does not mean we're going to win every time. Remember, "Life was not designed to be fair." Getting knocked down a few times is just part of life. Even terrific PMA can't stop that from happening.

It's not that we get knocked down, it's that we are wise enough to get up one more time than we are knocked down that makes us a winner. By changing how we see bad situations we can eliminate discouragement. This can greatly increase our ability to maintain our motivation. Learning how to take the bad along with the good is critical.

Power Principle: *"We must be wise enough to accept the bad with a positive attitude so that the bad does not stop us from creating more good."*

"Accepting the Bad" Positive Action Statement: *"I refuse to allow the negative things that happen in my life or the bad that others may create to stop my progress, so I love accepting the bad events in life with an attitude that gives me the power to create greater good to enjoy in the future. I refuse to let negative circumstances bother me or tear me down. When bad things come along I immediately look for a way to see the positive and I enjoy finding a solution or looking past the problem for the future possibilities. Each time I get knocked down it gives me even greater determination to get right back up so I can face each exciting new challenge with power and then enjoy the accomplishment that comes from doing my best to succeed. The bad cannot win, ever! I refuse to surrender because the future is mine as long as I never give up."*

Possible Key Triggers:

- *“Knock me down, I get right back up!”*
- *“The bad and the good are both part of the game!”*
- *“Misfortune? I love seeing the possibilities!”*
- *“Failure? Never! The future is mine!”*

Does Knowledge Equal Increased Productivity?

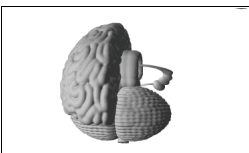
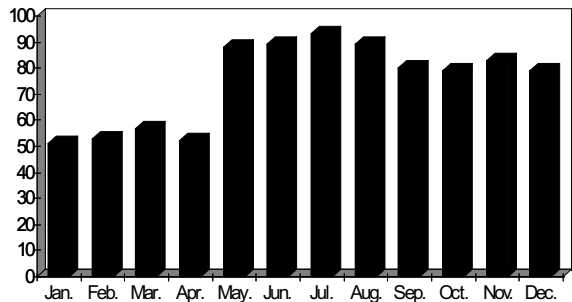
Through my work as the producer of an international business television network, I was involved with creating programs that would help our offices increase their productivity. To do this, we analyzed where our offices needed help and then focused on that as the subject of our show. Then we researched nationwide to find those offices that were doing the best in this area. We flew these pros to the international headquarters as our guests. Our host would introduce them, noting their credentials and experience, and would have them explain, line by line, step by step, how to do what they did so successfully.

We would broadcast these shows over our satellite network to the offices across the country. We would also distribute them on videotapes with accompanying workbooks, so that the offices would have instant access to the knowledge of exactly how the very best offices did what they did so well. We found that there were three different groups of people in our organization. Our

very top offices would immediately implement what they learned from the shows into their business, and their production would increase. It was tremendous proof that the shows contained the right information. But the offices that implemented the information were only three to five percent of the company.

Another group at the bottom of the spectrum also spent thousands of dollars on their franchise. As part of the franchise package, they were required to buy the entire video and audio tape library of our shows. This would provide them with a quick and easy way to see how the best companies functioned. These new offices would be in business for two, three, or sometimes four years before they

Sales Production Graph



eps To “EQ” Master

would fail. When they went out of business, they were required to return the proprietary materials, including the manuals and the videotapes.

When the videos came back into my department, what do you think they looked like? They hadn't even been opened. You would think that they would have been worn out from use by the people trying to save their offices, but the shrink wrap was still on them. You would think that when you buy a franchise you would want to learn from the experience of others and not have to reinvent the wheel. The saying, "When you fail to plan, you plan to fail," certainly applied to these people.

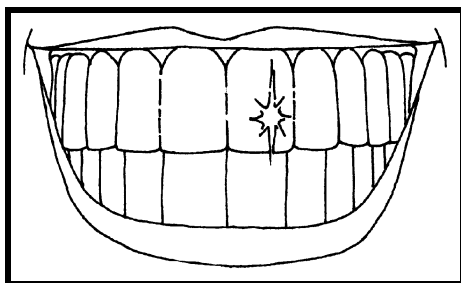
Then there were the people in the huge middle group. These people loved the shows. They would call me and say, "Tim, that was exactly what we needed to hear! That was exactly what we were weakest in! Thank you for having the people in the field who are actually doing it teach us." But what did they do with the information? Nothing! Even though they had learned exactly how the best in the country were improving, they went on doing what they had always been doing!

It was this middle group that really concerned us. They were the bulk of our offices and the financial base of our business. We tried to find out why these people, who knew what they were supposed to do and how to do it, would continue right on doing the same old thing! "Knowledge is Power," everyone says, but they had the knowledge, so why didn't they have the power? Usually when people don't do what they know they should and it is hurting them, we say they are unintelligent or incompetent. But these people were not stupid nor were they incapable.

I began looking at all the things that I know I should do but don't, even though I know how to do them. I thought about the saying "Knowledge is Power" and realized it was wrong. Knowledge must not be power. If it were, we would *always* do the things we know we should do, once we know how to do them.

Feelings Drive Behavior

It has become very evident that flossing after every meal will help reduce gum disease and keep plaque from building up on your teeth, especially the bottom ones. The reason I am highly aware of this interesting little fact involves a recent visit to the dentist, where a really nice dental hygienist who we will call

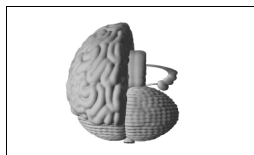


Judie, as kindly as she could, scraped forever around my teeth, especially the bottom ones, with that horribly annoying picking instrument!

It seems there is an interesting phenomenon that works something like this: We don't floss for months until the day of the dentist appointment. Then, after the nasty picking and even drilling, flossing seems like a great idea. For the next two weeks, we floss everyday. As time goes on, our flossing becomes weekly, then monthly, until the next dentist appointment comes.

If you study this cycle more carefully it becomes clear that it's not what we know but how we feel that drives our behavior. In this case, the experience of pain or anticipation of more pain drives our desire to floss. But as we distance ourselves from the experience, the focus of those feelings fade and so does the behavior, until we again anticipate the pain triggered by the upcoming appointment. The emotions of the moment only make a temporary change in our behavior because they can be overridden by more powerful emotions. *To make a permanent change in who we are, we must change the Underlying Belief Patterns that are defended by powerful emotions stored in the limbic system.*

It is clear that knowing alone is not doing. Knowledge by itself does not pass through to the emotional center, the throne of behavior, the real "Seat of Power." Our feelings about life and experiences have a powerful impact on whether we will do what we know we should. Many of the emotions that drive our decisions have absolutely nothing to do with what we know. We acquired these emotions—especially the feeling of how life should treat us—as children, and they still surge up to affect our behavior. A true Positive Mental Attitude must be able to help us conquer life's challenges, rather than hoping life will nurture us.



Chapter 4

Working *With* Your Mind Comes By Understanding How It Works!

The idea that the people in our offices knew exactly what to do and how to do it, yet didn't do it, was a great concern. Why wouldn't they improve their systems just as our top offices did? We looked for experts to answer this question, but we couldn't seem to find the solutions we were looking for. So, I started researching the brain to find out what was holding them back. I learned a lot, and now I use two plastic brain models with skulls in my presentations so that people can visualize what is going on in their heads.



Isn't it amazing that something this ugly makes up your personality and who you are. In my research, I learned that this three-pound masterpiece is designed to function differently from how we've learned to deal with it.¹⁵ This means we are always fighting against ourselves. The frontal lobe of the brain gives us the ability to project ourselves into the future and determine any consequences. The larger the frontal lobe, the more ability it has to do this. As humans, we have the largest frontal lobe of all the animals on the planet.¹⁶ So we not only have the ability to project ourselves into the future and create plans, but we also have the ability to create goals and—with the power of the imagination—actually feel the emotions of a possible future.

When you set a goal to accomplish something in your life, you think it out in the frontal lobe of the brain.¹⁷ Once you have determined what you want to accomplish, that goal is stored in the cerebral cortex in the front of the brain. Now you know what you want to do.

¹⁵ Three-pound of tissue - Dr. Richard M. Restak, author of *The Brain & The Mind* - Ref: *The Mind* - p-26

¹⁶ Prefrontal cortex, Planning for our futures - beyond the primate - Dr. Patricia Goldman - Rakic, Yale University - Ref: *The Mind* - p-267

¹⁷ Chess, Learning to project what might happen - Bruce Pandolfini, chess master - Ref: *The Mind* - p-237

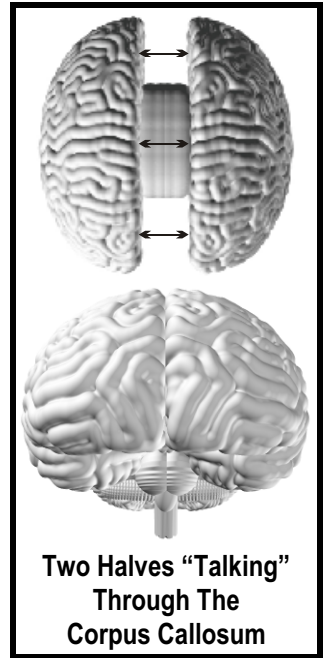
Rainman, Left Brain or Right Brain

Most everyone has heard of right brain/left brain. There are actually two brains separated from each other.¹⁸ The inside surfaces of the left and right hemispheres are the same as the outside surface of the brain. The two hemispheres lean up against each other, but they don't connect. The two halves "talk" to each other through the corpus callosum, which is a wide data cable that runs between the two halves.¹⁹ Your left hemisphere is dominant in detail tasks, such as writing, math, and language. Your right brain is superior in what is called, "overall perspective."

To understand overall perspective, think of looking at an advertisement in a magazine that contains a visual and some text. Your left brain looks at the details and the individual colors, analyzes all the small components, and reads the text. Your right brain, on the other hand, stands back and says, "You know, I like the way it's laid out. I like the way it's balanced. The color combinations go really well together." And then it asks, "Left brain, what does the text say?" The left brain tells the right brain, which then tries to make a comparison between the ad and the text.

When you see ads that are designed to be humorous, it can take some time to figure them out. The left brain would never get it, because it's always so busy looking at the details. The right brain's job is to make the comparison, so it focuses on finding the relationship between the text and the picture. This is how we find the humor in these ads, and that's how our laughter begins. Left brain, right brain, we actually have two different things going on in our brain at the same time.²⁰

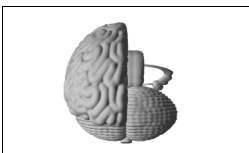
In the movie, *Rainman*, Dustin Hoffman portrays a man who is autistic. He is a master of details—numbers, names, dates, and calculations. His brother even



¹⁸ The two brains - Dr. Richard M. Restak, author of *The Brain & The Mind* - Ref: *The Mind* - p-20

¹⁹ Corpus Callosum connecting longitudinal fissure - Dr. John P. J. Pinel, University of British Columbia, author of *Biopsychology* - Ref: *Biopsychology* - p-71

²⁰ Lateralization of brain hemisphere dominance - Bryan E. Kolb & Ian Q. Whishaw, authors of; *Fundamentals of human neuropsychology* - Ref: *Biopsychology* - p-422



uses him to outwit the gamblers in Las Vegas, and together they walk away with a lot of money. He can read a telephone book from any city in the country, then instantly recite a name and address at random from memory.

Doctors are now finding that the differences in the brains of individuals who have autism come from how the left and right brains are used for language and social skills.²¹ In Rainman’s circumstance, this difference created massive detail capacity but difficulty dealing with overall perspective.

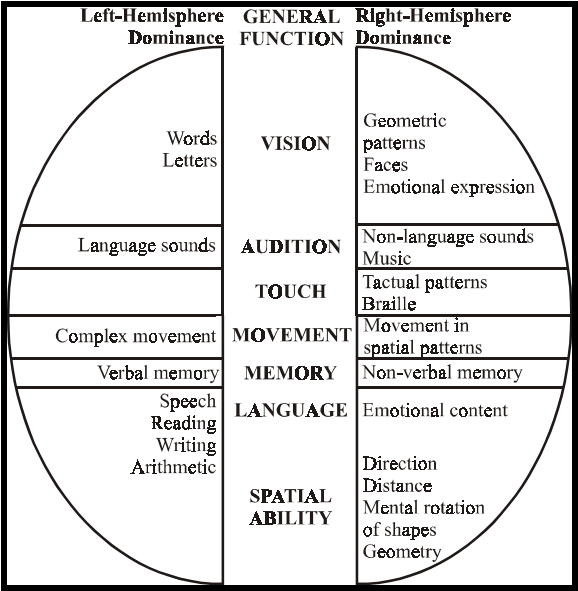
Rainman is gifted with incredible detail capacity, yet he can’t choose the clothes to dress himself because there is no right brain overall perspective. His life is built around having everything in its correct place. When things are in disarray, he panics.

The right brain/left brain structure is critical to our ability to function completely. Keeping them in balance is essential.

Who is in Their *Right Mind*?

Some of us specialize and are focused more in one half than the other. There are the left brain, detail type people, those who think that every “T” must be crossed and every “I” dotted. They’re apt to say things like, “You better get that report done and it better be perfect.” They make the right brain people crazy. Right brain people—those who have to get to know everybody—are off shaking hands and making new friends even when important things like reports need to be done. They think that kind of work can be postponed because it’s people that really matter. When the detail-oriented left brain people say a report is due, the right brain people say, “Oh, let’s go do something fun instead, what do you say?”

²¹ Autism, brain variances - Neuro scientist Eric Courchesne, University of California San Diego - Ref: The Mind - p-24



Left brain individuals, who I call bean counters, are critical to any company's success. They are those who take care of the details so the product can roll out the door. But most right brain people can't stand these bean counters. When they sell a product, left brain people always want to know specifically how the order will be fulfilled. Of course, the right brain response is, "Hey, those things just take care of themselves." This is true because the detail people just quietly make it happen.

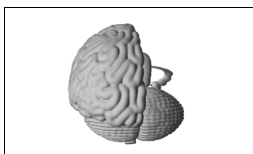
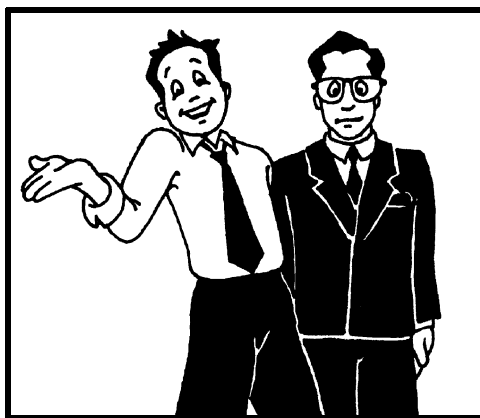
It takes both kinds of people to make it all work. The detail people can create a fantastic product and work out every aspect on how to get the product to the customer, but without those crazy "people" people doing the selling, not one product would get out of the warehouse. There is no doubt that these "people" people make the results-oriented people crazy, but consider this: If you happen to be a right brain person, and some rule-compelled detail person starts in on you, now you can say, "You're just not in your right mind!"

Offsetting Strengths and Weaknesses

The real issue is that the more we remain in one side of the brain or the other, the more we are only using half of our abilities. And you wondered where the term half wit came from. It takes both hemispheres to make anything successful. I have seen businesses with a great product, an unlimited market share available to them, and tremendous capital plummet into disaster because of an imbalance in the leadership of left and right brain people.

One of the most successful partnerships in our franchise organization consisted of two equal partners who were surely not made from the same mold. One was the supreme left brain bean counter, and the other was a "people" person, right brained all the way. "Mr. Promoter" would come up with some hare-brained ideas, which he believed in with all his might. And he had the incredible power to sell his ideas to others. But his counterpart, "Mr. Bean Counter," would dissect his ideas into the tiniest detail to determine whether they had any true potential.

I asked these men how they got along with each other, being so different in nature. The detailed one, without hesitation, said, "What? He's made me



Steps To "EQ" Master

millions!” And “Mr. Promoter,” likewise not missing a beat, said, “He’s saved me from losing millions!” They each respected the talents and gifts of the other. They powerfully offset each other’s weaknesses.

On the other hand, I have seen a major organization with great potential fall apart because the two principals with all the power were both self-absorbed promoters. Each tried to outdo the other, with no checks and balances. There was wild selling and a deluge of promises, but no one with enough power and control to ensure delivery. This truly was a right brain disaster.

Power Principle: *“As we identify weaknesses to change, we must be wise enough to offset those weaknesses with someone else’s strengths until we make them strengths of our own.”*

“Offsetting Weaknesses” Positive Action Statement: *“As I evaluate my strengths and find a weakness that I can’t immediately change, I don’t hesitate to find others I enjoy working with who have the strengths I do not. I refuse to allow a lack of ability, expertise or skill in a particular area to hold me back, so I enjoy finding someone I can trust who has the abilities I know I can rely on. It’s okay, I don’t have to do it all myself. I love getting wise counsel, advice and assistance from others, so I respect the talents of those I choose to help me. My momentary weaknesses don’t make me weak when I surround myself with great people, because great people make me strong.”*

Possible Key Triggers:

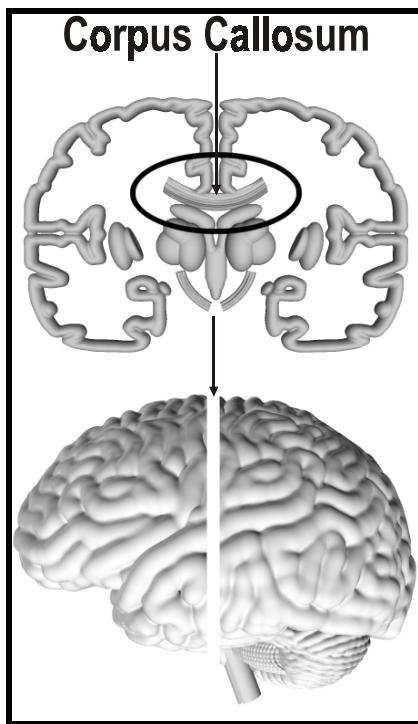
- *“Strength is Offsetting Weaknesses!”*
- *“People make me strong!”*
- *“Weaknesses can’t hold me back!”*
- *“I respect other people’s talents!”*
- *“I can get help from others!”*

We need to develop the powers of both sides of our brain. Some sales people who have great social skills and almost unlimited mental ability fail to reach their

full potential because they hate to do the proper follow-up since it requires tracking and paper work! Both hemispheres are important.

Increasing the connections between the two brain halves can greatly increase our full capacities.²² The growth of this fiber network between the two brains is up to us. The more we shift between the two brains for input, the greater number of fibers it will grow to accommodate this usage.

We should work toward using the full capacity of our brains. But until we can do that successfully, we need to do as the two prosperous business partners did—offset our weaknesses with someone who has the gifts we do not. This means we need to respect the “people” people and the detail people. It takes both to make a whole brained person. We not only must deal with the fact that our logical and emotional perspectives can be at odds with one another, we also must keep the left brain (detail) and right brain (overall perspective) system in sync.

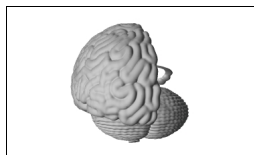


Cutting the Brain's Cable, “Do You Know Who You Really Are?”

Researchers have learned a great deal about this left brain/right brain concept from people who have epilepsy and have experienced severe grand mal seizures. A grand mal seizure starts out in one half of the brain as an electrical storm because of a malfunction. Then the storm moves across the corpus callosum and hits the other half of the brain, causing even greater disruption in the neuro-pathways. This creates convulsions and often even a temporary loss of consciousness.²³

²² Corpus Callosum - estimated 200 million nerve fibers - Dr. John P. J. Pinel, University of British Columbia, author of Biopsychology - Ref: Biopsychology - p-415

²³ Grand mal - Big Trouble - convulsions, loss of equilibrium & consciousness - Dr. John P. J. Pinel, University of British Columbia, author of Biopsychology - Ref: Biopsychology - p-139



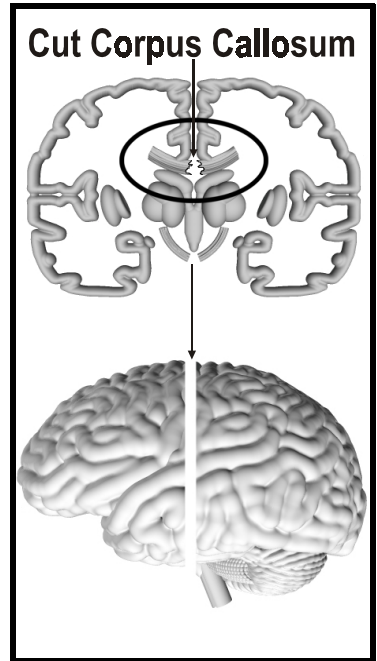
Steps To “EQ” Mast

In some cases, the situation becomes severe enough drugs or therapy cannot resolve the storms. In these cases, doctors have actually severed the corpus callosum so that the two brains can't talk to each other anymore.²⁴

This procedure stops the electrical storm from disrupting the opposite brain and provides a better chance of using drugs and therapy to help these individuals function in their lives. A surprisingly large number of people have been helped by this procedure.

Let me tell you about a woman who underwent this procedure. But first you need to know that the left brain runs the right half of the body, and the right brain runs the left half.²⁵ One morning, following the procedure, this woman went to her closet, and—before her right brain (overall perspective) could signal her left arm to pull out the dress she thought she would like to wear for the day—her left brain signaled her right arm to pull out a dress she had no desire to wear at all. There were two separate behaviors coming from the same individual.²⁶

Let's talk about what was happening to this woman in a little more detail. The right brain is the hemisphere in charge of how you appear and, as such, decides what you will wear because of its overall perspective responsibilities. So the woman's right brain had to get more information, which involved finding out how she felt!



²⁴ Vogel & Bogen's commissurotomy for severe intractable epilepsy - Dr. John P. J. Pinel, University of British Columbia, author of Biopsychology - Ref: Biopsychology - p-417

²⁵ Electrical brain stimulation produces movement on opposite side - Theodor Fritsch German Physician & Edward Hitzig medical practitioner - Ref: The Brain - p-75

²⁶ Split brain, helping-hand phenomenon - Michael S. Gazzaniga & Roger W. Sperry, winners of the Nobel Prize in Physiology and Medicine 1981 - Ref: Biopsychology - p-419

How many women when picking out their clothes run over to the closet, find the closest dress, pull it out, and say, “This is what I’m wearing today.” Not very many! It takes time doesn’t it? Who runs to the discount store, goes to the “close-out” racks, immediately finds the most durable ugly dress in the world, and says, “This is it! I’m going to buy this ugly thing because it will last me forever, and it’s so cheap!” No one! That’s why we have MasterCard and Visa so we can charge the clothes that make us feel good! We have to feel our decisions.



Decision Making with Both Brains

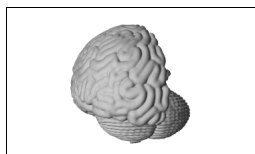
Part of this woman’s problem was that her right brain had to find out how she felt. It couldn’t make the decision without that information, so it went down to the limbic system—the emotional center of the brain.²⁷ This system has tremendous input to our behavior, as well as who we are.

Her right brain talked to the emotional center, and asked how she felt. The answer came back that she was feeling vibrant for the day. Now the right brain had another problem: What color was associated with the feeling of vibrant? So it went into memory and back into emotion and found out that the answer was red. The right brain looked in the closet and found three red dresses—a red dress with white polka dots, a red dress with black checks, and a plain red dress. Now it had another problem: Which of these three dresses really fit the feeling of vibrant? It returned to memory and emotion and finally determined that the red dress with the white polka dots was the dress to wear.

However, while the right brain was doing all this work, the left brain, “Mr. Detail,” was busy working on some important details for the day. It didn’t have time to go to its emotional center for any input, so it looked in the closet, found the dress closest to the right arm, and pulled it out—before the right brain had a chance to act!

Since both the left and right brain give us different perspectives, we have a variety of things going on in our brains at the same time. This woman had two

²⁷ Limbic system - emotions, fear, anger, lust, jealousy, etc. - Dr. Richard M. Restak, author of *The Brain & The Mind* - Ref: *The Brain* - p-12



different perspectives surging up.²⁸ We have the same thing going on daily in our own lives, as well. The difference between her and us though, is that we have the corpus callosum between the two brains. Because of this, we can argue it out before we act. This gives us the ability to come to a final conclusion before we do anything.

Do you ever argue with yourself? If you do it all the time, does that make you crazy? I heard it was okay to talk to yourself. I even heard it was okay if you answer. It's when you start saying, "What?" to yourself that you have a problem.

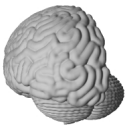
The brain has so many programs running at the same time and so many opinions with their attached emotions that we need to be cautious to keep ourselves in our "right mind." Our ability to use both hemispheres of the brain is very important, but we must remember that there is more than one of us inside. We have to be careful of just who we are at the moment!²⁹ It also is imperative that we fortify our weaknesses by surrounding ourselves with great people.

²⁸ split-brain - two independent brains, each with its own stream of consciousness, abilities, memories and emotions - Michael S. Gazzaniga & Roger W. Sperry, winners of the Nobel Prize in Physiology and Medicine 1981 - Ref: Biopsychology - p-417

²⁹ Two brains, right brain desires to be a race car driver, left a draftsman - Michael S. Gazzaniga, winner of the Nobel Prize in Physiology and Medicine 1981 - Ref: The Brain - p-252-253

“Men do not fail commonly for want of knowledge, but
for want of prudence to give wisdom the preference.”

—**Henry David Thoreau**



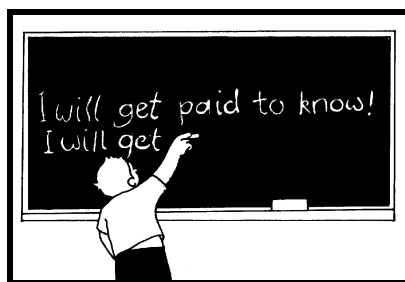
Steps To “EQ” Mast

Chapter 5

Knowledge, or *The Power of Emotion*

Your cerebral cortex holds your know-how, much of it in the left or detail hemisphere. The typical high school graduate will have spent—not including any homework—15,000 hours in the hands of the education system. This education system teaches us how to learn “how.” As a student, your focus was to show the system how much you could learn. So, for 15,000 hours, you devoured information and then regurgitated it. If you regurgitated it to the satisfaction of the teacher, you got an “A.” You were programmed that to know is the key.

In what professions do people actually get paid to know? Who goes to work every day, sits at their desk, and says, “Yeah, I know it.” Then they just sit there the whole day in that famous “thinker” position. And every single month, their boss hands them a check and says, “I am so glad you know it! Would you sit there all day and just know it some more for us!”



What do we really get paid for? To do—not to know! It’s having the ability to do that makes the difference. So for 15,000 hours, you were actually taught a dysfunctional process.

Remember, you use the frontal lobe of the brain to project yourself into the future to determine your goals. Since you have been superbly trained on how to learn “how,” you talk to people, read books, and gather information so you can know exactly what to do. That information then is stored in the cerebral cortex of the brain. Now the frontal lobe knows what you want to do, and you know how to do it in the detail part of the brain. The question is: Do you always do it? No! The reason you don’t has to do with the emotional part of the brain.

Your emotional brain has been programmed with how you *feel* about things. It has absolutely nothing to do with what you *know*. As I said, you already know what you want to accomplish in the frontal lobe, and you know how to do it in the detail part of the brain. If, however, a program in your emotional system hates to do the things you need to do to be successful, you will have a conflict in the brain. That conflict will cause you to procrastinate. It will create pain and anguish over not doing what you know you should be doing.

And if the pain is powerful enough, it will cause you to change the goal rather than endure the anguish. That is the power of the emotional system!

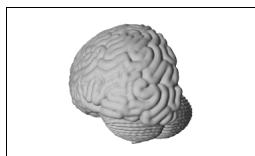
My friend who is a health care manager gave me a perfect biological example of this phenomenon. My friend's hospital has an extensive test they use to check the qualifications of its potential nurses. The test has been very effective in determining who has the skills the hospital is looking for. One time, however, a nurse passed the test with flying colors, and hospital staff members were excited to find someone with the nurse's experience. But there was one thing the nurse did not mention in the interview process: She had narcolepsy.

There is a part of the emotional brain that is in charge of maintaining our body cycles. The suprachiasmatic nuclei (SCN) of the hypothalamus is what we call the master clock of the brain.³⁰ This is the internal clock that can cause jet lag. When there are no external cues to reset it, it runs on a 25-hour cycle. That's why it takes a few days to adjust to a new time zone based on light and other cues.

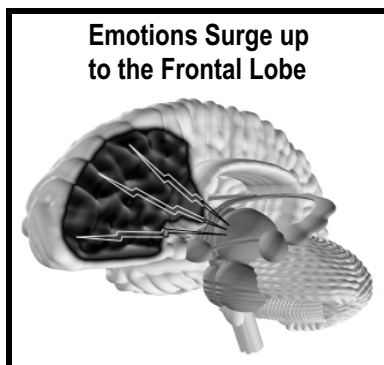
When this clock is working correctly and in sync with the other time-keeping systems, everything takes place in its proper sequence. In the case of this nurse, however, the biological signals were not playing by the SCN's rules, so the neuro-transmitters that would normally lure her to sleep at night were being secreted randomly and without warning. Because of this she could be in a meeting discussing a procedure for which she possessed the necessary knowledge and experience, when she'd suddenly start softly snoring. This did not instill confidence in others that this behavior would not happen in the middle of a real procedure.

The knowledge she had tucked away in her intellectual brain was more than enough to perform the job. Her skills had been honed from years of experience and stored in the habit center, but her emotional brain was out of control because of a biological illness that put it out of sync with the rest of who she was. This battle between her intellectual and emotional brains was caused by a biological malfunction of the limbic system's clock and the brain stem, rather than by the emotional thought processes that can be managed. It is a vivid example, however, of how the emotional center can undermine all we know and are when it stands against the rest of the brain.

³⁰ Suprachiasmatic nuclei, hypothalamic structure controlling circadian cycles - Robert Y. Moore & Victor B. Eichler, University of Chicago - Ref: Biopsychology - p-314-315



Think about all the emotions that surge up inside of you that help determine what your intellectual brain will do. Once the limbic system establishes how you feel, your intellectual brain uses all of its capacities to make your feelings a reality. For example, if you hate to do something that you know you should do, your intellectual brain will find all the excuses necessary to justify not doing it. What a powerful combination.

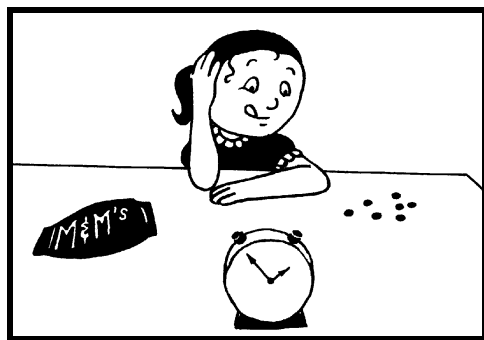


Gratification: Wanting the M&M, Now!

The M&M or marshmallow test ties into this idea perfectly. The test demonstrates that measuring only even a small portion of a person's "EQ" (Emotional Quotient)—their ability to postpone personal gratification—can reveal some interesting attributes that are critical to success.

About 40 years ago, psychologists analyzed IQ test results and followed the success of people who had very high IQs. They concluded that the failure rate among people with high IQs was as high as those with average IQs.³¹

The psychologists decided they needed to determine what was missing, so they designed the M&M or marshmallow test. They measured children's IQs, then they put them in a room alone. They placed an entire bag of M&Ms on one side of the child and three or four single M&Ms on the other side. Then they set a timer and told the children that they had a choice to make. They said it wasn't a good or bad choice, it was just a choice they needed to make on their own. They could have the few M&Ms on the one side any time they wanted by first stopping the timer. Alternatively, they could have the whole bag of M&Ms if they waited until the timer rang.



The researchers followed these children from their youth into adulthood. They discovered that the children who were able to wait the full time and received the whole bag of M&Ms by postponing their personal gratification were

³¹ IQ tests not comprehensive - Dr. Robert Sternberg, Yale University - Ref: The Mind - p-97

tremendously more successful than those who didn't wait. *"EQ" is our ability to focus our emotions toward our future success rather than against it.* And in this situation even measuring only a portion of these children's "EQ" became a greater indicator of their success in life than was the level of their IQ.

In The Heart Is Where You Feel!

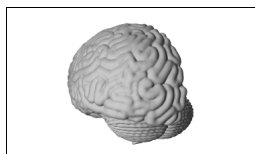
Many have heard the old adage "As a man thinketh, so is he." It's quoted quite often, however, this isn't the way it is actually written! The proverb really says, "As he thinketh in his heart, so is he." This misquote has caused many of us to miss a very important part of this idea. Without the critical part of the phrase "in his heart," we are left with the impression that what we put into the brain (knowledge) should be what we get out in behavior. But we all know from personal experience that this is not true. We know a lot of very helpful things, but we don't do them!



This idea is especially evident when we consider people like serial killer Ted Bundy, who was convicted of killing a large number of women across the country. He had been given the best information on the importance of law and order as well as the sanctity of human rights in his quest to become an attorney. You wouldn't know it, however, by his behavior. If filling a person's mind with the right information is the answer, then something definitely went wrong in his situation³².

The little tidbit that was left out, "in his heart," has substantial meaning. When analyzed with its original text, it becomes clear that "in his heart" means in the feelings or emotions—clearly in the limbic system, the emotional part of the brain, which just happens to be located in the center or heart of the brain. With our modern understanding of brain function, this ancient proverb could actually read, "As we think, in the heart of our brain, in the limbic system, in our emotional center, so are we." How we feel has always been the key.

³² Collections of facts, enfeeble the emotional part of our nature - Charles Darwin, The Origin of Species - Ref: The Brain - p-183



Sometimes wise action is motivated by powerful emotions. And occasionally a lack of emotion can cause carelessness. Consider the following story. A town experiencing a severe drought began suffering a large number of unexplainable deaths. Thinking their water supply might be suspect, town managers called in an expert. This man was the best in his field, and with some very sophisticated tests, he discovered an extremely rare bacteria coming from their deeper wells. As a result, the town's people were told that they should boil their water for at least 30 minutes before using it. The simple action of boiling the water brought the dying to an end. The expert who had saved the town because of his great knowledge, however, carelessly rinsed his hands in some unboiled water, caught the infection, and died. What's the moral of the story? Great knowledge does not always equal wise action.

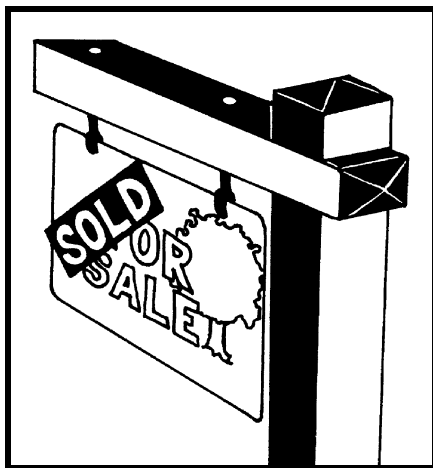
How we use our knowledge is powerfully determined by the emotions behind our knowledge. The townspeople had watched their friends and neighbors die, so their emotion toward the proper use of the water was very intense, and they acted accordingly. How they felt "in their hearts" made them very wise. The expert, on the other hand, didn't know these people, nor did he get involved with the emotions of the deaths. Even though he had much greater knowledge about the bacteria, he didn't have the powerful emotions from within "in the heart" that had protected the town's people. Having a superior IQ and substantial knowledge is often insufficient if it isn't combined with the right emotions to turn it into wise action.³³

Knowledge is Not Doing . . . It's Just Knowing

Along with being a producer for a business television network, I have also spent time as a business consultant. When a franchise was having difficulty, I would examine every aspect of its business and try to identify the problem. I would check its location, what kind of image it had, and what kind of marketing and advertising it was doing. Was it putting the right ads in the right papers? Were the right number of leads coming in? Were the leads effective and managed correctly? After I identified the issues, I would create a business plan to help the franchise owner solve the problem.

³³ Amygdala, a limbic system structure, senses emotional significance for defensive responses - Richard Bandler, University of Sydney, New Wales, Australia & Michael T. Shipley, University of Maryland - Ref: Biopsychology - p-448

From this experience I found many examples of the difference between *what you know* and *how you feel*. One woman we will call Carol had been in the real estate business for many years. She sold three to five million dollars of real estate every year on a regular basis. When she finally saved enough money to buy one of our franchises, she spent many thousands of dollars in start up costs to put her office together. Even though she was now managing her own office, she still sold three to five million dollars of real estate herself every year. With the added overhead of the office, however, she began losing \$10,000 to \$30,000 a year.

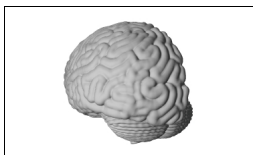


By the end of the fourth year, Carol was afraid she was going to lose the franchise, and I was called in to help. I went over every function of her office to find out what was wrong. It was interesting how well she was doing but still losing money. Her marketing and advertising were running smoothly. In fact, her lead book was three and a half inches thick with the names and telephone numbers of 450 people. The leads were good because those that were worked turned into cash. When I finished my evaluation, the only problem I found was that she didn't have enough agents to service her customers, only herself and two others.

I called Carol to let her know what I had discovered. I said, "Everything in your office is functioning amazingly well. Your only problem is that you don't have enough agents." What she said to me should have been surprising, but people say it all the time. She said, "Don't you think I don't already know that!"

When I heard this from clients, I usually responded positively. I'd say that this was good because then I wouldn't have to spend a lot of time trying to convince them of their problem, they already knew. However, it is amazing that 95% of the time clients already know what is wrong.

I told Carol she needed to spend 10% of her time every day recruiting new agents. If she had five more agents doing one and a half sales a month, she could make \$150,000. I asked if that would solve her problems. She said, "Of course it would." Then I asked her if she would do it. Her response? "No!" She said, "I don't have time. I have to spend every single minute of my day selling real estate in order to pay my bills."



Keep Up the Same Behavior — Get the Same Results!

We do some absurd things when we get stuck in a rut. I told Carol, “You’re already working 16 to 18 hours a day. Let’s say there was a way I could magically help you sell more real estate by adding four more hours a day, how much more could you sell?” She told me that she could sell about another quarter of a million dollars.

I added that quarter of a million to her budget and explained that now—instead of losing \$30,000—she would only lose \$10,000. I asked her if that would solve her problem? Her response? “No.”

“Can you borrow that \$10,000 from somebody?” I asked. She told me she had already borrowed from everybody she could. When we get stuck we almost always keep up the same behavior, which gets us the same results. I told her again that she needed to make a change and focus on recruiting. She said, “I just don’t have time!”

I reminded Carol of the broadcast that covered recruiting, including how to recruit while you’re previewing properties at open houses and at social functions. I asked her if she went to these types of events and previewed properties. She was quite emphatic, saying, “How do you think I sell three to five million dollars worth of real estate, of course I preview properties.”

I asked her if she had watched the recruiting broadcast. She told me she had. I asked if she had purchased and listened to the audiotapes that provide specific dialogue to use in each recruiting situation. She said she had. I probably sounded a bit shocked as I blurted out, “So you know how?” Yes, was her answer. Here we were at that mind-boggling point when a person knows what is wrong, as well as exactly how to fix it, but for some reason won’t.

I said, “Okay, you told me you don’t have time to recruit. But, if you use this program, you could recruit while doing other things. Then it won’t take any more of your time, right?” She agreed. “You’ll do it then, right?” I asked her excitedly. She replied, “No.” Again I was shocked. I thought I had convinced her and that she would be on her way to recovery. “Wait a minute,” I said. “You told me your reason was you didn’t have time, we just eliminated time as the issue here, what’s the real problem?” “*You just don’t understand!*” she replied.

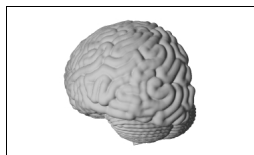
At that point, I took off my business consulting hat and put on my business therapist hat, as she told me that nobody in her area would work for her. When I asked her why, she said, “Everybody hates me, they won’t go to work for me!” I was perplexed. “Why in the world would they hate you?” I asked. “You’re a wonderful person! You’re a kind person. I’ve enjoyed working with you. Your agents love you. You’re great at real estate. You’re a great trainer. Why in the world would they hate you?”

Her answer was intense and full of emotion. She said, “I’m a discount broker, and everybody hates me!” I told Carol that we had heard this same concern from other franchise managers across the country, but each time, research proved that it wasn’t the case. She quickly blurted out, “It’s different in my market!” She had come to one of those Emotional Roadblocks where the intellectual mind creates a justification for what she believed and felt. Her lack of “EQ” in this area was holding her back.

Before I finish Carol’s story, let’s look at what was causing this roadblock. Her claim of not having enough time was just a logical excuse to avoid the emotional rejection she perceived would take place. This false perception was being projected from her Underlying Belief Pattern and causing powerful negative emotions. We know that if we continue the same behavior, we will get the same results, but it actually goes deeper than that. If we keep the same Underlying Belief Patterns, we will have the same emotions, which will produce the same behavior, which ultimately will create the same results. One part of us will want to change and do things the way we know we should, but the other part will be powerfully unwilling to give up the Underlying Belief Patterns that are causing the negative emotions. This conflict will cause us to be stuck.



Power Principle: *“Wisdom is smart behavior toward others, ourselves and life’s difficulties. Knowledge on the other hand is only information. We must first learn to act wisely by building the power of our “EQ” (Emotional Quotient), then our knowledge gains greater value.”*



“EQ/Wisdom” Positive Action Statement: *“I am cautious not to think that knowledge alone is enough to be successful, so I love focusing my attention on increasing my “EQ” by adding wisdom to how I deal with others, myself and life’s difficulties. I enjoy listening and paying attention to what’s going on around me so I can respond to others wisely in what I say and do. It’s a great feeling to take all I have learned and turn it into a part of what I do by building the “EQ” that empowers each idea. I hate it when knowledge is used negatively to nag or degrade. I always try to positively preview what I am going to do or say to make sure it will be helpful and handled in a way that will persuade rather than tear down. This includes what I say to myself because I enjoy uplifting both myself and others.”*

Possible Key Triggers:

- *“Adding “EQ” empowers knowledge!”*
- *“Wisdom is “EQ” with knowledge!”*
- *“I use wisdom in what I say to myself!”*
- *“Building “EQ” is wisdom with others!”*
- *“I watch what I say and do, as I build “EQ”!”*

Your Imagination, or “The Truth”?

Again, you can use the frontal lobe of your brain to project yourself into the future and actually feel emotions of events that aren’t really happening. Have you ever gone to a movie and felt like crying? Did you know that movies are not real? They’re fake. I know it’s a shock, but the person you became all attached to who died at the end of the movie actually got up and walked off the set when the filming was finished.

Have you ever seen those face-to-face shots? Directors want these nice close-up shots because of how powerfully you can see the emotions in the performers’ faces. But, consider this: If two people are talking to each other face-to-face, where do they put the camera? If the man is standing on one side, and the woman is facing him, almost nose to nose, do they stick the camera up his nose to get that shot? No! The actor is standing there alone, the camera is positioned in the place of the



other person. These close up face shots are filmed directly into the camera. The other person often isn't even in the room. The other actor is in the dressing room, practicing lines so he or she is ready to be filmed in the same way. Then by the magic of editing the two individual shots are combined in the film to fool you into believing that the actors were actually talking to each other.

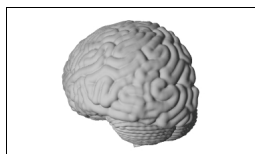
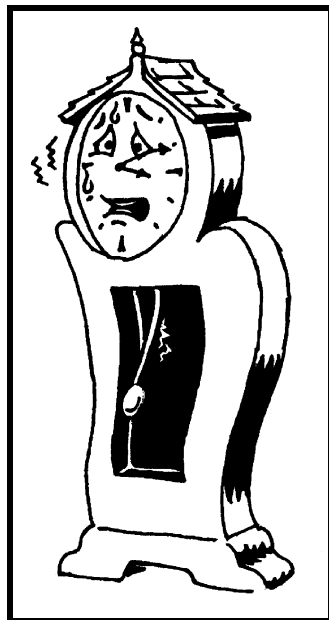
The reason movies can capture your emotions is that the part of the brain which creates the imagination, the frontal lobe, does not distinguish between what is real and what is not. It allows you to experience the emotions of an event that's not really taking place. The characters are really just actors and we all know it.

Now, let's make it a bit more personal. Suppose someone close to you, a teenage daughter for instance, is an hour late coming home. What do you start to do? Worry, right? Two hours go by, what happens? Do you consider calling all her friends? Should you call the police? Three hours go by, and what are you feeling now? The imagination starts to go wild. Maybe she's dead on the side of the road somewhere. You feel you have to start calling all the hospitals!

When she casually walks through the door, what do you do? With intense emotions, you let her have it. "You were supposed to be home three hours ago! I could just kill you!" And isn't her being killed basically what you had been imagining for three entire hours?

When your daughter comes home on time, you typically say, "Oh, you're home?" Under those conditions, it's no big deal. But when she has made you feel these horrible emotions for three entire hours, you just have to kill her! Did you change who you were? Yes you did—over an event that didn't even happen. It was fake, you made it up!

Now, let's revisit Carol, our real estate friend. Did she know what her problem was and how to solve it? Sure she did. All that information was stored nicely in the intellectual part of her brain. Believing, however, that everyone hated her, she used her imagination in her frontal lobe to project herself into an imaginary recruiting situation. She imagined herself telling a potential agent, "You know I have a real estate office over there. We have a lot of people who,



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uh . . . call us, to help sell their houses, and we only have . . . a couple of agents in our office, you know? I know you're an agent and you have your license and stuff. I don't know . . . how happy you are where you are now, but I was thinking . . . maybe you might want to come and, uh . . . help us?"

It's not too hard to figure out what Carol's imagination created as the answer from the imaginary real estate agent: "I wouldn't go to work for you for a million bucks, you discount scum, I hate your guts!"

Carol's imagination projected her into the future, created a negative event in her mind, made her feel the painful emotions of the event before it even happened. Based on this, do you think Carol would be idiotic enough to actually try to recruit an agent? Of course not. She had played it out so well in her imagination that the rejection was too real and powerful to possibly endure.

Our imagination is great. Its powers allow us to conjure up fairy castles, beautiful princesses, and of course, handsome princes too. We can bring fearful demons and monsters from the darkness alive, as well as envision a flight through space in a year and a galaxy far, far, away.

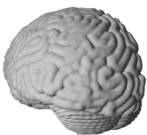
This is wonderful for our entertainment, but the imagination can also create a massive amount of undeserved suffering from all the things we fear might happen. Because of this, we often cause ourselves to endure the pain of a situation twice, when we *might* only have to endure it once, if at all. We build imaginary monsters in our minds until they become huge and powerful enough to cause great agony. Hollywood-generated monsters don't have a chance against our imagined monsters because we can walk out of a theater and know the creature is gone. Not so, though, for the pain we create within our minds.

If we allow this process to get out of control and create pain that is not real, we become immobilized. We begin to feel remorse, agonize, and become depressed instead of getting busy and finding solutions to our problems.³⁴ When we do this, we make the feared event even more possible. In fact, we help it come to pass by our indecisiveness and lack of action. We need to separate the things we've created with our imaginations from those that we have actually had to experience.

³⁴ Learning to control our moods - Dr. Richard M. Restak, author of *The Brain & The Mind* - Ref: *The Mind* - p-165

“Courage is resistance to fear, mastery of fear—not absence of fear. Except a creature be part coward it is not a compliment to say it is brave; it is merely a loose application of the word. Consider the flea! —incomparably the bravest of all the creatures of God, if ignorance of fear were courage.”

—**Mark Twain [Samuel Langhorne Clemens]**



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Chapter 6

Fake Pain — Defending a False “Truth”

In my presentations I usually ask the participants to give their neighbor a good pinch on the arm. Ouch, right? I suggest they keep this in mind as *real* pain from a *real* event! Then I have them say something mean to their neighbor, right to their face, and to keep saying mean things until they are downright vicious. The idea is to show them the difference between real and Fake Pain. Seldom, however, can I get them to stop laughing long enough to feel insulted. Being offended or hurt by someone’s words or actions is Fake Pain. It’s not real—we make it up with our imaginations. The sad thing is we do it all the time, causing ourselves to suffer amazingly.



It is important that we change our perspective so that we stop creating this false emotional pain with our imagination. It is difficult to prepare for the worst if we let this Fake Pain run wild. Although we must use the imagination to project ourselves into the future and prepare for negative scenarios, if we let the imagination create worry or panic rather than focus on finding solutions, we will end up depressed instead of prepared.³⁵ To keep ourselves from creating Fake Pain from unreal events, we need to direct the imagination’s powers on solutions rather than Anticipated Fear. Here’s a Positive Action Statement to take the Fake Pain out of the way.

Power Principle: “We must not allow what happens to dictate how we feel.”

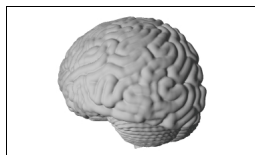
³⁵ Misinterpretation, distortions & self defeating behavior - Dr. Aaron Beck, University of Pennsylvania - Ref: The Mind - p-190-191

“Fake Pain” Positive Action Statement: *“I will not let what people do or say, or what happens, change my good feelings. I owe it to myself to feel happy. I love my life and the opportunity I have to experience its roller coaster of events. Happiness is who I am, so I refuse to feel Fake Pain any more, I just won’t. All the torment it has caused me wasn’t even real all those times! I made it up in my imagination; it’s not real, it’s fake, so no more. Any real pain I will face with gladness and patience because I always choose to enjoy my life. Happiness is a state of mind I create and now that I understand the real truth about Fake Pain, I will be free from discouragement, depression, anguish and despair, four negative, very unproductive emotions that have smothered and frustrated the real power of who I am, and I will endure them no more. Why would I want to make myself miserable any more than I would force myself to feel pain by pinching myself over and over again? I refuse to let feelings from challenging circumstances or people’s bad behavior take away my power. I will not! Fake Pain is out! I choose to take my life’s journey filled with happiness because it is up to me. I love feeling great about every aspect of my incredible life with all its powerful challenges.”*

Possible Key Triggers:

- *“Fake Pain, I hate it!”*
- *“Pinch me, Fake Pain is out!”*
- *“Fake Pain kills my power!”*
- *“Anguish? No way!”*
- *“Why be unhappy, no Fake Pain!”*
- *“Life is incredible without Fake Pain!”*
- *“People’s behavior isn’t pain!”*
- *“No more self-torment!”*

Giving yourself a good pinch on the arm occasionally can help the mind distinguish between the pain we make up and pain that is real. Otherwise, we often act as if our negative emotional response to someone’s bad behavior is required. The statement, “That makes me mad,” is a perfect example of how absolute we have made the imaginary response to others’ actions. We must realize that they didn’t “make” us do anything. We decided our actions on our own. We programmed an imaginary



emotionally painful response in our heads. It is our choice, however, how we will respond. Our feelings are not up to someone else's behavior. The sad thing is that we suffer so much more from all the bad feelings we conjure up with our minds than we do from any real pain we encounter.

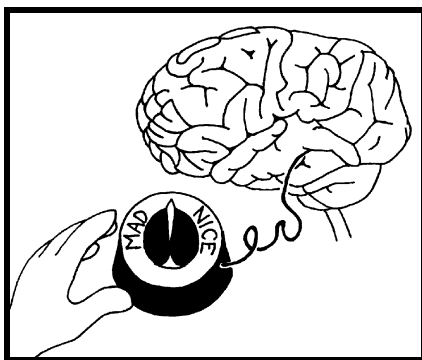
Who's in Control of Your Emotions?

At the end of one of my presentations, a gentleman approached me. He thanked me for giving him a new perspective and bought a copy of my book. I didn't think much about it, but he then waited until I was finished autographing books. He told me he was going through a really bad divorce, which had been driving him crazy. His work was suffering as well as his health. He thanked me again for helping him see things differently and left.

Several months later, I was talking to the individual who had hired me to speak to this organization, and she shared with me the complete story about this gentleman's situation. His wife had left him for another man, but he remained a very devoted husband and was still in love with her. He had tried hard to work things out with her, but he was unsuccessful. She wanted a divorce. The pressure of the situation had drained his emotional and mental abilities to such a point that this once great manager was now struggling to keep things running smoothly in his office. Every time he and his wife talked, she made him so upset that it began to affect his health. Everything in his life was being consumed by her behavior.

The idea that he was choosing this experience of Fake Pain had never occurred to him until he participated in the "move over, lose your seat" demonstration. But it was the fact that he could choose to not be controlled that got him so excited at the presentation. He read my book and used the technology to make several adjustments to his perspective, and the results were amazing. He was able to handle every situation with his wife so differently that she was shocked at the change in him. She lost her power to control his every emotion. He now chose how he would feel. His health improved and so did his great management skills.

Several months later I received a letter and a telephone call from him, telling me how grateful he was that I shared with him how to see life's difficulties as challenges. Not long after his divorce, his father passed away, and within a week



or two his uncle also died unexpectedly. He told me he tries not to think about what could have happened—considering his emotional state of mind—had his perspective remained the same.

He was very grateful, but I think he should have thanked himself. He was the one who used the great powers of his mind to take hold of his perspective and stop feeling Fake Pain. He stopped allowing other people or the circumstances around him to determine how he felt. He took back the freedom he deserved, and he no longer allowed his wife's bad behavior to determine his own.³⁶ He became the master of his feelings, as well as the captain of his own fate.

We are not compelled by some invisible force to feel a certain way when something bad happens. We can choose to feel sad when something bad happens, but not be absolutely devastated by it. Any emotion we feel is really a choice, unless it's real physical pain! And we are now discovering that even real physical pain can be somewhat filtered out.³⁷ It's time to stop Fake Pain from reducing our success!

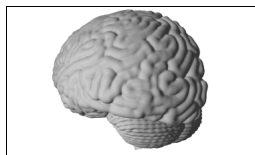
Anticipated Fear - Shut it Off

When the movie, *Aliens*, the second one with the whole brood of creepy creatures, first came out I thought it was one of the most suspenseful movies produced in a long time. It does a great job of illustrating imagined pain—the part we would call Anticipated Fear—as well as the ability to shift the perception from hesitation to powerful action when we shut off this fear. In this movie, Sigourney Weaver travels as an advisor, to a colony in space, where she might encounter the deadly creatures who had killed her entire crew before, and from whom she just barely escaped. She can't imagine dealing with even one again, let alone a whole nest of them. She is so completely caught up in her fear that she can't sleep at night. The idea gives her chills throughout the first part of the movie. The imagination's Anticipated Fear messes with her mind.

Ultimately, Sigourney's crew finds a little girl all alone, who for months has eluded these creatures. Sigourney promises the girl that they will keep her safe. In the end, after all the marines have either died or escaped, the little girl is snatched away by the aliens. Sigourney is the only one left to save her. She takes a big breath, turns off the Anticipated Fear, and sets her mind on using every means available to, shall we say, “kick butt.” In the process, she even takes on

³⁶ Chronic pain? I have better things to do! - Dr. Wilbert E. Fordyce, University of Washington Medical School in Seattle - Ref: The Mind - p-145

³⁷ Pain gate - cognitive and emotional factors can block perception of pain - Ronald Melzack & Patrick D. Wall, authors of, The Challenge of Pain - Ref: Biopsychology - p-199



the mother alien face-to-face. She focuses the powers of her mind to overcome the Anticipated Fear and conquer her foe. Of course, she is victorious in the end, as she saves the little girl and herself.

Why Say, “Game Over Man!” When There’s Still More Game to Play?

There is another scene in this movie that conveys how quickly and completely Anticipated Fear can stop our ability to act.³⁸ Immediately after their first grueling and deadly encounter with the grotesque creatures, one of the supposed macho marines has a meltdown. He becomes totally overcome with Anticipated Fear and becomes a coward. From that point on, at the first sign of trouble, he instantly spouts off in a whiney voice, “Game over man, We’re toast, game over,” expressing his overwhelming desire to hide or run rather than use his imagination to create a solution. His fear really did take him out of the game. It will always ring in my ears when I think about it, “Game over man!”

We often do the same thing to ourselves when things get tough. Instead of setting our fears aside and using the imagination to focus on solving our problems, we start saying, “Game over man.” Instead, we should do as Sigourney did: *Shut off the Anticipated Fear and focus on beating our problems into submission*. By doing this, we actually unfetter the mind so it has greater power to focus on more constructive things.

N. Scott Peck, author of, *The Road Less Traveled*, writes “When we desire to encourage the growth of the human spirit we challenge and encourage the human capacity to solve problems. Just as in school we deliberately set problems for our children to solve, it is through pain of confronting and resolving problems that we learn. As Benjamin Franklin said, ‘It is for this reason that wise people learn not to dread, but actually to welcome problems, and actually to welcome the pain of problems.’”³⁹

Power Principle: “We must direct our imagination to solve our problems, not conjure up Anticipated Fear.”

³⁸ Anxiety can motivate if not filled with fear - John P. J. Pinel, University of British Columbia, author of Biopsychology - Ref: Biopsychology - p-463

³⁹ The Road Less Traveled, N.Y.: Simon & Schuster, Inc., 1978, P-17

“Anticipated Fear” Positive Action Statement: *“I refuse to let my imagination bring up a feeling of fear from any situation I face, instead I love using the great powers of my imagination to focus on creating solutions. I know movies are fake but they can create feelings through my imagination. When I am dealing with a real life problem I refuse to let my imagination wander from its powerful focus on creating enjoyable solutions. I hate having fear about the future and I hate how it stops me from trying. Anticipated Fear is out, it kills my power, so no more. Whenever I ponder the future, I look for the possibilities with excitement through my powers of visualization. I never create fear as I watch for the possible roadblocks, instead I quickly use my mind without fear to find resolutions.”*

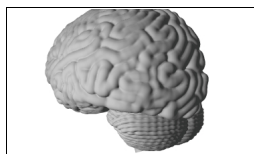
Possible Key Triggers:

- *“Excitement! Anticipated Fear is out!”*
- *“Imagination is for solutions, not fear!”*
- *“Fear kills power, solutions win!”*
- *“Visualize the possibilities, not fear!”*
- *“I Quickly focus on the solutions!”*

Underlying Belief Patterns (Stuck In a Paradigm)

I’m into motion pictures in a big way and I love the imagination. It’s great what it can do, but we have to be very careful with its powers. What happened to Sigourney in this movie is a perfect example of being stuck in a paradigm. Her experience in the first movie, *Alien*, in which she barely escaped after her whole crew was wiped out by just one of the nasty creatures, made an emotional impact. This ordeal gave her the basis to project her fearful feelings into any future encounter with this deadly species—a very powerful start to her Anticipated Fear. That’s why she had violent nightmares and the willies throughout the beginning of the sequel, *Aliens*.

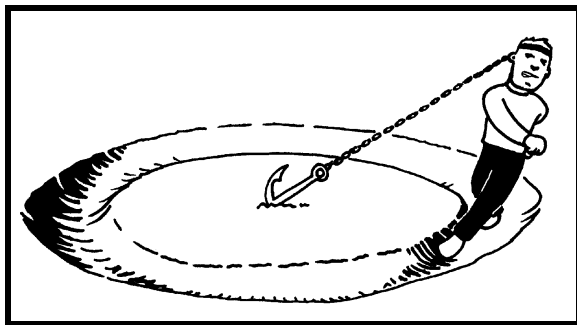
Her Anticipated Fear controlled her emotions and adjusted her behavior. She was using her imagination to project herself into the future, believing that since it was almost impossible to survive against one creature, what chance did she have against a whole brood? She was stuck in a paradigm. Her Underlying Belief Pattern was set, and absolutely nothing could change her mind. We all



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have these potent anchors in our heads.

The idea of a paradigm was first suggested by the scientific community to describe beliefs about our world. The absurd belief that the earth was flat was held as an absolute for years. But since the world was actually round, the paradigm was a lie. The real truth didn't make any difference, however, because people's beliefs dictated their feelings and resulted in what we would now consider bizarre behavior. People were controlled by their fear of falling off the edge of the earth, so no one dared to sail far from home.



The real truth didn't make any difference, however, because people's beliefs dictated their feelings and resulted in what we would now consider bizarre behavior. People were controlled by their fear of falling off the edge of the earth, so no one dared to sail far from home.

A paradigm usually is attached to the emotional mind, giving power to its Underlying Belief Patterns, which hold it strongly in place. Sigourney had a traumatic experience with just one of the aliens—why would she want to experience any more? When we get stuck in these Underlying Belief Patterns, they control our emotions and create the resulting behaviors. The fear of falling off the edge of the earth left much of the world undiscovered. When the paradigm shifted, a whole new world opened up.

Paradigm shifts can result from an emotional, life-changing experience. A brush with death, for example, often makes people rethink what is really important and as a consequence, a shift in paradigm takes place. The new emotional experience, coupled with the newly generated thoughts, become anchored to shift the Underlying Belief Pattern and change our perspective. We start seeing the world from a *whole new* perspective.

In, *Aliens*, Sigourney began to have strong feelings for the little girl. She promised to keep her safe, so when push came to shove, her emotions toward the little girl were powerful enough for a shift to take place from her old perspective of "It's impossible to survive, I will die!" to "Leave my child alone or you're dead!" With this attitude change, there was a dramatic shift in power. The Anticipated Fear was shut off, her confidence improved, and she became completely willing to take on the deadly creatures. She strapped several weapons together, piled up every kind of ammunition she could carry, and went off to take out whatever stood in her way. She saved the little girl from creature after creature and dumped the mother alien into space.

Up until now, we typically had to wait for circumstances, such as a near-death experience or a chance emotional moment, to shift our paradigms. No longer is this the case. It's not up to *chance* anymore—it is up to *us*! The “EQ” Mastery Technology gives everyone the power to shift the paradigm within themselves to open up opportunities for success.

Shifting Paradigms

Remember Carol, the real estate woman? She was stuck in a paradigm. I told her that she was not going to be able to solve the problem of not having enough agents by herself, she needed to bring in a recruiter. I explained that the company had a recruiter who worked for many of the offices throughout the country. She charged \$200 a day, plus airfare and expenses. Carol told me that she couldn't afford it. I said, “You are losing \$30,000 this year, what's another \$1,200? Give it a shot, will you?”

Well, I didn't succeed in convincing her, so I called the regional owner and suggested that we get the other franchise owners in the area to help bring in this recruiter by sharing the cost of airfare and expenses. The regional owner contacted the other franchises. The owners loved Carol so much that even those who didn't need the recruiter's assistance chipped in to help out their friend.

Finally, the expert recruiter came to Carol's office and started making calls. She told Carol to get on the other telephone and listen. The recruiter called 30 agents. Carol listened and learned that no one despised her. No one thought she was an idiot. The recruiter then had Carol make 30 calls while she listened. No one hated her. They all respected her. They knew she had succeeded in the industry. They just didn't know that working with her was an option because she had isolated herself from the industry.

Together, they called 90 people. They set up 13 interview appointments and hired 3 people that day. Did Carol's paradigm shift? Yes! Was what she had believed about being despised, the truth? No, it was a lie! But she believed this lie so strongly and it was so powerfully implanted in her mind that she felt the inhibiting emotions of that Underlying Belief Pattern, even though it wasn't true.

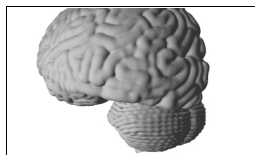
What Will You Do for “The Truth?”

What will you do for “the truth?” Have you ever gotten into a fight with your spouse over “the truth?”

“That's what you said!”

“Well, that's not what I meant!”

“It is too what you meant!”



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“How do you know what I meant?”

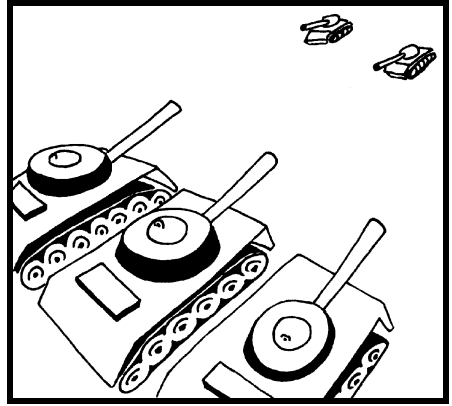
“Here’s the words—let me say them right back to you!”

You go back and forth with each other over what? Who wins? What were you fighting over? “The truth!” Who made it “the truth?” You did! Won’t some men get into fist fights over “the truth?” Won’t we even go to war over “the truth?”

We need to rethink what “the truth” is if we’re so powerfully behind defending it. Carol defended her perception of “the truth” to her own detriment, and she procrastinated doing the one thing that would save her office. She did this because of what she supposedly knew was “the truth.”

Often we combine fragments of “the truth” with our assumptions to create our own reality. For example, Carol knew she was a discount broker, who charged less to sell homes. This was a fact (“the truth”). She also knew that some real estate agents highly dislike other agents who discount their fees. So Carol took the fact that she charged less and added it to the assumption that all the agents hated such practices, and created a reality with her imagination that every agent in her area would despise her. But her assumption did not end there! She then attached this false reality to what might happen if she asked someone to work for her. The imagined rejection created powerful emotions to add to the false reality. Even though she knew what was wrong and how to fix it, her ability to act was halted by what she believed and the assumptions she created around the fragment of “the truth.”

This happens all the time in relationships. I get a kick out of watching a movie in which the writers play off this real life theme of miscommunication. As the audience, we are given the whole truth, yet we watch the characters only divulge fragments of their feelings and let the other character make all kinds of assumptions about what they mean. It drives us crazy when so much of what we know is not being said and there will be grave consequences because of it. We almost want to scream, “Tell them how you really feel!”



Deceived by Perception

In the movie, *Sleepless in Seattle*, a young boy calls a radio talk show because he is worried about his father, Tom Hanks, whose wife has passed away. Tom can't get over her death. The boy gets Tom on the radio by telling him he is wanted on the phone. During the conversation, with the talk show host, Tom tells everyone listening how wonderful his wife was and how much he loved her. Meg Ryan, a listener, is so touched by the story that she finds out where he lives and flies across the country to meet him.

When Meg arrives, she watches Tom and his son from across the street for a few seconds until they make eye contact. He becomes puzzled because he had seen her earlier that day at the airport. But just as Meg is about to cross the street to introduce herself, a woman comes up and gives Tom a big hug and kiss. It becomes apparent to Meg that these two really like each other from the way they embrace. Here is that fragment of "the truth." Meg "assumes" that Tom is involved with this woman, so she turns away and leaves. It is one of those moments where I want to yell, "No, she's his sister! Don't leave!" When Tom looks back across the street, Meg is gone.

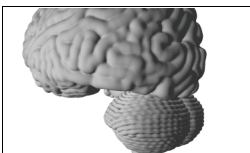
It is a disappointing moment in the film all because of an alleged reality Meg creates from assumptions based on one little fragment of "the truth." We do it all the time, and it truly is the source of a great deal of suffering in both personal and business relationships. Mis-communication has caused many long-time customers to turn and walk away all because of the perceived truth.

"The Customer is Always Right" — Right?

Most everyone has experienced a confrontation over a purchase, either as the buyer or the seller. Usually it's a struggle over a difference of opinion. I'd like to discuss the internal conflict from the customer service representative's point of view.

The slogan, "The customer is always right!" was developed as part of an advocacy program to bolster customer service. It received a huge welcome, which has made it well-known throughout the world. With it being so renowned, however, why doesn't it always produce great customer service? When you think about what the slogan implies, it becomes apparent that the customer service representative must be wrong no matter what. If this slogan is the key to great customer service, why do the sales and customer service representatives in my audiences always laugh when I say, "The customer is always right! Right?"

This is another one of those contradictions of reality that drive people crazy. Even though this slogan is almost always taught in customer service training



programs, we all know it isn't true. This statement easily creates a war within a customer service representative when they are dealing with a customer who thinks he or she is right no matter what. Remember the man who thought he was Michael Jackson or the woman who collapsed in my lap? What they *believed* to be true determined how they acted. Carol believed a lie so powerfully that it inhibited her success. Customers do the same thing. They use their imagination, add a fragment of "the truth," and create a whole scenario with assumptions that evoke their emotions over a reality that may be totally wrong.

When customers go home and start thinking about all the reasons they feel ripped off, it does not matter if it fits the facts or not. Their imagination takes over and, of course, so do the emotions. They start some powerful self-talk and build up enough emotion to come back in and complain. Once they do, look out! What's the first thing they want to do when they get in our face? Vent!

As customer service representatives, we're just minding our own business when whammo, customer starts spewing this load of emotion. We, of course, have been properly trained to know that "The customer is always right!" We know we're supposed to be nice and helpful, but they're wrong and we know it. What they are saying is "Bull!" and that's when the conflict begins within. As they attack us, we take it personally. And since they're wrong, our emotions begin to kick in, as well. We know it has to be fair, right? So we start with a line of defense. They're the ones who are wrong, so we just have to set them straight! What do we use? "The truth"—all the facts we can think of to show them just how wrong they are. But to preserve our employment, we do it as nicely as we can. Then it becomes one of those terrific "bull fights" over "the truth."



On the other hand, we as customers, have all experienced the situation in which a presumably trained customer service representative treats us poorly. As customers, all we want is what's fair, right? We don't want the customer service person to be rude or argue with us. Don't they know, "The customer is always right?" (Wow! You mean the customer actually knows the slogan, too? It was supposed to be a deep dark secret that only customer service personnel talked about! What happened?)

It is difficult to manage another person's emotional state of mind, which is what great customer service is all about, when we are caught up in a fight with

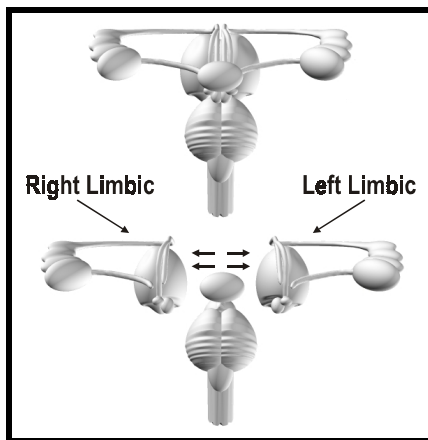
our own emotions. All of us, both customers and customer service representatives, have Chemical Response Centers that detect our thoughts and send out the appropriate mood or state-altering chemicals to adjust who we are. The thoughts we allow past this system determine how we feel, and those feelings moderate our normal behavioral response.

Customer Service — Faking It Doesn't Work

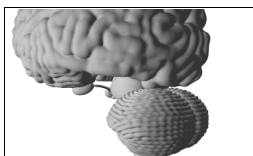
Every company knows that when a customer is treated poorly, the customer blames everyone connected with the bad experience. Most companies have found that the percentage saved by setting the customer straight with “the truth” is far less than what is lost in the long run from making the customer angry. That’s why “The customer is always right” slogan was developed. Although it is well-intended, the slogan is often ineffective because of how people generally perceive the truth.

Customer service problems are typically caused by false beliefs or assumptions, arranged neatly around some mysterious fragment of “the truth” and combined with a huge store of emotions created by false perceptions. When the customer service representative is upset because the customer is not saying the truth, it becomes hard to fake it. The emotions of the moment usually come sailing through.

We all have things that just really bother us. They get under our skin or eat at us until we can hardly stand it. Most of the time, however, when we think about them in the whole scheme of things, they really don't matter all that much. The problem is the inability to keep the bigger picture in mind when these little irritations start raising their ugly heads. Such experiences are possible because of the two separate brain systems—the right or overall perspective and the left or detail perspective. Each half of the brain has its own limbic system, so the emotions of each hemisphere are tied to the experiences created from its perspective.⁴⁰



⁴⁰ Two independent brains, with its own stream of emotions - Michael S. Gazzaniga & Roger W. Sperry, winners of the Nobel Prize in Physiology and Medicine 1981 - Ref: Biopsychology - p-417



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When we focus on the details of an event, we receive the specific emotions associated with one of those little annoyances that is tucked neatly away in the detail part of the brain. If we get too wrapped up with the facts or hyper-focused on the fragment of “the truth,” we only receive a very biased set of emotions coming from one-half of the brain only. (“The customer isn’t right, here are the facts!”)

This type of hyper-focus can cause people to lose sight of the whole picture. The overall perspective brain has its own point of view, as well as its own set of emotions tied to the whole picture. (“We want the customer to come back to spend more money because that’s how we keep our livelihood.”)

This idea of two independent limbic systems—two separate emotional centers dedicated to the perspective of its own hemisphere—can help us understand why we have not only conflicting thoughts but also wildly conflicting feelings. The left brain sends out its detailed perspective of the situation, and its emotional center surges up exactly how we feel about those facts, as well. Then the right brain tosses in its overall perspective, which is tied to the emotions of the whole picture. Often these two perspectives are highly argumentative.

In addition, those little annoyances may have powerful emotions attached to them. In this case then, we wouldn’t care whether the customer bought more in the future. The customer has gotten under our skin, and we are compelled to set him straight with a huge pile of facts. Sometimes it may seem like a multiple personality disorder. One part of us just aches to be nice, but there’s no way a customer is going to get away with that.

I think it’s time for a new customer service slogan that eliminates the mental conflict over great customer service: *“The customer may not always be right, but they will always leave here with that ‘feel good’ feeling, because I make sure of it.”*

Companies always want their customers to return and spend more money! This pleases the company and if the customer spends more money it puts food on the customer service representatives’ table, who cares if the customer is right or not. With this new slogan, the internal conflict in our “It’s got to be true, or that’s not fair” system stops activating the fight or flight response within us, and we don’t have to defend anything anymore. Finally customer service representatives can stop being required to repeat something they don’t really believe. It is also possible to incorporate this new idea of customer service into a Positive Action Statement to establish this concept soundly within the mind.

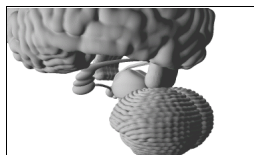
Power Principle: *“Customers may not always be right, but it’s highly valuable for everyone if we do our best to make them feel that ‘feel good feeling’ whether they are right or wrong.”*

“Customer Service” Positive Action Statement: *“The customer may not always be right, but that’s okay with me because it doesn’t matter. I enjoy the challenge of making sure that they always leave my care with that ‘feel good feeling’ so they want to come back. I know that’s what my employer wants, because the customer will come back to spend more money and that is what puts food on ‘my’ table! Doing my best to make the customer happy is more than fair to me because I’m helping myself while helping them. I enjoy helping people feel happy! When customers are rude and upset I don’t let their irritation rub off on me! I know their negative attitude has nothing to do with my personal quality of service. Plus I get a kick out of seeing if I can give every customer, even the nastiest ones that ‘feel good feeling’. I refuse to let anyone determine how I feel, except me, and I love feeling happy. So bring them on!”*

Possible Key Triggers:

- *“Make’em feel good!”*
- *“Right? No matter!”*
- *“Fair? Food on my table!”*
- *“Upset? No, I choose my feelings!”*
- *“Let them vent, they’ll feel better!”*

Great customer service is an emotional mindset, and our ability to maintain positive feelings comes from our own self-talk, not the behavior of the customer. This customer service “feel good” feeling and this Positive Action Statement could apply to many of our interpersonal relationships, as well. If we look at what we really want in our relationships long term, that “feel good” feeling, we will stop fighting over the supposed truth. We will stop creating false realities from assumptions built around fragments. For example, it doesn’t really matter to me if my wife is right. When she’s with me, I make sure she always has that “feel good” feeling. It’s no longer necessary for me to throw her words back in her face when she says something that I assume means something different. I can actually find out what she really means without getting upset.



Fighting for “The Truth” of the Moment, or the Long Term?

Never let the emotions of the moment destroy your future possibilities. This idea applies to almost any situation because seldom is what we want for the moment more important than what we really want in the long term, especially if it is generated by the negative emotions of the narrowly focused detail half of the brain! We spend too much time fighting with our emotions of the moment over things that could actually destroy the happiness we want in the future.

Treat a customer badly and you lose a customer, treat enough customers badly and you lose your livelihood. This same thing applies to relationships. Treat your spouse badly long enough and you lose your marriage and possibly the devotion of your children. We have to pay attention to the things we say to ourselves that create the emotions of the moment. Our thoughts must be in line with what we really want in the long run. If they're not, we have to retrain our thoughts so they don't destroy our future.

Power Principle: *“We must never allow how we feel for the moment to destroy the wonderful possibilities we could have in our future, those important things we really want for the long term.”*

“Emotions of the Moment” Positive Action Statement: *“I refuse to allow how I feel for the moment to destroy the possibilities of what I really want in the future. When any success inhibiting emotions surge up in me, I get a kick out of immediately testing them against how they could affect my future desires before I ever let them affect my actions. I hate it when the things I do now hurt my future happiness and success all because my momentary feelings were out of whack with what I really want long term. No matter how bad things may look for the moment, I refuse to give in to negative feelings that could hurt my progress. If my feelings are in sync with my long term desires and are moving me toward my goals then they are welcome in my life. If not, I replace them instantly with those that will help me succeed. I hate all those times when momentary feelings have damaged my future success and happiness. I really enjoy it when all of my emotions are focused toward what I really want for the long term, when the emotions of the moment are exactly the same as the emotions focused on the future. I love it when I am in sync with myself.”*

Possible Key Triggers:

- *“Successful momentary feelings are welcome!”*
- *“I test the moment against the future!”*
- *“I synchronize my emotion!”*
- *“Unproductive momentary feelings are out!”*

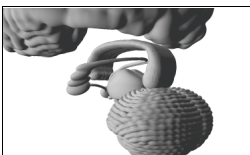
Changing how we feel in these situations is critical if we want to learn how to deal better with others. If we adjust these harmful left brain perspectives, we will have greater power to deal wisely with others, and our own happiness will dramatically increase. Often when we get caught obsessing over these narrow feelings, we start blaming others for the unhappiness we experience. Blaming others can lead to excusing ourselves with thoughts such as “That’s how I am,” or “That’s just how I feel.” This prevents us from changing and succeeding. Changing these Underlying Belief Patterns is critical.



I’m not implying that it’s a simple task to change how we feel. But if we don’t believe we can, we won’t even try, and it will become impossible to expend the energy necessary to make the change. One of the biggest reasons we believe that it’s impossible to change has to do with our failure at trying to change in the past. The fact that last year’s resolutions always seem to become next year’s resolutions convinces us that we don’t have the power to change. However, understanding our brains will help us better recognize how to make those changes. It will also give us the ability to comprehend why we failed in the past.

The U.S. Surgeon General has placed warnings on cigarettes indicating that we could die of a horrible disease from smoking. Yet, why do millions continue smoking, in spite of this well-known fact? Let’s take another look at the woman with the two dresses. In the first situation, she reached into the closet based on her logical mind and pulled out the dress she had no desire at all to wear. With the other mind, she went through the process of determining which dress best fit her desires, which happened to be the red dress with the white polka dots.

Anyone could assume that she spent the day in the other dress because it was the first one she pulled out. Not true. It may have been difficult for her to pick the “correct” dress because of the confusion in her mind, but in the end, her



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emotional mind won. She spent the day in the red dress with the white polka dots. Just as this woman had two opinions, one overriding the other based on the situation, so do we. Our minds seldom have a single opinion about anything. There is a struggle going on all the time.⁴¹

This conflict between our thoughts and emotions is what has caused us to fail in the past. A smoker's emotions that recognize that someday he could die from smoking are substantially less powerful than the overwhelming emotions behind the addiction to smoke. This is why what smokers know has little effect on their behavior.

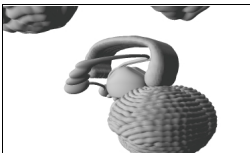
This is similar to the emotions of the overall perspective brain that are behind a customer service representative's desire to maintain his employment versus the detail brain's powerful anger when a customer is dead wrong. Having one set of emotions attached to one line of thinking and a completely different and often more powerful set of emotions attached to another, adds greatly to the confusion of who we are. Are we nice or are we really full of anger?

We can't just want things to be better and yet be unwilling to remove the Underlying Belief Patterns that inhibit progress. Self-inspection can help us uncover these powerful inhibitors so we can create the appropriate adjustments for greater success. We must refuse to get caught in the "Game over man" paradigm!

⁴¹ Functional segregation - primary, secondary & association cortexes specialize in different kinds of analysis - Semir Zeki, author of, A Vision of the Brain - Ref: Biopsychology - p-181

“ . . . Pleasure and pain need to be considered together; they are inseparable. Yet the space filled by each is perhaps different . . . Gratification, or its anticipation, acts as a good. Pain or the fear of pain acts as a warning. Both are essential. The difference between them, considered as opposites, is that pleasure has a constant tendency to exceed its functional purpose, to not know its place.”

—John Berger



e Six Steps To “EQ”

Chapter 7

The Pleasure Lever — Deceived by a Feeling!

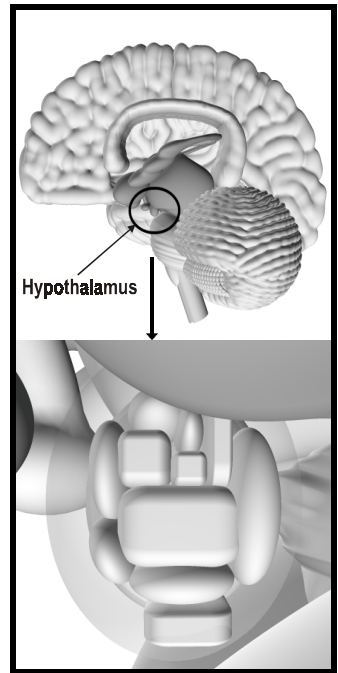
The emotions are so powerful. They *are* what motivate our behavior. Research has been conducted on mice that dramatically demonstrates how our motivation is connected to the power of our emotions. In the limbic system, the emotional center of the brain, there is a part called the hypothalamus. The hypothalamus is our pleasure center.

Every pleasure we experience is stimulated by a component of this center. In one study, researchers placed a probe into the hypothalamus of a live mouse's brain.⁴² They then sent an electrical shock through the probe to stimulate the hypothalamus and create pleasure for the mouse.

They then gave the mouse a lever, which, when pushed by the mouse, resulted in a rush of pleasure. So the mouse would keep pushing the lever, screeching,

“W H E W - E Y !
W H E W - E Y !
WHEW-EY,” until he passed out. After

he came to, he would return to pushing the lever. “WHEW-EY! WHEW-EY! WHEW-EY!” The researchers put food in the cage, but the mouse remained obsessed with pushing the lever until he would pass out again.⁴³ Then they put a female mouse in heat in his cage, and he still continued with the lever. “WHEW-EY! WHEW-EY!” What did he need her for? This mouse disregarded



⁴² The Role of Pleasure in Behavior - Dr. Robert C. Heath, Tulane University of Medicine in New Orleans - Ref: The Mind - p-107

⁴³ Pleasure stimulation vs eating - Dr. Conan Kornetsky, Boston University School of Medicine - Ref: The Mind - p-115

everything and kept pushing that lever until he died.⁴⁴ Emotions have a tremendous impact on our behavior.

Remember, “EQ” is your ability to focus your emotions toward your future success rather than against it. It is the emotional part of your brain that surges up and makes the intellectual part do its job. You have to learn to manage the emotional part of the brain, begin to increase your “EQ” so that you have power to accomplish all the things you want in your life. I can teach salespeople the greatest techniques in the whole world about how to make a cold call, but if they have an emotional surge inside that tells them they can’t stand to be rejected and they never pick up the phone, that’s proof of the “EQ” Equation.

The "MISSING" Element
"0"
IQ(k)

=

0
Success
&
Satisfaction

TM

They have the knowledge, which, combined with the IQ, is the denominator of the equation. But they have a zero in the “EQ”, the numerator, in that particular aspect of their behavior. And since zero over any number remains zero, they will have no success nor satisfaction.

Brain Chemistry That Sedates Natural Thinking

It is possible to reduce the mind’s ability to make rational decisions even without a “pleasure lever” just by the thoughts we allow through this system. What happens to the rational behavior of two intelligent young people when they are alone in the back seat of a car? They have the intelligence to recognize the possible results of their behavior with their frontal lobe, but for some reason, they can’t think of anything except the pleasure of the moment. When they’re done, however, reason returns and so does the knowledge that they have done something they had no intention of doing. What makes people go “brain-dead” during this type of experience?

The brain pulls off an amazing feat of chemistry to propagate the species, a job supervised by the hypothalamus, thus creating this “Brain-Dead”

⁴⁴ Rats press hypothalamus pleasure lever thousands of times per hour, stop only when exhausted - Dr. James Olds, McGill University & Montreal Neurological Institute - Ref: Biopsychology - p-341-342



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Behavior.⁴⁵⁴⁶ The hypothalamus is able to do this using two mechanisms already inherent in the brain—sedation and addiction. Since these systems are already built into the brain, it makes it possible for other types of sedation and addiction to occur. Two of these outside chemical influences are alcohol and cocaine. It will become apparent how these influences exert their bizarre effects on the brain and our behavior. And using the “EQ” Equation, we will see why some people get caught in their grasp.

The brain releases its chemicals from the top down, and since the frontal lobe uses a massive amount of energy and chemicals, it receives a larger supply of blood. When we drink alcohol, the first place that begins to be sedated is the critical frontal lobe that gives us the ability to perceive the future consequences of our present behavior. This is why it seems people’s problems go away and their actions become more bizarre when they drink. This is why people put lamp shades on their heads and dance on the table.⁴⁷

Since the frontal lobe is asleep, our whimsical or emotional thoughts are acted out because we don’t perceive the future embarrassment or the results of our present behavior. As the drugging continues, the balance of the cerebral cortex becomes sedated. This slows the sensory and motor cortexes, which are two narrow strips in the center of each half of the brain, which receive and send



⁴⁵ Hypothalamus ventromedial nucleus female sexual circuit - Donald Pfaff, author of Reproduction, Handbook of Behavioral Neurobiology Vol. 7 & Doan Modianos, Rockefeller University - Ref: Biopsychology - p-290

⁴⁶ Hypothalamus medial preoptic area plays a key role in male sexuality - F. H. De Jonge, A. L. Louwerse, P. Evers, N. E. Van De Poll, Netherlands Institute of Brain Research, M. P. Ooms, Erasmus University & E. Endert, University of Amsterdam - Ref: Biopsychology - p-288

⁴⁷ Frontal lobe injuries, socially unacceptable behavior - Dr. Richard M. Restak, author of The Brain & The Mind - Ref: The Mind - p-18

signals to and from the body.⁴⁸ This is why our reaction time declines and movement becomes staggered and difficult the more we drink.

All this creates an artificial, temporary reduction in our IQ. It also reduces the quick access to our knowledge base. Since alcohol is a sedative and not a stimulant, it seems strange that people say it makes them feel happier. It has little effect on the pleasure center other than sedation.

Alcohol, and Mentally Fancy Free

The phrase, “fancy free” is a more practical and accurate description of the state in which drinking places a person. Looking at the “EQ” Equation again, it becomes easier to see what happens. If people have a reasonable IQ and keenly know what they should do to bring success in life, yet their “EQ”—the motivating power to do it—is low, they will become frustrated and miserable. They will be constantly hassled by their own intellect to get busy and do what they know they should, yet their emotional state, their limbic system, would rather not! It just wants to have fun!

If that feeling is driving their “EQ,” then who wants some “know it all” (their own cerebral cortex) bossing them around? No one likes a nag! So the solution is simple: Tell it to shut up by sending it off to bed! Throw back a few drinks and send it soundly to sleep. Then while the cat (their future perspective) is away, the mice (their emotions) will play.⁴⁹

Their knowledge starts to become a blur, and their IQ dramatically reduces, until gradually both are lower than their “EQ” level. Then voila—their satisfaction seems to soar! If they get their intellect low enough, they may even begin to imagine just how successful and attractive they’ve become.⁵⁰ What is that saying? “The best looking people always seem to walk into bars around three a.m.” Maybe. Or it could be that people’s perceptions of reality diminish.

This sedation temporarily manipulates the “EQ” Equation to increase a person’s feeling of satisfaction. The temporary illusion, however, has awful side-effects. First and foremost, it is not real! To maintain this false “EQ”/IQ(k) balance, the alcohol has to keep coming, which is not healthy in the long run. The idea of making yourself less intelligent to find greater peace of mind or to

⁴⁸ EP Scan, alcohol sedation - Dr. Henri Begleiter, State University of New York Down Town Medical Center - Ref: The Mind - p-122

⁴⁹ Frontal lobe damage, environmental dependence & loss of free will - Dr. Francois Lhermitte, Ho^pital de la Salpe^trie^re in Paris - Ref: The Mind - p-271

⁵⁰ Alcohol depresses neural firing - John P. J. Pinel, University of British Columbia, author of Biopsychology - Ref: Biopsychology - p-332



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stop the conflict may sound a bit strange, but the saying goes, “Ignorance is bliss!”

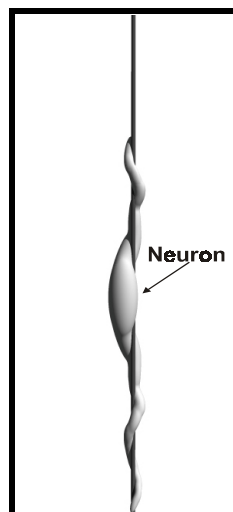
When people become overly involved in this sedating process and continue to drink, they lose not only their ability to think clearly but also all consciousness. The lower part of the brain, which handles consciousness, is put to sleep, similar to how an anesthesiologist puts us out for an operation. If this “sleep” is allowed to go too far, the area of the brain that controls our critical life-sustaining organs will slow down as well and we will die.⁵¹

Very few people have the slightest idea why they were so frustrated that they turned to alcohol as a solution. It is difficult to work on developing our “EQ”—rather than artificially dropping our IQ—if we don’t even know we have an “EQ” to develop. Now we can better understand the conflict that can exist between our mental abilities and how to get them in sync.

Mothers, Babies and Alcohol - The Thoughtless Choice

Another frightening fact is the association between alcohol consumption and unborn children. An infant’s brain develops very carefully in the womb in several very critical stages. During the first trimester, neurons or brain cells travel systematically up specific pathways to their designated locations to create the brain’s physical structure. This is accomplished by special glial cells in the brain, which send out tiny fibers according to genetic codes. Each neuron travels up one of these fibers and is encoded with a chemical marker that tells it where to stop along the path, as well as, what kind of cell it will become, such as spinal versus brain, receptive versus stimulation, and pain or touch.⁵²

As adults, we have an enzyme that can break down alcohol within the blood stream so it can be flushed out of the body, but unborn children don’t develop this enzyme until later. When a woman drinks alcohol during this critical time, it passes to the unborn child and interferes with this neural migration. The neuron’s chemical marker is disrupted by the alcohol, and the



⁵¹ Cognitive, perceptual, verbal & motor impairment from alcohol, even death by respiratory depression - John P. J. Pinel, University of British Columbia, author of Biopsychology - Ref: Biopsychology - p-332

⁵² Neuron migration & the radial glial cell matrix - Karl Herrup & Jerry Silver, Case Western Reserve Medical School, Cleveland, OH - Ref: Biopsychology - p-380-381

neuron travels past its appropriate location, causing many types of mental defects that can frustrate the developmental processes of IQ, “EQ,” or both.⁵³

Hiroshima research showed that exposure to high levels of radiation during this same critical time, eight to 15 weeks’ gestation, had just the opposite effect, causing the neurons’ migration to stop short of their proper location, also resulting in a large variety of birth defects.⁵⁴

If a pregnant woman chooses to drink, she could be negatively affecting more than just herself. A mother who uses this drug to lower her IQ to match her “EQ” in order to gain a false and only temporary feeling of satisfaction, may be damaging her child’s mental abilities as well.

The point is that there is a much wiser solution than looking for a temporary escape through chemicals. Everyone can use the power of “EQ” Mastery to permanently increase their satisfaction and success, as well as dispel the frustration that may be causing a desire to escape.

The positive mental solution of “EQ” Mastery has other long-term benefits, as well. For example, there is growing evidence that a more positive outlook during pregnancy can actually improve the environment in the womb, which can positively affect the baby’s development.⁵⁵ As we learn more about the brain and how we can positively affect its powers, it gives me even greater motivation to make the “EQ” Mastery Technology available to everyone.

The Synaptic Gap: Key to Brain Chemistry

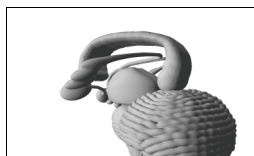
There is a myriad of chemicals that affect the brain; some sedate like alcohol, while others overexcite certain areas. Cocaine, for example, activates the pleasure center.⁵⁶ This is why it produces such a “high.” These drugs have this effect because the brain has chemicals of its own that do similar things. However, the brain produces these effects molecule by molecule, where and when it is necessary.

⁵³ Fetal alcohol syndrome - growth & mental retardation, limb & heart malformations - Dr. Sterling K. Clarren, University of Washington School of Medicine in Seattle - Ref: The Mind - p-41-44

⁵⁴ Ionizing radiation & retardation - Dr. William Schull, Radiation Effects Research Foundation in Hiroshima - Ref: The Mind - p-44-45

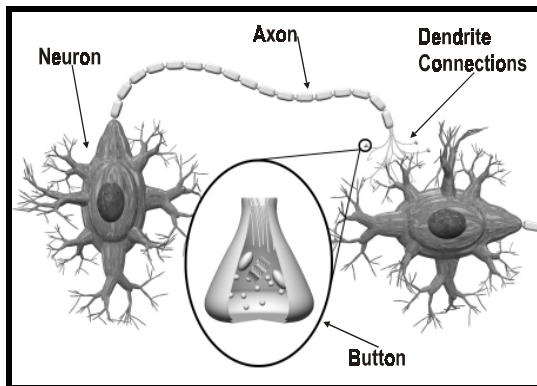
⁵⁵ Environment & fertilization - Dr. Richard M. Restak, author of The Brain & The Mind - Ref: The Mind - p-35

⁵⁶ Cocaine, brain stimulation - Dr. Conan Kornetsky, Boston University of Medicine - Ref: The Mind - p-112

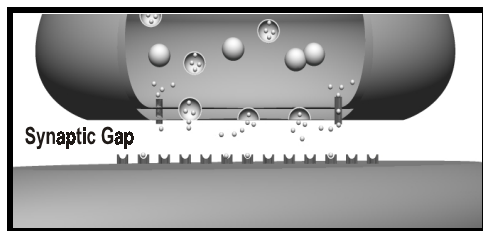


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The main nerve fiber, the Axon, comes out of each neuron and divides into dendrites. These little nerve fibers attach to other neurons, creating the brain's circuitry. At the end of each of these little connections are miniature chemical factories, called buttons, that store, release, and often create the neurochemicals necessary for this amazing system to function.



At the very end of these dendrites, there is a small space between the nerve fiber itself and the surface of the neuron where it is attached. This is called the synaptic gap, and it is where the chemistry of the brain takes place. When an electrical impulse comes down the nerve fiber, it triggers the little chemical packets at the synaptic gap to release, and from that point on, the input to the neuron becomes a chemical reaction.⁵⁷



This is why it is possible to change how we feel by using drugs such as aspirin to relieve pain. It is by disrupting the chemistry in these microscopic gaps that hallucinogenic drugs can cause their absurd effects.

Each chemical in this complex system has its own specific molecular structure, its own three-dimensional shape. Just below this synaptic gap, on the surface of the neuron, there are tiny little receptors that have the exact reverse shape of the chemical they accept. If a chemical doesn't fit into the slot of the receptor, the chemical can't activate the neuron.⁵⁸ When a nerve fiber releases the designed chemical, the molecules move across the gap and into these receptors—just like a key in a lock.

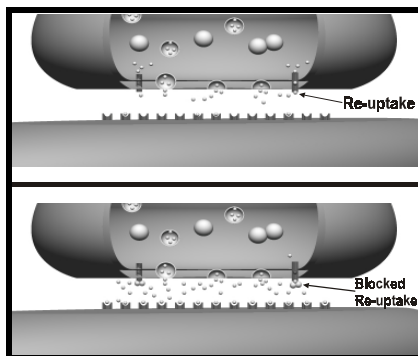
When enough molecules fill these tiny slots, the neuron's electrical charge shifts from negative to positive, and it fires off an electrical pulse. This process is so complex that this chemical receptor system also can be used to restrain a

⁵⁷ synaptic cleft a millionth of an inch wide converts an electrical signal to chemical - Dr. Richard M. Restak, author of *The Brain & The Mind* - Ref: *The Brain* - p-35

⁵⁸ Opiates receptor specific - Dr. Candace Pert & Dr. Solomon H. Snyder, Johns Hopkins University School of Medicine in Baltimore - Ref: *The Mind* - p-129

neuron from firing, depending on how the neuron is designed to perform. When the task is over, the chemicals are either broken down or reabsorbed into the button on the end of the nerve fiber to be used again. There are more than 50 neuro-transmitters that have been identified to accomplish this key-like unlocking action in the brain.

Cocaine causes a “pleasure rush” because it blocks many of the brain’s own pleasure chemicals from being reabsorbed into the end of the nerve fiber by plugging or blocking the holes in the walls of the nerve called re-uptakes.⁵⁹ With the overload of neuro-chemicals in the gap, the receptors continue to fire, releasing a rush of pleasure. And, since there is such a large dose, it can keep the receptors filled for an extended length of time.

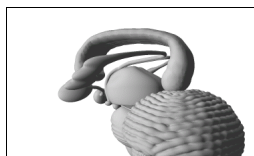


The brain uses its own chemicals very slowly, and only in the area that is supposed to be activated from the actions or thoughts we have had. When a person snorts cocaine, however, it comes in a huge dose, filling all the re-uptake areas of every dendrite and keeping the receptors filled for an extended length of time.⁶⁰ The pleasure center seems to be especially susceptible to this process, resulting in a massive release of pleasure. When this huge dose of drugs enters the body, it is instantly noticed by the brain as it carefully monitors its own chemical balance. In response to the excessive amount of stimulation from the cocaine, the brain reduces the cells’ sensitivity to the chemical, and with auto-receptors, stops the release of its own natural pleasure chemicals.

When the cocaine is finally flushed out, the user feels worse than before they started because the brain is now less responsive to its own natural pleasure chemicals and releases less of them than before. This usually prompts the user to take a larger dose of the drug the next time. In response, the brain reduces the sensitivity even more by changing the number of receptors on the receiving cell so there is even less response to the cocaine. This also reduces the brain’s normal response to its own natural “feel good” chemical. It’s challenging enough for cocaine users to resist the powerful desire for additional instant pleasure, but this

⁵⁹ Re-uptake openings allow chemicals to be reabsorbed & repackaged - John P. J. Pinel, author of Biopsychology - Ref: Biopsychology - p-96

⁶⁰ Cocaine, blocking re-uptake - Dr. Hans C. Fibiger & Dr. Anthony G. Phillips, University of British Columbia - Ref: The Mind - p-116

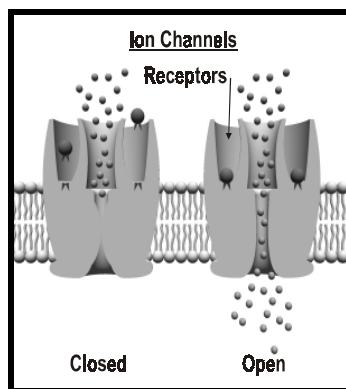


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reduction of the body's naturally occurring level of pleasure adds to the nightmare of addiction.⁶¹

Receptors and Ion Channels — The Real Overdose

With continued cocaine use, this game of trying to balance the reaction levels persists until the brain's natural chemicals have very little effect on the pleasure neurons and the individual becomes addicted. If the abuse continues and the brain can't reverse the imbalance by changing the sensitivity to the drug, it resorts to more dramatic measures. The ion channels that exist in the cell walls that create the electrical charge in the neuron are increased so that the whole cell becomes less responsive to the influx of cocaine. This physical growth of new ion channels means an increased need for larger doses of cocaine with less and less time between the doses to achieve the same rush.⁶²



Changing the sensitivity by reducing the brain's own chemical release is easily reversed with a small amount of time and discomfort. However, when the brain resorts to changing the number of receptors that receive the chemicals, reversing the process becomes a bit more enduring and requires even more time. The real challenge, however, comes when new ion channels have begun to grow in the cell walls. These structures are substantially larger components of the cell.

Detoxing a drug addict can, with time and a great deal of pain, convince the brain to reset its normal chemical release and adjust the chemical sensitivity by reversing the change in the number of receptors. However, reducing the number of ion channels is not so easy. Such changes in cell structure can have long-lasting results. Some people's systems may return to normal in a reasonable amount of time, while others may take years. But even when all of these physical systems are back to normal, addicts must still deal with the powerful emotional memory of the instant pleasure received from the cocaine.

⁶¹ Neural changes that create tolerance to drugs - John P. J. Pinel, author of Biopsychology - Ref: Biopsychology - p-326

⁶² Brain cell ion channels & withdrawal - Researcher John Littleton, London, England - Ref: The Mind - p-134

Artificial “EQ” — The Deception

Let’s look at how stimulants work their artificial effect on the “EQ” Equation. Cocaine, for example, stimulates a false sense of pleasure and reassurance, which is perceived, among other things, as added confidence. An, “I can do anything!” feeling is generated. This creates an artificial increase in the “EQ”. Everything seems more pleasurable and satisfaction seems to rise because users become pleased with everything they do. Cocaine can also project a false sense of success, as well.

Both stimulants and sedatives come with their snares. A friend and business associate of mine had a great marriage to a very fine man. He made his living in the sales industry and did very well. He had a nice home, a secure job, and a six-figure income. He had everything anyone could want, until he was caught in the artificial “EQ” versus IQ trap.

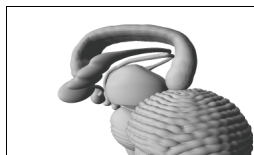
The good ol’ boys at work started doing some “recreational” cocaine, and he liked the way the drug almost completely eliminated any natural fear of rejection. He also liked the added confidence it seemed to give him. With time, however, it stopped being “recreation” and became a “requirement.” Without it in his system, he would lose the self-esteem and confidence he naturally had before. The addiction had kicked in.

Soon some of this drug’s side-effects, such as paranoia, set in.⁶³ He started believing that his wife was cheating on him and that everyone was out to get him. Their very good income soon became too little to support his habit, and he started dealing drugs to pay for his addiction. Pleasure became an addiction rather than an emotion to enjoy. His fear that his wife was cheating on him was a mental association—a direct result of his cheating on her to satisfy his own need for pleasure.

When my friend finally figured out what was going on, it was too late. Her husband refused to get help, blaming everything on her. The end result was far from the “increased confidence” offered by the so-called “recreational” cocaine. He lost his beautiful wife and his great job and was under investigation for drug dealing. This temporary and artificial increase in “EQ” did not ultimately equal success or satisfaction.

The saddest part of this story is that many parts of his “EQ” were already partly developed before his use of cocaine began. The use of cocaine to artificially increase his “success” greatly diminished all that he previously had.

⁶³ Euphoria, self-confidence swept away by cocaine psychosis - Norman S. Miller MD, University of Illinois, Gerald L. Summers MD, Hanley-Hazelden at St. Mary’s & Mark S. Gold, MD, University of Florida - Ref: Biopsychology - p-335



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The idea that success alone is sufficient is a great deception. Satisfaction must accompany it, as well.

Power Principle: *“Artificially adjusting our intellectual or emotional balance in order to get a temporary level of satisfaction is a huge deception and could destroy our real potential.”*

“No Artificial Success” Positive Action Statement: *“I refuse to swindle my future success and happiness by adjusting my “EQ” or IQ for the moment with artificial stimulation or sedation. Instead I get greater pleasure and satisfaction from focusing my efforts on permanently building and expanding the powers of my “EQ” with the “EQ” Mastery Technology so my Success and Satisfaction are not only real but permanent. I’m always focused on building my “EQ” because I hate the feeling of needing to run from what I know I need to do or the frustrating feelings I have about life. So no more, I will no longer hide from who I presently am. Instead I will focus my energy on becoming who I really want to be. I can’t do that unless I am fully alert and aware of my weaknesses so I can focus on overcoming them. I will pick one to work on and stop nagging myself about the others until I can focus on replacing them. I refuse to be fighting against myself and my future. Artificial sedation and stimulation are out!”*

Possible Key Triggers:

- *“Swindle my future, no way!”*
- *“I refuse to hide!”*
- *“Permanent “EQ”, artificial is out!”*
- *“Stop nagging, build “EQ”!”*
- *“Fight against myself, never!”*

The Rise to Success Must Include Satisfaction

The entertainment and sports worlds contain many examples of people swindling their futures for the pleasure of the moment. These people have success to the utmost degree as far as money and fame are concerned. However, their satisfaction often is so lacking that they turn to drugs to falsely pump up their “EQ” or sedate their IQ. When people have such great success, average individuals have difficulty understanding why they would destroy their happiness and even their lives by doing such stupid things, especially when their financial success is so enviable.

While in the Florida Keys, my wife and I toured the Ernest Hemingway home and museum in Key West. It was very interesting to hear some of the personal details about his life. This Nobel Prize winner is considered to be one of the greatest and most influential American writers of all time, with novels such as, *The Old Man and the Sea*, *For Whom the Bell Tolls* and *To Have and Have Not*, among many others. Unlike great painters of the past, Hemingway's financial success and fame did not come after his death—it followed him wherever he went.

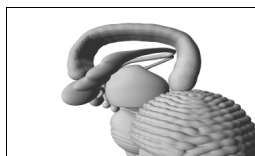
The full story, however, provides a different twist on his supposed success. I was very curious about his life because in my research on the brain I had read several neurology sources that included Hemingway as an example of how genius and mental illness can often stand side-by-side, divided only by a fine line. This again made me wonder about the idea of success without satisfaction and why some people, who have the prosperity that so many seek, can drink it all away.

One individual in Key West who Hemingway made famous was Sloppy Joe Russell, owner of Sloppy Joe's tavern. Hemingway spent a lot of time sedating his IQ in this establishment. In fact, so much time that Hemingway and Joe became good friends and fishing buddies. Even Sloppy Joe Russell's death reportedly took place during a fishing expedition off the coast of Cuba while with Hemingway.

On one wall in the dining room of Hemingway's home are pictures of four women, three ex-wives and his widow. His alcoholic lifestyle and his ever-shifting depression likely was a large factor in his failure at four marriages. It also ultimately led him to take his own life at his hunting lodge.⁶⁴ There is little question that he had an excellent intellect and that his knowledge and talent in his field were more than adequate. His level of satisfaction, however, was so low that consistently suppressing his IQ wasn't just a habit, it was a way of life that led to his death.

Everyone knows people who never reach such levels of success yet are the happiest people we could possibly meet. These individuals have such satisfaction with their lives that artificial stimulation or sedation is unnecessary. Their "EQ" is well developed. They have learned to focus their emotional responses so well that they don't need outside stimulants to adjust them.

⁶⁴ Hemingway's cyclic depression, took his life in the chill dawn hours - Dr. Richard M. Restak, author of *The Brain & The Mind* - Ref: *The Brain* - p-118



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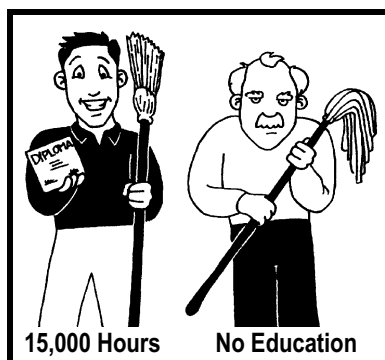
If “Ignorance is Bliss” then “Knowledge must be Pain”

This idea of reducing the IQ or knowledge base with sedation to balance it more completely with a lack of “EQ” to soothe feelings of dissatisfaction, is not isolated to alcohol consumption. There are many other factors that can create the same adjustment in the “EQ” Equation with this “ignorance is bliss” idea. People have mentioned that the equation makes it look as if having a lot of knowledge is a bad thing. The denominator increases when a person increases their knowledge base, thus decreasing the end result of Success and Satisfaction. This aspect of the Equation can seem quite puzzling when we have been told for so many years that “knowledge is power.”

Let’s examine a situation that has been occurring throughout the years with immigrants. These individuals come from countries where almost no opportunities are available to increase their success or satisfaction because of extreme poverty or oppression. When they arrive in a country where opportunity is available, they are overjoyed. They quickly find a low-paying job that others may not want—employment that wasn’t even possible in their native land. They are so overwhelmed with satisfaction from this opportunity that all they can see is accomplishment. Some of these individuals work at these jobs all their lives without complaint. Their “EQ” far outweighs their knowledge base and IQ, so they always perceive they have happiness and success. They can see others who are more prosperous, but it doesn’t matter because they are grateful for what they have.

Their children, on the other hand, may find life substantially different. They spend hours in school learning about all the possibilities that await them after they gather what they are told is the most important thing in life—knowledge! As these kids approach high school graduation, many realize that they are still looking for that “knowledge is power” experience. When the concept begins to settle in that, despite all their knowledge they really don’t have any power, frustration is the result.

They also see that to move ahead, they need the right connections, which they don’t seem to have. Worse yet is that the knowledge they have gained has not provided them the emotional power to create those contacts either. When they realize that in spite of the dream they have been



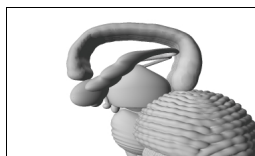
promised, they will work at the same type of job their parents have been doing thanklessly for years, they do not feel gratitude. Their knowledge is substantially higher than that of their parents, but in most cases, their “EQ” level has not risen sufficiently to be equal to it. Frustration is the end result—no great satisfaction or success. If they don’t have the stuff it takes to go to college, the dream ends. Education can no longer focus on acquiring knowledge alone.

As discussed earlier, the knowledge gained by Ted Bundy in his pursuit to become an attorney did not increase his ability to live a happy and productive life, nor did the sexually oriented (pornographic) knowledge his grandfather gave him at age five, provide an increase in his success. Both greatly decreased his Success and Satisfaction. The perverse knowledge created the violent and deadly sexual behavior, and the other usually highly valued knowledge enabled him to be cunning, not only to live with what he had done, but also to kill again and again. This knowledge was not “power.” It was the opposite of power — it placed him out of control. And knowing that he was violating everything his desired profession held sacred could not have given him great satisfaction either. He would have been much better off, in this situation, not learning all he did.

Does this mean that because “ignorance is bliss,” we should keep them ignorant? No! However, it is a shame to promise the dream to our school children and not give them the *real* power to obtain it. We must focus on making sure people’s “EQ” is equal to or greater than their knowledge for any real Success and Satisfaction to be realized. Many very successful people with great “EQ” seldom have mastered all the knowledge they would need to succeed alone. Instead, they surround themselves with those who have the knowledge they need and use their own “EQ” to manage them. Learning to master the powers of our “EQ” is the real solution to long-term Success and Satisfaction. Knowledge alone just isn’t enough.

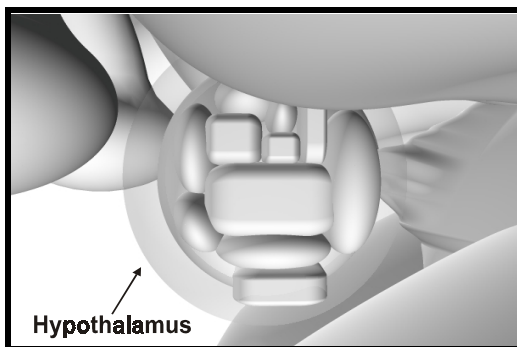
The Pleasure/Sedation Addiction

With all these concepts in mind, let’s revisit our example of the two kids in the back seat. They likely have been properly instructed about the possible consequences of their behavior, such as disease, pregnancy, and the AIDS virus. They know this thanks to a plan by our school system to educate children about how this all works and how to protect themselves. But since the education system uses the intellectual approach to learning rather than the emotional, where would children store this information? The answer is the



cerebral cortex, most likely in the frontal lobe, where we can project the results of our behavior into the future and determine the consequences.

Let's look at what happens as these two kids begin. The young man finally works his way to that anticipated and cherished first kiss. "WHEW-EY." The Chemical Response Centers of the brain are instructed by the hypothalamus that controls the sex drive to stimulate a rush of pleasure.⁶⁵ To move the process along, the hypothalamus automatically and progressively reduces the sensitivity of the pleasure center neurons with each additional activity to create a pleasure addiction.



So the first kiss is, "WHEW-EY." The next kiss is, "WOW." The next one is, "Great," then, "Good," then, "Okay," then, "Uh huh, now what?" The pleasure addiction has begun. This motivates a more intimate level of behavior to achieve the same level of pleasure. The hypothalamus knows its job—exactly how to propagate the next generation.

Ah, but it doesn't stop there either. These two may be driven by the pleasure rushes at this time, but they still have the ability to think about their futures. Once they play around with this system long enough, however, the chemical centers eventually sedate the frontal lobe so that they lose the ability to project themselves into the future.

So it's, "WHEW-EY," "WOW," "Great," "Ah, what's next?" "WHEW-EY," "WOW," "Ah, next?" "WHEW-EY," and then, "DUH!" the sedation begins. The more they play around, the deeper the sedation of the logic centers and the stronger the stimulation of the pleasure addiction. Soon reason is gone and pleasure is fulfilled.

Is there any reason cocaine addiction and alcohol sedation would possibly work if the brain itself did not have a use for such things. Outside stimulants work because the brain has its own chemicals to accomplish its own purposes. Could anyone really think that, in the midst of this pleasure addiction and brain-dead frontal lobe process, these kids would think, "Ah, remember that class

⁶⁵ Hypothalamus's three way communication with the sex organs - Dr. Andrew V. Schally, Nobel Prize winner in Physiology & Medicine - Ref: The Brain - p-123

where they said? . . .” The area of the brain that knows this critical information is sleeping. This area has been brain-dead for some time during this encounter.

The idea that people will act responsibly because they know how sex works and how to protect themselves is based on the assumption that the intellectual part of the brain is involved during this process. It’s not. Once the system has accomplished its programmed task, however, it calls for the chemistry to be reversed and whammo, reality returns. What a shock.

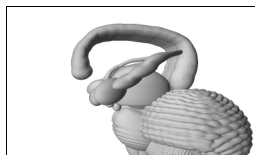
Just like the mouse’s absurd behavior with the lever, the power of this sedation and pleasure addiction is just as evident in human behavior. Who in their right mind, or shall we say, their fully functional frontal lobe, would take such a chance of sickness or even death in pursuing such sexual relations, if they could correctly perceive the possible outcome. The saying, “If it feels good, do it!” is not a statement from the frontal lobe or logical system.⁶⁶ If we want to create greater responsibility in our children with the reproductive power, we have to involve the emotional part of the brain in the training process. This is the only way real wisdom can come through in the midst of passion or we can teach them to avoid the switches which activate this powerful system in the first place.

Why Live With Obsessions

The motivating powers of the reproductive system are incredible. Other than hatred, rage, or love, lust can be one of the most powerful. It has brought down nations, incited wars, destroyed marriages and families, and humiliated powerful men and women because of inappropriate Brain-Dead Behavior. It is very likely that those who get caught in sexual obsessions have a more powerful shift in this pleasure addiction and sedation system than those who seem to have more control. Toying with this system is risky business, both in personal or corporate life. It is one of the most powerful ways to undermine and break down corporate security defenses, costing businesses and consumers millions of dollars. And it has been just as effective at undermining national security.

The good news is that just as powerfully as this system can be escalated to obsessive or even addictive behavior, it can also be positively adjusted with the right effort and focus. All the marital indiscretions, the interoffice fiascos, the abuse, and obsessions that cause such chaos in people’s lives can end. This powerful pleasure system also responds to the “EQ” Mastery Technology. Positive Action Statements, Memory Stacking, Pain/Pleasure Anchoring, and Key Triggers can permanently adjust how this system responds to stimuli.

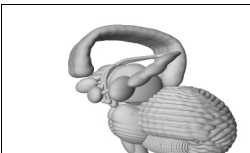
⁶⁶ Frontal lobe disconnected, limbic system free to fire messages of emotions - Dr. Richard M. Restak, author of *The Brain & The Mind* - Ref: *The Brain* - p-152



We all have the ability to adjust the powers of the mind and determine who we will become. We can do it by achieving a false and temporary feeling of Success and Satisfaction, or we can develop the real elements of our “EQ” and make a permanent and positive change that results in obtaining what has so long been promised to us—“real power!”

“Think you can, think you can’t; either way,
you’ll be right.”

—**Henry Ford**



h The Six Steps To “

Chapter 8

I Hate It! But I Can Force Myself to Do It!

Here is an example of how the difference between what you know and how you feel affects your behavior. There are those of us who you would call, “pleasantly plump.” I was one of those people and getting more and more pleasantly plump.

I got to the point that when you put your foot on a chair to tie your shoes, your stomach is in the way. Finally, you take a big breath and bend all the way down. When you come up, you have to take another huge breath, but there’s still another shoe to tie. So you go back down after that one. When you finally come up for the last time, you’re about to pass out! Well, I figured out a better way to do it. You just flip up your leg sideways on a table and tie it. It’s a zillion times easier.

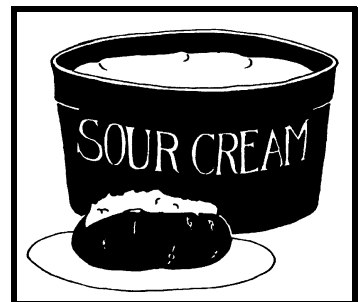
I was explaining this to an audience, where I had personally demonstrated this leg flipping process and a man who was a bit more pleasantly plump than I raised his hand and said, “I have a better idea. Just buy slip-ons.” That’s one solution!

But the point is that I started to get more and more pleasantly plump, and my wonderful wife pointed this out and suggested I do something about it. She is an incredible chef, however, so when I sit down to eat, she always has a plate of yummy food on the table just waiting for me to devour. When I pick up the fork to start eating this delicious food, don’t you think that my logical mind says, “Hey, don’t eat that. That’s what’s making you so pleasantly plump. Knock it off.” Of course it does. But do you think I listen to my logical side and push the food away?

The Emotional Mind has a Response As Well!

When it comes to eating healthy food, think about what my emotional brain says: “Eat a baked potato with no sour cream? No butter, no gravy? Gross!” When I order a baked potato at a restaurant and they bring it to me with that little thimble of sour cream, I say, “What do you want me to do with this? You know the bucket you filled this from? Bring me that!” I like my sour cream with a little baked potato sprinkled in it!

If you were to take all of us who are



pleasantly plump and test us on what to do about being overweight, how many of us do you think would fail? Think about the questions for a minute: If you want to be skinny and healthy, you should exercise 20 minutes every day. True or false? “Duh!” If you want to be thin and not really, really huge, you should eat big, fat, sloppy food. True or false? Duh! We would be marking off every answer, I know this, I know this, I know that. We would walk out of there with an “A”. We would be saying, “WOOH,” “WOOH,” “WOOH,” as we swung our arm around in victory. Would we still be pleasantly plump? Of course! Nothing in our *behavior* would have changed even though we *knew* the answers.

This is why the diet business is a \$2 billion a year industry. Every time we see a new magazine headline at the checkout claiming “Lose 50 Pounds in Two Weeks!” we just have to buy it. What does the article say? The same things it said the last time: “Exercise, and stop eating that kind of food.” What are we really looking for? The magic pill glued to the back page. We want to swallow it and “ZIP” we’re skinny.

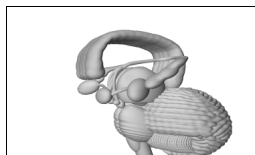
It doesn’t matter that the intellectual part of the brain is filled with all the answers if the emotional part of the brain is surging up against what we must do to change.

Now you know how I feel about eating the right foods, so the only other solution for my pleasantly plump problem was exercise. But if when I drove down the road and saw a jogger, I thought, “What an idiot! How can he think that’s fun? Does he have a brain?” It’s not too difficult to determine whether or not I was going to exercise.

If that was my attitude about food and exercising, anything I added to my knowledge base was not going to make any difference at all. My feelings toward the specific steps I needed to take to solve this problem were what held me back from becoming who I wanted to be.

When we have something we need to do to be successful, yet we hate doing it, what do we usually do? Don’t we force ourselves to do what we hate? Sure we do! *But when we force ourselves to do what we hate, we actually reinforce in our minds how badly we hate it.*

How many people love to diet? Do people enjoy feeling hungry or tired all the time like most diets make us feel? Nobody loves to diet! But every time we get a little bit more pleasantly plump than we should, what do we do? We force ourselves to go on a diet! And the results are not pleasant—you know how we



get after two weeks: “I’ve been on a diet for two weeks now, don’t you mess with me!”

After four weeks, we have this incredible desire to chew something real, so we go home and start chewing on our spouse! It’s amazing what happens when we force ourselves to do what we hate. It takes tremendous emotional energy and we end up making ourselves miserable.

Forcing Yourself to Do What You Hate: The Great Battle



When you go on a diet you force yourself and force yourself and force yourself until you just can’t force yourself anymore. Then what do you do? You turn to that see-food diet, where you eat everything you see! Now you’re bigger than you were before! Did you win? No!

So the next time you get out of the shower and look in a full-length mirror and see those love handles, you think, “I ought to go on a di-.” But you can’t even speak the word “diet” because it felt so miserable the last time! So you break the mirror, throw it out of the house, and buy bigger clothes. At that point it becomes easier to give in than continue the constant fight with yourself. You’re not satisfied or successful, but giving in is a lot less painful than torturing yourself anymore.

If you really want to be successful in any endeavor you have to get the Four Key Areas of your brain to be in total agreement. The Four Key Areas are: the *detail*, the *overall perspective*, the *logical*, and most critical, the *emotional*. All four have to be in agreement to avoid internal conflict and enjoy success.

The Detail
The Overall Perspective
The Logical
The Emotional

If you think about it, you don't fight with yourself over the things you really love to do—you just do them! In fact you enjoy doing them because all areas of the brain are in total agreement. They're all saying, "Yeah, let's go golfing."

I knew that the solution to my weight problem wasn't to force myself to go on a diet. So I analyzed the situation. Because I love to eat way too much, I decided not to change the way I felt about that. But I knew I could change the way I felt about exercising. It was clear, however, that if I tried to *force* myself to exercise, it wouldn't work! It would just reinforce how badly I hated it.

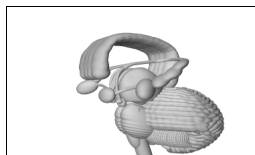
The Problem with Affirmations

We've all heard of affirmations. You post them on your mirror and say them to yourself every morning. They are very different from Positive Action Statements. The problem with affirmations is that they are written to address the intellectual part of the brain. That's the part of the brain we've been taught to work with for 15,000 hours in high school. So when you repeat an affirmation that says, "I will exercise 20 minutes every day," what part of the brain are you talking to? Most likely it is the detail half of the intellectual part.

If you think of the intellectual part of the brain as a very large and complicated computer system just doing its job. And the emotional brain as a completely separate computer system just doing its job. It becomes clear why we seem to be arguing with ourselves most of the time.⁶⁷ Even though they are separate systems with their own special points of view, they are also talking to each other constantly.

So with your affirmation, you are telling the intellectual part of the brain that you're going to exercise 20 minutes every day. The intellectual part of the brain then wakes up in the morning and takes control, "We've been told we're going to exercise 20 minutes today!" But the power immediately shifts as the emotional brain blurts out, "We hate that!" But the intellectual part of the brain jumps right back in with, "We don't care, we've been told, we are doing it anyway." "No we're not, we hate that!" says the emotional brain as it again tries to take back power. But the intellectual brain, because you have been consistently whacking it with this affirmation, takes a powerful step forward as it demands, "We are exercising! We're dictating it because we have been told to!" So what do we do? We force ourselves to exercise.

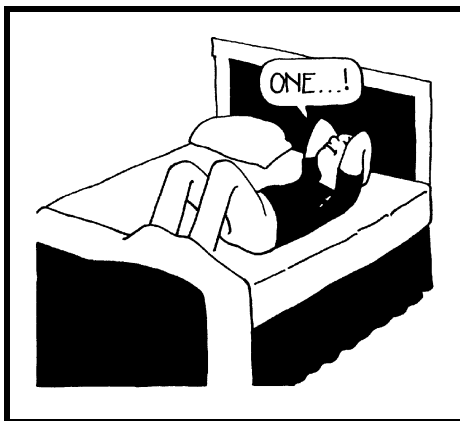
⁶⁷ Not just logic machines or unrestrained emotions - mix of both - Dr. Richard M. Restak, author of *The Brain & The Mind* - Ref: *The Brain* - p-155



Stop the Affirmation and the Emotional Mandates Return

So you start forcing yourself to exercise. But the whole time, you have this miserable look on your face because the emotional brain is saying loudly, “This sucks! I hate this! You’ll pay! You’ll suffer! This ain’t fun!” So when you stop the affirmation, what happens? The intellectual part of the brain mellows out, the emotional part takes over again, and you don’t exercise anymore, do you? This is because the emotional part of the brain surges up and motivates your behavior.

I knew that to make a permanent change in my behavior I had to change the way my emotional brain felt. So I wrote a Positive Action Statement that actually told myself that I love to exercise. I included a lot of other details in it so that all Four Key Areas of my brain would be in total agreement. As I started to use the Positive Action Statement, I knew that if I tried to force myself to exercise while trying to change how I felt about it, it would only reinforce how badly I hated it. Instead, I wanted to train myself emotionally to believe that I loved to exercise. To do this, I didn’t exercise the whole time I was incorporating this Positive Action Statement. I used my Memory Stacking Technique, which permanently implanted the new belief in my mind. After about a month and a half of using this technique, I woke up one morning and said, “I think I’ll do . . . a sit-up.” Now, I didn’t run down to the gym. I didn’t even get out of bed. I threw the pillows to my wife’s side and I did . . . one sit-up. “YEAA-WOOW.” It was about all I could do at that point.



Emotionally Motivated — The Real Power

Since that one sit-up was motivated by the emotional part of my brain, I then reinforced in my brain how powerful it made me feel. I reinforced it to such a degree that I now do 100 sit-ups almost every day, and I exercise now because “I want to” not because “I have to.” Why? Because I know (feel) that if I do this, my lungs will be stronger, I will have better blood flow to my brain, I will be able to bend over and tie my shoes, and I will have a better life. And I did this without even changing the way I eat. Twenty-five pounds fell off my body, and

I can now bend over and tie my shoes without losing my breath. Here's my *emotionally based exercise Positive Action Statement*:

Power Principle: *"Great value can come from improving our health with consistent exercise."*

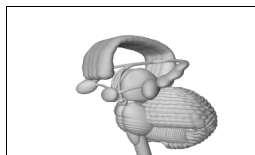
"Exercise" Positive Action Statement: *"I 'enjoy' the added energy exercising gives me everyday. I 'love' the way it makes me 'feel', more energy, greater blood flow to my brain, sharpens my thinking skills and it makes my lungs feel 'stronger'. I 'like' being able to tie my shoes without losing my breath and my clothes 'feel so much better'. I 'hate' the way being fat makes me 'so miserable'. Exercising isn't 'misery', it's fat and poor muscle tone that can 'hurt' me in so many ways everyday. I 'hate' it and I'm not doing it anymore. Exercising can make me 'free' from this 'embarrassment' and 'misery'. And there's always time to exercise everyday, because it adds time to my life. I love making sure I will have good health later in life by caring for my body now. It gets rid of cholesterol, quickens my thinking, makes me more alert, gives me 'greater energy' to do what I want and lengthens my life. The time spent has so many advantages, how can I help but 'enjoy' it! I 'love feeling stronger', more 'powerful', lighter and being in better shape. Exercising makes me 'feel great'!"*

Possible Key Triggers:

- *"Always time to exercise!"*
- *"I hate fat, so I love exercising!"*
- *"Exercising, freedom from misery!"*
- *"Oh the values of exercising!"*
- *"Exercising, I love the added energy!"*
- *"Exercising, my clothes (will) look great!"*

Remember that I decided to change my attitude about exercising because I knew I love to eat food way too much. As I evaluated my options, it seemed that it would be easier for me to adjust my feelings about exercising than to work on dieting. For someone who dislikes exercising more than eating the right foods, it would be wise to change their eating habits instead. But remember, forcing ourselves to diet will only cause more pain.

If we decide to use the eating right approach, we must be careful of the brain's automatic calorie monitoring system. When an individual drops their



food intake too much (to approximately 1,500 calories or less), the brain may assume that a famine has occurred. It then shifts the metabolic rate so that the body requires fewer calories to function than it did before. This means we can survive on a lot less food and still remain at our current fat level.⁶⁸ When we are in starvation mode, the body's first choice is to consume muscle mass because it takes less energy to burn muscle than fat. Because of this natural defense mechanism, such a large drop in calorie intake only reduces fat a minor amount. When we go off the diet, the body then needs much less food and stores the excess calories as fat in preparation of a future famine and eating normal again means you gain weight.

Be careful not to trigger your brain's famine mode. All that you accomplish will be swiftly undone when you stop dieting, and a greater level of pleasantly plump will be the reward for all your efforts. Changing your attitude and enjoying eating the right foods in moderation is much more effective to trim down and maintain your ideal weight.

Power Principle: *"We can change how we feel about the foods we eat so that our bodies look and feel the way we want."*

"Fat Reduction" Positive Action Statement: *"I hate being overweight and feeling unattractive. I despise not fitting into what I would like to wear or 'growing' out of my clothes. These loathsome feelings are a result of not eating the way I know I should. So no more! Instead of despising my body, I love eating exactly what I know will make me feel and look the way I want. I love that feeling so I choose to enjoy it. I will no longer allow food to destroy my health or happiness. Junk food is not worth the damage or pain it can cause my body. I enjoy fresh produce, lots of delicious vegetables, fruits and grains. Not only do I enjoy how delicious and refreshing they taste, but they give me energy to accomplish all the things I want to. I hate the feeling of guilt I get when I eat too much fat or junk food so no more! Instead I love to snack only on things that are good for my health. Guilt is gone. I love the freedom and satisfaction I feel from not eating too much, which is not necessary since I always eat the foods that give me more energy and a greater sense of well being."*

⁶⁸ Diet-induced thermogenesis - body becomes more energy efficient, limits weight loss - John P. J. Pinel, author of Biopsychology - Ref: Biopsychology - p-251

Possible Key Triggers:

- *"Eating good, looking good!"*
- *"I refuse to let food destroy my health!"*
- *"Eating right every day, feeling good!"*
- *"Loving healthy foods, the guilt is gone!"*
- *"Eat too much? Never!"*
- *"Fruits and veggies, feeling great!"*

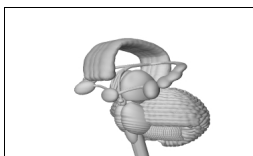
The fat in food has characteristics that make us feel satisfied, and it is usually one of our greatest weaknesses. The chocolate cake temptation is not just for the chocolate, but for all the fat and carbohydrates. "The more we eat the better we feel, so let's have cake for every meal." But what's a great slice of cake without a cold glass of milk. Once we have given into the tantalizing tastes, we feel satisfied, but also guilty!

To stop hunger and cravings, many have tried appetite suppressants and other things, but hunger is still only part of the puzzle. The body needs certain minerals to create brain chemicals. So it is critical that any reduction in calories does not include a reduction in nutrition. Also, reducing hunger with suppressants does not create a feeling of being satisfied, nor does it take away our cravings. Finding a system that can do both of these things, while providing good nutrition, is very hard.

There is, however, an amazing vegetable, which, when properly blended, can actually help with all three of these needs. Tomato juice not only works like a fat to give us that feeling of being satisfied but also provides nutrients to the body and brain. It also seems to calm the junk food cravings. By adding it to our regular daily diet, it can moderate our eating desires so we can reduce our calories and lose weight without starving ourselves.

A client of mine developed this fat reduction program a few years ago and published a book about it. The general idea is simple: Drink eight ounces of tomato juice a half hour before every meal. Then drink eight ounces with the meal. It must be tomato juice, no other juice has the same affect. Since tomato juice creates that feeling of being satisfied and reduces cravings, you will naturally eat less at meal time. After the routine becomes consistent, the brain will listen to your body's cravings for the specific nutrition that it needs rather than filling it with worthless sugars and fats.⁶⁹

⁶⁹ Humans eat so many different food together, brain never learn which are most beneficial - Leslie J. Harris, Janet Clay, Florence J. Hargreaves, Alfred Ward, University of Cambridge & Medical Research Council - Ref: Biopsychology - p-241-242



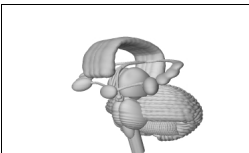
The other amazing thing about this program is that you can do it anywhere, anytime. When you reach your fat reduction goal, you can back off a bit and let your body stabilize. Then without any need to force yourself, you can begin again and take yourself step by step to where you want to be.

The “Fat Reduction” Positive Action Statement can be helpful in shifting your feelings toward the foods that can increase energy and health, as well as change the habit of just going for the goodies. Managing how you feel while you are making adjustments to your long-term thought processes is critical. The tomato juice addition can help make that process a little easier.

Since the *battleground* between *emotions and intellect* has been drawn in our brains, it is wise for us to more carefully manage the war. If we move past the old method of forcing ourselves to do something, we win. *We can actually reprogram ourselves to “love to do” what we used to “have to do.”* Our behavior can be changed to create a *peace treaty* between the *many forces* that make up who we are, to create the real emotional power behind success.

“The joy of life consists in the exercise of one’s energies, continual growth, constant change, the enjoyment of every new experience. To stop means simply to die . . .”

—**Aleister Crowley**



Chapter 9

The Inherent Power to Restructure

Most people think that they're basically stuck. You have beliefs that hold you back from being everything you want to be—you're stuck, and you just have to be that way. I believed I had to be a person who hated exercising. But, who programmed my brain to hate exercising in the first place? I did. My brain was totally open, waiting and ready to be programmed, and I told it over and over that I hated to exercise.

How many people do you know who hate broccoli? Typically, everyone knows at least one person, even if it's themselves. Do you think broccoli tastes different in another person's mouth from how it does in the mouths of the rest of us? It doesn't. The molecular structure of broccoli is the same in everyone's mouths. And when the molecular structure touches the taste buds, the taste buds send the same signal to the sensory cortex of the brain that receives that information as it does in everyone.⁷⁰

The sensory cortex sends the same signal out as well. The difference, however, is in the limbic system, where there are two critical components—the hypothalamus (the pleasure center), and the thalamus (the pain center). Any pain you experience comes from an activation of this part of the brain.⁷¹ Here's why the broccoli tastes different. When people who hate broccoli put it in their mouths, a signal is sent to the pain center—instead of the pleasure center—and they experience a negative rather than a positive sensation.

Can you imagine what people who hate broccoli think when they enter a house where broccoli is being cooked? They think, "Excuse me, but who died in this house?" What's our response? "We're having broccoli and cauliflower for supper. Yum!" They're thinking, "Fine I'm leaving the state." Why? Because these products are so pungent either the hypothalamus or the thalamus is powerfully involved in the reception of that information.⁷² For people who hate broccoli, the pain center dramatically expresses its opinion.

⁷⁰ Somatosensory cortex - body map of sensation - Wilder Penfield, Montreal Neurological Institute & Edwin Boldrey, McGill University, Montreal - Ref: Biopsychology - p-195-197

⁷¹ Thalamus - high in pain relief receptors - Dr. Candice Pert & Dr. Solomon H. Snyder, Johns Hopkins University of Medicine in Baltimore - Ref: The Mind - p-129

⁷² Olfactory - limbic projections mediate emotional responses to odors - John P. J. Pinel, author of Biopsychology - Ref: Biopsychology - p-202

Many people think that if they hate broccoli, they have to remain that way, it is “the truth,” they hate it. Are they stuck? Do they have to stay that way? Everybody thinks so, but in reality, we have the power to change.

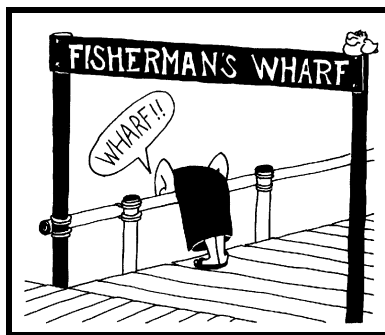
The Brain Changes Its Mind Automatically

Think about your favorite food for a second. If you eat a lot of it and then happen to get the flu, do you enjoy this food as much anymore? No! You can’t even think about it. When my wife and I were visiting San Francisco we went to Fishermen’s Wharf. She and I both loved seafood. We went to a great restaurant and ordered a fresh seafood platter, but she didn’t know she was pregnant with my second son.

Well, Fishermen’s Wharf became very intense to us because “Wharf” is exactly what she did for quite some time. Do you think that she loves fishy tasting seafood anymore? No! She can’t stand it! Because a new neuro-pathway was created from her sensory cortex to the pain center that associated the smell of seafood with nausea, and it over-wrote the old programming of her loving fish.⁷³ She can remember having loved it, but she doesn’t love it anymore.

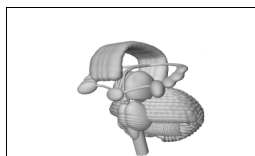
I used to hate to exercise, but I don’t hate it anymore because I created a new neuro-pathway that changed the perspective of my brain. The brain is powerful enough to not only handle our thinking abilities but also change them. We can restructure who we are!⁷⁴

Almost everyone knows the movie, *Sybil*. It’s a true story about a woman with many different personalities. People often wonder whether it’s possible for a person to have multiple personalities, or whether the person is just faking it. There is a process called the PET scan, however, that measures the power usage of the brain and has taught us how multiple personalities are possible. The PET scan measures built up concentrations of glucose usage in the brain indicating



⁷³ Conditioned taste aversion - John Garcia, Harvard Medical School & Robert A Koelling, Massachusetts General Hospital - Ref: Biopsychology - p-127

⁷⁴ Reorganization capacity much greater than assumed possible - Gregg H. Recanzone, Michael M. Merzenich, William M. Jenkins, Kimil A. Grajski, Hubert R. Dinse, Coleman Laboratory, Keck Center for Integrative Neurobiology & University of California, San Francisco - Ref: Biopsychology - p-401



areas of mental processing.⁷⁵ PET scans show that people with multiple personalities actually go through a physical change in how the brain handles and sorts information when they switch personalities. Different areas of the brain are more active according to which personality is in control.

In the movie, *Big Business*, with Bette Midler and Lily Tomlin, the actresses each play a different set of twins. There are four personalities being portrayed because each actress plays two characters. As you watch the movie, you become convinced that there are four people, even though you know the two actresses are each playing two parts. People who go through this fake change of personality, like these actresses did in the movie, have absolutely no physical change in brain usage when they switch personalities.⁷⁶

With this in mind, consider Sybil. When she was young, she was abused by her parents so severely that the brain felt compelled to separate her consciousness from the pain. One of the ways it could do this was to just block the connection to the limbic system so that she wouldn't feel anymore pain. People who have lost this connection to their limbic system can function, but they feel no emotion because their intellectual mind has been disassociated from their emotional center. For Sybil, however, the brain handled the situation in a more complicated fashion. It decided to create other Main Processors to deal with the different emotional problems. With each new Main Processor came a new personality.

Abuse Can Cause the Robot Personality

The Main Processor is the part of the brain that comes to the final conclusion before we act; thus, it is key to our personality. Because of the abuse, Sybil's brain developed a second Main Processor, creating a personality with no connection to the emotional center. When the abuse took place, she could switch to that robot personality and endure the vile experience with no feeling. When the abuse was over, she could switch back to her normal personality, where she could again experience feelings.

In Sybil's case, the abuse was so powerful that her brain created many personalities to deal with the different situations and protect her from a reality that was too painful to deal with. Often one personality does not share the memories of another personality. For this to happen, the brain must create

⁷⁵ PET Scan - deoxyglucose (2-DG) indicates working areas of the brain - Marcus E. Raichle, Washington University School of Medicine in St. Louis - Ref: Biopsychology - p-108-109

⁷⁶ Actors can not mimic true multiple personalities' brain PET scan differences - Dr. Frank Putnam, National Institute of Mental Health - Ref: The Brain - p-333-336

connections for certain memories to one Main Processor and not to the original Main Processor. This creates a block between the normal personality with all of its emotions and the separate memories of the personality handling the abuse. The brain has the power to develop multiple personalities with different memories, all within the same human being. What a massively complex system!

Merging Multiple Personalities

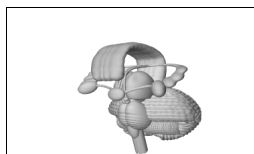
What is more amazing is that individuals like Sybil, with long term professional help, have been able to merge these different personalities back into the main personality by combining the many different Main Processors. To do this the brain has to adjust the neuro-pathways and create new pathways to connect missing memories from the abused personalities to the primary personality. The brain must be restructured for these individuals to become whole again.⁷⁷ This restructuring occurs because of the person's thought processes that motivate the creation of new neuro-connections.

Unlike creating a change by cutting the corpus callosum, no surgery is necessary for this restructuring. It is all handled by the person's thoughts. It is amazing enough that the brain has the power to create multiple personalities, but the idea that it has the power to restructure these old connections is truly astonishing. The point is, *we too* have the power to structure our brains with our own ideas and feelings to become who we really want to be.

Power Principle: *"We have inherited the power to restructure the brain, so we have the right to change who we are, as well as how we act."*

"Power to Restructure" Positive Action Statement: *"I love the fact that the brain can be changed, it's in the genetic code, so I don't believe the old lie that I have to stay the same. It just isn't true so I'm free to become who I want to be. I've hated the idea of being stuck in the same old thinking patterns, so I won't be stuck anymore. I own the right to change so now I change with absolute confidence in who I will become and I enjoy working on becoming more powerful everyday. The past does not own me, nor do the habits I may have had. I can and will change because I love expanding my own possibilities. I own the right to restructure my brain so I can think just exactly how I need to. The neuro-*

⁷⁷ Independent neural pathways analyze - in healthy persons all is reconstructed into a unitary experience - John P. J. Pinel, author of Biopsychology - Ref: Biopsychology - p-206



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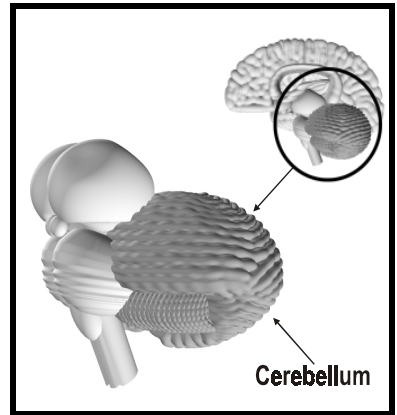
nets all belong to me, I am not their prisoner because they are there to serve and help me accomplish my goals. They were never meant to stand in my way! Change is now the name of my game because there is nothing from the past that can hold me back. My greatest asset, my mind, is on my side. Change is mine and so is success."

Possible Key Triggers:

- *"I own my neuro-nets!"*
- *"No prisoner, I'm free to change!"*
- *"Being stuck? Never again!"*
- *"Bad habit? Restructure!"*
- *"The past has no hold, freedom for me!"*
- *"Genetics, confidence for change!"*
- *"My greatest asset is on my side!"*

Being a Klutz Is Just Programming Problems

Another vivid example of the power of restructuring has to do with the cerebellum. This portion of the brain allows the two halves of the body to do two things at the same time in perfect harmony, from twiddling our thumbs, to performing the most complex of activities. It gives us coordination and equilibrium, and it does this throughout all phases of our lives, infancy through adulthood. It receives information from our sensory cortex, checks our equilibrium, and sends out little programs to coordinate the actions of the motor cortex in each half of the brain. Remember that each half of the brain runs the other side the body. The cerebellum handles the coordination between these two sides.

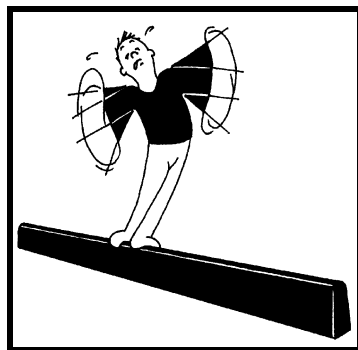


When kids are growing, their height and weight change, their muscles increase in length, and their bones grow longer. Because of all this their center of balance changes. The cerebellum has programs that respond to each movement to create an appropriate reaction.⁷⁸ Because of growth, as well as any

⁷⁸ Cerebellum, 10% mass of the brain yet ½ its neurons, senses feedback and adjusts ongoing movement - Rodolfo Llinas & John P. Welsh, New York University Medical Center - Ref: Biopsychology - p-219

changes in the center of balance, the cerebellum must reprogram itself to maintain the correct response.

Kids who go through powerful growth spurts may experience programming problems. They may not have stepped in a particular way since they have grown an inch or two, and their cerebellum may not have had a chance to reprogram itself accordingly. Thus, because their, “old program,” which was based on their old weight, height, and center of balance is outdated, they trip and fall.



We seldom think of the brain as needing to reprogram itself as we grow. It does this reprogramming so quietly that we don’t even notice. If the brain can do this reprogramming to adjust our coordination as we grow physically, it only makes sense that we have the ability to use this same system to increase our “EQ” for greater Success and Satisfaction.

A New Philosophy, “I Think, Therefore I Can Change!”

“I think, therefore I am,” the philosopher says.⁷⁹ Sometimes I think we get stuck in the idea of, “I think that way, therefore, that’s who I am!” We assume that we have to remain just like that.

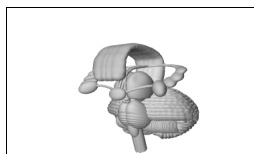
We think, “What I think is who I am. If I change what I think, then I’m not who I am. Then who am I?” It’s important to remember, however, that we created the programs in our brains in the first place. We are the ones who made us who we are. Surely, since we programmed it, we have the power to

change it, especially if the programming is inhibiting our success. I have a new philosophy, “*I think, therefore, I am capable of changing who I am!*” In other words, because I have the power to think, I have the power to restructure my mind and change who I am.

New Philosophy

“I think, therefore, I am capable of changing who I am!” In other words, because I have the power to think, I have the power to restructure my mind and change who I am.

⁷⁹ I think, therefore I am - Ren’e Descartes - Ref: The Mind - p-23



Chapter 10

Creating Positive Action Statements And Using Memory Stacking

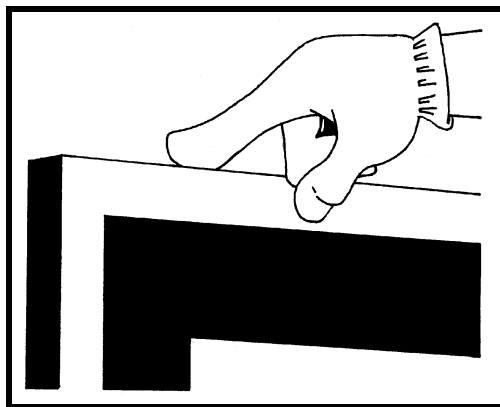
We now know that change is not only possible, but also happening all the time in our minds, initiated by the brain itself. It's time to start using these powers to restructure our neuro-pathways so we can become who we really want to be. The best way to do that is to learn how Positive Action Statements must be formed to work effectively.

Positive Action Statements Must Be In First Person!

It's very important that Positive Action Statements are written in first person. For example, "Life was not designed to be fair, so I don't expect it to be, I feel I can make my life good in spite of what happens!" This is important because Positive Action Statements are designed to change the Underlying Belief Patterns, and that has to be done with self-talk, which is in first person. When you use this first person process, you're talking to yourself as you typically would. Regardless of whether it is used in the positive or negative, the Positive Action Statements begin to powerfully anchor the way you feel.

Let's consider a simple example of how this works. A friend of mine was having some trouble with a compelling behavior that was created in her childhood and was causing great stress in her life. She had been raised in a home in which her military father would put on the white gloves to check for dust after the family had cleaned the house. This upbringing created some pretty strong feelings about needing the house to be in perfect order. With time, however, she became aware

that her house cleaning obsession was keeping her from giving the proper attention to her children. She would put them off when they wanted her, and they were not allowed to leave any toys or books around the house even when



they were still playing with them. In the end, this compulsion began to cause her a great deal of trauma.

To help her overcome this obsessive behavior, we created a Positive Action Statement. It was simple yet effective:

“I know people are more important than things; I enjoy taking time for people, especially my children.”

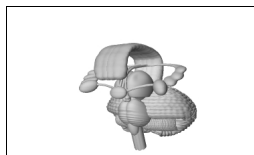
This Positive Action Statement, along with the Memory Stacking Technique, removed this obsession. It gave her the ability to spend enjoyable, stress-free time with her children while maintaining a beautiful home. Her excellent housekeeping skills are very much alive, but they are no longer an obsession.

Shifting the powers of her emotional mind toward *people* rather than *things* subdued the obsession. There are many people, however, who spend so much time with people that they don’t get other important things accomplished. They likely use self-talk, such as “I enjoy people so much more than those ridiculous reports, people are more important than things anyway.” This self-talk helps justify a social obsession. An obsession toward either of these directions—toward people or toward things—can cause stress. Emotional self-talk is extremely powerful.

Now let’s break down the “Exercise” Positive Action Statement to see how it ties into all the different aspects of brain function.

“Exercise” Positive Action Statement: “I enjoy the added energy exercising gives me everyday. I love the way it makes me feel, more energy, greater blood flow to my brain, sharpens my thinking skills and it makes my lungs feel stronger. I like being able to tie my shoes without losing my breath and my clothes feel so much better. I hate the way being fat makes me so miserable. Exercising isn’t misery, it’s this fat that hurts me in so many ways everyday. I hate it and I’m not doing it anymore, fat is out. Exercising can make me free from this embarrassment and misery. And there’s always time to exercise everyday, because it adds time to my life. It gets rid of cholesterol, quickens my thinking, makes me more alert, gives me greater energy to do what I want and lengthens my life. The time spent has so many advantages, how can I help but enjoy it. I love feeling stronger, more powerful, lighter and being in better shape. Exercising makes me feel great.”

The idea of first person is apparent throughout the entire statement. To personalize the statement, however, you must consider how you feel about the

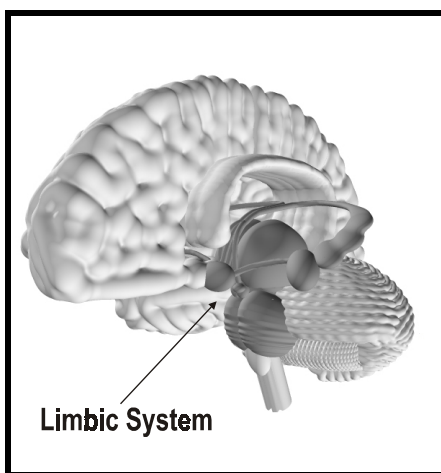


subject. For example, if your feelings about time are not a big issue, you can drop that part. For me, it was a critical addition.

When I first succeeded in changing my negative attitude about exercise, I still couldn't find the time in my schedule to do it as often as I should. When I did find time, I really enjoyed exercising, so I knew my feelings about it had changed. But making it a higher priority had to be addressed. It had to become more valuable to me than what I already was focusing my time on. This was not easy, especially since I have powerful emotions behind my other projects that require my time, as well. So I added the part to this Positive Action Statement that states there will always be time to exercise since it adds time and longevity to my life and increases my speed and energy to do what needs to be done. Exercising then could help me accomplish my other emotionally empowered goals, and thus increase its priority.

Let's address the Four Key Areas in more detail, starting with the most important, the *emotional*. The words, "love," "enjoy," "hate," "feel much better," "much stronger," "great and powerful," as well as "misery," "embarrassment," "quick thinking," "alert," "sharpens," "energy and advantages" are all part of talking directly to the emotional mind. Without these emotional words, we continue the battle between emotions and intellect. It's important, however, that these words reflect *your* emotions. For example, my father was raised in an environment where saying, "I love you," out-loud meant you were weak or a sissy. Therefore, using the word love in a Positive Action Statement might be completely ineffective for him. The words you use must evoke the real emotions or the anchoring will not take place.

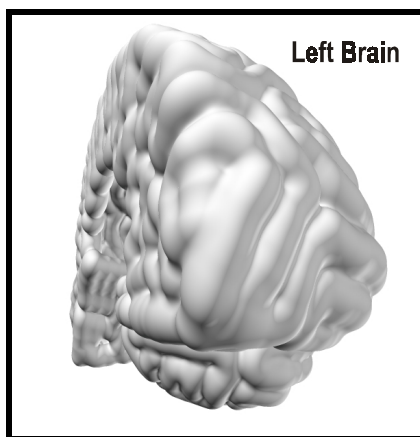
Some have suggested looking through a thesaurus until you find words that exactly fit the emotions you are trying to evoke. For example being "mad" may not have the same effect as being, "ticked off!" I know that my father, growing up in rural Idaho, could tell you other words that have even more intense meaning to him. Remember that the feelings evoked are critical.



Keyed to the Emotional — Designed for Detail and Must Satisfy Mr. Logical Brain

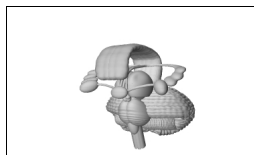
The reason Positive Action Statements are so long involves the *detail* part of the brain. *It's almost like needing a list of reasons to satisfy the never-ending question "Why?"* from a curious child. You must give the brain all the reasons you can possibly think of to make this change, but be sure to make them legitimate and emotional. Remember there are emotions connected to each of the detailed thoughts coming from the left hemisphere's limbic system. As you use the Positive Action Statement, the "why" you should change, must become even more clear as your brain starts responding with all the reasons it *shouldn't* change. Each reason must be addressed for the detail brain to accept the change you are making. My objections were addressed with the following: more energy, improved blood flow, sharper thinking, stronger lungs, and longer life, as well as better shape, lower cholesterol, and lighter weight so the clothes fit better and shoes could get tied. Every time the mind brings up a reason to counter what you are trying to implant, it is time to add more detail with the appropriate emotions to the "why."

These details have to be acceptable and reasonable to *Mr. Logical Brain*. This is easier than it sounds. Remember that the logical brain has a lot of great information already packed in it. Everyone knows exercising can make you healthier. And it only makes sense that if I am lighter, I will be able to tie my shoes more easily. Wanting to lose weight to become a Super Model, however, would not be accepted by my logical brain as reasonable. What we tell ourselves must make sense for the new statement to become properly attached to the emotional mind where our behaviors are motivated.



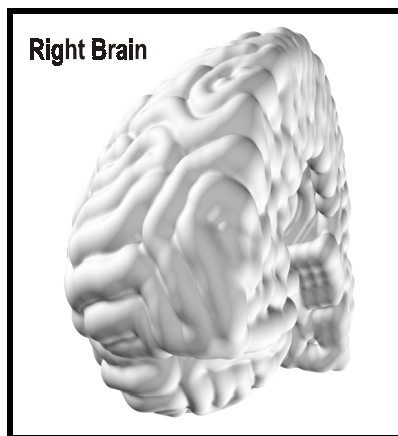
Visualizing: Tapping the Right Brain's Overall Perspective

Let's talk about the *overall perspective*, Mr. Right Brain. Remember the example of the magazine advertisement. The right brain sees things as a whole and tries



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to make sense of all the individual input. Because of this, each part of the Positive Action Statement must be in agreement with the rest. The “Exercise” Positive Action Statement builds each part on the one before, to create a complete idea. Ads that are written for humor and begin with a disjointed idea, cause the right brain to work pretty hard before it finally catches the humor. In an effective Positive Action Statement, the right brain should not have to exert a lot of effort to find out if it makes sense overall.



Personalizing Positive Action Statements

Every Positive Action Statement must be personalized and adjusted to fit our personality and needs as time passes. They must focus on the many emotions that might be evoked from the underlying false beliefs. When we initially write our Positive Action Statements, they might not correctly deal with certain little quirks (Underlying Belief Patterns) that your brain will bring up, especially as you begin to use the statements on a regular basis.

For example, my brother-in-law had a problem with the “Life’s not fair” Positive Action Statement. He agreed with the principle, but a phrase near the beginning of the statement bothered him: “Life was not designed to be fair, so I don’t expect it to be.” We took a few minutes to identify exactly what was puzzling him. With just a little effort, we were able to learn what needed to be adjusted. We changed it to: “Life was not designed to be fair, so I expect it not to be.” Just this small flip from, “so I *don’t expect it to be*” to “so I *expect it not to be*” changed the feeling for him. To him, the phrase “don’t expect” sounded negative.

The change was very small, but if we hadn’t corrected it, this roadblock would have made the Positive Action Statement ineffective for him personally because of how his brain emotionally perceived it.

It is very critical that you not only customize the Positive Action Statements I have created, but also make adjustments to those you write yourself. Make sure you *don’t* include words that your brain wants to dismiss. Your agreement with each Positive Action Statement will determine how difficult or simple it will be to incorporate the new belief into your mind.

The Positive Action Statements also must be altered as time passes to focus on all the aspects of the statements that your brain tells you are being miscommunicated. How you communicate with yourself is personal but incredibly powerful. To reprogram your mind, you must use the same type of self-talk.

Now that you know the basics, it is a good time to create a habit of designing Positive Action Statements to resolve the things you would like to change. Incorporating the following Positive Action Statement into your mind could be the first step to becoming who you really want to be:

Power Principle: *“We must make positive thinking the rule not the exception by creating, memorizing, and reviewing Positive Action Statements in our minds.”*

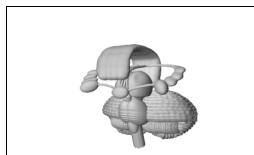
“Create” Positive Action Statement: *“I love gaining greater personal power by creating, memorizing and reviewing Positive Action Statements in my mind. I hate feeling powerless over my thoughts, so I enjoy changing my feelings so they are in tune with my real desires. I’m always identifying my needs and using Memory Stacking to permanently implant my new beliefs. Once I have one false belief replaced with powerful thinking I immediately look for the next inhibitor to work on because I love increasing my mental capacities each and every day. I get great pleasure out of watching my Positive Action Statements give more power to my mind.”*

Possible Key Triggers:

- *“Positive Action Statements, Mind Power!”*
- *“Memory Stacking, powerful thoughts!”*
- *“Getting my mind in sync, powerless is out!”*

Self-Talk, We All Do It

Now that creating Positive Action Statements is going to become a great new habit, let’s talk about how to get them permanently implanted in your mind. Do you ever use self-talk, where you talk to yourself and reinforce how you feel about certain things? For example, suppose you are driving down the freeway and somebody cuts you off. You know life isn’t fair, don’t you? But how do you act? Do you say, “Hmm, I’m not going to let him bother me, people are so silly!” No. Although you know life isn’t fair, there is no doubt a stream of very



interesting thoughts bubble up. “You, !@#\$\$,” If you spout out these words, do you think he hears you? Do you think you changed his personality? No! He probably went down the freeway and cut somebody else off! Who did you change? Yourself! Why do you do that? Someone in my audience always says, “It makes me feel better!” Is that true? Does it really make you feel better? Of course not!

With your newly earned frustrated state, you speed into the lot, squeal the tires parking your car, slam the door, and storm into the office with a nasty look on your face. You walk up to one of your employees and demand, “Do you have that report ready? Do you know how important that report was to me? You better think about how important it was to you, buddy!”

You continue this bizarre behavior, walking around the office acting like this, do you think that you’re winning the whole time you’re doing this? No, you’re losing! He who gets angry first loses in business.

We have convinced ourselves to believe that this behavior makes us feel better, but we feel worse. From then on, every time somebody cuts us off on the freeway, we have to reinforce that feeling, “Stupid jerk!” We tell our emotional center that everyone who cuts us off is a stupid jerk and that when a stupid jerk does that to us, we have to get angry. This programs the emotional center to surge up with that response. When such a situation takes place, our brain does exactly what we told it to do and what we reinforce every time it occurs. But do we have to get angry when somebody cuts us off? No! We *can* be in charge of how we feel.



Do We Enjoy Being Controlled by Others?

Who likes to be controlled or forced to do something? I love to do this part of the presentation in my live seminars. I walk over to someone in the front row and command them to pick up their pen and write “Tim.” I demand it, “Pick it up right now and write Tim! Do it!” After the initial shock, most people will at least pick up the pen, but then they just stare back at me. I go on, “I mean it, take that pen and write, Tim, now!” The rest of the people roll with laughter because they all know they would act just as defiantly.

It is very obvious that everyone hates to be openly controlled by someone else. Then doesn't it seem puzzling that we allow a complete stranger to control our emotions in a situation like road rage? It's as if we have handed the stranger total control over our happiness. Yet people in the audience often won't even pick up the pen, they just sit there and glare at me. I have even had people pick up the pen and write my name backwards, "Mit," just to show some kind of resistance.

We need to take our stubbornness and put it to good use. We can choose our state of mind in advance and determine completely exactly how we will feel, no matter what anyone does. We can change how this automatic system responds so we can have the happiness we deserve.

Living in a World of Constant Change

Many of us want to be able to change ourselves and change quickly, but think what it would be like if you could change who you are instantly with every new thought. You'd think, "I don't want to be like this, I'm going to be like this," and all of a sudden you are changed. Can you imagine what would happen? You could change yourself every couple of seconds.

Suppose I bought my wife flowers. "Sweetheart, I love you so much, I got you these roses. I know they're your favorite."

"They're not my favorite!"

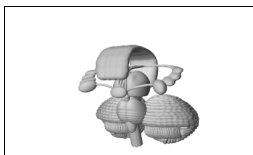
"What? I thought they were your favorite!"

"They were until this afternoon when I saw some daffodils that were really pretty. They're my favorite flowers now!"⁸⁰

Can you imagine trying to get along with someone who changed their mind every minute? Suppose you finally figure out how to suck up to your boss so you can get what you want, and the next day, he or she is a totally different person. It would be a nightmare! The brain, despite all of its potential for change, tries to keep us the same on purpose so we know what to expect. It gives us the ability to get along and live with each other. But this does not mean that we can't



⁸⁰ Amygdala - memory for the emotional significance of experience - Joseph E. LeDoux, Center for Neuroscience, New York University - Ref: Biopsychology - p-374

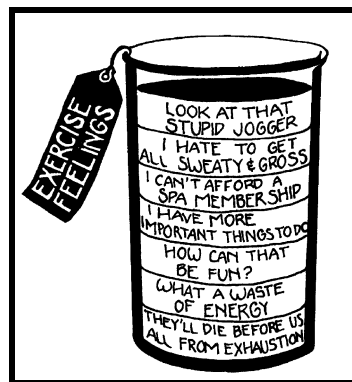


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change. We just have to start doing it the brain's way, how it naturally makes changes.

Memory Stacking

One of the critical systems that keeps us the same is memory. Even though memory is laid down in a very sophisticated neuro-net, the easiest way to understand the memory system is to think of it as canisters for each subject. Every single event, situation, or self-talk dialogue is stacked in a canister with the most current events on top. For example, my exercising canister would have included: "Look at that stupid jogger," "Oh I hate to get all sweaty and gross," "I can't afford a spa membership," "I'm too busy!"



After I got all excited and decided to change myself, I wrote the "Exercise" Positive Action Statement that says I love to exercise, along with other great details to change myself. The brain put this new idea right on top of the stack. So when the idea to exercise entered my mind, the brain started to analyze it and gave me all its varied input about what I should do. It looked in this canister and found on the top of the stack, "He loves to exercise."

The brain, however, is not that easily fooled! It looked underneath this new piece of information, and it found "Look at that stupid jogger." Now it had a conflict! Somebody's lying. So it looked further down in the stack and found all the other ridiculous things I said about exercising. So it thought, "He was just kidding about loving to exercise," and right back on top of the stack went the real feelings I had about exercising.⁸¹ This is especially true when we say the Positive Action Statement, "I love to exercise." If we have no emotions behind it, the brain surely thinks we aren't serious.

You can't just repeat a Positive Action Statement a few times and expect your brain to believe it. You have to use Memory Stacking. You have to say it to yourself so many times that it's down so deep in the canister that every time the brain looks in there, it finds what you want it to believe.⁸²

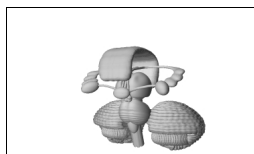
⁸¹ New learning is attached to existing - Gerontologist Marian Perlmutter - Ref: The Mind - p-96

⁸² Short-term memory closed loop reverberating neural activity - long-term memories become structural changes in the synopsis - Donald O. Hebb, author of, The Organization of Behavior - Ref: Biopsychology - p-352

Now, if you force yourself to do what you hate while you are trying to change how you feel about it, it interferes with this process. You can say, “I love to exercise, I love to exercise, I love to exercise,” then force yourself to exercise. As a result, “I hate it,” is going to be back on the top of the stack. Especially, if the emotions behind “I hate it,” are massively more powerful than how you feel about “I love to exercise.” You will dilute the power of changing how you feel.

The best thing to do is change how you feel *first* and then let your new beliefs motivate the behavior. That’s why one day I woke up and said, “I think I’ll do a sit-up.” I wasn’t making myself do the sit-up. I wanted to. And now when I do those 100 sit-ups, I enjoy it because that’s how I have taught myself to feel. I have restructured my brain to positively motivate the behavior.

We know that the brain does its best to keep our behavior stable so we can associate and get along with other people. It seems that our brain’s consistency conflicts with our desire to change. But if we use the power of Positive Action Statements with the effectiveness of Memory Stacking, in the end, the brain’s stability ultimately will work in our favor. Once we incorporate the positive change, our brain keeps that new trait well protected. Using the brain’s own system of change, along with self-talk and keying in on the brain’s Four Key Areas, we will not only change who we are, but also remain who we would like to be.



Chapter 11

What's Your Motivation?

Knowing the Power of Imprints

We often misidentify our personal motivations, as well as the motivations of others. When I speak to sales groups after first gathering information from the sales managers, I say, “Okay, I have talked to your managers, and they told me that if you can make 10 more calls a day, you can earn \$10,000 more a year. Aren’t you excited?” They sit there with a kind of bored look on their faces thinking, “Don’t you think we don’t already know that?” In fact, they not only already know that, they also know exactly how to do it. Telling them so doesn’t change a thing. If they were motivated to do it, they would have done it already! The real question is: “How do they *feel* about making 10 more calls a day?”

But suppose I say, “We’re running a contest—the first person to bring in a contract *today* gets the prize, a bag of popcorn.” They all perk right up, their eyes get bigger and someone asks, “What size of bag?” “One of the big ones, the \$5.50 kind!” This time they all yell, “WOOHO, YES” and out the door they go to get a contract signed. I sit there wondering, “What about the \$1,500 they would make from closing that contract? Isn’t that a lot more valuable than the \$5 bag of popcorn?” Why are they motivated by popcorn?

We kept a track record of our top offices’ and agents’ sales so we could run an international contest each year. I would produce a beautiful video featuring the winner’s name in huge letters, being announced by a professional voice. Everyone would give the winning office a huge round of applause, and we would hand them an engraved plaque with their name on it. How much additional revenue do you think that \$57 plaque generated for the corporation? Hundreds of thousands of dollars came in because we kept everybody pumped up and motivated to pursue that annual award. The salespeople themselves, in turn, made thousands of dollars in additional revenue, as well. Money was not as motivating, however, as the *recognition* they received from their peers with that plaque at the annual awards dinner.

Recognition — The Report Card

As kids, we all worked an entire term of school and didn’t get paid! At the end of the term, we got a report card saying we were either cool, okay, average, ditz, or a failure. In other words, for 15,000 hours we were conditioned to work

for recognition, the “Way to go!” Then we grew up and entered the business world. Now we are supposed to work just for money. We all need money, but that is expected. “Give me the gold watch, a nice new Porsche, the big house on the hill—Let me strut my stuff.” Why? Because we have all been programmed for *recognition*.

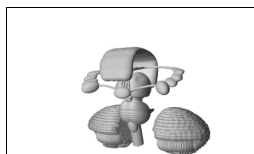
Those salespeople didn’t try to be the first ones back with a contract just for the bag of popcorn! The winner came back first and waited until everyone else returned all depressed. Then she went to claim the popcorn with a big cheesy smile. She didn’t eat it—instead she held it up and marched around while loudly humming a song of victory. It’s the same thing as the plaque; people want the *recognition*.

If you want to motivate your people and yourself, you must identify the true motivators. Carol, our real estate friend, was holding herself back. She could have made \$200,000 a year, continued increasing her business, and retired very well-off; or she could have gone bankrupt, lost everything, and been forced to go to work for somebody else. We would normally call these facts motivators, but they were not as powerful as her beliefs. Since she believed everybody hated her and wouldn’t work for her, why would she want to go to them and be humiliated? It didn’t matter what she had to lose if it kept her from being embarrassed, especially since in her mind it wasn’t going to work anyway. All of a sudden, motivation is different from how we have thought of it in the past. When we apply all the various levels of input from the brain, we can see there is more than just general motivation. We must identify each specific motivation as well as how powerfully each one is affecting our behavior.



What Do We Bury in The Back of Our Day Planners?

Speaking of motivation, let’s talk about the long established idea of goals. In my presentations, I ask people to get out their day timers or day planners and open them to the goal section. It is funny because most people look away and pretend they don’t have a planner. I don’t know if it’s because they’re hoping I won’t pick on them or what, but I don’t give up. I keep pressing until some unwary participant gives in and hands me his or her planner opened to the goal section. Usually, there’s the tab for the goal section, but there isn’t any paper after the



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tab. And occasionally people have taken the goal section out altogether. But I guess that's no different from the rest of the people who had no paper in the goal section. They just decided it was wasting space and took it out.

"A goal unwritten is only a wish." Is this true? They first came up with this when they started telling everybody to get more goal-oriented. They said, "You need to write down your goals." So we got planners with a lot of paper in the goal section and wrote out all our goals. Then we would shut the goal section and wouldn't have to worry about them for another whole year.

Why do last year's resolutions always seem to become next year's resolutions? This is because there is a canister in your brain called "New Year's Resolutions." You put the goals inside it, and you don't have to look at it again for another year. So the next year, when you start thinking about resolutions again, your brain checks the canister and finds the same goals you set out to accomplish the year before, still unaccomplished. Now we know, "A goal written is only a written wish." It's not enough to dream it up, think it out, and write it down with the intellectual brain. You have to place power behind your goal—power that involves the emotional part of the brain. *The emotions drive the motivation to make any dream a reality.*⁸³



Think about some of your lifetime goals. Now, count the number of people with whom you have shared these goals. Every time I ask an audience to share their goals with me, the whole room goes silent. Why don't people want to share their goals? When someone is excited about what they want to accomplish in life, it seems strange that they don't want to shout it from the rooftops. But one huge problem does arise when you share your goals: It makes it necessary for you to accomplish them or you're going to look silly! That's why the room goes quiet—no one wants to look foolish.

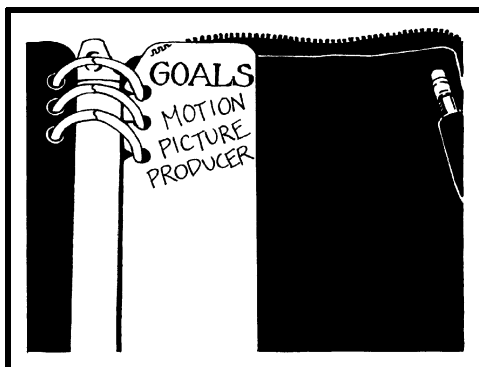
We have already determined that what you believe to be true has a substantial impact on what you do. So if you keep your goal a secret because you believe you might not accomplish it, what are the chances that you will succeed? You just added one more strike against your goal.

When I decided I wanted to become a motion picture producer, I was still a general contractor. But I knew I wanted to do it, so I put tremendous

⁸³ Perceptions, the combined activity of many brain areas - Semir Zeki, author of, A Vision of the Brain - Ref: Biopsychology - p-182

emotional energy behind the decision. When I told people I wanted to be a motion picture producer, what do you think they thought? It's kind of scary when a mother grabs her children's hands and, with a fearful look on her face, quickly walks away saying, "Come on kids, this guy is crazy! He wants to be a Steven Spielberg and he's a general contractor." Since then, I have been a television producer, I ran a business television network, produced television commercials, and have written two motion picture screenplays. Do you think the people I shared my goals with look at me quite so strangely anymore? No! Because I am powerfully on my way to making my dreams a reality.

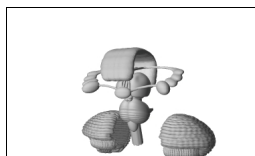
If you put your goals in the back of your day timer and shut the book, you've made a horrible mistake. Wouldn't it be neat if you wrote your major goals on that plastic bookmarker so that every time you change days in your day planner you were able to see them? If somebody asks you if you have time to goof off, you check your schedule and you see your goals and say, "HUM, I don't have time."



Goals — Finding the Time!

It took me six and a half years to research and write my first book, *Maximizing Mind Power*. I did not have a rich uncle or a wealthy father, and the government did not give me a grant. I did it in my spare time. I worked eight to ten hours every day producing shows and wrote computer operations manuals on the side to earn extra money. During that time, I also wrote another book and a motion picture screenplay.

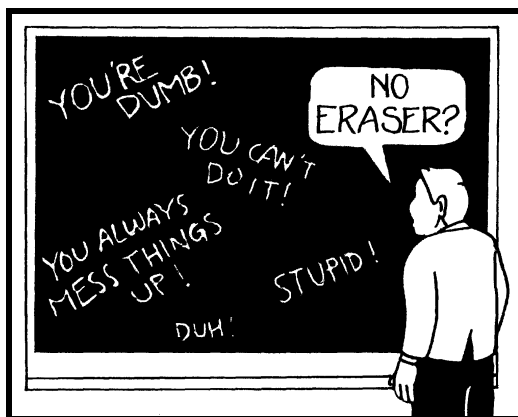
When people ask me how I found the time, I honestly don't know. All I know is that the emotions behind my goal were so powerful and I was very specific about what I had to do to accomplish them. As a result, every day when I came home from work, I spent time on them. I researched and worked on the book at least some time each day until it was published. It's critical to make sure the emotions behind your goals are powerful enough to motivate their completion. The things you say you want—especially those you have given a lot of thought to and written down—may not have sufficient emotional power behind them to become a reality.



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What Will We Believe? Handling Negative Inputs

A major reason we could be missing the emotional powers we need to succeed has to do with negative thoughts. They stand in the way of our becoming who we really want to be and block our access to the full powers of the human brain. Every negative input we allow into our minds ("I can't," "It's too hard," "I'm not good enough") can lower our emotional powers. When we dig into our memories to make decisions, it's interesting how many negative



things we can find. These negative thoughts adversely affect our conclusions and become barriers to our actions. These roadblocks can come from anyone including friends, family, and associates, as well as from our life experiences. All these people and experiences have the potential to create emotions that can limit our ability to find Success and Satisfaction.⁸⁴

One of the most powerful types of negative input is Parental Imprinting. A lot of the little programs that make us who we are and determine how we will act as adults were acquired as children, simply from pure observation. If children repeatedly see the behavior of a parent, their mind imprints it as the program of choice, regardless of whether they like the actual behavior. This would be great if all of the imprints were of good traits and attitudes, as well as a wide range of incredible talents. Unfortunately, this is often not the case. Generally we acquire a variety of both good and bad imprints from our parents.

Everyone has heard that opposites attract. As far as Parental Imprinting goes, this is a good thing. When opposites attract in a relationship, their children have a chance to reinforce a second, more positive imprint and make it the priority pathway. To do this, children must consciously choose which of the parent's imprints is most beneficial to their success and happiness and start using it over the less effective one that may be more ingrained. Remember, we must overwrite the old program. As we constantly use our conscious minds to

⁸⁴ Disturbed thoughts produce disturbed emotions and visa versa - Dr. Richard M. Restak, author of *The Brain & The Mind* - Ref: *The Brain* - p-295

reinforce the positive imprint, it will become the priority pathway, and a great habit will be formed.

Bad Imprints, Two Times Over

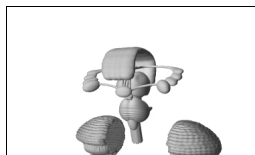
If both parents have the same bad habits or attitudes, their children have little chance of avoiding those bad imprints. For example, if both parents are “detail,” cross the “T” and dot the “I” people, their children not only get a solid start on becoming the same type of person, but also could become obsessive about it as well. Having a balance of both of these powerful traits (“detail” and “people”) would be a greater advantage. The children could use whichever trait was necessary for the moment and move easily between the two.

Looking at the imprints that were passed to us, as well as what we pass to our children, is critical, especially now that single parenting is becoming so common. It is a good idea to give children an opportunity to experience a wide range of associations. Finding people for them to interact with who have acquired traits we would like our children to possess is essential, especially if we don’t have those traits ourselves. This goes beyond the normal role model idea, and it extends into making sure children have sufficient contact with these individuals to learn and acquire these additional anchors.

Acquired imprinting doesn’t mean we don’t have the power to change our behaviors once they are laid down. It does mean, however, that our behaviors are neuro-nets that must be overwritten if we want to adjust them. The emotions associated with the imprint also must be taken into consideration. The brain prioritizes memories in the stack based on the emotions tied to them.⁸⁵ If one parent was overbearing, or created a strong emotional imprint with a negative behavior, a potentially more positive imprint from the other parent will not be as active, even though it is well set in the child’s mind. We can still overcome these Parental Imprints with the appropriate effort using “EQ” Mastery, including writing a Positive Action Statement to specifically address an imprint and using Memory Stacking to make it a priority pathway.

As parents, we must be cautious about our bad traits while we are trying to get rid of them. We do not want them to become more emotionally imprinted on our children than the good traits of our spouse. The opposite is also valid. If your spouse has a bad trait that they should be sending to the junk pile, they should make sure that your positive trait is more emotionally imprinted while

⁸⁵ Memories are laid down based on intensity of emotion - Dr. Richard M. Restak, author of *The Brain & The Mind* - Ref: *The Brain* - p-4



they are working on changing the trait. We have the power to affect our children's future by how we manage this imprinting process.

Choosing the Beneficial Imprints

One way to choose a positive imprint for our children is to become "EQ" Masters ourselves and pass that imprint to our children. We don't have to leave them clueless ("EQ" less), even if we may be lacking certain aspects of "EQ" ourselves. One of the most critical ways to accomplish this is to identify the traits we want to imprint and those we do not. Then make sure there are powerful positive emotions attached to those traits and that they are emphasized consistently as we do them. This has nothing in common with what our children would call a "lecture." Have you heard the saying, "What you do speaks so loudly in my ears, that I can't hear a word you are saying"? Imprinting has to do with our actions. However, expressing our excitement or happiness about what a certain trait does for us can become a form of emotional self-talk that is laid down with the imprint. Through this practice, you imprint yourself with positive self-talk about a desired trait, and your child receives the benefit, as well.

After we have identified the traits we definitely do not want to pass to our children, we must stop justifying their use in our own lives. When one of these damaging traits accidentally comes up against our will, we must calmly express our own dismay out loud. We need to say, "Man, I can't believe I still do that, I sure would be much more confident if I didn't." This self-talk should pin-point what needs to be eliminated. It also needs the positive, "I sure would be much more confident" language—rather than the self destructive, "I'm such a jerk" language. If the self-talk is specific to the trait, it will help us begin eliminating that flaw in our own character, and it will also have an interesting impact on the imprint to our children.

Often the good traits we have go unnoticed because they are not the center of our focus. They are automatic. They are just like our children when they are doing everything right, they get very little attention or praise. It's the bad behavior that so often attracts our focus and creates a more emotional and negative impact. The idea is to switch this process, not only with our children, but also with our own traits. Focus more attention and emotion toward the good habits and thinking patterns we want imprinted on our children and downplay those we do not.

When we create a Positive Action Statement to take this hang-up out of our way, we should express it outloud each time the trait occurs. By doing this, we will be not only Memory Stacking the Positive Action Statement into our own minds, but also attaching it to the imprint our children receive. Again, this has

nothing to do with lecturing. Lectures are evaluated by a child's mind and are incorporated differently in memory, based on the child's emotions of the moment. An imprint, on the other hand, is laid down only as an observation. We all know from personal experience that our parents' actions and examples had a substantially greater impact on our behavior than anything they said.

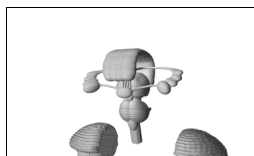
Power Principle: *"We must refuse to pass bad or destructive traits onto our children because we have the power to choose what we imprint."*

"Imprint" Positive Action Statement: *"My kids deserve to have the positive imprints that will help them every day of their lives, so I enjoy taking careful inventory of the traits I could pass on. I love the idea of my children enjoying the power of having only my 'positive' traits so I refuse to knowingly pass any of my bad traits along to them. I love to compliment my children and any one else every time a positive trait that could greatly improve my kids lives shows up. Since I know my kids are more apt to follow my actions than what I tell them, I always focus positive emotional power on my helpful traits and down play those that are not. I do this by carefully expressing emotionally (not as a lecture to them but out loud to myself) my own dismay when one of my bad traits slips out. I know that if they can understand from what I say to myself why such a trait makes me weaker, then they may gain the power to bypass it as an imprint. It gives me great joy to save my children from the pain my negative traits have caused me."*

Possible Key Triggers:

- *"Positive imprints only!"*
- *"Refusing to pass the pain!"*
- *"Emphasize the positive, out with the negative imprints!"*
- *"The power of only positive traits!"*
- *"Bad traits end with me!"*

When we first began designing Positive Action Statements with the "EQ" Mastery Technology for my family about 15 years ago, we thought we could do some real good. One of the first ideas we developed involved not reacting to what others did, thus we created the "I will not let!" Positive Action Statement, which goes *"I will not let what people do or say, or what happens, change my good feelings. I owe it to myself to feel happy."*



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When we first started using this in our family, it seemed like it was working, but with time it started to become almost like a lecture. When someone would get mad, someone else would blurt this statement out, and the initial positive influence would go downhill fast. It really distressed me because what could have helped my children overcome a lifetime of frustration was being ruined by how it was being used.

A Musical Positive Action Statement

To save this situation, a friend of mine created a piece of really fast-paced music that was a perfect background for this Positive Action Statement. I started singing it, and everyone in the family got caught up in the tune. The music not only provided a great way to think, but also drastically enhanced the feelings of happiness that goes along with the statement.

My oldest daughter, Christen, who was introduced to this idea during a tough stretch in life I call “teen-nightmareville,” had a hard



time with this statement. This was mainly because she was the one everyone was yelling it out to when things went wrong. Years later, she told me she had hated the statement at first because of how it had been “lectured” to her by her siblings. But she confessed that when we all started to sing the Positive Action Statement to that great music, a change started to take place in her. It no longer was used as a “lecture” because everyone started singing it just for fun, as well as a way to brush off the initial bad reaction when something negative happened. Because of how happily everyone sang it, it unconsciously created a change in how she felt about it. The statement ceased being a lecture and became a positive imprint.

Openly recognizing bad traits might seem like a way of losing our credibility, however, it does just the opposite. It provides an imprint that tells our children that, number one, it is okay to make mistakes, and number two, there is a way to get rid of them. It goes back to the idea that if misfortune comes your way, it is more important to learn and change from the experience than blame others or beat yourself up. Changing the thinking process is where we become more valuable.

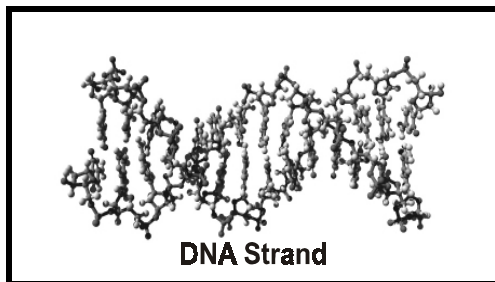
On the other hand, when we vocally defend our faults, the imprint for our children is that they need to defend their faults, not change them. This gets the great powers of the intellectual brain working to find every excuse possible to

maintain the bad trait that will inhibit Success and Satisfaction rather than eliminate it.

We are not condemned to pass on faults to our children just because we may still have some ourselves. Instead, we can imprint a more powerful trait, the power to change, and allow “EQ” Mastery to become a natural part of who our children are!

Is It Environment or Genetics?

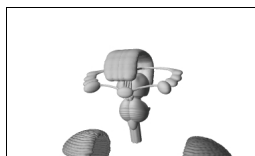
There have been dramatic strides in the field of genetics in the past decade. We have looked into the human genome and the building blocks of what make up the physical part of who we are. The idea has been expressed that if we clone a Babe Ruth with his specific genetics we will get another Babe Ruth. This brings up the age-old question of whether the way we are is in the genes or the environment.



The movie, *Trading Places*, is a great film on this subject. Two Wall Street moguls make a bet to see whether they can turn a streetwise con-artist played by Eddie Murphy into a powerful man on Wall Street, as well as turn an already successful, well bred, and educated man played by Dan Ackroyd, into a bum just by forcing them to trade places.⁸⁶

This film is hilarious with a great twist in the end. Eddie Murphy does very well with his new opportunity once someone explains the stock market to him in terms of his experience on the streets. Dan Ackroyd also does well after he gets over the initial shock with help from a newfound friend. Eddie and Dan eventually find out about each other and how the two moguls placed them in this situation. The bet these two aristocrats made backfires completely when the two mice being studied in the maze (Eddie and Dan) also find out about a dirty insider trading deal the two moguls are about to pull off. This movie doesn't end the battle over environment verses the gene pool, but it does bring up some interesting questions about the possibilities.

⁸⁶ Genetically created maze bright rats out preform maze dull rats unless raised in an enriched environment - Edward L. Bennett, Marian C. Diamond, David Krech & Mark R. Rosenzweig, University of California, Berkeley - Ref: Biopsychology - p-43



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With today's genetic technology, it might be possible to clone Albert Einstein, but would we get the same brilliant person again? The clone's genetics would provide the exact same mental possibilities, meaning the neurons and potential pathways would be available to be developed; however, the only way to produce the same neuro-nets would be to expose the brain to the exact same stimuli—a very difficult thing to duplicate with so many possibilities available in the environment. For example, Albert's uncle, Jake Einstein, may have created a turn of events that greatly shaped Albert's future when he helped Albert during a difficult time he was having with algebra. Jake loved math. He called it a merry science and was very good at conveying his excitement about it to others. The experience likely imprinted positively on Albert's brain.



"When the animal cannot be caught," he explained, "we call it 'X' temporarily, and continue to hunt it until it is bagged."⁸⁷ This chance encounter with someone whom Albert trusted and who was able to make something so drab and boring into something exciting and fun may have shaped our whole understanding of the universe. Without this one experience, it is possible that Albert might have continued as a patent office worker until he died.

There are tendencies already programmed into the brain as possibilities. For example, researchers have traced twins who were given at birth to different parents in cities far from each other yet have amazing similarities beyond physical appearance. They may have the same hairstyle or wear the same types of makeup and clothing. This alone would imply that genetics may rule who we are. Identical twins, however, have not been found to have all the same similarities. Even IQ measurements, which are supposed to be almost unaffected by environment, were found to be different.⁸⁸

This incredible genetic system has been designed to cover all the bases, for we have tendencies in almost every aspect of life. A powerful imprint or a highly emotional situation, however, can change all of that in a moment. Our tendencies are like a script written very lightly on our clean slates of life. If we choose to ingrain it more deeply with repetition, it will be a beginning to who we

⁸⁷ Mathematical influence of Albert's uncle - Solomon Quasha, author of, *Albert Einstein*, - p-19

⁸⁸ Identical twins - IQ were 85% the same when reared together, only 70% the same when reared apart - University of Minnesota study of twins reared apart - Ref: *Biopsychology* - p-46-47

are. We can write over it at will, but it still remains all set up by the genetic possibilities, just in case we need or want it.⁸⁹

A person with the genetic tendency to be quiet or shy may have a father who is so overbearing that there is no choice but to be quiet and shy just to stay out of the way. Similarly, a child with a parent who is enthusiastic, exciting, and influential could develop this outgoing and exciting imprint into a deep behavioral groove. We are instilled with possibilities by genetics, but our path is wide open to the potential of the environmental experiences that come to us.⁹⁰

Completely Rewiring the Brain

A child born in Ireland started life without a critical drainage system that releases cerebral spinal fluid from within the brain. This caused her head to become enlarged from the buildup of pressure inside, called hydrocephalus. When doctors remedied the problem by inserting an artificial valve, they found that the brain tissue had been crushed up against the skull and was only about one-fourth the normal size. It was very obvious that there was massive brain damage, and they suggested it was likely that the child would have difficulty with almost every aspect of normal function. To their astonishment, however, they found that tasks that would normally be handled by a certain area of the brain that had been damaged or crushed were switched over and handled by another undamaged area instead.⁹¹

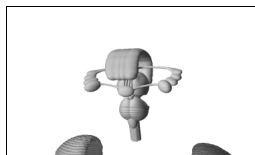
If her most basic outline of genetics was the only thing that dictated the outcome, the girl would have been doomed to a life hampered by a biological mistake. But the same genetics that write the script lightly on the clean slates of our minds also provide for the possibility to create alternative paths, as well. Is it environment or genetics? We would have to give the genetics credit for creating a brain that gives us options that can be developed, according to the needs of our environment.

Youthfulness is critical. For the brain to almost completely recover from a mishap such as this girl suffered, it must perform an almost complete rewiring. As our brains age, they move from generalists with a lot of redundant systems to specialists who have specific habits that specialize in certain abilities. When

⁸⁹ Not a genetic inheritance but a predisposition - Dr. Henri Begleiter, State University of New York Down Town Medical Center - Ref: The Mind - p-122

⁹⁰ Neuroplasticity - The brain is a living organ that changes continuously in response to genetic & environmental interaction - John P. J. Pinel, author of Biopsychology - Ref: Biopsychology - p-379

⁹¹ Brain flexibility - one hemisphere damaged in a small child, the opposite will take up the slack - Dr. Hendrik Van der Loos, University of Lausanne in Switzerland - Ref: The Mind - p-52



specialties become well ingrained, unused redundant modules become completely deleted—withering away as muscles do when they experience atrophy. When we first learn to tie our shoes, for example, we may acquire five different ways to tie them. The brain makes all the options available to us by laying them next to each other in a section of the motor cortex, the area responsible for movement. When we finally select one option over the rest, things begin to change.

Consistently ignoring the other methods of tying shoes creates a lack of stimulation to the other neurons and nerve fibers, causing them to dissolve.⁹² This then makes the whole process decision free. A habit is formed, and tying our shoes becomes automatic. We will never have as many neurons as we did when we were first born. As the brain continues this sculpturing process, we can lose up to 18,250,000 neurons a year. But this loss of brain cells is not in the slightest way a loss of function. Instead the process creates a massively more complex system of connections, using nerve fibers to tie it all together as the brain moves into the role of specialist. We can learn those five different ways to tie our shoes over again if we want to, and with enough practice, the brain will add new pathways so that we once again have those specialized skills.

Research on Einstein's brain after his death has opened some insight into what made him such a genius. Most components of his brain were very similar to the average person's, except for two—the inferior parietal region of his brain, which deals with spatial/mathematical thought, was 15% wider than normal, and his sulcus fissure, which normally divides this area, was missing.⁹³ The assumption is that the lack of this groove may have allowed more neurons to establish connections between these areas creating a larger, more powerful spatial/mathematical network for these functions. Researchers are still not certain whether the differences were a result of genetics or whether his patterns of thinking produced these changes. I favor a combination of both—that his genetics provided the possibility to create these advances of thought, however, his desire and efforts to develop them caused the actual neural and synaptic connections to flourish.

⁹² Use it or lose it - Neurons and synapses not activated do not survive - Susan Hockfield, Robert G. Kalb, Yale University School of Medicine - Ref: Biopsychology - p-387

⁹³ Einstein - no sulcus groove and 15% wider inferior parietal lobes - Sandra Witelson, McMaster University Ontario, Canada: Lancet June 17 1999 Issue

Writing Your Own Success Reality

It's up to us! We can spend our time reinforcing the unwanted etchings genetics has provided us and constantly fortify the undesirable Parental Imprints we have been given. Alternatively, we can write our own new neuro-pathways to bring greater Success and Satisfaction into our lives.⁹⁴ All of these and more are possible because our genetics have designed our minds with options for change.

Regardless of whether they are genetic etchings or environmental imprints, it is important to remember that they are implanted and designed for action. They cannot be erased, they must be overwritten. Time and effort are required to write new programs over the old, unwanted ones. But the same repetition and emotion used to implant the old ones can make the old ones subordinate to the new. We would normally say, "You can change no matter your genetic make-up." However, now with our new understanding of how the brain works, the debate over genetics verses environment is being settled. We should now say, "You can most definitely adapt to your changing environment, and it's because of your genetic make up." Environmental options are part of the genetic design.⁹⁵

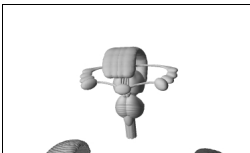
Even though many of these mental roadblocks come from the people with whom we have associated, or the genetic tendencies passed on to us, it is highly unproductive to get caught in the trap of blaming other people or circumstances. This accomplishes nothing except adding more negative programs. The real solution is to get busy and make the changes we want for success. We do that by identifying the behavior we want to change and the Underlying Belief Patterns that create these behaviors. We then place the new perception of who we want to be over the top.

Remember that what we believe to be true motivates our emotions. Several years after I had switched professions from general contractor to television producer, I was in downtown Salt Lake City, across the street from one of the financial institutions that had given me a loan during my construction years. It was one of those really bad customer service experiences we've talked about, and I'm being kind.

It was an interesting moment in time. I stood there watching as this big crane, with a huge ball swinging from it, started smashing into the side of the building, destroying it. It was interesting how I felt as I thought, "They got what

⁹⁴ Animals raised in the dark had fewer synapses, those raised in rich environment had thicker cortexes and more synapses per neuron - B. G. Cragg, Monash University, Clayton, Victoria, Australia / Anita M. Turner, William T. Greenough, University of Illinois - Ref: Biopsychology - p-387

⁹⁵ Neural connections 10^{15} but total genetic code is only 10^5 so it's a combination of both because environment must add the 10^{10} difference - Dr. Richard M. Restak, author of *The Brain & The Mind* - Ref: *The Brain* - p-41

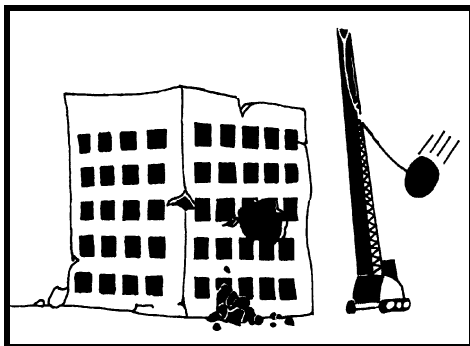


they had coming to them.” I stood there watching for a while and then walked off with satisfaction. The strange thing was, I didn’t even check to see if it had gone out of business, or if it was just moving locations, I just went off feeling somehow vindicated about what had happened. It didn’t really matter if it was true, I had powerful feelings that I didn’t even question until years later. It was emotionally “the truth!”

The mind will believe what it has been told long enough, true or not. The little untruths that we allow to sneak into our minds, no matter where they come from, can damage our personalities. In time, our actions will begin to follow the things we believe about ourselves. Then, we will start confirming them as a reality by our behavior, even though they were totally untrue originally.

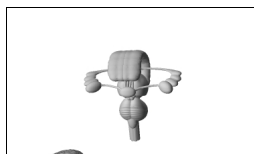
In the opening story of this book, the little boy had somehow incorporated in his head his incredible self-doubt, low self-esteem, and worthlessness. He believed what he thought with his emotional mind, and what he believed was acted out in his behavior. Remember the Michael Jackson? What he believed was true really wasn’t true at all. The power of these “truths,” no matter how they get there, determine how we act.

“As a man thinketh *in his heart* so is he.” This truth has not changed with time. The little negative programs tucked “neatly” away in our emotional minds, in our hearts, can now be changed. We do not have to live under the old bad imprints or etchings. All of these false perceptions are about to lose their hold forever because we have the power to rewire our minds. We can finally identify our true motivations, begin to place real power (emotions) behind our goals, and stop hiding them so we can write our own success realities.



“The course of human history is determined, not by what happens in the skies, but what takes place in our hearts.”

—Unknown



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Chapter 12

Powers Beyond IQ

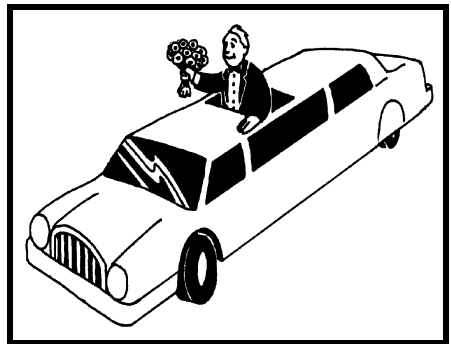
Shifting Emotional Paradigms

The blockbuster movie, *Pretty Woman*, is a perfect example of a powerful shift in self-belief. Julia Roberts plays a streetwalker in Los Angeles who has a very low opinion of herself until one day a wealthy businessman, played by Richard Gere, comes along and asks for her help. In the process of being with Richard, a shift takes place in her mind about her possibilities—she begins to see what she could be. My favorite scene in this movie is when this supposedly worthless hooker walks through the hotel lobby wearing a stunning red evening gown. Everyone turns to see this beautiful woman walk past.

During Julia's experience, her Underlying Belief Pattern about herself of "I'm Worthless" changes. Her paradigm shifts. Before Richard is to return to New York, he offers Julia a condo to get her off the streets, without making a long-term commitment to her. She turns him down, telling him that two weeks earlier, she would have jumped at the offer, but things had changed. Why? The emotional experience of momentarily feeling valuable—even if it was only for a few days—had shifted her self-belief, allowing her to envision the dream of what could be. Her Underlying Belief Pattern changed to "I do have value" and "I can be somebody," and her emotions and behavior changed with them. No longer could she accept what just two weeks before would have been considered a great offer.

Self-Confidence

What we believe about ourselves powerfully affects our behavior. In the movie, Julia now wanted "the fairytale." In the end, that's exactly what she got, as Richard came riding along on his white horse (white limo) and saved the damsel in distress, who at this point really didn't need saving anymore. She had changed what she believed about herself and had begun working on who she had the power to be. Self-confidence is a



powerful tool, and it does not come from knowing interesting facts or getting an “A” on a test. It has powerful emotional roots.

Power Principle: *“We have the power to change what we believe because greatness is first thought about and emotionally committed to; then it is acted upon and achieved.”*

“Power of Changing Beliefs” Positive Action Statement: *“It is clear that what I believe, whether it is true or not can make or break my success so I enjoy the added power that replacing negative or inhibitory beliefs provides me. I am tired of my great powers being crushed by false beliefs, so I love replacing anything that is hurting my success with the powerful positive beliefs that are truly best for me. It is amazing that ‘if I believe’ I am powerless, then ‘I become’ powerless, so I refuse to think that way anymore! False beliefs are out! I enjoy evaluating each and every underlying belief and crushing those that kill my power or inhibit my success. Greatness starts as a thought process so I love the positive beliefs that provide me the power to succeed with happiness.”*

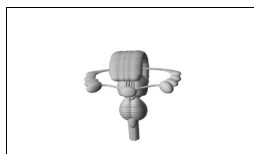
Possible Key Triggers:

- *“False beliefs are out!”*
- *“Positive beliefs cause power!”*
- *“Negative beliefs can break my success!”*
- *“Powerful positive beliefs only!”*
- *“Positive beliefs create greatness!”*

We must remember that how we feel and what we believe, verses anything that we know, are what drive our behavior. Our beliefs with their accompanying emotions can be re-stacked in our mental “canisters” to make us who we really want to be. Consider the following story about a young man with a very different twist on life from that of the little boy in chapter one.

Graduation Night

The athletic event was over, the cheers and applause still echoed in the air, and the rush of adrenaline lingered. It was another momentous day for one of the high school’s top performers in this event. He had just set a new school record, and this kind of thing was becoming routine in his life. Being captain of the team



and continually outdoing all of his competition, scholarships were sure to come pouring in. Many colleges had already expressed interest in him.

Knowing he was one of the best, made finding dates a piece of cake. His dating options had increased since he started meeting girls from other schools. The only problem was deciding which girl to choose. A week's notice for a date was appropriate, but how could he ask someone out that far in advance knowing someone better might come along in the meantime? He had always tried to be nice to everyone, but now there could be new girls every week who could find out what a great guy he was.

His confidence and natural talents caused him to readily pursue other endeavors. He won the lead role in the school's musical version of "Paint Your Wagon." If any girls had missed his talent in athletic events, he now caught their eye in his new arena of acting.

Everyone had already noticed his singing skills as the tenor soloist for the school's award winning choir, but now even older girls, who had already graduated, were captivated by his acting performance and couldn't get over how it had made them feel. Being a singer was just another place where his talents shone. He did have his share of challenges, but with his smarts and self-confidence, what could stop him from reaching his dreams?

As his senior year came to a close, he faced a difficult choice of which friends he wanted to spend graduation night with. After this night, he knew his plans involved college, maybe even a trip to Europe, and ultimately a great house, nice car, and beautiful wife. The excitement of his future was here, so he didn't want to exclude anyone who had invited him to parties and outings on graduation day. He decided to juggle them all.

This story continues, but I think you get the point. Does it sound like this young man will have a better chance of making it through life's challenges than the little boy in Chapter One? Even if both boys ended up with the same education, had the same IQ, and got the same grades, it is pretty easy to tell that there would be a difference in the outcome.

Powers Beyond Our Own

Confidence and self-belief are powerful tools that can take our intelligence and knowledge to a level where amazing things happen. Self-doubt, however, seems to be in much greater abundance and can seem impossible to overcome. Often these negative thoughts are so powerfully embedded that they define who we are! They are planted so solidly in our minds that anyone who tries to tell us different, including ourselves, must be lying. People in Alcoholics Anonymous,

however, tap into a very wise concept. They believe in a power higher than themselves, from which to draw strength. This helps them find strength to overcome their personal weaknesses, including self-doubt. Believing in a higher power, which can be Jehovah, God, Jesus Christ, Allah, Buddha, “The Force” (as in, *Star Wars*), or if nothing more than in the untapped powers of the human brain, can help us reach beyond the limitations we have allowed to program us.

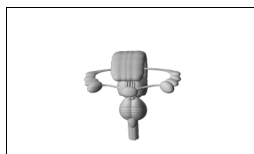
There’s a great scene in, *The Empire Strikes Back*, about believing. Mark Hamill, who plays Luke Skywalker, is in a nasty swamp being taught how to use the powers of “The Force.” He is balancing Yoda on one leg while standing on one hand. At the same time, with his newly acquired powers, he is moving and stacking some rocks. Right in the middle of his great focus, his ship, which he had landed in the swampy lake, starts sinking. He drops everything, including Yoda, and shakes his head in disgust, “We’ll never get it out now!”

Yoda questions his statement and says, “Always with you it cannot be done!” Luke chides back that moving rocks is one thing, but *this* is different. Yoda tells him that there is no difference, it is *only in his mind*. So Luke tells him he’ll try. Yoda says, “No, try not! Do, or do not. There is no try.” So Luke tries hard and actually gets the ship up part way. Everyone is hopeful, but then he drops it and says, “I can’t, it’s too big.” “Size matters not,” Yoda tells him, asking him if Luke judges him by his size. Finally, Luke walks off frustrated.

Luke: “I don’t believe it!”
Yoda: “That, is why you fail!”

Yoda then closes his eyes and with his own power pulls the ship out of the swamp, coasts it to Luke, and lands it right in front of him. Luke wanders over in amazement and says, “I don’t believe it!” Yoda’s response is timeless, “That, is why you fail!”

Positive, optimistic thinking, even looking to powers beyond ourselves, allows us to stretch beyond “The Loser” mentality and accomplish things beyond what we naturally think we can. Remember Amy, the human bridge, who, with the help of Ken the hypnotist, did things beyond human capacity? The power came from what Ken got her mind to believe. Transforming self-doubt or low self-esteem into powerful confidence starts by allowing ourselves to believe that we can. Writing down our goals then becomes more than just a robotic activity. We then can move beyond the “I don’t believe it—that’s why you fail,”



attitude and start placing emotions behind our goals powerful enough for their completion.

When we are feeling self-doubt or low self-esteem, our brain chemistry is taking note and setting up our emotional system to fit exactly what we are believing about ourselves. The emotional power that comes from self-confidence is also set up by the brain's chemical system, based on the Underlying Belief Patterns. We can't expect to accomplish great things if we can't even get our own brain chemistry fired up. What we believe about our destiny—success or failure—influences the outcome, and our thoughts—good or bad—affect the amount of power we possess.

Power Principle: *“We must think thoughts that will give the mind a reason to send out positive brain chemicals.”*

“Positive Thoughts” Positive Action Statement: *“I know that negative thoughts can send my brain chemistry crashing down because negativity breeds more negativity, so I refuse to make myself feel unhappy by thinking negative thoughts. Instead I think positive thoughts so my brain has the chemical power to make me feel the way I want to feel, happy and hopeful. I love looking for and finding the positive in everything. When I think positive thoughts - I feel happy, hopeful, calm and peaceful, despite the circumstances that surround me. I love feeling this wonderful emotion. I not only enjoy feeling happier from thinking positively but I know that the increase in positive brain chemistry will help my mind function more effectively when solving my problems. Negative thoughts suppress my creativity and inventiveness. I hate how my mental and emotional energy drains away when negative brain chemistry takes over, so I avoid negative thinking at all costs! I enjoy making positive thinking the rule rather than the exception and I refuse to be drained negatively anymore. When I am contemplating what could go wrong to prepare for the worst, I do it by being excited about finding a solution rather than letting negative thoughts cloud my judgment. I ‘can’ think positive, I ‘will’ think positive, positive is who I am because I love ‘being’ a positive person!”*

Possible Key Triggers:

- *“Unhappy thinking? Never!”*
- *“Chemistry crashing, no more!”*
- *“Negativity drains power!”*
- *“Positive thoughts forever!”*
- *“Effectiveness is positive brain chemistry!”*
- *“Negativity suppresses creativity!”*
- *“Excitement wins!”*
- *“Positive is who I am!”*

“Wannabe” Emotions, or “Power” Behind Your Goals

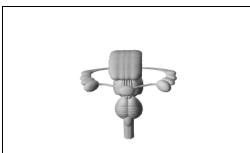
Write down your goals, and beside each goal, add the emotions you have to drive it. What do you feel? Why do you want to accomplish that goal? If you can't find a powerful emotion deeply embedded behind the goal, it will be clear why you're not obtaining it. It takes power to press on with all the challenges that may stand in your way, especially if you haven't yet changed how you feel about problems or challenges. Putting power behind the goal is the key. Look for the emotions.

As you do this, it is critical to examine just how enduring the powers of your emotions are. Have you ever been to a motivational seminar where they get you all pumped up and excited? They throw out new ideas and concepts, remind you of things you've heard hundreds of times before, and rekindle your *excitement*. In the process, they give you a new sense of determination and enthusiasm. You set new goals and are convinced that they will become a reality. Within a week, however, it's time to go back to another motivational seminar. Have you ever wondered what causes you to lose that emotional enthusiasm and determination?

Commitment by Emotion

I have heard that less than 3% of people who attend educational or motivational seminars ever implement what they learn as a long-term part of their lives. Truly this is where the difference lies between knowledge and wisdom. Reaching your goal depends on more than being temporarily pumped up with excitement. It depends on the deeply embedded emotions behind the goals.

What do I mean by deeply embedded emotions? Someone could say, “My goal is to become a millionaire. I'm motivated to become one because every time I'm in Vegas, I drop a few hundred dollars trying to reach my goal!” Is there



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emotion behind this goal? There is a huge difference between deeply embedded emotions and “wannabe” motivation. In most cases, general “wannabe” emotions create a lot more grief than motivation for an individual to do the appropriate and necessary activities to reach his or her goal.

Since I speak at conferences in Vegas, I see the results of the “wannabe” type of goal motivation. Huge and lavish hotels are built as a result of people’s “wannabe” goal motivation, and those who offer people the easy way to satisfy this “wannabe” desire become very wealthy. Drug dealers do a similar thing for the “wannabe” happy desire, and the weight loss industry likewise offers the quick fix for the “wannabe” skinny desire. The list goes on. For us to actually reach our goals, we must have greater motivation than the “wannabe” desire, and it must be very action-specific, as well.



Do you want to be a millionaire sufficiently to work hard as well as become wise enough to make it happen, instead of playing around or relaxing? Is being skinny more exciting and pleasurable than eating chocolate or ice cream? If not, this desire becomes “wannabe” motivation and actually causes you more pain than action. A statement attributed to Thomas Edison really fits this idea well, “Opportunity is missed by most people because it is dressed in overalls and looks like work.” We “wannabe” fit, but we hate to exercise. As a result, we create Paradoxical Thinking, which comes with the suffering of not meeting our expectations.

We must look at all the places our emotional motivations are coming from, remembering the many facets from which the brain provides input. We then must eliminate the Underlying Belief Patterns that are incongruent with our happiness. It is time to shift our paradigms so we can have the self-confidence and power to move past “wannabe” motivation and our supposed personal limits to obtain all the possibilities that are available to us.

“Luck is a matter of preparation meeting opportunity.”

—Oprah Winfrey



Chapter 13

Facing the Worst with Wisdom

The movie, *War Games*, is an intriguing film about a computer system called the “WOPER” that is hooked up to our national defense system. Its job is to play out every possible scenario of nuclear war to foresee the results before war actually starts. Because this computer could learn from its experiences, it could play not only global thermal nuclear war, but also tic-tac-toe, chess, and many other games of strategy.

Matthew Broderick plays a teenager who accidentally starts a game of thermo-nuclear war with this computer. This initiates a series of reactions by the military, which believes there is a real threat of war, resulting in accusations of treason against Matthew. As the intrigue mounts, the computer begins randomly looking for the missile launch codes so it can “finish the game.” Thanks to Matthew, this misfortune doesn’t end in war because he remembers that the computer could learn from its experience and change its thinking processes. He tricks the computer into calculating all of the possible scenarios of playing the futile game of tic-tac-toe. The system’s powerful learning skills then relate the experience to the game of war. As the “WOPER” finishes its thorough evaluation, it concludes that playing “nuclear war” is pointless because no one ever wins. It learned! I know it was just a movie, but the importance of playing out every possible scenario is invaluable.

Power Principle: *“Prepare for the worst and hope for the best”.*

“Preparation” Positive Action Statement: *“I know that thinking or hoping that things will always go the way I want them to is unrealistic and foolish, so I always enjoy preparing wisely for the worst, without fear and far in advance so I can powerfully and confidently hope for the best. Proper preparation gives me the right to hope for the best. If something goes wrong I have no need to panic or fear because all the possibilities have been properly prepared for. Besides panic and fear are useless immobilizing emotions so I refuse to feel them when things go wrong. I love the power of wise preparation, it opens my life to greater peace of mind because the future becomes far less uncertain. I hate hoping that things*

will just work out. It's senseless when it comes to success, so I love using the great power of preparation to make sure things work out for the best!"

Possible Key Triggers:

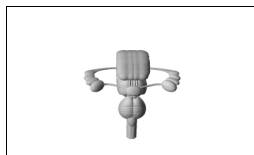
- *"Preparation generates hope!"*
- *"Wishing is foolish, so I prepare!"*
- *"Preparation is peace of mind!"*
- *"Alternate plans, alternate steps, uncertainties vanish!"*
- *"Preparation kills panic!"*

This principle, "Prepare for the worst and hope for the best," may initially sound pessimistic, but it's not at all. If you just hope for the best, what happens when misfortune comes your way? You get knocked out of the game. But if you do as the, *War Games*, computer did and play out every possible scenario so you have more than one plan to accomplish your goal, you can keep going and still succeed when misfortune comes your way because you are prepared. Instead of being at a loss, you're back in the game. Being prepared for the worst gives you an even greater reason to hope for the best.

When you write down your goal, it is important to create two or three plans identifying how you will achieve it. Then, if life's misfortunes block one avenue to your goal, it doesn't matter because you will be properly prepared.

When I am introduced at my speaking engagements, my impressive introduction may make it sound like I just fell into great success without one ounce of trouble. They announce all the good things that have happened to me—none of the bad. For instance, I built a \$1.7 million condominium complex in the same year that President Carter, the peanut farmer, was in the White House—the worst year I could have done it. President Carter decided to free up the interest rates after many years of controls. It doesn't take a rocket scientist to figure this one out. If you shake a bottle of pop, keeping the lid tightly in place until the pressure is huge, then pop off the lid, what happens? It blows up! Can you imagine anyone standing in the White House and wondering what would happen with the interest rates?

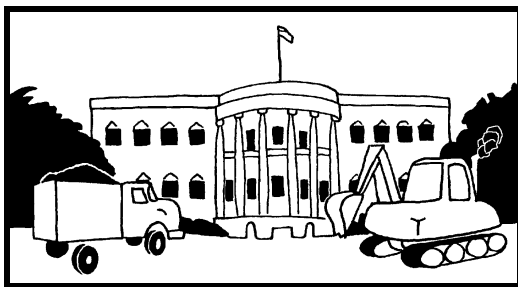
Well, the decision was made and it was catastrophic for any industry that used borrowed funds to make a living. The interest rate cap came off, and my construction loan interest shot to 21%. And I had thought shark loans were illegal, but mine was supposedly legitimate from a U.S. financial institution. The increased rate equaled nearly one-quarter of my loan amount in interest a year. Home loan interest as well went up as high as 14%. People who just the previous year could afford \$78,000 homes were the only ones who could qualify to buy



my \$44,000 condos. Do you think these people lined up at my door? No! Misfortune came my way and whacked me a good one. Many of my friends, who had been in the construction business for a long time, got knocked out of the game as well. I was only 26 years old at the time.

Misfortune's Twists and Turns

As contractors, we knew who had caused this. We could have taken our dump-trucks and backhoes to Washington DC, torn down the White House, and found that little sucker. We could have put our backhoes over his head and said, "Fix it!" There's that number one misfortune question: Who caused this? We knew who got us! But it didn't do any good to get upset about it. Tearing down the White House would have landed us all in jail! That surely wouldn't have improved our situation or solved the problem.



We didn't see the huge jump in interest rates coming, or we would have reduced our inventory before it happened. There is the number two misfortune question: "When did we see it coming?" But it still didn't do us any good to beat ourselves up. Misfortune got us, but most of us recognized that the best thing to do was to press on. So I received the opportunity to start all over again in my life, after losing a \$100,000 and my home. But how did we deal with question number three: "What decision did we make that caused misfortune to come our way?" These answers varied as widely as the personalities of the individual contractors.

Misfortune can create some interesting twists and turns in our lives, depending on how we react to it. Lee Iacocca's autobiography about the difficulties that slammed him up against the ropes was enlightening. Being fired from Ford, even though it didn't seem like it at the time, was one of the best things that ever happened to him. Because Ford fired him, he was able to move to a company that needed his expertise. He not only became Chrysler's CEO but also helped save the failing company and thousands of people's jobs, as well.

Iacocca said, "There are times in everyone's life when something constructive is born out of adversity. There are times when things seem so bad that you've got to grab your fate by the shoulders and shake it. . . In times of

great stress and adversity, it's always best to keep busy, to plow your anger and your energy into something positive . . . ”⁹⁶

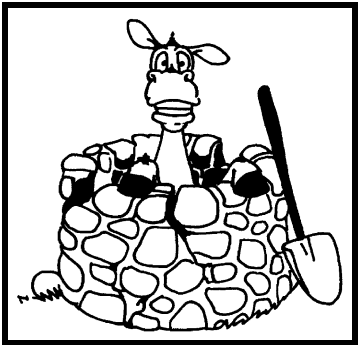
Many times we bring suffering into our lives by the choices we make in our attitudes. So when misfortune comes your way, what do you do? Do you sit and wallow in the mire? No! You pick yourself up, brush yourself off, and learn from the experience. You change the decision-making processes that caused the misfortune to come your way so that it will never happen again, and you press on with your life. They say there's a positive side to every sad story. My experience with my condo project had one as well. I learned what can happen when the President and Congress agree about something that can have drastic consequences. I, in turn, learned that saying, "If you get up one more time than you're knocked down, you win!" And I did get up.

The Mule: Shake It Off and Step Up

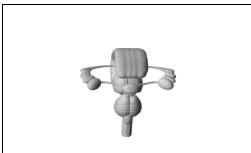
There's a great little parable that fits this idea to a "T." There was a farmer who had a worthless old ground well in the corner of his farm. Many times, he thought he should fill it in, but he hadn't gotten around to it. One day, his mule accidentally fell into the well. The farmer heard the mule braying (as mules do when they fall into wells) and was quite concerned. So he called his neighbors together. He told them what happened and asked for their advice.

After much discussion, they sadly concluded that there was nothing that could be done to help the mule. So the farmer asked his neighbors to help him give the poor mule a burial, which would put the mule out of his misery and fill in the dangerous well at the same time. They all agreed and went right to work. When the dirt began to hit the mule's back, it was momentarily stunned. But, as the farmer and his neighbors continued shoveling, the mule did what any good mule would do—every time the dirt hit his back, he shook it off. He did this blow after blow, with every shovel of dirt, until the dirt was so deep he had to step up to stay on top of it.

Shake it off and step up, shake it off and step up. This laborious process went on for hours. No matter how distressing the blows or how tired he became, the mule kept shaking it



⁹⁶ Iacocca An Autobiography, New York: Bantam Book, Inc., 1986 P-xvi of prologue



off and stepping up until finally, battered and exhausted, he stood face to face with those who were trying to bury him.

If handled correctly, misfortune can actually move us to higher ground. If we handle the things that try to bury us with the old mule's "Shake it off and step up" *attitude*, who knows what *altitude* we might attain.

That's what I did with the misfortune in my life. I shook it off and stepped up. I decided I was going to pursue becoming a motion picture producer more fervently. This created a major shift in my life. And I wouldn't be speaking to people from all around the world or writing these words had this shift not happened. It has been a massive and valuable growing experience.

If you want to succeed, you need a backup plan. I had everything figured out for my condo project with the idea that everything would go well. But I didn't prepare for the worst by creating a backup plan, so I got nailed. I could have had such a plan, but I didn't take the time to get advice from the right people. I was able to come up with exactly what I *should* have done only after it was too late. It's critical to consider all the possible scenarios and outcomes in advance, as the "WOPER" did in, *War Games*, create two or three complete plans, and get expert advice up front.

Reaching for "Gold" from the Most Unlikely Advice

Telling people about your goals and getting their advice is a powerful technique to increase your chances of succeeding. Discussing your goal and the steps you're going to take to accomplish it with individuals who may have greater experience can help pinpoint potential roadblocks that may have never crossed your mind. These individuals can also tell you about resources they're aware of that you can use to succeed.

A younger perspective on your goals and plan may also be enlightening. Younger people may offer a fresh perspective about overcoming the roadblocks your older advisors brought to your attention. This process of gathering great advice up front can help you become more realistic about what it will take to reach your goal. You will become more powerfully optimistic as you "Prepare for the worst." Thorough preparation gives you more power to hope for the best because you have the necessary information to press ahead in spite of what may happen down the road.

It's also important to remember that sometimes great advice comes from unlikely sources. The following is a great story about being open to advice even when it looks like it couldn't possibly be worthwhile. I heard this story firsthand from one of the greatest free-throw shooters in the NBA, Jeff Hornacek. I was giving a presentation to the managers of one of the nation's largest credit unions

at a resort near Park City, Utah. Jeff had just moved to Utah to play for the Jazz and had become the spokesperson for this credit union.

Jeff was the guest of honor at the conference award banquet. Rather than give a prepared speech, Jeff decided to have an open forum for the audience to ask questions. One basketball enthusiast took the opportunity to ask Jeff how he became such a great free-throw shooter and who he credited for his success.

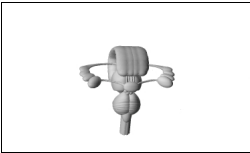
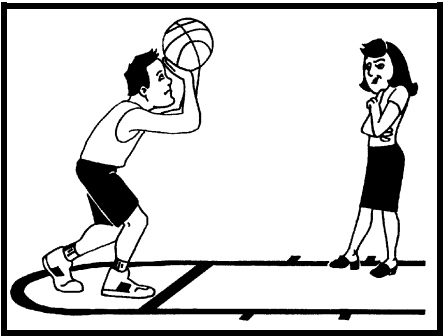
Jeff laughed a bit and got a sheepish look on his face, which of course caught our attention. “Well, that’s kind of an interesting story,” he said. Then he told us that he would have to give the credit to his wife, not only for his free-throw shooting skills, but also for playing in the NBA at all. Then he explained why.

When he was at rookie camp, he and another guard had almost identical skills. When the workouts were wrapping up, one of the coaches told Jeff that he and the other guard were neck and neck—it was a toss-up between the two except for one thing: free-throws. Jeff’s free-throw percentage was not as good as the other player’s. In fact, if it didn’t improve, there was a good likelihood that he would never play in the NBA.

Jeff said his whole future was on the line and that it was totally up to him whether he made it or not. So he isolated himself and started practicing free throws, trying to figure out how to fix the problem. One day after hours of practice with no improvement, he got so upset that he threw the basketball across the court just as his wife walked in. She could tell he was upset, and she asked him what was wrong. He told her he just couldn’t do it—after all the hours of practice, he just couldn’t get his percentage up, and his dreams of playing in the NBA were going to be dashed!

How Well Do We Listen?

His wife said, “Well, let me see what you are doing, maybe I can help.” Now I don’t know what thoughts went through his head, but I could imagine some that would have gone through mine, such as “I have been playing basketball since I was old enough to pick one up, how can you possibly help when you’ve barely even touched one,” or “I’ve had some of the best coaches teach me how to play the game and you think you’re going to help me fix this?” And so on. There is no



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doubt it was one of those emotional, “I know more than you” moments for Jeff. But this extremely exasperated player set aside his pride, fetched the ball, and started shooting for his wife.

Because of how he handled the situation, it turned out to be one of those pivotal moments in his life. After a few minutes, she said, “Well, Honey, I’ve heard that you have to point at the basket with your fingers after you release the ball to make it go in better, and you don’t do that.” Ah, another one of those “What in the world do you know about it?” moments for him. But, Jeff had practiced another important thing that many NBA players don’t—emotional management. He didn’t let his feelings (and we are talking about a whole myriad of them) block his success. He took his wife’s advice, and the resulting difference in his shooting got him into the NBA. Great follow-through by pointing at the basket after shooting was taught to him by his non-coach, non-professional basketball playing wife. The most unlikely source of advice opened the door for him to not only play in the NBA, but also be a 90% free-throw shooter, one of the greatest in the game.

Pivotal Moments Can Be Filled with Pivotal Advice

Pivotal advice that can change our lives often comes from the most unlikely sources. Isolating ourselves keeps us stuck right where we are and can cause us to bypass incredible opportunities. We have to be careful of being so close to the forest that we can’t see the trees. Remember that there are two ways to learn: the easy way is to learn from other people’s mistakes, and the hard way is to learn from personal experience. Take my advice, learning from others is a lot less painful.

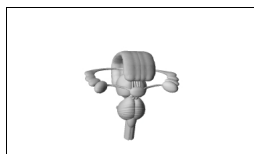
During my full-day seminars, I have the audience find partners and practice sharing their goals. I have them go into detail about the emotions behind their goal, as well as how they plan to accomplish it. This exercise gives everyone a chance to learn how someone else judges the power of emotion they have behind what they say they want. I then ask them to advise their partners about what they could do to make their dreams a reality and help them build two or three plans to reach that dream.

It is critical to add this idea of sharing the emotions behind your goals with others, as well as your plans to accomplish it. This should become a permanent part of your goal-building process.

Find someone you know and trust as you begin this practice of broadening your perspective. Get their counsel and advice on every aspect of your goal, including your backup plan. Then be careful not to dismiss what they say, even if you don’t agree with it at that moment. You may find that your other advisors

will think it is a great piece of counsel worth heeding. That's what having an open mind is all about.

When we learn to shift from the old childhood belief that the world will make everything nice for us, we can begin the real process of creating long-term success. We must recognize that challenges will come and that we must shake them off and step up. Acquiring the skills to properly prepare for the worst is just as critical as learning to get up after being knocked down. Thinking we can do it all ourselves comes from the experience of always getting a hand up from our childhood environment. Life's going to be fair. This may have been true when we were small children as long as Mommy was around. But "the real truth" is that we must prepare, using the great advice and assistance of others. It is possible that the advice we receive will turn into a pivotal moment that gives us great reason to hope for the best. Misfortune should never take us out of the game!



Chapter 14

Searching, Preparing, Then Enjoying the Steps

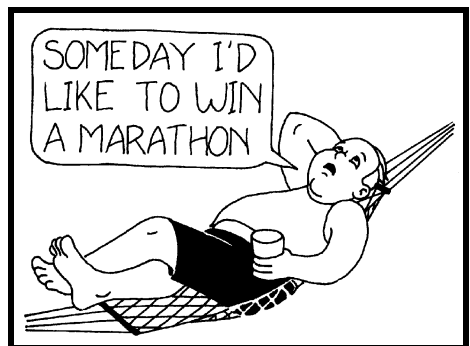
Let's get a bit more specific about what I mean by discussing the "details" of your plans with others. It is extremely important to break down your plan into the individual steps necessary to accomplish it, using the logical part of your brain. Had Carol, our real estate friend, logically broken down what she had to do to accomplish her goal of running a successful office into individual steps, she then could have looked at each step emotionally. For example, she would have listed "I have to go out and look for a nice office, I like looking at property," and "I have to decorate the office, I love to decorate." In doing this, she would have identified the roadblock: "I have to recruit agents. Oh, I'm a discount broker, everyone will hate me!"

She could have identified the Emotional Roadblock right then, before she even opened her office. If she would have taken the time to use the emotional part of her brain after using the logical part, she would have identified the Emotional Roadblock. And, of course, if she knew the "EQ" Mastery Technology, she could have written a Positive Action Statement to change how she felt about recruiting. But even without "EQ" Mastery she could have at least changed that step in the plan. If she identified that she wouldn't be able to recruit because of how she felt, she could have budgeted to hire someone to recruit for her. Then she wouldn't have had to lose money for four years and face the potential of going out of business.

Like Carol, many people claim that they have emotion behind their goals, yet they still don't seem to reach them. If the goal is driven by emotions, then what's the problem?

Emotions Behind the Steps

To understand this little twist we have to take the whole process a step further. We not only need to look at the emotions behind the goal itself, *we also need to decide how we feel about the specific steps we have to take to accomplish the goal.* We may hate being overweight and wish with all our might that we weren't, but these



emotions and the knowledge that we have about losing weight may not be enough to overcome the fact that we despise exercising and love to eat high-fat foods. One set of emotions may outweigh the emotions coming from the opposite direction. The attitude toward the specific actions, such as eating those goodies, that keep us the same may be a greater influence over our behavior than the general feelings we have about who we want to become.

Power Principle: *“We must be wise enough to place emotion behind each step we must take to reach our goal. The emotions behind the final goal may not be enough.”*

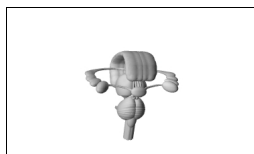
“Step by Step Emotion” Positive Action Statement: *“I hate it when the mental roadblocks I create in my own mind stop my progress toward my ultimate goal, so I enjoy placing positive emotion behind each and every step along the way. The emotion behind my long term goal is great and necessary, but I refuse to let even one step stop me just because of how I may temporarily feel about it. I hate being stuck, so I change the way I feel so I am always moving forward. I love the power my emotions give me to turn the things I have to do into the things I love to do. I get excited about and enjoy each step I take to reach the success I desire because of the positive emotion I have behind the steps.”*

Possible Key Triggers:

- *“Step emotion is powerful!”*
- *“I love the things I do!”*
- *“Excited about each step!”*
- *“Enjoying each step to my goal!”*
- *“Steps are roadblocks, never!”*

Breaking our goals into individual steps

- helps us identify our Emotional Roadblocks;
- gives us a better idea of how long the success process will take, which keeps our eagerness from setting us up for failure;
- provides a road-map for us to follow; and
- gives us a better idea of what we are risking.

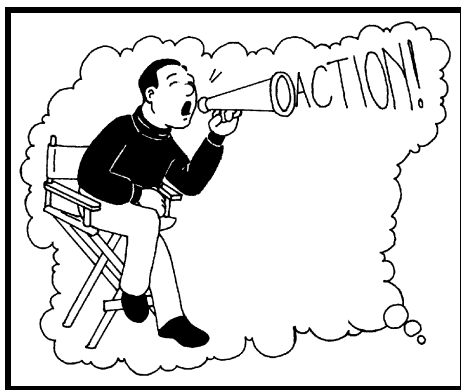


If we can see only one plan to reach our desired goal, then it takes only one of life's misfortunes to knock us out of the game. With this out in the open, we can make a clear decision about moving ahead. We may decide we want to do something else instead, as the "WOPER" did in, *War Games*, when it decided not to play the game because the chances of winning were beyond impossible. By doing this, we can start emotionally preparing for the consequences, good or bad.

Breaking down the goal into steps can also keep us from becoming mentally overwhelmed or consumed with steps that belong in the future instead of the present. For example, there are many important steps in my ten year plan to become a motion picture producer that I know I need to spend many hours working on. Some of these steps will likely be more fun than my first steps, so it is tempting to jump ahead. I have written several brief sketches for motion pictures that I would love to turn into full-blown screenplays. When I think about them, I get all excited and pumped up. I know I would rather be stirring the juices of my imagination and dreaming up motion picture screenplays. Instead, I choose to use my creativity to describe my live presentations on paper so that more people can enjoy the experience of learning these powerful techniques.

I choose to write this book over what I might love to be doing more because the screenplays are future projects in my plan. Based on this, I keep my focus on the present. Thinking of screenplay ideas is step 700 in my ten year scheme of things and right now I have to devote all of my attention to step 330. Then I will have earned the right to spend my time on step 700.

If we don't break the plan into individual steps, we may be tempted to spend our critical time on things we will still need to do in the future and consequently sidestep our success. When I published my first book and, at the same time, built my speaking business, I was tempted when things got tough to shift my focus. Since I love movies, it would have been a lot more fun to spend my time dreaming up the complete details of the ideas I had floating around in my head. I could have been off in La La Land all the time, but I probably would never reach my lifetime goal. Every step has to be taken in its particular order to reach the final destination.



Wanting To Jump Passed the Steps

I have a friend who has incredible talents, superb intellect, great creative powers, and superior people skills. Yet his desire to have the end result before he takes the individual steps to get there has caused him not only to suffer but also to drop many of his long-term goals. He keeps looking for the quick way to success. Everyone is massively impressed by his dynamic and infectious powers. His enthusiasm toward whatever new idea he has come up with for the moment is amazing. But it is also very evident that he loves to jump past the mark, especially if he doesn't like the step that is directly in front of him. Within minutes, it seems, he is chasing another great new dream. What's even more maddening, especially to himself, is that he knows this keeps him from the success he desires and that he must resolve it. *"EQ" Mastery is the power to take the things you have to do and turn them into the things you love to do.*

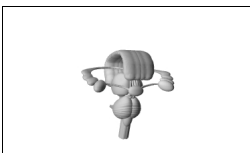
Breaking down our goals into individual steps gives us a plan to keep us on task and not wandering into La La Land. It takes time and effort to climb any mountain. Luck comes only once in a while, and it is foolish to rely on it. This type of hoping is what causes the "wannabe" motivation that makes others, rather than ourselves, rich and successful. Experience has often shown that almost every person who has won millions either by chance or luck returns to their poor impoverished state within a few years. Luck is not enough, we must empower our emotions to create real success.

On the opposite side, those who have succeeded because of their own efforts and experience are able to maintain their success. If misfortune knocks them down, they rebuild over time what they had before. The power to move through the steps to reach the summit not only provides a feeling of accomplishment and confidence, but also develops the experience and emotional know-how to do it again. Those who land at the summit by chance, without taking the individual steps, usually fall right back down the mountain to where they were before.

Say "I Think I Can" — Then Prepare

Another roadblock that dampens our ability to think positively comes from believing that we can do something for which we are not prepared or are unwilling to become prepared. This kind of believing or hoping is actually only wishing. When failure occurs, people then feel that positive thinking is worthless because the good things they "hoped" for didn't happen.

Setting an unreasonable period of time to accomplish a task also can kill future motivation. For example, if a person sets a goal to be a millionaire by age 30, he may have set himself up for discouragement. I have heard that the average



millionaire has failed at least three times before he reaches his goal. That makes for a lot of failures before age 30. Doing everything just right, which includes making no mistakes and having no misfortunes come along, seldom happens. A person who places a drop dead date on his dream to be a millionaire may find a barrel of discouragement if he reaches age 30 and hasn't met his goal. This will be especially true if most of his emotions driving the goal have been connected to timing. If this is where all of his hopes and dreams are founded, his positive thinking could quickly and sometimes permanently become jeopardized.

If we constantly set ourselves up for failure with our emotions focused on the wrong things, it can become easy to think that our believing is useless. We must set realistic goals that we can accomplish, but we need to be patient with ourselves and not depend on meeting our goals right now. There could easily be failures along the road to success. When we realize that "Life was not designed to be fair" and accept it as a challenge, we become one step closer to a realistic positive attitude. No one is going to get 100% on everything in this life. Just believing, hoping, or wishing that success comes our way is not enough. Success comes with action and effort. "If wishes were fishes, we'd all have a feast," the old adage goes. Our wishes must be turned into actions step by step before anything really happens. Positive thinking with real power is *Will With Action*.

Step by Step Preparation

In, *Star Wars*, when Luke decides he wants to become a Jedi warrior, Yoda doesn't say, "Think positive and The Force will be with you." He puts him to work and teaches him step by step how to use and control this power. In fact, when the time is right, he actually has Luke go deep into a mysterious cave and destroy the dark side of himself. What a powerful lesson. If we look at ourselves as a collection of little programs, with good parts and bad parts all intertwined to make up our overall personality, we can better understand the concept of environmental behavior.⁹⁷

This idea that we have both good and bad programs means that our habits that bug us, those we say are wrong or bad, really don't make us bad. They are just part of our overall package that makes us who we are. So we can do just what Yoda had Luke do—remove the bad programs from the good ones! We have billions of good programs that handle all we accomplish everyday and that we would be crazy to change. We don't pay attention to the huge number of

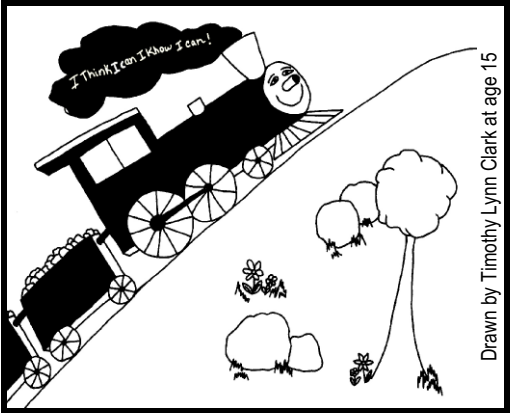
⁹⁷ The bee colony, a collective intelligence, an invisible brain - Neuro-biologist Thomas D. Seeley, author of *Honeybee, Ecology: A study of Adaptation in Social Life* - Ref: *The Mind* - p-250

good habits because they just quietly do their thing without notice. The number of good habits versus bad habits is massive.

This, however, involves that emotional focus again. We pay attention to the bad programs because of how they make us feel. But with the number of good ones automatically at work, overall we are substantially good no matter where we are in the process of getting rid of our bad programs. If we implant new positive programs over just some of the bad ones, we become “more better-ish,” as my wife puts it. We need to look at the whole system and not just focus our feelings on the few problems we have. When we look at ourselves as a whole, we can believe in our brain’s abilities and in who we can become, no matter where we are on our road to Success and Satisfaction. Thinking we *can* is critical.

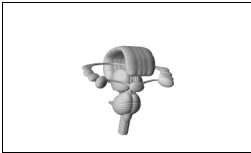
I’m sure everyone has heard of the story of the Little Engine That Could. The Little Engine had to decide first to try at all. He had to size up the challenge and look at all the possibilities. Then, with all his strength and in spite of others’ beliefs, he began telling himself, “I think I can, I think I can.” This gave him the personal belief to begin his seemingly impossible task, as he fired up his powers and headed toward the mountain. His whole being became involved in the

process and he knew he could succeed. With each chug of his wheels, the power of conviction took over in accomplishing this momentous task. As he reached the crest of the hill, he had accomplished his goal. And on the way down the other side, there was not only the “I thought I could,” but no doubt he added self-esteem with, “I did! I did!” as he reenforced how positive he felt!



Success: Wise Planning and Determined Action

This is a great children’s story about accomplishing goals, however, we know that the Little Engine couldn’t have pulled the big load up the mountainside, no matter how he felt about it or how many times he said, “I think I can” or “I know I can,” if he had no motor under the hood. The Little Engine, when challenged, ignored the big engines’ negative statements and sized up the mountain for himself with logic and foresight. He had to evaluate his strengths



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and weaknesses and only then did he decide he had the stuff an engine needed to accomplish the job.

Doing this first step correctly gave him the power to get started, however, he took the next steps, as well. He spent some time in the shop with the best mechanic, getting the finest tune-up available. Next, he bought the highest octane fuel he could find and filled up with the amount necessary to complete the job but not overload himself with extra weight. He had his wheels examined to make sure each one could pull its appropriate load. With great wisdom, he removed all his old baggage and unneeded parts to lighten his load. Then he repositioned his needed and valued assets over his wheels to give greater traction. These are the actions of a *real* Positive Mental Attitude. Many times we forget the most important elements of a positive attitude: *proper preparation and determined action*.

Power Principle: *“Positive thinking gives us the power to get started toward our goals and wise planning and determination get us there.”*

“I Think I Can . . . I Did” Positive Action Statement: *“I believe that positive thinking, wise planning and determined action will get me where I want to be, so I love following these nine steps to success:”*

STEP #1: I refuse to listen to the pessimists, so I use the “Anticipated Fear” Positive Action Statement.

STEP #2: I wisely evaluate my gifts and strengths with reason and logic, so I use the “Power of the Brain” Positive Action Statement.

STEP #3: I enjoy taking on the challenges I can win with persistence, so I use the “Loving Challenges” Positive Action Statement.

STEP #4: I always surround myself with people who know more than I do so I can wisely tune up my existing skills, so I use the “Offsetting Weaknesses” Positive Action Statement.

STEP #5: I love filling my mind with just the right amount of the highest quality information I can find, so I use the “Preparation” Positive Action Statement.

STEP #6: I enjoy having someone I trust check my step by step plan to make sure my feet are planted squarely upon the ground, so I use the “Not Loving Decisions” Positive Action Statement.

STEP #7: I skillfully rid myself of old harmful habits and ideas that could hold me back, so I use the “Replacing Habits” Positive Action Statement.

STEP #8: Organizing my most valued assets so they work to my advantage always adds happiness to my life and increases my ability to succeed, so I use the “Greatest Gifts” Positive Action Statement.

STEP #9: I always Say: I think I can, I know I can and then I do it! So I always use the “Positive Thoughts” Positive Action Statement.

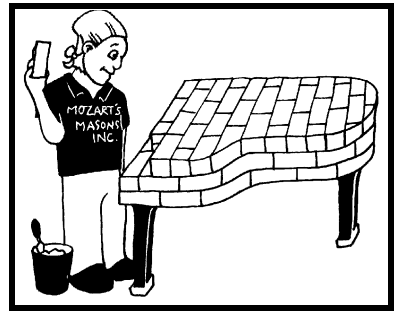
Possible Key Triggers:

- “I think I can, I know I can, so I do it!”
- “I will do it, 9 steps!”
- “Positive thinking in 9 steps”
- “Positive planning & determined action!”
- “9 steps to success!”

We Have Gifts to Develop — Find Joy in the Process

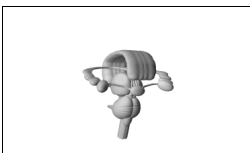
Part of following this step-by-step process includes finding our opportunities in life. This means identifying and developing our natural gifts. Many times we are forced by decisions we have made early in our lives, or by decisions of others, to move away from the gifts we really enjoy the most. If we don’t enjoy what we’re presently doing, it could be that it doesn’t incorporate our greatest gifts.

Very successful people love what they do for a living. This isn’t measuring success by money or fame, but by how much they accomplish in their chosen field and the satisfaction they enjoy. For example, neither Einstein nor Edison were among the richest men in their time, but their names are synonymous with success. Mozart had a great natural gift for music. He was able to compose enduring masterpieces, and this ability began at an unbelievably early age. But what would have happened if his father had been a brick layer or a mortician and Mozart decided, or was forced, to follow in his father’s footsteps?



If people had judged Einstein by his school performance before his work at the university, they would have been terribly misled.

His biographer wrote of him: “. . . a pupil for whom teachers held out only poor prospects. This is in line with the family legend that when Hermann Einstein asked his son’s headmaster what profession his son should adopt, the answer was simply: ‘it doesn’t matter: he’ll never make a success of anything.’



Powers With The Si

. . . When he arrived at the Swiss Federal Institute of Technology . . . he took the necessary entrance examinations. Unfortunately, he failed most of them because of his lack of interest.”⁹⁸

Einstein had to return to high school to catch up on what he had missed. Had his desire to understand the universe not been so intense, he may have given up. Luckily for us, he recognized his gift and pursued it intently. As we improve our talents and see the growth that comes with using our greatest gifts, our self-esteem increases. This benefits our own lives and the lives of everyone around us, as well.

Finding the Gifts, Finding Satisfaction

Natural gifts and talents need to be identified and developed. As we do this, we will begin to feel more power in our minds and enjoy more fully what we do. For our gifts to become valuable to others, proper preparation is critical.

The "MISSING" Element

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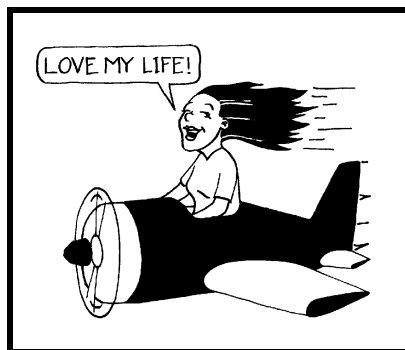
There is a component of the “EQ” Equation that ties to the idea of identifying and developing our gifts. The formula takes the letter S (the result of the equation) and separates it into two components—Success and Satisfaction. In the end result, we must consider not only our happiness in obtaining success, but also our happiness in the path we took to achieve it. What is the point of driving toward success if you make yourself and those around you miserable, especially those with whom you should be experiencing the greatest happiness? Real success must include some contentment, some happiness, or whatever you choose to call the satisfaction. Life is the trip not the destination.

Many people have sacrificed everything in their lives in the process of obtaining their “desired goal,” including their own happiness. They reach great success, as it is sometimes measured, but they have destroyed everything around them that should have provided contentment. Obtaining incredible wealth through a process that causes others to hate them can leave people without anyone to enjoy it with. They say, “Money can’t buy love,” but the pursuit of it

⁹⁸ S. Quasha, Einstein City, State: Forest Publishing Co, 1980 p 10 & 28

can buy divorce, broken homes, and misery. The pursuit of happiness must be included in this rush for success!

On a flight home from a speaking engagement, I met a pilot who flew 767s for one of the major airlines. As we became more acquainted, I found out that she had joined the Air Force where she learned to fly. I have a fascination with airplanes, so I was intrigued. It was interesting to hear her story about becoming one of the few female pilots, especially one who flies big jets. During our conversation she mentioned how much she enjoyed her career and her contentment with her life. She remarked that her husband, whom she loved dearly, was a pilot as well, and that they enjoyed great satisfaction being together.



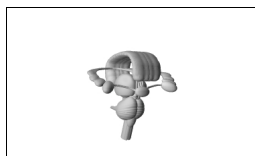
I was greatly impressed with her success. We ultimately began talking about the “Flying Wing,” the father to the stealth bomber, which she said also influenced the design of the space shuttle. She told me she knew several of the shuttle pilots and that she had been in the space shuttle program.

Again my admiration increased. But then she confided that she sometimes feels like a failure because she made a choice not to become a shuttle pilot but to pursue her current direction in life.

Failure or Success and Happiness

“Failure? You’ve got to be kidding,” I thought. I said, “You really enjoy what you are doing with your life. You are one of the few female pilots. You fly a 767 with hundreds of people grateful for your skills. You told me how happy you are with your life, and how much you and your husband are in love with each other. You have every aspect of Success and Satisfaction. It sounds to me like your choice to be where you are, was right on the mark. Success with happiness sure doesn’t sound like failure to me!”

I asked her what she thought her life would be like now if she had continued with her previous course, rather than choosing her present destination. Her answer was quick, without much hesitation, “A lot more stressful!” I asked, if she had stayed on the other course, would she have had the happiness and contentment she presently enjoys. She said, “Probably not.” “How can you see this as a failure?” I asked.



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How often do we let *false regret* take away our happiness when we choose to make a turn in our lives that moves us closer to our greatest gifts and talents, which bring us greater contentment and happiness? Success without satisfaction is senseless!

Power Principle: *“We must identify and develop our gifts so they become valuable to ourselves and others by loving to learn and grow every day. This not only gives us direction in our lives but it can also reduce the negative effects of stress. This adds to our understanding and value, puts us in control and results in a lifetime of growth.”*

“Greatest Gifts” Positive Action Statement: *“I enjoy finding and developing my greatest gifts so that they have value to others as well as to myself. I love doing the things I’m good at, so finding and developing my gifts provides me direction in identifying my life’s pursuits. When I make my gifts more valuable to others by loving to learn and grow, I enjoy greater security so I don’t have to worry so much about the future. I really enjoy how increasing my value reduces my negative stress because it puts me in control. This adds value and understanding and creates a lifetime of growth. It also makes it so much easier to do the things I might not like at the present, if I know they are heading me toward doing what I love to do long term by using my greatest gifts. I hate being stuck in a rut or just drifting along, so I always try to build skills that compliment and empower my gifts so nothing can hold me back. When it comes to Success and Satisfaction it is priceless to love what you do, so I enjoy spending the time and effort it takes to increase the value of my greatest gifts. The benefits far outweigh the effort.”*

Possible Key Triggers:

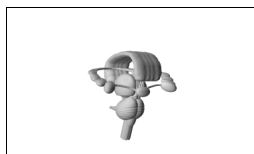
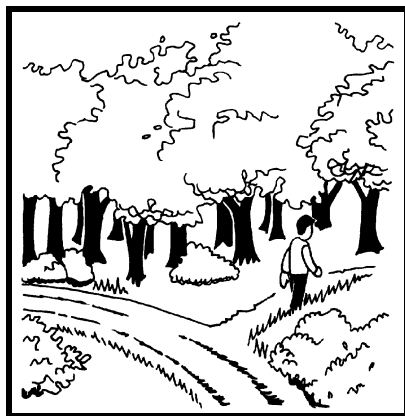
- *“Building value, greatest gifts!”*
- *“Greatest gifts, lovin’ what I do!”*
- *“Valuable gifts, greater security!”*
- *“Drifting along? Never, always building gifts!”*

This woman’s choice was both successful and satisfying—failure had nothing to do with it! Our conversation ended with a sincere thank-you, as she said, “I just hadn’t thought of it from that point of view before.” Sometimes we get so caught up in the pursuit of our goal for success that we forget what our real desires are—*our happiness and the happiness of those around us*. All this woman

needed to do was take a harder look at what she already had and the satisfaction it brought her. She had chosen a different path and as a result, her life was different from what would have been. It turned out to be the right choice. It was time to end the pining over her old goals so she could enjoy the happiness she now had. The “EQ” Equation creates a balance with both our success and our satisfaction.

Robert Frost said, “. . . Two roads diverged in a wood, and I took the one less traveled by, and that has made all the difference.”

When we get our emotions in sync with our gifts, talents, intellect, and knowledge, we find both Success and Satisfaction. All this can be done when we find the real emotions behind our goals and put excitement behind each step we take to reach them. With our excitement, empowered by seeing the exact path to our long-term desires, we can wisely plan each step and find the determined action to make our dreams come true. It makes sense not only to say, “I think I can, I think I can,” and learn to see our own destiny in our mind’s eye, but also to prepare and powerfully take every step with enjoyment until we reach that moment of “I did, I did!”



Chapter 15

Reduce Expectations — Increase Effort

With the idea that success needs to be balanced with our satisfaction, there's another key concept that can help us find greater satisfaction as we pursue our life's goals. Reducing our expectations and putting forth greater effort can result in a substantial increase in satisfaction. Remember the airline pilot in the last chapter? This woman's expectation to triumph as a shuttle pilot and, at the same time, achieve what she really wanted in life was a false expectation. This false expectation actually made her feel bad about not obtaining this great goal. Yet her success from a different choice she achieved brought her great satisfaction and happiness. The expectation to be a shuttle pilot was actually incompatible with the other important things that she really wanted.

This idea of reducing our expectations does not mean giving up on all the good things we want in life. It just means we might need to slow down on expecting everything right now. We must take time to align ourselves with what we really want and do all the things it takes to accomplish it.

If we look at it from the perspective of the Power Principle: "Prepare for the worst and hope for the best," and shift it to "Work for the best," this idea of lowering our expectations isn't negative. Our expectations are often generated in the imagination with very little realism. It is the power of the imagination that helps us picture our futures. It is this envisioning that gives us power to get there. But we must be realistic with the images. We can't become the greatest pianist in the world, no matter how many times we see ourselves enjoying the success, if we don't practice the given number of hours every day for years. We must give ourselves time to prepare.

Experiencing a Sales Roller Coaster

There's a great example of being realistic with our expectations that has to do with commissioned sales. In the real estate sales business, this is especially true when expectations created by the imagination can turn a person's life into an emotional and financial roller coaster. Sales, as everyone knows, is a numbers game. Only a percentage of potential sales will ever close. But since home prices are substantial, the potential for sales commissions can be quite large. Because of this, expectations generated by the imagination can become very deceptive, which can create a huge problem with day-to-day motivation. As this roller

coaster begins, agents work extremely hard, contacting people and showing homes to find potential buyers and sellers. It becomes difficult, however, for them to keep their imaginations from calculating the potential windfall of income that could exist, so their expectations begin to rise.

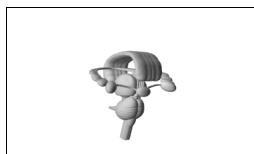
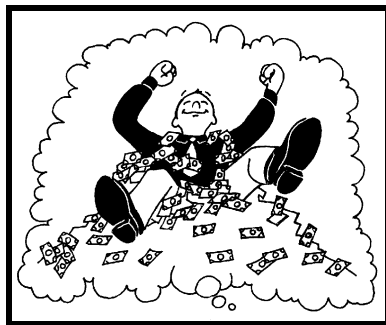
After they get a few buyers' and sellers' names on the dotted line, the dollar signs begin to blur their view of reality. They slow down and, in some cases, even stop making

the initial phone calls and contacts. They start focusing their attention on closing the contracts that will bring the big bucks. The problem is that some will close, some will not, and others will take months longer than expected. Thus the roller coaster continues. One month, the money flows in just fine, but the next month it's leaner, and the next it's worse. The real kicker comes when all the possible contracts are closed, and there are no more potential sales because the agents have neglected, in the midst of all their grand expectations, to get more clients. At this point, the emotional and financial roller coaster bottoms out.

The next few months become very difficult and stressful because things look pretty bad, and that's when the discouragement sets in. But sales agents are right brain "people" people, so a bit depressed and maybe even forlorn, they begin to make more contacts, and the ride starts all over again. This roller coaster can affect people in all types of professions, as well as in everyday life, as their emotionally based motivations shift focus.

Reducing one's expectations and then putting forth more effort on reality (the things that must be done everyday) can greatly smooth out the highs and lows of a sales person's income. But more importantly, it also smooths out the emotional roller coaster that goes along with it. It's hard to convince another person to go deeply in debt if you're pining over money problems yourself. Your confidence is low, and it shows. In the sales arena, it is critical to remember that 97% of communication is nonverbal. However, if you increase the effort to succeed by not allowing glorious expectations to confuse where the real effort should be focused, emotional stability and effectiveness increases in all areas of the sale. This results in an increase in the final outcome: greater income and satisfaction.

This idea applies to almost all types of events and circumstances. It is our expectations that cause us to become discouraged when they are not met. Increased effort with a positive attitude causes greater feelings of happiness and

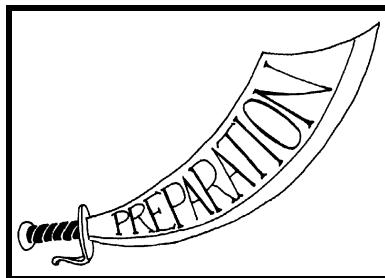


's Powers With The

a more stable emotional outcome. The word expectation comes from the word, expect. If someone says, “I expect that report this afternoon,” is it okay not to do it? Can we just do it tomorrow instead? Of course not! There is no room in the word “expect” for tomorrow or one of life’s little misfortunes—it’s all or nothing. That’s why we get down, as if there is no tomorrow, when our great expectations are not met. However, in the real world (outside of everyone’s false expectations) there is a tomorrow, especially when it comes to our goals.

Increased Effort by Carrying a Bigger Knife

In the movie, *Crocodile Dundee*, Paul Hogan plays a crocodile wrestler from Australia, Dundee, who visits New York City with a reporter friend. As they walk down a dark street one night, a mugger jumps out, pulls a switch blade, and demands their money. The woman panics and tells Dundee, “Give him your money, he’s got a knife!” Dundee laughs as he pulls out his 12-inch blade and says,



“That’s not a knife, *this* is a knife!” and quickly scares the mugger away. Being properly prepared and having a “bigger knife,” makes it easier to handle difficulties that may come our way.

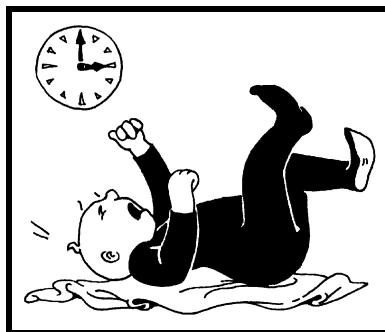
When we place our expectations aside and increase our effort by preparing, much of our discouragement can be eliminated. Dundee did not panic, as his friend did, when the mugger jumped out because he envisioned the outcome quite differently. She *expected* the worst and panicked because she had not envisioned anything like this—she *wasn’t* properly *prepared* for the possibility. Dundee, on the other hand, had not only envisioned such an encounter, but was also carrying a bigger knife. There was no reason to panic or fear because he was *prepared for the worst* and had every reason to *hope for the best* possible outcome. “Carrying a bigger knife” means increasing our effort to become prepared by using our IQ more effectively because we have learned to master our “EQ”!

An Out Dated Management Technique, “Off With Their Heads!”

Reducing our expectations and increasing our effort can help us become better at dealing with others, as well. In the business world as managers, or even as parents and spouses, when we set expectations, we start looking at what we should *get from others*, rather than *what we can do* to assure they reach the level of success we want for them. The old tyrant manager concept was built on the

idea of massive expectations and, if employees don't perform, it's "Off with their heads." The problem is, that made for a lot fewer workers. When we increase our effort, we look at what's available to us to help our employees accomplish what we have set for them to do. Then, they not only gain confidence from the success, but also know we are there supporting rather than demanding, "Off with their heads!" This approach causes an interesting thing to happen; employees notice that their success is on our "to do" list, and they become eager to follow us the next time.

This idea of expecting or demanding our own way comes from our childhood. During the entire time we are infants, we are "narcissistic," which means we are self-centered through and through. All we can think about is what we need or want for the moment. We are totally willing to use any and all types of behavior to get what we want with absolutely no thought of who it may bother.⁹⁹ When we were hungry at three a.m. and our mothers were sound asleep from exhaustion, we didn't consider whether they needed more rest—we just started blaring out a hideous cry for food.

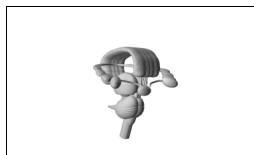


Needing our own way was a critical part of our childhood survival mode. Without it, few of us would still be alive. It was the basis of our early communication skills, but that program is no longer a viable option.

A loving mother is willing to put up with this behavior from her helpless little baby. However, in the real adult world, where we have abilities to do things for ourselves, no one is going to put up with this selfish behavior, at least not for long. As we mature, it is critical that this underlying survival belief pattern is adjusted, not only for the happiness of those around us, but also for our own satisfaction. Each success of doing more for ourselves and interacting with others is supposed to teach us to move away from this totally selfish survival mode and give us greater ability to contemplate how others' needs can be tied into our own.

Our desire to interact with others should motivate an acquisition of this very critical skill of learning to merge what we want into getting along with others. This transformation begins to take place as our frontal lobe skills advance, giving us the ability to project ourselves into the future and see the consequences of our

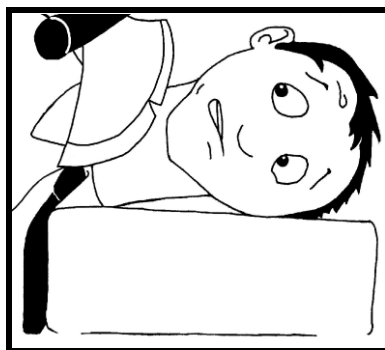
⁹⁹ Infants desire to control their environment from birth - Dr. William Fifer, New York State Psychiatric Institute - Ref: The Mind - p-58



current behavior. This process often creates the fight between the overall perspective brain and the detail brain.

Management for the Moment or the Long Term

When managers want the cooperation of their people to accomplish consistent success with short-term and long-term projects, this “Off with their heads!” management style doesn’t work. But if they get caught in the detail brain and focus only on the moment, this childhood program of having to have their own way may take total control. This is easily seen when people are promoted to a position of authority. There is often substantial short-sightedness that tempts them to start forcing their will on others. This causes the “Off with their heads” behavior. The long-term cooperation of their employees is then sacrificed for the progress of the moment. This makes the success only short lived.



With one person, there’s no need to fight over having it “our way.” We can get what we want 100% of the time. However, if we add a second person, the likelihood of getting exactly what we want drops at least 50%, depending on how submissive we are, or how manipulative the other person is. Increase the size of the group, and our chances of getting our own way decrease even further. The ultimate idea is to correct the narcissistic behavior so selfishness ceases to dictate our behavior and our focus can shift to what we really want for the long term. Then we get to choose how we will interact with others and create the end results we really want. This goes hand-in-hand with the idea of not needing life to be fair because that need decreases our satisfaction and prevents our efforts toward getting what we really want.

Sometimes we even disguise the little tricks that worked for us in this childhood survival mode so that we don’t exactly look like we’re throwing a tantrum on the floor when we don’t get what we want. It still springs from this desire, and it is still incompatible with what we desire for the long term. No one is fond of being manipulated, even if we use some form other than our wild outbursts to do it. To manage other people with manipulation may be a little less direct than the “Off with their heads” approach, but in time it will become just as ineffective.

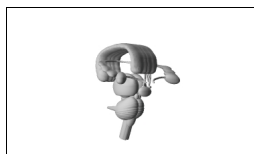
To assume that we are the only ones who want our own way is a ridiculous expectation. It is this kind of expectation that causes the negative emotions of being overwhelmed and can evoke statements such as, “Life’s too hard, I just can’t do it anymore.” Statements like these are simply not true. Nothing can really keep a person from “doing life” anymore, except the emotions they choose to create. Our emotions belong to us. It’s only when we choose to attach our emotions to our expectations that our happiness becomes dependent on a situation or the behavior of others, rather than on *what we do*.

If we do our best, it doesn’t make a difference whether the situation turns out the way we expected or whether someone treats us differently from how we had hoped. We have to create our emotions based on the fact that we did our best and we deserve the happiness that goes along with that effort. We have the power to go on with life, if we choose. Why do we want to make ourselves miserable by saying it’s too hard?

The feeling that life is too hard comes from one of our childhood responses to problems. When something went wrong, we would get a big scowl or frown on our face, start to cry, and yell, “Mommy!” It was very effective because Mommy would fix what was wrong to make us happy again. If we acted sick enough, we got to stay home from school or someone else had to do our chores. When something is effective, our brain stores it as the program of choice. Now, even though the situations have changed and we know that calling, “Mommy” is not going to work any more, the rest of the program still seems to be running. When we come upon a challenge we still feel like we need to get negative or whine to someone to get it fixed.

There is a much better way to resolve our problems that does not include turning on the “life is too hard” program. It has to do with increasing our mental capacities to meet rather than avoid challenges. Our brain has more than 100 billion neurons just waiting for us to create new neuro-nets to amplify our abilities. Instead of getting upset and thinking life is too hard, we could use our imaginations to put some of that gray matter to work to meet the challenges. We need to stop calling, “Mommy,” and start calling, “Hey brain, let’s go to work!”

Needing to get our way is an emotional killer. Even great manipulation only works for a while, and in time,



other people's attitudes shift. The self-centered survival mode is only an effective approach when we are in our mother's arms. After that, it must be correctly overwritten.

Power Principle: *"Using our childhood whining mode of trying to get our own way, can cause us to feel that life is just too hard because Mommy is no longer there to fix everything for us. Increasing our massive mental abilities is far more effective because it can instill the powers necessary to handle greater challenges positively."*

"No More Tantrums" Positive Action Statement: *"I refuse to use the worthless whiny baby mode that requires me to complain or throw emotional tantrums in order to get my own way. I hate how it makes me feel that life is too hard and how it paralyzes my ability to succeed. Instead I enjoy looking at what I can do to expand my mental or physical capacities to meet any and all challenges that come my way with excitement and happiness. I refuse to activate the old childish program that looks for Mommy to solve my problems because it does not work anymore. It is now up to me not Mommy! So these negative emotions are ineffective and are ridiculous as far as success is concerned because throwing a tantrum only makes me miserable! How can making myself unhappy help me succeed? Allowing my mind to be filled with this childhood anguish is like causing myself pain by foolishly pinching myself over and over again. How pointless! I refuse to do it any more! It's also ridiculous to think I have to have my own way all the time. I want others to be excited with me, about the things I want to accomplish rather than whining with me over my supposed difficulties. I enjoy making my brain more powerful and my mind more influential. Tantrums are out!"*

Possible Key Triggers:

- *"Tantrums are wasted emotions!"*
- *"It's up to me, not Mommy!"*
- *"I persuade not whine!"*
- *"I don't always have to have my own way!"*
- *"Tantrums paralyze, expanding capacities wins!"*

One way to make this Positive Action Statement more effective is to use a few good pinches on the arm or leg to get the mind's attention. A few painful moments right in a row can get annoying quickly and can be very helpful in crushing the inhibiting childhood program that creates the emotional and mental pain. When we can relate the foolishness of pinching ourselves to creating mental or emotional pain that has no useful purpose, with time the brain will stop activating it.

This idea of ending the pain can powerfully change how we react to things that, for the moment, don't go how we would like. We don't have to throw an emotional tantrum when we don't get our own way. Remember the M&M Test in which those who learned to postpone their immediate gratification were able to create greater success in their lives than those who had to have the treat immediately?¹⁰⁰ This same idea is involved with reducing our false expectations and increasing our effort.

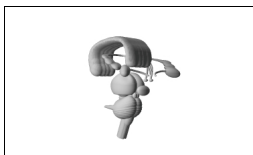
An egotistical self-centered manager who uses threats or manipulation to get his people to do what he wants may find a momentary reward of people's cooperation. This happens only because, at first, people are generally willing to be givers. This is especially true as parents with our children. However, it will not last for long. With time, people will move on or become resistant or defiant, and the manipulative manager will lose the ability to lead people. Managers like this who focus on the wants of the moment will lose the success they were hoping for in the future.

Using Manipulation or Persuasion

Amazing things can happen when we learn to use a greater power than manipulation—the power of *persuasion*. To effectively use persuasion, we must decrease our false expectations by putting aside the immediate gratification of our desires and focus on putting greater effort on creating a willingness to succeed in the group. Surprisingly, persuasion gives us more of what we really want because our focus and desire to help those we supervise succeed, makes them more willing to follow our lead. People who work together on a common goal are always more powerful and effective than a group that is forced to follow blindly behind a narrow-minded manipulator. The sum of the whole is always greater than its individual parts.

If we can shift our underlying survival belief from needing to have our own way to helping create success in others, then our need to manipulate or dominate will change and so will the frustrated feelings that go along with it. Everyone can

¹⁰⁰ Learning to postpone immediate gratification - Sigmund Freud - Ref: The Mind - p-110



find greater happiness by making this shift, especially if they are trying to manage and motivate other people to a common goal. The bread we cast upon the waters will return to us in greater abundance. As the individuals we supervise find happiness from the success we help them create, that success in turn reflects on our performance, as well. If we persuade and assist with *greater effort*, as well as *eliminate our false expectations*, our Success and Satisfaction will increase.

Stephen Hawking said, “When one’s expectations are reduced to zero, one really appreciates everything one does have.”

Reducing our expectations and increasing our effort has a major effect on mastering the art of persuasion. There is a large difference between expecting something and having a desire for it. When we expect something, and don’t get it, it is a massive let-down. This is why most people like to use some form of command to get what they expect. However, using commands is the most ineffective way to get what you want and generally brings the greatest resistance from others. Remember the example of me trying to force people to write my name. Most people *hate* to be forced.

When you reduce your expectations and turn what you want into a desire, you can focus your efforts on creating this desire in others, as well. A desire is filled with positive emotions and excitement. It is quite different from feelings associated with expectations, which are often filled with demands and feelings of disgust that others even had to be told. It is the needs and wants issue of “I would *like* to have it, but I don’t *have* to have it.”

Our childhood survival mode is often the underlying basis for our false expectations, as it turns everything into a need. Demanding and receiving what we wanted is what instilled this thinking pattern. We are not born with the art of persuasion, it is developed by moving beyond the old programs of demanding. *Persuasion* requires a much higher level of communication than *demanding*.

As babies, when we started crying at three a.m., we gave no explanation of what we wanted. We expected someone to just figure it out and fix it, and that meant now! Continuing our lives on this old demanding idea and expecting others to figure it out can cause a lot of suffering. A lot of our disappointment is actually a direct result of this “read my mind” childhood communication problem. It happens all the time especially in personal relationships.

“Would you wrap this present for me, we’re late?” a wife asks.

“Sure, I’ll do it right now!”

No more is said, and the kind loving spouse gets right to work and wraps the package. Of course, after this adoring effort has been given, a thank you is

expected, right? Well, what happens instead doesn't look or feel anything like a thank you.

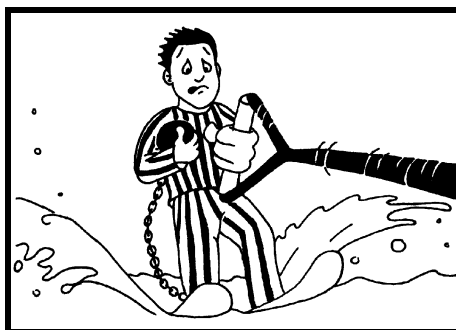
"No, I wanted it wrapped in the silver wedding paper, not that stuff!" the wife scorns. "Now we're going to be late. Give it to me!"

Reducing our expectations and increasing our effort includes acquiring greater communication skills. When we stop this childhood "mind reading" expectation and put forth more effort on wisely communicating what we want, there will be, not only less disappointment from things not going how we expected, but also fewer moments in which disgust is handed out instead of thanks. We can switch our wants into a desire rather than an expectation and use our excitement as a motivation for not only ourselves but also others.

Leadership, Where Others Will Gladly Follow

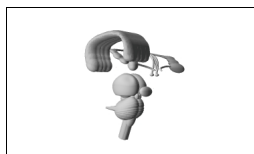
Increasing our effort comes into play when we choose to present our desires to others. A command takes little mental forethought, and it only works when we have some kind of power over those we command. Creating a well-thought-out plan to instill our excitement into others requires an increase in effort, but it comes with great rewards. When they get excited about what we want, they will gladly follow our lead.

Managers who are still stuck on the old expectations program will use a direct command even in non-work situations with their friends, such as "I want to go water skiing, who is going with me!" This may be a little less direct than "You're all going water skiing with me now!" but it still has the same intent and often the same negative results. The demand for what they want is placed before the group without first instilling a desire in the group. This catches people off guard.



Great persuaders who have removed their own expectations first start by testing the waters. This is done by instilling the same excitement they have in others before suggesting their wants to the group. Telling an enthusiastic story about the fun they had the last time they went water skiing is one of many good places to start.

After the group is on fire with excitement, artful persuaders suggest a well-thought-out plan to fulfill the group's desire, which, of course, now is to go water skiing. By fulfilling the desire of the group, the persuaders' originally desired goal



now becomes a reality, and everyone feels satisfaction. Because the persuaders' expectations have been reduced, the group also may come up with an even more exciting plan—but either way the persuaders' desires are fulfilled. Both of these skills of reducing expectations and increasing one's efforts help create "Emotionally Empowered Leadership, where others will gladly follow."

When I decided to become an author and professional speaker as part of my quest to become a motion picture producer, I envisioned it in my mind and planted a huge amount of emotion behind the goal, but I didn't stop there. With my excitement, I enlisted my wonderful wife and my kids in this undertaking. By sharing my excitement, it became a powerful form of persuasion, rather than an expectation. It no longer became my plan, but ours. My wife has provided advice and huge amounts of time and energy to all aspects of "our" life-time endeavor. When we published my first book, Julie was not only my editor, but also my cover design consultant and presentation advisor. The kids helped by drawing the cartoons and brain diagrams to make the book more interesting and humorous. When we began marketing to build the speaking business, they all were right there, stuffing envelopes and licking stamps.

When things got tough and discouragement started to get to me, was I standing on the sinking ship alone? No—they were all there helping me tread water until the storm passed. Have the difficult times caused talks of divorce? Never—we are all in this together. This ceased to be just a one-man dream and became a team endeavor. Since the kids are older now, they have each provided many hours of counsel and advice in reading and editing this new book.

On the other hand, as we reached the different levels of success, we also all experienced the triumph. When we all step off the airplane at a great resort where one of our clients is having a conference, we each feel the pride of being able to celebrate our efforts. We have climbed the mountain together as a family. My excitement has become their excitement, and we know how to reach our different goals together as a team.

"When we dream alone it remains only a dream. When we dream together, it is not just a dream. It is the beginning of reality." Dom Helder Camara

This does not mean the whole family is going to become professional speakers or motion picture producers. They all have dreams of their own, which have also become the dreams of our family. We have integrated each other's desires into the desires of the group. Author/teacher, architect, scientist, speaker, and nurse—each child knows what he or she wants and has powerful emotions behind it. All of them have a different gift to develop and are finding their way

in this life because they have turned their expectations into desires and placed powerful determination behind their great efforts. They too have truly envisioned their own successes as we have as a family.

Power Principle: *“Reducing our expectations can eliminate disappointment and discouragement that can stop our progress; increasing our effort, on the other hand, can greatly enlarge our Success and Satisfaction.”*

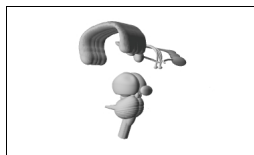
“Expectations” Positive Action Statement: *“I enjoy feeling positive and productive as I work toward my desired goals, so I hate it when I set myself up for disappointment by expecting something to happen that doesn’t, due to circumstances. I refuse to let disappointment or discouragement inhibit my power to reach my Success and Satisfaction. I wisely reduce even my most realistic expectations and put forth greater effort toward my desired goal, so I am not disappointed at my end result. Disappointment kills my power to press ahead with my goals so false expectations are out. Instead, I love it when I increase my personal efforts, doing my best to make my goals become a reality. If things go wrong, oh well, I know I did my best and that is where my satisfaction comes from, giving my best despite what happens around me. I enjoy feeling successful even when things don’t turn out the way I had hoped because I did my best. I enjoy persuading people with great enthusiasm rather than expecting things or trying to force what I want. My effort is where my power lies, demanding or expecting is out! I love the success greater effort gives me so I judge my success by my efforts not by my expectations!”*

Possible Key Triggers:

- *“Expectations are gone, effort is in!”*
- *“Productive effort is power!”*
- *“Expecting brings disappointment! Effort wins!”*
- *“False expectations kill power!”*
- *“Doing my best WINS, win or lose!”*
- *“I use effort, not expectations!”*

The Mind’s Eye — A Future Envisioned

Reducing our expectations does not mean that we stop envisioning our future with our mind’s eye. We just stop setting ourselves up with unrealistic



expectations and start preparing with greater effort to reach all the real possibilities. We can take the time to think things out in advance to determine the best way to get others excited about what we are excited about.

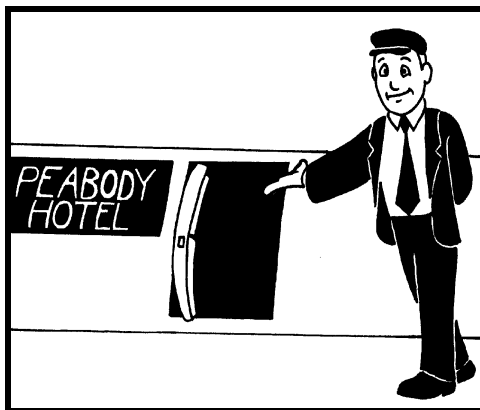
Seeing your future with your mind's eye is powerfully important. Before I ever spoke in front of one single person, I envisioned speaking hundreds of times and that included envisioning performing in front of audiences of thousands. In my mind, I didn't just stand there taking the bows and enjoying the rewards. Instead, I went through every detail, presenting each and every line of my presentation. Envisioning my success was critical, so I could hope for the best, but including preparation in every detail and determined action made it possible for me to prepare for the worst, as well.

Envisioning the presentation of my seminar, as well as how the audience might react to it, helped me decide how I would act if the audience just sat there with a blank look when I did something that was supposed to be funny. I gained a composure that let me just press on without any negative emotional reaction when it happened for real. It also gave me a chance to figure out other ways to present things. This created a much higher potential for my dreams to become a reality. Now that I have actually spoken in front of audiences in the thousands, it's interesting that it wasn't much different from what I had envisioned.

After we published, *Maximizing Mind Power*, whenever I saw a stretch limo driving down the street in downtown Salt Lake City, I would say to my kids, "Hey, there's my limo coming to pick me up," and the kids would just laugh. When FedEx hired me to speak at their worldwide managers conference, they dealt with me in a very professional manner on every detail. I was told one of their employees would pick me up at the airport. I assumed a person would be at the gate holding a card that read "Mr. Tim Clark" or a picture to identify me.

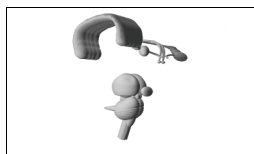
When I landed in Memphis, however, no one met me at the gate. I was a bit surprised, so I went to baggage claim thinking that someone might be there. Nobody was there either. I went to the shuttle bus area to see whether there was a shuttle to the Peabody Hotel where they had arranged for me to stay. They told me there was no shuttle and that I would need to take a taxi because it was at least 20 minutes away. I proceeded to the taxi area, and as I walked down one

of the aisles, I saw a brand new stretch limo with Peabody Hotel written on the side. I thought, “I can probably ask the driver if they have a shuttle that goes to their hotel.” As I walked up to the limo, the driver stepped out and said, “Mr. Clark?” I was shocked. But he immediately said, “Welcome to the Peabody Hotel, I was sent to pick you up. Sorry for any confusion, but they won’t let us come in.” He took my bags, put me in the limo, and off we went to that grand hotel.



After I got settled in my room, I called my son. “Guess how I got from the airport to the hotel, Dustin? — A limo!” He got all excited and said, “Did you play with the door locks, make a phone call, get something out of the bar, or open the sun roof like Tom Hanks did in the movie *Big*?” “No,” I said, “I tried not to make it look like it was my first ride in a limo.” Does envisioning your success work? The answer is a powerful yes!

If we reduce our expectations we will stop *expecting* success and start envisioning our achievements coupled with the success of those around us. When we put the manipulation tools of our childhood narcissistic imprints, those demands of the moment, away and start planning our happiness for the long term, our real mental powers to accomplish surface. Finding ways to incorporate what we desire in others with the power of persuasion is the key to our increased effort. Emotionally empowered leadership where others will gladly follow is the result!



Chapter 16

Fear, or Switching the Perspective?

As a child, I was a scrawny little runt, short and really skinny. I was rejected by the boys, and the girls were only nice to me once in a while. Yes, the story in Chapter one about the little boy was actually me. The punch in the nose sure taught me a good lesson about being assertive, didn't it? There is no doubt all of those experiences of being constantly rejected by my peers had a tremendous emotional impact on me.

But then I grew up and went to high school, I became involved with sports and happened to be very good at them, and I changed how I felt about myself. You may have thought the boys in the two stories were totally different people. I set it up that way. The point behind this huge contrast is that I experienced a substantial shift in my personal perspective. This transformation took place within the same school, with the same kids I had grown up with. To go from absolutely no self-esteem, a "Loser," to someone who began to powerfully believe in himself is quite a shift in "EQ!"

Projecting Ourselves to the World

Sadly, the "Loser" part of my life was purely a result of what I believed about myself and constantly reinforced in my mind. With these feelings projecting from within me, the world responded and helped reinforce this self-doubt by treating me exactly how I felt about myself. Once I began adjusting my self-belief, the same kids who once treated me with loathsome contempt began to change how they responded. *My belief* became *their belief*. My self-talk changed from negative to positive and my self-esteem grew. This caused the projection of who I was to become very different, and with amazing responsiveness, so did the reaction of the world around me. This phenomenon is still a reality in my life. What I project is returned to me every time I make a presentation.

As a side note, the two girls who grabbed my arms in the story never became my girlfriends, as they had teased, because they continued to date the most popular guys in school, but we did become friends. The guy who punched me in the nose turned out to be a really great person when I got to know him better. He was one of the first people to return my reflection when my image began to change. When we met again at our last high school reunion he mentioned that I wasn't quite as skinny as I once was. But he doesn't have that nice head of hair the girls always swooned over anymore either.

Power Principle: *“We must learn to believe in our talents and abilities whatever they may be, so our self-esteem is powerful enough to project who we want to be to the world so the world reflects back what we want in return.”*

“Self-Esteem” Positive Action Statement: *“I enjoy believing in myself, in my gifts and talents and the unlimited powers of my brain so I am strong and powerful! I have power to accomplish whatever I set my mind to do with the proper help from others as I develop my talents. My happy infectious attitude helps me create a positive environment around me so others enjoy my company. I always enjoy being busy building a better me, sacrificing time and effort on my growth even though other things may look more fun because constantly improving gives me even more reasons to believe in myself. Because I am always trying to build a better me no matter what my weaknesses are right now, I have the right to not only believe in myself now, but to believe even more in what I will be in the future. I hate it when I get down on myself. It has never helped me in any way, but it has stopped me from working on becoming better and has caused me to lose sight of my strengths. I hate moping or whining about my faults, instead I instantly use my imagination and talents to figure out how to fix them one at a time. Because I am improving rather than regressing I have the right to like myself for what I am now and especially for what I will become in the future. Since I believe in my talents and my efforts to improve I love looking to see what I can do to help others succeed as I succeed myself. I am strong and powerful! I believe in me!”*

Possible Key Triggers:

- *“I am strong and powerful!”*
- *“I believe in me!”*
- *“Always improving, always believing!”*
- *“Moping about my faults, never!”*
- *“I love seeing what I can do!”*
- *“Building a better me is power!”*
- *“My infectious improving attitude helps others!”*



This increase in self-esteem made it possible for me to be successful in life. However, there was a residual from that childhood experience; every single job I chose, I made sure I would be in charge. When I was a general contractor I would say, “You do that foundation today and I’ll pay you. You dig that hole. You do that sheet rock.” When I became a television producer, it was the same! I told people to get the set ready and check the sound system. I was in charge.

People often said to me, “You’re great on your feet, you can speak so well, you build rapport so quickly, you would be a tremendous salesman!” My instant response was, “Yuck!” There was no way that I would put myself back into a position where I could be rejected by my peers.

When I created my ten year plan to become a motion picture producer, part of the strategy was to write several books and become a professional speaker so that I could get funding from the general public instead of Hollywood. When I did the research on how to become a professional speaker, I found two things that needed to be part of my step-by-step plan. Number one, I had to know that I was the product. I thought, “Okay, I can handle that.” But the second thing was the killer, *I personally* had to be the salesman. Oh, no!

As I moved toward publishing my book I thought I could simply hire other people to sell for me. I didn’t have to be my own salesperson! It would work out just fine! Well, it didn’t work out just fine. To establish a speaking business, you have to be the salesperson yourself! I’m the one who had to make all the contacts and get the speaking engagements, especially in the beginning since speeches are done for free. And when I am on the road speaking, it is *me* who sells people on my books and albums. Hiring someone else to do this for me wouldn’t work.

When I was having this tremendous struggle with rejection, my wife said, “Sweetheart, you wrote this really good book. It tells you how to change how you feel, it tells you how to fix that part of your brain. Why don’t you just fix this?” And I said, in a whiny voice, “Well, thanks a lot honey, but you don’t understand!”

“You just don’t understand.” Have we heard that before? That is exactly what Carol, our real estate friend, told me when she was emotionally stuck. But here it was me saying it! “This is a childhood nightmare, the little child within



thing.” My wife, however, kindly continued, “I know honey, but wouldn’t it prove that your technology really works?” Oh, “ouch!”

She wasn’t trying to be mean. She knew I was struggling with this roadblock and that I had used the technology to overcome many other things, so I should be able to change my fear of rejection as well.

Shaking with Fear: The Sales Phobia

Let’s talk more about the power of emotions created by the idea of rejection and my dilemma with self-promotion. Keep in mind the problems associated with these negative feelings, as well as how the intellectual brain responds to them, can also be related to other types of fears as well. When I decided to pursue my dream, I became greatly motivated, so I put together all this fantastic material and got prepared to reach my goal. I went through the step-by-step process to make it happen until, of course, I hit the anticipated fatal brick wall of rejection—it was time to make the phone call to sell myself as a speaker.

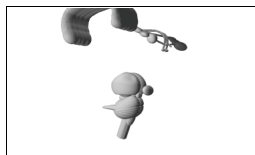
I picked up the phone and began to get all sweaty. My mind began to race, and I got these bad feelings surging up from my childhood. I thought, “They might say no. I don’t want people to treat me like that. I’ll feel stupid and embarrassed.” Pretty soon the emotions were so intense that I just set the phone back down. I thought, “I need to have a really good dialogue to use so I will know what to say.” Was I thinking that knowledge is power?



Delays from Preparation or Just Plain Procrastination?

So, I spent the next few weeks designing a really incredible dialogue. Then I memorized every word. I was now ready, I *knew* exactly what to say. I went back to the phone and picked it up. As I began to dial, all of a sudden my mind began racing again. My palms got sweaty, and I thought, “It would probably be even more effective if I sent out a mailing first to introduce myself.” So I set the phone back down again.

This is an example of the emotional mind surging up and the intellectual mind doing everything it can to service the emotional desire. My emotional mind did not want rejection, so the intellectual mind kept creating great justifications so I wouldn’t have to proceed. As long as my mind could come up with ideas to



keep me from calling, I could still have my great goal with all of my emotions behind it.

I spent the next couple of months designing a great mailing to send to people who hire speakers. But, in the back of my mind, I knew it was going to take a phone call to close the deal. Again I picked up the phone, and just as I was getting it to my ear, my hand began to tremble, my lip started to quiver, sweat rolled down my back, and I thought, “They’ll probably call me.” I set the phone down for the last time. Although this may sound humorous and pathetic, it happened because of the powerful emotions tied to my childhood loathing of rejection.

Dropping the Goal or Finding Other Options

When people constantly bump into a roadblock, the emotions of their experience begin to crash against the emotions of their goal. They find that the trauma of the individual step outweighs the emotions behind the goal. Even though I wanted to help people throughout the world, and even though I wanted financial independence for my family, there was so much negative emotion that I was tempted to change the goal. I thought, “Just think of all the time I would have to spend away from my family, all those uncomfortable hotel beds. Now that I’ve had a chance to really think about it, I don’t want to be a professional speaker anyway.” This was the final intellectual justification to appease the powerful negative emotions created by this roadblock. When this happens, people often dump their goal, as I almost did, to avoid the pain.

Dumping the goal, however, is only one of many options available in a situation like this. Another option is to change the step that is inhibiting our success. This is the process we use when we play out every possible scenario. We anticipate which roadblocks we may encounter and how we will deal with them if they arise. If self-promotion was the step that stopped my progress, and I couldn’t overcome it, I could change that portion of the plan. Although this would not be the best solution, it would be better than dumping the goal altogether.

As part of this option, I could hire a salesperson to do the selling for me, as I thought before. I would need a professional salesperson who didn’t have a problem with cold calling. He or she would have to be given part ownership in my business for



sufficient motivation to do the “dirty work” and be present at every presentation to make connections, promote sales, and gather leads. We would each have to use our gifts to offset each other’s weaknesses, just like the two business partners, Mr. Right Brain and Mr. Left Brain.

This option also would have changed the amount of money I could make, but I knew that something is better than the nothingness my weakness would have created. It had the potential to make the job a lot harder, with the added travel expenses and my inability to close sales from my interactions with clients. Depending almost completely on someone else to get me where I wanted to go also was a problem. If I chose this option, I would need to pick the right person to help me succeed.

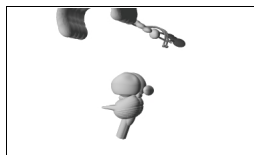
Another option to overcoming roadblocks involves changing the whole plan rather than just one of the steps. Instead of building the business from the ground up myself, I could have gone to work for a seminar company. I wouldn’t make as much money, or be able to do exactly what I had intended, but in time I could break off and finally get what I wanted in the first place. Either way, I would still reach my goal to a greater or lesser degree.

One of the most interesting options to overcoming roadblocks involves great personal strength. Some people have so much personal will that they are able to muster up enough power to force themselves to do what they hate in spite of how they feel about it. They continue their same thoughts that cause them to feel fear and pain, yet they are able to push through their emotions and accomplish the goal anyway. As painful as this option may seem, this is the option most people try before they finally drop the goal from emotional exhaustion.

The best solution however, is to eliminate the fear. If an Emotional Roadblock holds us back from reaching a specific goal, it will stand in our way in other situations in the future, as well. Why should we allow it to control us, especially when we are the ones who programmed it in the first place? With the “EQ” Mastery Technology now available this is the *option of choice*.

Shifting the Fear, Crushing the False Belief, Finding Success

My wife told me, “You can change this, honey. You know that other people have used your technology to change things. You have used it too, so fix this.” So that’s what I set out to do. I created the following Positive Action Statement to change the way I felt about rejection. Then I used my Memory Stacking technique to permanently implant the new Underlying Belief Patterns about this complex emotional issue in my mind.



Power Principle: *“We should all learn to enjoy the power of promotion (sales) since persuading others in a variety of ways to work with or help us is almost always necessary to reach our success.”*

“Sales” Positive Action Statement: *“I need and want to be the greatest salesman in my chosen field of endeavor, so with excitement and enthusiasm I enjoy making as many calls and contacts as I possibly can every single day to achieve the exciting new goals I have set for myself to provide wealth for my family and have an abundance left over to accomplish my other long term goals, especially becoming a motion picture producer.*

What I have to offer is extremely valuable so that makes ‘my’ value great. But part of that value is my ability to make a large number of people aware of the valuable services I have to offer. I enjoy feeling happy and positive, even when the people I am contacting tell me ‘no thanks’ or ‘not now’ as I know many will, because it is okay with me; I don’t feel rejected, hurt or discouraged, because I know as my popularity and credibility increase, many will change their minds, and some will even pay higher fees for my valuable services in the future.”

I’m going to stop in the middle of this Positive Action Statement and discuss the phrase, “. . . some will even pay higher fees. . .” Has this happened? There are people who could have hired me for hundreds of dollars who now pay thousands. Did it happen? Yes! Was it preset in my mind? Yes! The power of Positive Action Statements can change who we are and create great realities. When I wrote this part, it was in the realm of an assumed truth. It hadn’t happened to me, but I knew it had happened to others as their popularity and credibility increased. It has become a reality for me because I was able to change what I believed was “the truth” (I can’t do it, I hate rejection) to “the real truth!”

**“The Truth”
to
“The Real Truth”**

Again, we need to evaluate our perception of “the truth!” Now, back to the Positive Action Statement.

“For this to happen however, I need to make a large number of calls every single day to find those who are ready now. So I enjoy people’s honesty when they say no because it frees up my time and energy to make more contacts to find those who are prepared to take advantage of the valuable services I have to offer. It’s okay with me if they are not ready at the present to accept what I am offering, because I enjoy staying in touch until such time as they are. It truly is a numbers game. The more contacts I make and hear the no’s that might go along with them, the greater the possibility I have of hearing the Yes’s. I love the Yes’s so I will gratefully hear the no’s.”

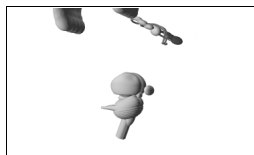
Possible Key Triggers:

- “I enjoy being great at sales!”
- “Making contacts is exciting and satisfying!”
- “In sales, I have great value!”
- “Greater sales, greater wealth!”
- “Honesty frees up my time!”
- “I love staying in contact for the yes!”
- “Discouraged from a no? Never!”
- “I love the Yes’s!”

Does this Positive Action Statement cover the Four Key Areas of the brain—the logical, detailed, overall perspective, and emotional? You bet it does! Did it change the way my mind thinks? Without a doubt! When I pick up the phone, do my past feelings stop me anymore? No! I have used the power of “EQ” Mastery to change the way I think emotionally. *And the way we think emotionally determines our behavior.*

Calling with Confidence

What would it have been like if I called FedEx to convince them to hire me if I hadn’t changed this fear of rejection? You can imagine me calling them in a whiny, sad, hesitant, and fearful voice: “Hi . . . this is Timmy . . . I’m a professional speaker . . . I have this really good stuff that you can use for your business . . . I was just wondering if . . . you’d like to hire me, okay?” It’s pretty clear what they would say: “Get a brain, buddy! Do you know who you’re calling? This is FedEx, a worldwide company, are you sure you don’t have the



wrong number?” Boy, would I be in for a huge rejection to add to my past problems.

Instead, when *I called FedEx, I said*, “I have a solution that your managers should hear about. Let me show you what I can do to help your people.”

I’m the one who can say that the “EQ” *Mastery Technology* in this book is the most powerful information you’ll ever read if you choose to use it. It will give you the tools to take everything you have learned and make it an integral part of who you are. Am I afraid that you will reject me? It doesn’t matter because *I’ve changed how I feel*.

The following is a Positive Action Statement for salespeople who have no problem with rejection or people skills and have incredible potential, but who hold themselves back because of a hatred of detail (Mr. Left Brain) things, organization, follow-up, and paper work. Moving past this mental roadblock can greatly improve their ability to obtain all the success their other great talents deserve.

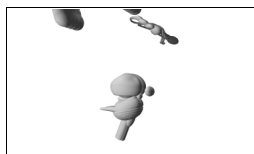
Power Principle: *“Keeping a careful balance between both our detail and people skills can greatly increase our overall success.”*

“Loving Details” Positive Action Statement: *“I enjoy using my detail skills to make my great people skills even more productive and valuable. There’s plenty of proof that adding better detail skills to my great sales talents will always produce greater sales. I hate holding myself back from greater sales because I have disliked details, so I always find great satisfaction in quickly and carefully handling my needed organizational and detailed tasks, then I can create greater success. This way I can freely and effectively enjoy doing what I love, being with people. Greater sales success means more fun, so handling the details really means greater fun. I enjoy making greater sales so it’s okay for me to enjoy the details that can create greater success.”*

Possible Key Triggers:

- “Better detail, greater sales, more fun!”
- “I hate holding my sales back, details are in!”
- “Great people skills + great detail skills = great fun!”
- “Details done, more people fun!”

We can start showing the world who we really want to be with confidence and put an end to the old programs that inhibit our progress by shifting our paradigm. We no longer need to let our goals become crushed by the harsh feeling of weakness. Fears, phobia, and unproductive self-doubt can be tossed aside as we build the real us and then watch the world return our reflection.



Chapter 17

Craving the Unresolved Question And Planning Peace of Mind

Now that we have looked at some of the brain's systems from a biological perspective let's tie them to something a bit more modern. If we think of the brain as an extremely complex network of specialized computers all connected together it might make it easier to comprehend. Each area is named according to its function. First, we have the *Main Processor*, which handles all of our contemplative decision making skills. It's the one that makes the final decision before we act.

Remember the woman with the two dresses? She had two opinions that both became actions. With her corpus callosum cut, the Main Processor couldn't consider both options and come to a final decision before she acted. The Main Processor's final decision making is a very critical part of who we are because this multiple opinion process is going on within each of us all the time.

To reach these final conclusions, however, the Main Processor must collect information from the

- Sub-Processors,
- Short-Term Memory,
- Long-Term Memory,
- Instinctive Response Centers,
- Instantaneous Response Centers,
- Sensory Directional Centers, and
- Emotional Response Centers (Limbic System).

Then the Chemical Response Centers' secretions adjust how we will respond to the world around us.

Contemplative Decision Making

Main Processor
gathers information from
Sub-Processors
which analyze input from
Short-Term Memory
Long-Term Memory
and The Other Key Areas

Now, let's discuss each of these areas in a little more detail. The *Sub-Processors*, which are strategically located throughout the brain, handle the gathering and processing of decision-making information for the Main Processor based on their different perspectives.¹⁰¹ The Sub-Processors gather information from *Short-Term Memory*, where information of immediate importance to the Sub-Processors and the Main Processor is stored at a conscious level. When this information is not used for a while, it filters out of Short-Term Memory and is dumped into *Long-Term Memory*, where it becomes a permanent growth of nerve fibers. At this point, the information must be indexed by the Hippocampus in order to be recovered in the future. Long-Term Memory holds the information from life's experiences.

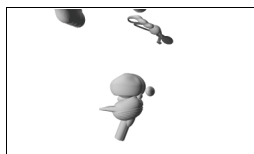
The *Instinctive Response Centers* handle our inherited responses, such as breathing and heart rate, which we do not program and are taken care of automatically. The *Instantaneous Response Centers* control our preprogrammed reactions (our good and bad habits). There are millions of these reactions, including how you comb your hair, how you get dressed, and how you treat people.¹⁰² These centers go about doing their jobs without any prompting from us. The good habits we don't even notice. It is the flawed ones that we anguish over.

The Main Processor has instant power over these habits if we choose to take control. However, an interesting thing happens when we begin to scrutinize the complicated habits. Once the Main Processor, the conscious mind, starts to interfere, it mixes up the flow of the habit system. Things you normally would have done automatically now become a struggle. The Main Processor begins to add input, and you start tripping all over yourself. The first of these complicated habit processes I noticed, as I was developing this part of the technology, was drying off after taking a shower. You think it's a simple process because you seldom take notice; however, when you take conscious control, the habit system gets twisted up.¹⁰³ The towel starts going in all different directions, and this very simple job takes a lot longer to do. Your conscious mind usually is contemplating more important things while the Instantaneous Response Center is doing these types of tasks for you. The habits exist to simplify our lives, but we always have conscious control over them if we choose.

¹⁰¹ Cerebral cortex, modules in vertical columns - Dr. Vernon Mountcastle, Johns Hopkins University School of Medicine - Ref: The Mind - p-22

¹⁰² creatures of habit - Dr. Richard M. Restak, author of The Brain & The Mind - Ref: The Mind - p-137

¹⁰³ Bringing an automatic response under conscious control causes clumsy performance - Dr. Richard M. Restak, author of The Brain & The Mind - Ref: The Brain - p-70



The *Sensory Directional Centers* stay very active with all the messages coming from the five senses. They then send that information to the areas of the brain that need the data at the moment. These areas deciding where specific information is to be sent, is no small matter.

The *Emotional Response Centers* provide each brain half with the emotions, drives, and feelings for its particular perspective, based on how we have programmed these feelings from past experiences. This limbic system surges up to create our emotional state of mind, which then influences how the rest of our brain systems will respond.

Finally, the *Chemical Response Centers* manage the chemicals that create moods and stimulation.¹⁰⁴ This process is so powerful because of its impact on our emotions and ultimately our behavior. Often we don't even know why our mood has shifted.

These areas of the brain create a substantial amount of input for the Main Processor to sort and evaluate. How these areas react and interact with each other, along with what we have stored in them, determine who we are and how we act. Changes to these areas will ultimately change us.

The Main Processor — The Problem Solver

Now that you have a quick overview of these key areas, let's go back and discuss the Main Processor in a little more detail. The Main Processor's primary responsibility is to find Unresolved Questions and solve them¹⁰⁵ (at this point in my live presentation I have a person start walking around the stage touching things as I continue to explain). After the Main Processor detects a problem, it gathers information from all the senses and memories by means of the Sub-Processors, Short-Term Memory, and Sensory Directional Centers. It then sorts through this information until it finds a solution.

By the time I say “. . . finds a solution,” almost every person in the audience is watching my helper on stage, rather than paying attention to what I am saying. I stop talking abruptly and ask the audience who's still paying attention. This regains their focus, but their minds are still wondering what my helper is doing on stage. I then ask, “How many of you have an *Unresolved Question* in your mind, such as ‘What is this person doing on stage?’” Having my helper distract the audience creates a powerful impact and emphasizes the point

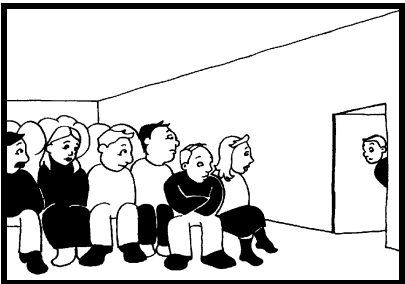
¹⁰⁴ String of beads synapses - release chemicals that are widely dispersed - Luigi F. Agnati, University of Modena, Borge Bjelke & Kjell Fuxe, Karolinska Institute - Ref: Biopsychology - p-92-93

¹⁰⁵ The interpreter, providing a sense of unity - Dr. Michael Gazzaniga, Dartmouth College - Ref: The Mind - p-27

that the Main Processor is always automatically looking for Unresolved Questions to solve.

Had my helper come up on the stage to fix a screen, or perform another simple task and then sat down, the audience's Unresolved Question would have been settled by an assumption, and their attention would have been free to return to me. But because I have the person just wander around touching things, the audience becomes perplexed. Each time the helper touches something, a new batch of information is retrieved for the Main Processor to decipher.

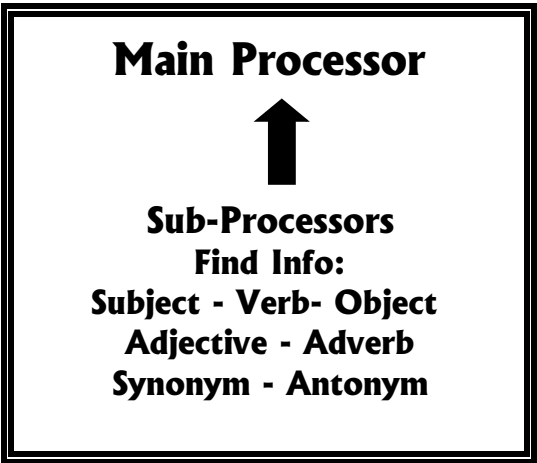
Consider how quickly your attention diverts when you are trying to focus on something and someone walks into the room. You become distracted no matter how intensely you were supposed to stay focused. This is the power of the Unresolved Question. The Main Processor is instinctively and forever involved in looking for what is unresolved and solving it.¹⁰⁶



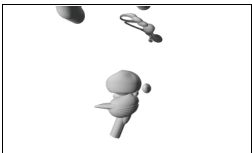
How Questions Are Linked to Our Memories

No one knows exactly how memories become linked to Unresolved Questions, but let's say, for example, that the first Sub-Processor looks for related memories that involve *the subject* of the question. In this case with my distracter up on stage, the subject is *the person*. This Sub-Processor then brings in all the information related to the subject it can find for the Main Processor to evaluate. And for those in my live audiences that know the person, they gather even more information about the individual's personality. "Are they wacky enough to go up on stage and do such a mindless stunt?"

Another Sub-Processor looks for information related to *the object* of the sentence. In this



¹⁰⁶ Newborn curiosity - Dr. Eric Courchesne, University of California San Diego - Ref: The Mind - p-51



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case, this would be the stage or whatever item the person touched. Each time they touched something new, that Sub-Processor searched for more information to throw at the Main Processor. This process brings in a myriad of ideas and thoughts for the brain to decipher. That's why almost everyone in the audience loses their ability to stay focused on what I am saying—their minds become so busy pulling and analyzing all this information.

Still other Sub-Processors may look for information related to the what, where, why, and how of the situation. This system creates the verbal structure of the Unresolved Questions and analyzes them just exactly as we have programmed it to over the years.¹⁰⁷

Sub-Processors Creating Questions to the Question

There is even a Sub-Processor in the brain that is responsible for creating related questions to the question. This produces a huge amount of information for the Main Processor to sort and evaluate. This is done in an extraordinary manner until either a conclusion is reached or a second Unresolved Question is found to be more important.

This process can occur automatically, or we can take conscious control of each idea. We have the power to interrupt the habit center to monitor what we will or will not accept from the Sub-Processors to reach our conclusions.

Everyone has experienced getting “lost in thought” through this process. We try to decide something important and, within minutes, we find ourselves off in La La Land. Then we are thinking about things that have absolutely nothing to do with what we were trying to decide in the first place. We kind of shake our heads when we catch ourselves and wonder, “How did I get here?”

Letting the mind wander through our past memories, bringing up bits and pieces of information in this chaining fashion, can place us miles from the question at hand. Depending on how well each new piece of information is chained to the next, we can end up way off the mark if we are not paying attention.¹⁰⁸

Let's consider an example of this by taking a trip down memory lane with a very busy woman. This woman is trying to decide whether she has time to go to the store or whether she needs to stay home and fix supper. Her first thought on this question is “How long will I be gone if I go?” This is one of those

¹⁰⁷ Functional segregation - primary, secondary & association cortexes each specialize in different kinds of analysis - Semir Zeki, author of, *A Vision of the Brain* - Ref: *Biopsychology* - p-181

¹⁰⁸ Modules, independent, yet it's one mind - Dr. Jerry Fodor, CUNY Graduate Center in New York - Ref: *The Mind* - p-253

“questions to the question.” In this situation, time is determined to be critical, so the new question becomes prime for consideration. So the mind places the original question in Short-Term Memory until the new question is resolved.

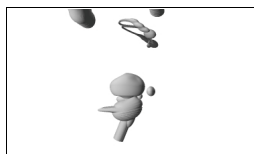
Her next thought is, “What do I need at the store?” Again, here’s another new question, created on the assumption that how long she would be gone depends on how many things she needs to pick up. She remembers, “Oh, I need a turkey for the big dinner on Friday.” This thought comes quickly from Short-Term Memory, because she had thought about putting it on her shopping list earlier in the day, but had forgotten to do so.

She then thinks, “I wonder if he told his sister about the dinner on Friday? He’d forget his head if it wasn’t tied on!” Now this is an interesting new question. It’s tied to the dinner instead of the turkey or even the shopping list. Because her husband is not there to ask, however, this question is quickly dismissed as unresolvable at present and most likely becomes stored in Short-Term Memory as a question in need of a solution. Her next thought is, “His suit! I forgot to call the cleaners. I hope that stain came out.” Here’s an even more interesting new question. This one has nothing at all to do with going shopping. Can you see where she’s headed?

At this point, she picks up the phone and calls the cleaners, who tell her the suit is ready. She suddenly has a very strong emotional surge as she thinks, “I’ve got to see if that stain came out. I’ll pick it up on the way to the store.” She picks up her purse and away she goes. The decision waiting in Short-Term Memory for a resolution is quickly decided without even becoming prime; she’s off to the store.

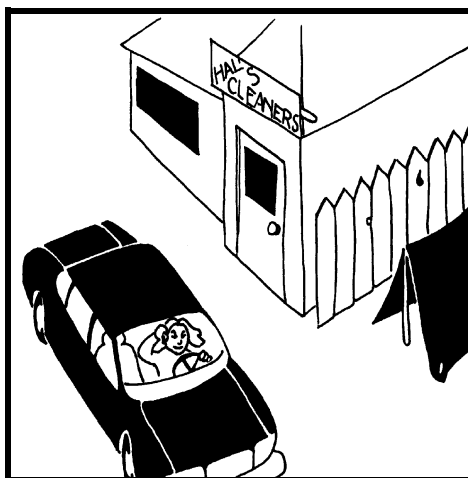
Her thoughts continue. “If the stain hasn’t come out, he can’t wear that black suit. Then I’ll have to buy him a new one. Where did I see that ad for suits half-price?” Her rambling stops for just a moment as she searches through Short-Term and Long-Term Memory before finding the answer. “JAKES, that’s it . . . There goes the \$700 I had saved for school clothes.” Her emotions now shift from urgency to discouragement. “But the kids need new pants and shoes. If he would have only gotten that promotion.” The discouragement deepens and almost becomes disgust. She then thinks, “If we had only had the money for him to finish school. I guess we shouldn’t have had the kids so soon.”

She swerves the car to miss an old man driving a bit eccentrically. This visual input is sent by the Sensory Directional Centers to the Main Processor and interrupts her thoughts for the moment. The input is also sent to her Instantaneous Response Centers, where her automatic driving skills are stored. It is this area that has allowed her to do all this thinking while driving down the road without killing anyone. She thinks, “I hope I never end up like that. Crazy



old people shouldn't be allowed on the road." Her whole attitude shifts, and now she's mad at the old man.

As she passes the grocery store she sees the sign "Turkeys 25% off with your newspaper coupon." This visual input adds an additional level of emotion as she becomes upset with herself. "Dang it, I forgot the coupon and my shopping list, what's wrong with my mind? I can't seem to remember anything anymore." This woman has just been led around by a very powerful force. Her mind has taken her for a not-so-positive trip down memory lane and has placed her in a situation of discouragement, stress, and despair, and she hasn't even gotten to the worst part: She suddenly sees a tent pitched in the yard next to the cleaners. This visual input activates the memory of needing to have her son's supper made early so he could go on a camping trip. This was why she was contemplating whether she had time to go to the store in the first place.



The Unresolved Question Circle — Going Round and Round

When we keep in mind that the Main Processor's primary responsibility is to find Unresolved Questions and solve them, we can understand why the mind would take our friend around in such a manner. This chaining process the mind uses to make decisions can take us just about anywhere. We have seen this idea of free association portrayed in movies. The psychiatrist says, "black" and you say, "white." The doctor says, "cat" and you say, "dog." It's easy to see the relationship between, "black" and "white," but what do, "cats" have to do with, "dogs?" Each person's associations can be so different it is difficult to determine why anything is chained together the way it is. As a child, some how I came to think that cats were the females and dogs the males. Who knows what kind of experiences cause some of these connections? Free association would probably be more of a test of a person's sanity if the psychiatrist would stay out of it and just let the person free-associate alone, since that is how we get from one thought to another on our own.

This process is so complex, however, that if we don't stick to the question, we can easily end up in La La Land, which does not help us make those wise decisions we are looking for. In fact, it causes us to waste a huge amount of time everyday following any connecting memory that just happens to fit into the thought before it. When we finally catch on that we are daydreaming, we have to pull ourselves back and start all over again. This can burn up substantial time if we don't drop the unrelated information floating around.

Most of our automatic thinking skills have been programmed by life's experiences. It's all part of our habit system. We always have the power, however, to regulate our thoughts through the Main Processor. We can determine which path we will or will not follow.

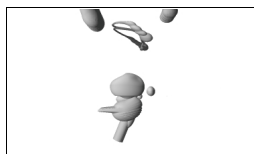
For example, if we move past each new question without resolving it just because the mind brings up a new related question, the Sub-Processors and Short-Term Memory become overloaded with Unresolved Questions. This drives stress to its highest level because we begin moving from question to question without

deciding anything until we are back to the first question, and then we start all over again. This can cause the frustration and stress of not having a resolution, to overwhelm our mental state of mind. At that point, sound decision-making becomes impossible.

When we make decisions, it is important to keep the question of primary importance foremost in our minds. We shouldn't allow it to slip out of its key role. Since we know the Main Processor must gather more related information to make the decision, it is quite easy for the priority question to be drowned out by all the other questions and information that is being brought up. To keep this from happening, we must take control of the process.

Everyone seems to be trying to find more hours in the day to get everything done with the "Do more with less" philosophy. There are two very valuable procedures we can follow to keep the mind on track and do this. The first procedure is "Restating Decision Making," where you restate the priority question to yourself to keep yourself on track. Get in the habit of restating to yourself what you are really trying to decide every 15 seconds or less to keep that question primary in your mind. This way you don't lose sight of what you are trying to accomplish as this system finds all those new pieces of information.

**Sub-Processors and
Short-Term Memory
become overloaded
with Unresolved Questions**



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Restating Decision Making — Staying on Track

If this woman had practiced Restating Decision Making, she never would have headed to the store without first deciding whether she really had time to go. Instead, she allowed herself to be led by instant impulse thinking and ended up making herself very frustrated. Restating Decision Making keeps us on track, no matter how many related questions or thoughts come up. Instead of wasting time on impulse thinking (“Do I have time to go to the store?” “What will I need?” “The turkey for the dinner on Friday?” “I wonder if he told his sister about the dinner on Friday?” “He’d forget his head if it wasn’t tied on!”), this woman would immediately pull herself back to the key question: “*Do I have time to go to the store or not?*”

Power Principle: *“Wise decision making is so vital to success it is critical that we carefully control how the mind links our thoughts and memories together so we can stay properly focused on the prime question at hand.”*

“Restating Decision Making” Positive Action Statement: *“I know that when my mind starts searching for a solution to any given problem there will be a vast and highly varied amount of input coming from all different areas of my mind. I hate losing the time that can be wasted when my mind wanders off track, so I enjoy making decisions quickly and soundly by carefully controlling these mental inputs. I refuse to allow my mind to get lost in thought when I have important decisions to make. I enjoy being clear, focused and staying on track with the primary question at hand by restating it to my mind every few seconds until a sound decision is reached. I always resolve the primary question before I allow myself to wander off onto other things. I have been frustrated way too many times and lost far too much time when my mind aimlessly wanders. So no more! I love clear and focused decision making!”*

Possible Key Triggers:

- *“Stick with the prime question!”*
- *“Clear, focused decision making!”*
- *“Controlling the inputs, power decisions!”*
- *“I refuse to waste time wandering!”*
- *“Get lost in thought? Never!”*

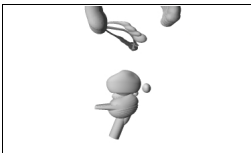
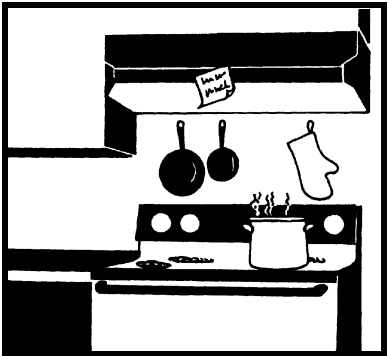
Since it takes a while to make 15-second Restating Decision Making a habit, there is another option you can use in the meantime: Write down the question you are trying to decide. When other questions come up, you can deal with them by jotting them down, as well. Then you will never lose sight of the primary question when you are trying to make an important decision.

You might wonder, “What is an important decision?” We always take time to write things down when we are trying to make a pivotal decision, but this woman’s choice wasn’t life or death. If we look at what happened to this woman’s thought process, we may reevaluate how we think about important decisions. This woman ended up depressed, discouraged, upset at herself, upset at her husband, and upset at the old man. She was mad at everyone. And one of the key things that led her to this distressed state of mind hadn’t even happened. With her imagination, she had already spent the \$700 on the new suit and felt the pain of all the problems associated with doing so. Yet she didn’t even know whether the stain had come out. Had she made it to the cleaners? No! Was the suit ruined? Who knows? She conjured up Anticipated Fear with her imagination!

So how important was her decision, considering the end result of her frustrated emotional state of mind? What a huge waste of emotional energy from what *might* be. She could have found out the “real truth” first and avoided all of the fake anticipated pain. Important decisions need to be thought of in a different light from how we normally would think of them. When we are trying to make “important decisions,” it’s critical to write them down.

Minor Decisions Yet Powerful Impact

Another important thing we should do is post questions that can’t be resolved at the moment in an obvious place. For example, the woman’s question of whether her husband had told his sister about the dinner on Friday could have been posted for her to ask later. Have you ever remembered something you were supposed to do, but it wasn’t time to do it yet, so you assumed that you would remember it when it was time? You did remember it, of course, but it was about 20 minutes after it was supposed to be done.



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These types of situations create a tremendous amount of stress. Jotting down these questions to be handled in the future can remove them from perplexing the Sub-Processors or Short-Term Memory. It also can reduce the stress caused by remembering questions after it is too late to do anything about them.

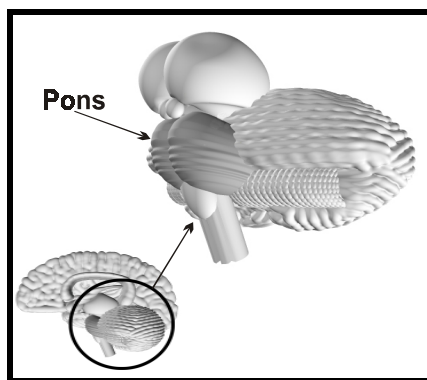
The man who developed Post-it notes was brilliant. If the busy woman had posted the question about dinner on Friday on the stove, she could have asked her husband when he got home. This would have prevented her bad feelings toward her husband because of his lousy memory, especially since her own memory wasn't quite as perfect as she would have liked. I wear a computerized daytimer watch. When something important comes to mind, I program it into my watch immediately so I don't forget it. It has a two-week schedule I can see at a glance, and it beeps me a half hour before I need to be somewhere. How it has saved a lot of bad feelings over *my* lousy memory!

Since the mind brings up ideas in this connecting fashion, it can bring up important ideas at the most absurd times and places. It is critical to be ready to write down these things whenever they come up. Don't assume that you will remember them later because you probably won't.

The Subconscious Mind — Freedom From Within

There are two very important times of the day when our brain functions in a more uninhibited level than normal. Just before we drift off to sleep and just as we are waking up, the mind is in a totally different state, using a lot more powers from our subconscious. During these time periods, many of our limiting beliefs that hold back our full creative skills are becoming subdued, similar to when we are dreaming. Many people believe they are capable of breathing underwater or flying when they are dreaming. This is because of an uninhibited state of thinking.

The Pons area in the brain stem plays an important part in dreaming. When we go to sleep, the first thing it does is shut down all outgoing nerve messages to the



body.¹⁰⁹ Then it sends random pulses of energy up through the brain, which activate the dreaming process. As the Cerebral Cortex receives these random thoughts from memory and other places, it tries to make sense of this input by becoming the storyteller.¹¹⁰ This is why our dreams can be so weird. We are walking on a nice warm beach and, boom, all of a sudden a bear is walking along with us. The Pons area just happened to hit a Memory Canister that had a bear in it, and now our mind has to make it part of our dream.

There is a good reason the Pons area stimulates various memories. The brain's nerve fibers and cells have to be stimulated on a regular basis to keep them healthy. It is this state of mind that my friend Ken is able to work with when he hypnotizes people. Just before they enter a complete dream state, Ken puts them in a hypnotic state. Instead of the Pons area acting as the only input to the mind, Ken suggests ideas and is heard because instead of shutting down all the messages, the Pons Area allows the dreaming state to act it all out.¹¹¹ People say a hypnotist can't get you to do anything you don't want to do. Ken tells me this is true—you won't do anything that you would not be willing to do *in a dream*. So be cautious if you have "wild" dreams and hypnosis is on your "to do" list.

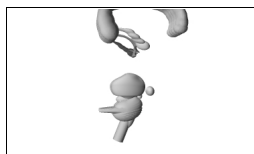
Ken started working with hypnotism when he was about 12-years-old. He has had a very successful hypno-therapy practice for many years, long before he began working with business professionals. One of the interesting things I learned from him about hypnotism has to do with its long-term effects on people's behavior. When you see one of those TV specials where a hypnotist supposedly eliminates a person's fear of spiders in a single session, don't be fooled. Hypnotism is a dream state. When the hypnotist hands the person a tarantula and the individual just sits there with a pleasant smile, remember she is still dreaming. The fear really isn't gone, she is only seeing a nice little harmless animal in her hand. The real proof comes later after the individual leaves the studio—sees a spider, and freaks out.

One session of hypnosis cannot eliminate conscious fears. When Ken works with people, he teaches them how to use self-hypnosis and meditation to change

¹⁰⁹ Reticular formation of the pons and medulla regulate sleep, movement & muscle tone - John P. J. Pinel, author of Biopsychology - Ref: Biopsychology - p-67

¹¹⁰ REM sleep - brain stem bombards cerebral cortex, dreams are cortex's efforts to make sense of these random signals - J. Allan Hobson, author of Sleep - Ref: Biopsychology - p-300

¹¹¹ External stimuli can be incorporated into dreams - William C. Dement & Edward A. Wolpert, University of Chicago - Ref: Biopsychology - p-299



their thinking processes.¹¹² He teaches them how to enter that dream state just before drifting off to sleep and how to use the art of suggestion that, with time and lots of repetition, could make a difference. Consistent input to the subconscious mind can have an influence, but it is a good idea to take that same input directly to the conscious mind for a long-lasting effect.

A lot goes on in the subconscious mind when we are in the different states of dreaming. Sleepwalking is a result of the Pons area allowing outgoing messages to be acted out while a person is dreaming. In this situation, the Pons area is actually malfunctioning.¹¹³ We used to have a horrible time camping because, if we weren't careful, my youngest son, Dustin, would sleepwalk. If we let him sleep anywhere except the main tent, we could expect a very eventful night. Because he had a bit of claustrophobia, if we put him in a pup tent, he would wake up screaming, "Turn on the lights, I can't breathe!" and he would try to claw his way out of the tent. I never figured out what the lights had to do with breathing, but there is no doubt the power of this dreaming system is incredible.

Hallucinogenic drugs are dangerous because they put people so deep into this dream state, where everything is being acted out, that they have little power to stop. That's why some, not only think they can fly, but actually try it. This happens because many of the rules and other self-imposed beliefs that we have in the conscious mind are subdued in the dream state. The rules are gone, which is great during dreaming because it lets us work from an unlimited perspective. But, with drugs, the actions are real. We lose the protection that comes with the Pons area shutting off outgoing messages.

Perspectives From The Unlimited Mind

During these times when we are drifting off or waking up, the mind can bring up very important ideas that could greatly help our success. If we assume that we will remember them later, we may be greatly mistaken. We may find ourselves remembering them just as someone else is on his way to the bank with all the money we could have made from the great ideas.

When I was developing the "EQ" Mastery Technology, I kept a hand-held recorder by my bed. This had two advantages. First, this process resulted in many of the great ideas that are key to the "EQ" Mastery Technology. Also,

¹¹² PET scans show that the brain is tricked into perceiving things imagined during hypnosis as real - Michael R. Nash, University of Tennessee - Ref: Scientific American, July 2001 p-47-55

¹¹³ Sleep walking (somnambulism) occurs more frequently in deep sleep - John P. J. Pinel, author of Biopsychology - Ref: Biopsychology - p-300

recording my ideas tucked them away on tape and put them to “rest,” so that they did not further interfere with my sleep.

Consider what Amy, the human bridge, or our Michael Jackson act-alike were able to do. Their actions were a result of what Ken got them to believe was true. In that subconscious hypnotic dream state they did amazing things. We have powers that seem to be locked up! Our beliefs have been allowed to limit the powers of our conscious mind.

Have you ever had a stroke of genius? Researchers believe this occurs during stage two or mid-range sleep. In mid-range sleep, we are not dreaming, but the brain is very active.¹¹⁴ Scientists believe this is when the brain is working on unresolved problems of the day. When the brain works on them at this time, it does so without rules or limiting beliefs, those “it can’t be done” inhibitors. Therefore, it has the ability to try solutions we never would have thought of during the day. When it finally solves the problem, it places the solution in a Memory Canister and ties it to the problem we have been struggling with for weeks.¹¹⁵

So, the next day when we begin thinking about our problem again, we think, “Wow, I’ve got it, what a stroke of genius. I know exactly what to do. Am I brilliant or what? I’m a miracle worker! No wonder they pay me the big bucks.” In a way, we are right! Our brain brilliantly solved the problem. The stroke of genius really wasn’t a stroke of genius at all. Our brain worked on it off and on all night from an unlimited perspective, when it was able to consider all the possibilities. The next day, we just found the right Memory Canister and suddenly we are *instantly* brilliant when really we were *always* brilliant!¹¹⁶

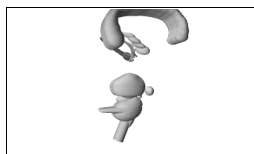
“Strokes of Genius”

~
“Scientists believe that this (mid-range sleep) is when the brain is working on unresolved problems from the day, during sleep.”

¹¹⁴ Stage 1 & (REM): low voltage, high frequency, just slower than being awake - Stage 2: slightly higher voltage & lower frequency with sleep spindles and K complexes - Stage 3: same as stage 2 with occasional delta waves 1 to 2 hz. - Stage 4: predominate delta waves - stage 1 to 4 takes 90 minutes - less stage 4 and more stage 1 as sleep progresses - John P. J. Pinel, author of Biopsychology - Ref: Biopsychology - p-297

¹¹⁵ 500 undergraduate students to find puzzle’s solution - 20% while awake - 70% from a dream - Researcher William C. Dement, Stanford University - Ref: The Brain - p-324-325

¹¹⁶ Critical experiment revealed in a three a.m. dream proved the chemical transmission theory on a frog heart - German physiologist Otto Loewi 1921 - Ref: The Brain - p-322



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Deciding When to Decide: Unfettering The Mind

Given this nighttime problem solving process exists, we should be cautious about what we leave unresolved in our minds at night because another phase of sleep, known as deep sleep, is very critical to our survival. It is during deep sleep that all of our brain chemicals and energy resources are replenished.¹¹⁷ If we don't get sound sleep during the night, we may end up with mental deficiencies the next day. Making sure things are in order before we go to sleep is almost as important as making sure we get enough sleep. The conditions of our thought patterns can determine the type of sleep we get.¹¹⁸

This is why it is so important that we deal wisely with problems that cannot be resolved, especially when we have insufficient information at the present time to resolve them. These problems not only waste our time during the day, as we mull them over and over, but also drain our mental powers at night. While we sleep in this stressed condition, our brain will go round and round the same problem. Remember, this is a problem that cannot be resolved because there is insufficient information.

The best thing we can do is determine when and from whom we will gather the missing information and set a time to resolve the dilemma. This puts an end to wasting more time on the problem during the day and stops it from interfering with our sleep at night too. The Main Processor will consider the problem taken care of and won't bring it up again until our delayed deciding time is up.

In the movie, *Gone with the Wind*, every time Vivian Leigh comes upon a situation with unresolvable difficulties that could cause her great worry and concern, she says, "I can't think about that today, I'll think about it tomorrow." When we have insufficient information to make a correct decision, deciding at that time is foolish. We must determine when we will gather the information and then come to the conclusion. We should say, "I can't think about that today, I'll get some sound advice and decide on that tomorrow."

It is critical that this delayed decision making is not used as an excuse to wait forever on difficult problems. That just adds to how difficult they are to solve. We must make conclusions with the full powers of the mind as soon as possible. This often means talking to several people we trust to break the mental deadlock we have encountered, rather than mulling it over and over in our own

¹¹⁷ Too little sleep, productivity, safety & health at risk - sleep resettles emotionally, cognitively & immunologically - David Dinges, Division of Sleep & Chronobiology at the University of Pennsylvania - Ref: The Readers Digest, May 2001 - p-82-87

¹¹⁸ Sleep deprivation, voices, hallucinations & violence - Dr. Robert Sadoff, Norristown State Hospital - Ref: The Mind - p-306

minds. Sometimes just talking it out, even when the advice given is off the mark, can cause us to find the key piece of information we were missing. This can save us time every day that would have otherwise been wasted.

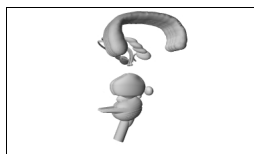
There is one other type of Unresolved Question, one that we have absolutely no power to resolve, neither now, nor in the future. These questions must be thrown out of the mind or they will continue to interfere with our concentration. This means our mind must be convinced that it no longer has anything to do with resolving them. To do this, we must convince all areas of the brain (not just the logical part) that the question is unresolvable and that there is no reason to spend more effort on it.

For example, in my condo project misfortune, it didn't do any good to spend time or emotion figuring out why it happened, or how to change the high interest rates. The government and the financial institutions were in control of that. In fact, the more I focused on this "unfair" situation, the angrier I became. The fact was, there was nothing I could do to change this reality. From the information I gathered, only time would resolve my problem. Once I had that reality implanted in my mind, it was time to stop hoping for a miracle and start working on the alternative solution of turning the condos into apartments and renting them. Sometimes it is critical to let go of Unresolvable Questions for the sake of our sanity.

Once we have used Memory Stacking to convince all Four Key Areas that we have done all we can to resolve the Unresolvable Question, and that there is nothing more we can do, then and only then will the Unresolved Question be considered resolved by the Main Processor. This action frees up the mind to use its full powers on problems we can resolve.

Power Principle: *"It is a huge waste of time and emotional energy to focus our attention on circumstances that are completely unresolvable in our present situation. They must be set aside until conditions change so we can effectively focus our wisdom on things we can resolve."*

"Unresolvable" Positive Action Statement: *"I refuse to focus my attentions on things I cannot change. I hate the panic and dread unresolvable problems cause me as well as how they waste my time and emotional energy. So no more! I refuse to waste my energy now that could be better spent elsewhere. I love it when I can freely use this time and energy to focus my concentration on other important things I do have the power to overcome. I hate just worrying for*



nothing. I have evaluated this problem with every ounce of my intellect. I have asked and gotten ample advice from great people and there is nothing I can do to resolve it, not now nor in the future, so I refuse to anguish over it anymore. Once I have decided, I love that feeling of peace that comes from not contemplating it again until the circumstances outside my influence have changed. It no longer has the right to steal away my attention. It is over! Just as much as if it was resolved. The decision is made and I am free to press on to the other important things I can change.”

Possible Key Triggers:

- *“Focus on what I can change!”*
- *“Free time, working the resolvable!”*
- *“Peace from the unresolvable!”*
- *“Can’t change it, drop it!”*
- *“Freedom from the unresolvable!”*
- *“Waste energy on the unresolvable? Never!”*

Undiminished Powers — Daily Planning

It is imperative that we do not leave the mind in shambles at the end of a day. Being overwhelmed with Unresolved Questions greatly reduces our mental powers. If we leave the mind in this condition everyday, our mental powers will slowly diminish. Life’s problems then become even more overwhelming because our decisions become even less accurate. This is why having a planning time during the day is very helpful. If we write down the things we need to accomplish in the future so the mind knows they are on their way to being resolved, the mind then considers them handled. It stops letting them interfere with what we are working on now. This gives us the ability to focus more accurately on the problems at hand. This concept of daily planning (deciding when to decide) can be very powerful. Many types of day planners and systems are available to help us do this. Choose and use one that is most convenient for you or design a quick system of your own. This will help you stop worrying about things you can’t resolve at the present.

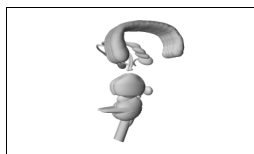
Power Principle: *“Daily planning to decide when it is we will decide clears the mind of Unresolved Questions and gives it room to focus.”*

“Planning to Decide” Positive Action Statement: *“I know that if I leave my mind in a shambles at the end of the day I can cause myself to be less successful. My sleep can be wasted and I become less able to function wisely. I refuse to allow myself to be weakened by confusion so I love creating greater focus by planning daily when I will make certain decisions. When a plan is in place I can let go of those things that would normally just keep running over and over again in my mind. I enjoy greater peace and far more mental powers when I remove the Unresolved Questions that can interfere with my sleep and thinking abilities. I hate stress dreams or tossing and turning all night, so I always set aside a time to decide. Daily planning feels much more peaceful and is wisdom at its best.”*

Possible Key Triggers:

- *“Daily planning is peace of mind!”*
- *“Planning, sound sleep!”*
- *“Confusion is out, planning is in!”*
- *“Planning Unresolved Questions creates power!”*

Since our Main Processor will forever be looking for the Unresolved Question, being cautious about how we allow it to bring up additional information is vital. Restating Decision Making can not only add time to our day, but also help us make more sound decisions and keep us from becoming frustrated with the outcomes. Since decisions are so critical to living a successful and satisfying life, we need to take even the little decisions more seriously. We can use the unlimited powers of the mind to help us with this process by noting things as we near the dream state. We should unfetter the mind by creating a solid habit of planning (deciding when to decide) each day.



Chapter 18

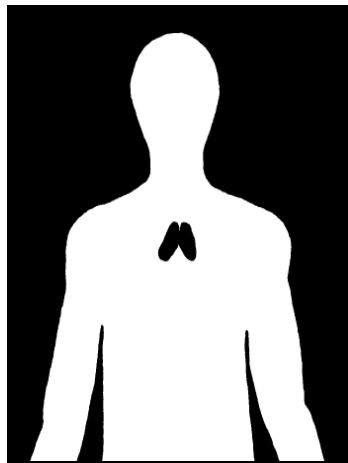
Stress Be Gone — Ending the Fight or Flight

Many doctors believe that as much as 30% of all patients' illnesses are stress-related.¹¹⁹ Just think what 30% of all of our medical care costs amounts to. That's a lot of financial resources wasted on stress-related illnesses.

It also is becoming evident that our attitudes can greatly affect our health. Research has found that patients who had positive feelings toward their recovery after undergoing surgery heal sooner than those with normal or negative attitudes.¹²⁰ This idea is very evident when a patient is in critical condition and there is nothing more the doctor can do. The individual's will to live has a major impact on the outcome. However, until recently, this idea was looked upon by doctors and scientists as superstition. They thought the immune system functioned totally independent of the mind.

White blood cells and anti-bodies, which are created within the bone marrow, are dumped into the blood stream, where it was believed that they did their jobs without any interaction from the brain. Recently however, much has been discovered to indicate otherwise. The T-Cells, an important part of our immune system, are born in the bone marrow and dumped into the blood stream just as other blood cells are, but they must be programmed to know how to do their jobs correctly. This programming takes place in the Thymus Gland, which is right behind the breast bone.¹²¹ Each new T-Cell makes its way to this gland and receives its own specific instructions.

Again, scientists concluded that this process was accomplished independently and that the Thymus Gland, which is mostly made up of white blood cells, performed this programming all by itself. Luckily,



¹¹⁹ Stress associated with fear and anxiety increase susceptibility of wide range of diseases - Steven C. Stout & Charles B. Nemeroff, Emory University School of Medicine - Ref: Biopsychology - p-438

¹²⁰ Breast cancer, the fighting spirit, high survival - Dr. Steven Greer, Royal Marsden Hospital, London - Ref: The Mind - p-156

¹²¹ Thymus, master gland of immunity - Dr. Hugo Besedovsky, Swiss Research Institute in Davos - Platz - Ref: The Mind - p-148

researchers ultimately discovered a large number of nerve fibers running directly from the Thymus Gland to the brain.¹²² Additional research has made it clear that how we allow the emotional part of our brain to make us feel translates into how the immune system is going to function. There is a direct feedback loop between the brain and our immune system. Therefore, the idea that our emotional state of mind can directly affect our health is no longer just an assumption, it is a direct brain to immune system connection, especially when it comes to what we call stress.

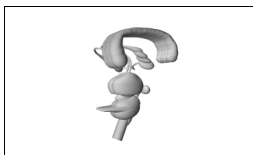
The Fight or Flight Response

There is a powerful emotional response activated by the limbic system, that can greatly affect our health, called the fight or flight response. Stress is what we call this emotional condition. To illustrate this fight or flight response in my presentations, I suddenly pick someone in the audience who has been talking a bit to the person next to him and start cussing him out. I point my finger at him and say loudly, “Do you think that what you have to say is more important than what I am trying to share with these people? It’s bad enough that you are not paying attention yourself, but your talking is interfering with everyone around you. Do you think you know this better than me? If you do then why don’t you get up here and finish! We don’t have to put up with this. Where are the ushers, get this person out of here.”

Even after the audience figures out that I am just acting, I usually get emotional reactions from many. This is how I illustrate to everyone the emotions of the limbic system. When someone is being verbally attacked, there are a tremendous amount of emotions that come up, not only in the person being attacked but also in the people watching. First, there is a strong rush that passes over the body, followed by feelings of embarrassment. As I continue to attack, people become defensive. The limbic system jumps into action, and the heart rate increases. Adrenaline is pumped into the blood stream, along with a dose of cholesterol to provide instant energy.¹²³ A signal is sent to all major muscles to get ready for immediate action. In response, they each tense up. An additional signal is sent to each brain area to come to full attention. All five senses are

¹²² Thymus, nerve fiber brain connection - Dr. Robert Ader & Dr. Nicholas Cohen, University of Rochester - Ref: The Mind - p-146-147

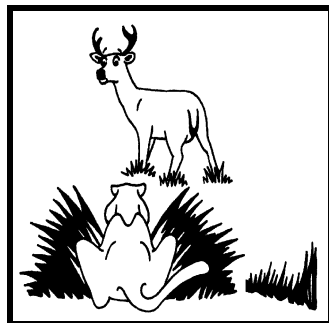
¹²³ Stress causes the pituitary to release of ACTH, the adrenal cortex, glucocorticoids & the adrenal medulla, adrenalin and noradrenaline - Hans Selye, First described the stress response 1950s / S. Clare Stanford & Peter Salmon, authors of Stress: From Synapse to Syndrome - Ref: Biopsychology - p-450



brought into peak performance, and the brain prepares for the, “fight or flight” response.

“The Wild” Response in Modern Society

This same process occurs in the wild when an animal senses danger. For example, when a deer is standing in a field and a lion approaches, the deer’s limbic system is activated. This allows the animal to hear better, see more clearly, smell with greater accuracy, and tighten every muscle in preparation for immediate movement. In this condition the deer is ready to fight or run away instantly, whichever becomes necessary.



This response is available to us for the same survival reasons. When our senses are heightened and our muscles are ready for immediate action, we can perform at a higher level. In modern society, our stress experiences don’t include lions, yet we perceive certain situations as if there is similar serious danger. Since there is no real reason to attack or run, we burn up a lot of our brain chemicals and cause other damage to our bodies by idly enduring the fight or flight response.¹²⁴

It would look pretty silly if the person I attack in the demonstration ran up on stage and slapped me in the face, or decided to flee out of the auditorium. However, the emotions we feel during this type of confrontation make us want to do exactly what the fight or flight response says: Stand up and fight the person attacking us, or run like crazy. But in modern society, this would not be considered acceptable. So instead we sit there, burning up brain chemicals trying to keep ourselves from hurting somebody. This stress then greatly reduces the chemicals we need to run our brains correctly.

Shifting Perspectives — Activating Someone’s Fight or Flight Response

With this fight or flight response inherent in all of us, it is extremely important that we watch, not only how we react to the behavior of others, but also how we trigger *other people’s* stress response. If we come down on someone like I do in my presentations, that person’s ability to accept what we are trying to accomplish is gone. If I screamed for real at someone and then tried to continue my presentation, there wouldn’t be a person in the room who would continue

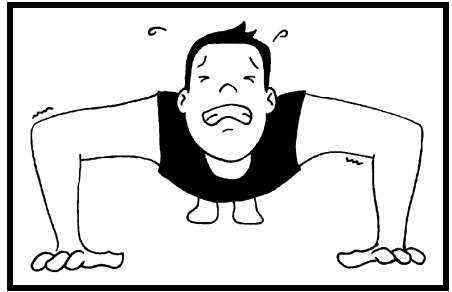
¹²⁴ Flight or Flight survival in the wild, now no longer eaten, shortens life - Dr. Richard M. Restak, author of *The Brain & The Mind* - Ref: *The Brain* - p-163-165

to listen, let alone believe anything I said. The years of research behind my message would have no power to undo the emotional shift that would have taken place. The emotions that control the audience's indexing of information into memory would have been switched to, "This is all a bunch of HOOEY!"

Keep this in mind when you are trying to manage others. They each have a fight or flight response, and it works really well. If you come down on someone and turn on his or her stress response, then try to logically explain what you want accomplished, you've already lost the game. It is silly to think that others will become motivated to do what you want when they instinctively want to beat the heck out of you, or run like crazy because of your out-of-control behavior.

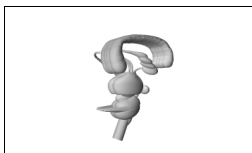
Negative Side Effects of Stress

There are some rather negative side effects that occur when we allow ourselves to stay in a stress response all day. The response not only affects our mental abilities, but remember how it works on our muscles, tightening them up for immediate action? Consider what the brain does to allow us to do a pushup. First, it sends a preprogrammed set of instructions to the muscles. These electrical signals are transmitted across the nerve fibers, which then activate a chemical reaction within the muscles. These chemicals, called electrolytes, have the job of contracting the individual fibers.¹²⁵



Have you ever wondered why we can do only a limited number of pushups before our arms give out? The answer involves the amount of electrolytes we have in each muscle fiber, which is determined by how much they are normally used. Some muscle strands contain a large amount of electrolytes because they are always active, while others contain very little. When we begin the first pushup, maybe 80% of the fibers are involved. But, by the time, we are finished with the pushup, the percentage could have dropped to 60%. This quick drop in power occurs because more effort is required to get your body off the floor than what is used in daily activities. The percentage decreases as you continue, until there are not enough fibers to handle the weight.

¹²⁵ Motor neuron fires, acetylcholine is released to cause muscle fiber to contract - John P. J. Pinel, author of Biopsychology - Ref: Biopsychology - p-224

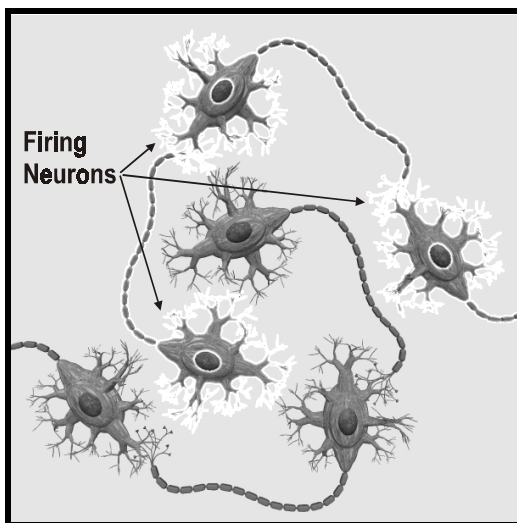


The muscles are still there, along with the mental signals, but there aren't enough fibers contracting to do the job because the chemical reactants are used up. When you reach this condition all it takes to regain your strength is time. The blood stream removes the buildup of lactic acid in the muscles and the little chemical factories swiftly send new electrolytes back into the muscle fibers. Once this process is complete, you again have the power to do the same number of pushups.

Physically Drained from Mental Strains

Remember that the muscle fibers are signaled by the limbic system to tighten up. Normally these fibers would be in a relaxed position, but when stress hits, both extensor and flexor sets of muscles become tight. In other words, the muscle fibers fight against each other just enough to be ready for instant action.¹²⁶ All the muscles in the body do this during the stress response. Is there any wonder that we feel physically drained at the end of a stressful day, even though we haven't done anything physically out of the ordinary? This stress response tug-of-war burns up all of the electrolytes without moving an inch. We are lucky we can even walk afterward.

This example is valid for not only the muscle system, but also the brain. Neurons, the most basic components of the brain which are key to our memory, thinking, and reasoning powers, are connected to each other by nerve fibers called Dendrites. These connections make up the brain's circuitry. When a stimulus is generated in the brain, one of these little neurons fires and begins an electrical impulse. This impulse moves across the nerve fibers to all the other neurons connected to it. The electricity then activates brain chemicals called neurotransmitters, which influence the state of the connected neurons.



¹²⁶ Tension in a muscle created by both flexor and extensor muscles being contracted called isometric contraction - John P. J. Pinel, author of Biopsychology - Ref: Biopsychology - p-225

This circuitry functions much as muscles do. In the loosest sense the neurons are like little batteries.¹²⁷ When enough of the proper chemicals get into the neuron, it fires an electrical impulse to the other neurons connected to it.

The “Kill” “Kill” “Kill” Response — When Your GABA’s Gone!

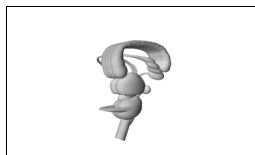
In a fight or flight response a signal alerts the brain to bring it to full attention. This constant pre-sensitizing of the brain cells with electrical pulses and neuro-chemicals keeps each area of the brain “warmed up.” This gives us a more complete and intense response to any situation. This process can help us perform at higher levels of expertise, unless we allow it to continue for extended periods of time and drain our chemical supply. Based on this, stress by itself isn’t bad. It is when we allow ourselves to remain in excessive long-term stress situations that it becomes unhealthy.

A critical part of our normal response system is greatly affected by stress. There is a neuro-transmitter called GABA—gamma-amino-butyric acid—which works between the emotional center and the frontal lobe, as well as in many other parts of the brain. When the emotional center sends stress signals up to the cerebral cortex (the logical part of the brain), GABA works to slow the power of their effect.¹²⁸

For example, when I attack a person in my audience, his or her emotional center reacts wildly with the stress response, with the limbic system yelling, “Slug him in the face!” If the individual has a good supply of GABA, the system slows this surge. So when the wild response reaches the frontal lobe, it is more calm and maybe even a bit slower, “. . . Slap . . . him . . . in . . . the . . . face!” Now the frontal lobe has a chance to think about it and respond before any action takes place. The person now thinks, “I’ve thought about it and that would not be cool, so let’s not!” When the next wild surge comes up proclaiming, “I’m not putting up with this, I’m out of here!” The GABA again slows it down, “. . . I’m . . . leaving . . .” The reaction to these emotional surges are then handled differently from how they would without this powerful inhibitor in the system.

¹²⁷ The negative 70 millivolts neuron resting potential is created by sodium-potassium pumps - Alan Hodgkin & Andrew Huxley, Nobel Prize Winners 1963 - Ref: Biopsychology - p-84-85

¹²⁸ Most prevalent inhibitory transmitter (GABA) gamma-aminobutyric-acid - John P. J. Pinel, author of Biopsychology - Ref: Biopsychology - p-97



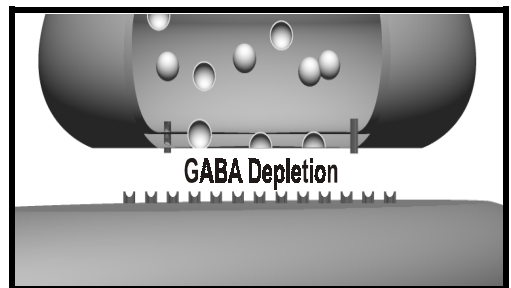
Uncontrolled Limbic Response

Suppose my “attakee” had not gotten a good night’s sleep the evening before to replenish his GABA, and then had come to my presentation. When I attacked him, I could have gotten killed! When the fight or flight surge comes up, and there is no GABA to slow the response, it goes right through the frontal lobe and boom!

This is also what causes us to take our frustrations out on our friends and family. When we stay in the stress response at work all day, we burn up all the GABA by keeping ourselves from attacking our clients, bosses, or co-workers. We go home at night thinking the stressful situation is finally over. Then one of our children comes up and starts tugging at our clothes, “Daddy, Daddy, Mommy, Mommy, Mommy,” and we freak out. “What!” We yell, as we give them that deadly look. Our GABA is all gone, and since we let down our intellectual guard because we are home, we act inappropriately. This is one of those strange realities in life, where we treat the people we love in the worst way sometimes, because we feel safe. The idea that certain behaviors are acceptable in one place but not in another is called environmental behavior.

When we fill our lives with stress and our brains constantly pre-sensitize all its different areas, we burn up a massive amount of neuro-chemicals. When they are gone they are gone. We have to wait for them to be replenished just like the electrolytes in the muscles must be replenished when we do push-ups.¹²⁹

Since these neuro-chemicals play such a critical role in our mental system, we must be cautious not to allow stress to burn them up. When they are gone, however, we must be sure we get



¹²⁹ Neuro-transmitters are synthesized in the synaptic button's cytoplasm and packaged in vesicles -Thomas M. Miller & John E. Heuser, University of California School of Medicine - Ref: Biopsychology - p-92

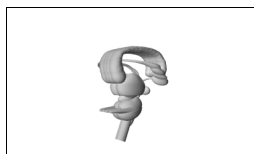
sufficient sound sleep to rebuild them. Another technique we can use to rebuild our supply is to change our perception of events.

Eliminating stress is especially critical when it comes to motherhood. There are “old wives’ tales” that expectant mothers should always have good thoughts because those thoughts are passed to the child. It looks like that saying isn’t too far off. Research now indicates that excessive stress during pregnancy can cause negative side effects on the developing fetus. Hormones created by stress can alter the normal formation of fetal brain tissue.¹³⁰ The stress we create with our minds needs to come to an end for everyone’s sake.

Power Principle: *“The stress response has value if the added energy and alertness is used for increased performance only when absolutely needed. Prolonged stress, with no action and negative emotions can be deadly.”*

“Ending Stress” Positive Action Statement: *“I know that excessive use of the stress response can be deadly, so I refuse to think of everyday circumstances and difficulties as a threat. I enjoy living with positive emotions toward all challenging situations that are not ‘real’ life threatening emergencies. By activating the fight or flight response only when absolutely necessary, I create positive action to turn the stress response to my advantage. I enjoy the increased energy and heightened awareness the fight or flight response gives me to instantly and actively respond when a threat is real, but I know I can act wiser in any non-life threatening situation if I don’t give in to negative emotions. I hate it when I drain my mental and physical powers by over-reacting to things so that the stress response wears me out. I love being wise enough to see things with great calmness and clarity rather than freaking out over every day situations. I will no longer destroy my health or my great powers by over-reacting as if I’m going to be ‘eaten.’ I’m not an animal in the wild. No matter what happens I have the right to choose to feel calm. I enjoy being at peace in spite of the swirling world around me. That which does not kill me, just makes me wiser if I choose to avoid feeling stressed which ‘could’ actually kill me.”*

¹³⁰ Stress & pregnancy research - Dr. Richard M. Restak, author of The Brain & The Mind - Ref: The Mind - p-45-46



Possible Key Triggers:

- *"Is it a threat to my life? Not!"*
- *"Freak out? Never!"*
- *"Stress drains power!"*
- *"Clarity, not stress!"*
- *"Stress is out, health is in!"*
- *"Am I going to be eaten? Not!"*
- *"Stress kills, calm effort wins!"*

The Killers: Competitiveness, Aggressiveness, and Time Urgency

Research in the past 20 years has shown that there are two critical activators associated with the stress response that can negatively affect our health—a constant feeling of time urgency and an appetite for aggressive competitiveness. These attitudes are major contributors to changes in the blood that can set us up for heart attack and heart disease. Researchers have found that when individuals are placed in a situation that forces them to have a strong feeling of time urgency and competitiveness, the serum cholesterol levels in the blood jump dramatically.

When we have the fight or flight response, the brain puts adrenalin into the blood and dumps cholesterol in it, as well. Cholesterol is easily accessed for energy to attack or run like crazy. The cholesterol is dumped into our blood stream to be used, not stored. If we agonize in stress hour after hour all day and don't do anything with the cholesterol, what happens? It has become pretty *clear* that it builds up in our arteries and can cause death. As my oldest daughter, Christen, says, "Stress Kills!"

It has been well documented that a high serum cholesterol level is a good indicator of a pending heart attack. However, prior to Type A personality research, neither diet, exercise, nor any other indicator was able to be used to predict who was a prime candidate for these blood conditions.

Researchers ultimately found that there are two types of personalities: The Type A person, who often feels time urgency, competitiveness, and free-flowing hostility, and the Type B person who is involved with this type of behavior only occasionally.

Scientists tested the serum cholesterol levels of a group of tax accountants during normal times of the year, and then again during the rush before tax deadlines. They found that everyone's levels of serum cholesterol jumped greatly during tax time. In Type B personalities, after the time urgency diminished, cholesterol levels would drop back to normal. This happened because they were

only temporarily in this time urgency position. Since they didn't stay in this fight or flight response, the blood cleared itself so the cholesterol did not build up in the arteries. In Type A personalities, the time urgency never ceases, so the arteries begin to be layered with unused cholesterol.¹³¹

Researchers duplicated this study in laboratory animals by intentionally damaging the animal's hypothalamus. The mice became very competitive and aggressive and, accordingly, their serum cholesterol levels jumped dramatically. Knowing that stress dumps cholesterol into the blood gives us one more reason that exercising is so critically important. If the stress response is constantly activated in our lives, we must get the cholesterol out of the system. Since the system put it into the blood for action, we must exercise to burn it up.

When we are placed in situations where we feel time urgency and competitiveness, we experience an increase in all the negative blood conditions that can signal a pending heart attack. However, if this stress response ends after a reasonable time period, our cholesterol level usually returns to normal. This is another indicator that our attitudes can directly affect our health.

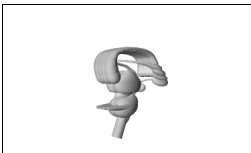
Type A Personalities, Anxiously Wearing Out Their Seat

The doctors who conducted the Type A personality research ran a clinic for approximately 30 years to treat individuals with heart problems. One year, the chairs in their waiting room were in need of re-upholstering. The men hired for the job asked what kind of people visited their office.

The doctors explained that it was a heart clinic and that their patients had heart problems. They asked the men why they asked. The workmen replied that they had never seen chairs worn out in this fashion before. Only the front part of the seats and arms were thread bare. The backs showed little or no wear. No one had an explanation until years later after the doctors had finished the Type A Personality research. The people visiting their office were so anxious and uneasy because of their time urgency that they couldn't sit back and relax while they were waiting. They anxiously sat on the edge of the chairs so only the front of the seats and arms were worn out.



¹³¹ Elevated cortisol & adrenalin of Type A three times greater than Type B- Cardiologist Dr. Meyer Friedman, author of Type A Behavior and Your Heart - Ref: The Brain - p-181-182



This is a good warning to each of us to look at how driven we have made ourselves and put a leash on our time urgency. A heart attack as a result of our anxiousness to have it all right now could ruin our enjoyment of the future.¹³²

Several years ago a friend of mine had heart problems, which were being controlled adequately by drugs. Her serum cholesterol was checked often, and was consistently within safe levels. But suddenly her company went through some difficult times. There were layoffs, as well as a chance of the whole company going under. Because of her position, this caused a situation of constant chaos and change, creating tremendous time urgency for her.

During this same period, her husband suffered a heart attack, which added to her stress. Even though she had gone on a low-cholesterol, low-fat, and low-salt diet along with her husband, her serum cholesterol level soared. It seemed apparent that the stress response was to blame.

Since that stressful time, she has settled into a new job, which she enjoys greatly and which offers a reasonable amount of security. Things have also settled down with her husband. The constant presence of the stress response has subsided and, accordingly, her serum cholesterol has again returned to very safe levels. Being constantly consumed by the fight or flight response can be deadly.

Power Principle: *“The surly bird catches the germ and a happier day keeps the doctor away. We must be cautious of the negative thoughts that can destroy our health.”*

“Healthy Thoughts” Positive Action Statement: *“I love feeling healthy so I always choose to think positive thoughts. I know that my mind and immune system are directly connected and what I think can greatly affect how well my body responds to illness or disease, so I refuse to think negative thoughts. I hate losing my health so I make sure I have a happy day everyday so I can keep the doctor away! There is no doubt that in the past I have drained my physical and mental strength and have caused myself illness by being overwhelmed with negative thinking, but not anymore. I refuse to give in to unhealthy thoughts that could destroy my happiness. I love finding reasons to make happiness my constant state of mind so I can enjoy the best health my body can create.”*

¹³² Perception of stress kills - Dr. George Valliant, Harvard University - Ref: The Mind - p-152

Possible Key Triggers:

- *“Positive thoughts, healthier body!”*
- *“Negative thinking is out!”*
- *“Happier day, doctor away!”*
- *“Draining strength? No more!”*
- *“Unhealthy thoughts? Never!”*

Perception is the Key

Some people might say that this friend didn't have any control over her situation. She couldn't do anything about it, the circumstances just happened. True, the situation was out of her control, so it would seem she had no choice but to endure it. But *perception* is always the key.¹³³

Since the limbic system is in charge of this fight or flight stress response, how we perceive events in our lives is critical. If we look at predicaments as a harmful or destructive threat, we will react to them emotionally, just as any animal in the wild would, and our limbic system will activate the fight or flight response.

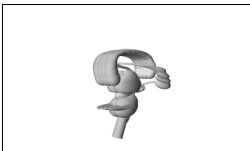
Confusion can cause the stress response to be activated as well. This is why using wisdom in dealing with Unresolved Questions is so important. If we allow our decision-making process to lead us around, like our frustrated and discouraged friend, who ended up at the cleaners instead of cooking supper, we lose. Restating Decision Making can bring an end to such situations.

If we believe the world should be fair, we set ourselves up to respond to “unfair” situations in an emotionally threatened manner, and we set off the stress response. If we turn that thinking upside down, however, and prepare for it instead, then when the worst happens it's no surprise because it was planned for. The emotional reaction is then positive. One perception sets us up for unhappiness, the other for action.¹³⁴

Perception is nine-tenths of reality. What we believe about ourselves, others, and our situations creates our perspectives, and those perspectives drive our emotions. Since our emotions surge up to motivate the powers of our intellect, we definitely need to turn “the truth” into “the real truth!”

¹³³ Stress, if can't control, shift perception - Dr. Robert Sapolsky, Stanford University - Ref: The Mind - p-93

¹³⁴ We can change our perceptions - Dr. Joseph Kovach, Menninger Foundation (Past Soviet gulag prisoner) - Ref: The Mind - p-271-273



“Hey Fred!” A Bizarre Perspective

Let me end this section with a little story. There’s a man sitting in a stadium with his wife watching a football game. They’re just minding their own business when somebody way up behind them calls, “Hey Fred.” The gentleman looks up at the thousands of people and doesn’t see anybody he knows. He finally sits back down.

A few minutes later somebody hollers, “Hey Fred!” This time he’s really ticked off. He stands up on his chair and looks everywhere, but he still doesn’t see anybody. He asks his wife, “Honey did you hear that?” She says, “Yes dear, calm down, sit down, you’re getting yourself all worked up.” So he sits down and calms himself. A few minutes later, way up behind him, he hears, “Hey Fred!” This time he’s had it. He can’t take it anymore. He jumps to his feet, climbs up on the chair, cups his hands to his mouth, and yells, “I don’t know who you are, and I don’t know what you want, but my name’s not Fred!”



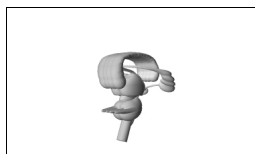
Now that’s what you call a perspective, isn’t it? It’s funny to laugh at somebody else’s weird perspective, but in reality we all have little bizarre perspectives inside us. These perspectives keep us from being who we really want to be. If we defend the truth with all of our might, it’s very important that it is “the real truth.” Remember that people can do powerful things when they believe something is true. “Michael Jackson” wasn’t really Michael Jackson. I wasn’t really the favorite actor of the woman who sat on my lap. Amy really wasn’t a piece of board.

But for a few minutes, Ken, my friend the hypnotist, got them to *believe it was true*, so how did they act? Every one of us has these little programs planted in our brains that say, “We can’t, we can’t!” “We hate that!” “This sucks!” These programs not only hold us back from becoming incredibly powerful but also often activate the powerful fight or flight response that causes the stress that can make our lives unbearable or end a lot sooner than we intended.¹³⁵

¹³⁵ Zen practice or prayer can change the perception of what is potentially a stressful event and reduce the adrenal-cortical response - Cardiologist Dr. Herbert Benson, Harvard University - Ref: The Brain - p-178-179

With all we now know about how our attitudes can affect our health, it is time to shift our perception so we do not overreact to things that take place around us. We do not have to feel stressed—it is a choice of how we choose to see things. There really aren't lions waiting around every corner to bite our heads off, we only perceive it that way. Our fight or flight response is provided to us by genetics for our survival. It is only supposed to be attached to life-threatening events, not to situations that cannot kill us. The old adage, "What does not kill us only makes us stronger," is applicable if our stress response is working *for* us instead of *against* us.

My mother tried so hard to teach me that, "Sticks and stones can break my bones, but names will never hurt me." It's sad how I allowed my mind's programming to let the names tear me apart. The way we see things, especially when they come as a threat, determines whether our fight or flight response will prepare us for action. We are the masters of our perception, we have the power to change how we see life's events to decrease our stress. It is time to put away the mental programs that can destroy our happiness and our health. We can keep our GABA at its appropriate level and stop attacking those we love. We can change our perspective to turn who *we want to be* into who *we really are*!



Chapter 19

The Paradox of *Challenges* *Verses Peace and Quiet*

Have you ever had one of those days when Murphy's law completely took over, when the stress level was out of control? Everything that could go wrong did, and even bigger problems still loomed ahead? It seems that everybody hates these kinds of days, but why? Do we really despise challenges and want them completely removed from our lives?

It's Saturday morning, and the stadium is packed to capacity. The crowd cheers as the favorite team takes the field. Anticipation fills every heart as the ball is launched high into the air by the powerful kicker. The team rushes down the field in its familiar style, but something is very strange: The opposing team is missing. They never showed up. But as to not disappoint the fans, the game is played anyway. *Our* team quickly dashes down the field, picks up the ball, rushes swiftly into the end-zone, and scores the touchdown. The crowd goes wild! Well, not exactly wild, maybe it's more like "stirred up." Okay, to be honest, the crowd is already leaving the stadium. But why would they leave? Their favorite team is scoring touchdowns. In fact, it will be the highest scoring win in football history. Shouldn't the fans be excited? Of course not! There's no competition!

Now, wait a minute. I thought we hated challenges and problems. They are what cause all of those Murphy's law, "Everything goes wrong" days! Isn't winning with ease, with no problems, challenges, or conflicts our greatest desire? Don't we all live for peace and quiet and no conflicts!

In a favorite blockbuster movie, the scene opens at early dawn. There's an invigorating chill in the air. After a refreshing fruit-filled breakfast with his wonderful family, Marcus B. Wells M.D. pulls into his private parking place at the six-story, 500-bed hospital, that just happens to carry his last name. The day starts out great as he begins, what for others would be a 15-hour heart-lung transplant. He calmly finishes in half the time, and *everything goes great*. Nurse Peggy Friendly kindly dabs Dr. Wells' brow with a sterile pad as she expresses her adoration for his incredible efficiency and superior knowledge that has made this feat possible. Dr. Wells then compassionately checks on all of his patients before going home. *Everyone is doing great*.

At home, his adoring, sexy wife and their 2.5 children wait with great anticipation for his arrival so they can enjoy a superb four-course meal together.

Everything goes great. After the gifted children politely excuse themselves and go to bed, he pauses momentarily in his den to contemplate his perfect life, his perfect family, and his perfect wife before joining her for a romantic evening by the fire. Is this what we would consider a blockbuster movie? Of course not! It wouldn't hold our attention for more than a minute. But why?

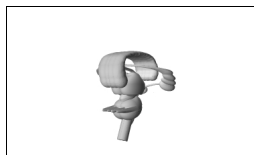
The greatest novel you have ever read—the kind you just can't put down—isn't filled with *Everything goes great*. It's filled with conflict and challenge. Just as the hero or heroine is about to solve an incredible problem, something changes the odds. A new villain is created or the solution is diverted.

The challenges, conflicts, and winding plots are what keep us on the edge of our seats. Why do suspense, romance, and intrigue entertain us? If our basic character only wants everything to go right and longs for peace and quiet, why are we so powerfully entertained by just the opposite? Consider a moment in your life when you felt the greatest accomplishment. It didn't come when things were easiest and when there were no problems. The moment was created when you conquered the greatest challenges and became victorious over some of your biggest nightmares.

The “Bring Them on Baby!” Attitude

There's a scene in the movie, *Pretty Woman*, that illustrates this idea. Richard Gere is on the phone with his partner and attorney, Jason Alexander, who plays Richard's attorney friend, Stucki. Jason knows the deal they are working on is ripe for the picking—he and Richard have their opponent on the chopping block and are ready for the kill. Jason is trying to get Richard to call the bank and end it. But Richard just isn't ready and begins to give other instructions. Jason starts to get upset and reminds Richard of the many things that could go wrong if they delay. Richard gets this satisfied look on his face and says, “That's why I love this job.” He actually looks forward to potential problems. Each problem is an opportunity to challenge his intellect and he enjoys a feeling of accomplishment after he conquers it.

Wouldn't it be terrific if we could change the way we see problems in our lives? Suppose someone at the office starts spewing out all of the things that went wrong the day before, and we say, “Excellent, this gives me a whole bunch of neat things I can work on today and use my intellect to solve! I'm excited! Bring them on, baby!” If we change the way we feel about problems it will change the way we react to them.



If we walk into work thinking, “I have a bad attitude today so nothing better go wrong,” the bad attitude might scare off the person who is supposed to tell us about a problem. When the person finally musters up the nerve to tell us, the problem is now worse because we have less time to fix it. Problems are going to exist whether we are in a good mood or a bad mood—nothing has really changed except our happiness. Why would we want to ruin our “entertainment” (our competition) by having a bad attitude toward our challenges (our entertainment)? The next time we turn on a TV program or watch a sporting event, we should imagine it without a conflict or without another team. Then contemplate how pointless and boring it would be.



In presenting this example at one conference, I told the audience that we should get excited about our problems because it helps us deal with them better; we could solve them more wisely, and shine with enthusiasm and happiness at the same time. One man raised his hand and said, “You better be careful! They’re going to come in here with a white jacket and take you away, buddy.”

We all had a good laugh about how crazy this new and unique perspective sounded. They say that genius is only one step away from real insanity. But seeing things from this new perspective will greatly curb our stress problems. Why does this idea sound so bizarre to people? Is it one of those destructive childhood imprints, such as “Life has to be fair”? It’s like we have split personalities. In our entertainment, we want challenges. But in our professions and in real life, we want peace and quiet.¹³⁶

In, *A Road Less Traveled*, N. Scott Peck wrote, “This tendency to avoid problems and the emotional suffering inherent in them is the primary basis of all human mental illness. Since most of us have this tendency to a greater or lesser degree, most of us are mentally ill to a greater or lesser degree, lacking complete mental health.”¹³⁷

¹³⁶ Addicts use drugs to hide from feelings - Dr. Richard Miller, Director, drug treatment program, California - Ref: The Mind - p-106

¹³⁷ The Road Less Traveled. N.Y.: Simon & Simon, Inc. 1978, p.17

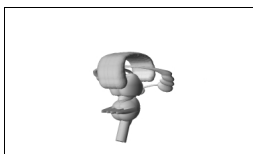
Somehow we have developed an attitude of wanting to just glide through life without any resistance. But we forget that there is nothing more boring than a life with nothing to do. When older people who have spent their whole lives working and accomplishing many things everyday reach that blissful, anticipated time of retirement, they often find it to be completely different from what they had expected. Unless they have their lives planned with things to accomplish, they often wither away in a state worse than death.

Having a mountain to climb may take effort, strength, and courage, but it comes with life's rewards—the new strength won by the struggle, the added self-esteem from the effort and victory, and most importantly, a reason to live. We should start looking at life's problems not as misery but as challenges to be conquered.

Lao Tzu said in the Toa Te Ching, "The journey is the reward."

It is highly improbable to believe such a statement if we continue to see challenges as horrible struggles and if we are always looking beyond the moment to some future success for our happiness. The journey can only be the reward if we view the path to our desired goal with a new perspective.

The capitol steps victory scene from the movie, *Rocky I*, is very well-known. The music builds as Sylvester Stallone makes his way up the stairs, climbing higher and higher. He begins to skip two stairs at a time until, with his arms raised in victory, the music crescendos as we all celebrate his incredible triumph. But in the movie the fight hasn't even started yet. Why are we celebrating? In fact, as I recall, Sylvester Stallone loses after getting beat up for 15 rounds. He isn't number one, the best of all the game. Yet, we still think of him as a winner at the end of the first movie. When the music crescendoed at the top of the capitol steps, *we celebrated his victory over his preparations, not his victory over his foe*. We can gain lasting satisfaction when we begin seeing obstacles as "great" challenges to be conquered. Finding happiness in the preparation, whether we win or lose, is a powerful paradigm.



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Learning to place pleasure into every aspect of our preparation and our challenges is the critical step that will turn the journey into the reward!

Power Principle: *“We must retrain the mind to see life’s trials as challenges, that race to run, and commit to suffer only the real pain of life’s misfortunes. Accomplishment only comes when there are challenges to conquer.”*

“Loving Challenges” Positive Action Statement: *“I enjoy the great feeling of accomplishment that comes from conquering any challenge that may come along. I love believing that life’s difficulties are really just exciting challenges to overcome. I hate how feeling negative about them has caused me so much pain, I refuse to do it anymore. Hating challenges has powerfully stifled my progress and killed my happiness. It has stopped me from accomplishing so many things and has caused me so much grief that I refuse to think even one single negative thought toward challenges. Instead I am excited to face anything each and every day. I know it would be silly to watch a movie with no conflict or a sports event without competition, so I look forward to the opportunity to overcome challenges in my own life. I see them with the same feeling of enthusiasm and excitement as I do my entertainment. Bring them on baby! I enjoy the excitement of great challenges in my life because feeling accomplishment is what I love!”*

Possible Key Triggers:

- *“Challenges are excitement!”*
- *“Conquering challenges feels great!”*
- *“Sports without competition? Lame!”*
- *“Problems as pain? Never again!”*
- *“Accomplishment is mine!”*
- *“Movies without conflicts? Stupid!”*

A vivid example of this need for challenges came as I watched my grandfather, an incredibly active man all his life, reach that great age of bliss, retirement. He wanted to travel and see the world. My grandmother, on the other hand, was happy with all the activities she had been involved with at home all her life. Her level of activity did not change much with my grandfather’s retirement, but my grandfather’s dramatically dropped. I watched as his normally cheery disposition

became distressed. His initial tinkering around the home to keep himself busy became less and less purposeful as the months rolled on. With so little to do and with no real purpose in his life, he became anxious and extremely nervous.

One day he went to the dentist with a toothache. The dentist pulled the tooth out thinking it was abscessed, but the socket never healed. He sent my grandfather to a specialist for a biopsy, and the results were disturbing. The doctor diagnosed my grandfather with cancer and asked him if he smoked. He explained that the cancer they found in his jaw was normally considered tobacco-related. How was this possible since my grandfather had not smoked for 30 years? The answer was astounding. The cancer cells had most likely formed while he was smoking years ago and had been controlled by his immune system until now. Neither the surgeries nor the radiation treatments cured my grandfather's cancer. In my mind, that great time of bliss was what ultimately caused his demise. His reasons to live—the challenges, conflicts, and problems—had all disappeared.¹³⁸

Some interesting studies on aging are beginning to show how mental activity affects brain cell loss and nerve fiber reduction. The dendrites (the nerve fibers) and the neurons (brain cells) need stimulation to stay healthy. As we grow older, everything often becomes humdrum. Because we have learned and experienced so much, ordinary things don't stimulate the brain the same way. The sight of a flower, for example, no longer activates our emotions as it did when we were less experienced, nor does it actively recall the associated memories. Because of this, the neurons are stimulated less and less. In time, they wither away, just as muscles do when they're in a cast.

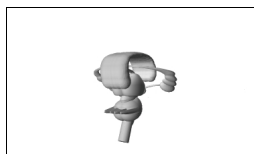
Loss of neurons, however, is often just a function of the brain re-sculpturing its systems. The real problem comes when, because of a lack of use, we lose the nerve fibers that connect the complex neuro-nets. Loss of these critical connections is actually a fractional loss of one's mind.¹³⁹ Each time this happens, we are one step closer to senility.

But this does not happen because of age only. A 70-year-old can have just as healthy of a brain as a 20-year-old.¹⁴⁰ It is now possible to observe oxygen and glucose usage to ascertain the activity of the brain. This is a much more accurate

¹³⁸ Retirement homes, need demanding environments - Dr. Ellen Langer, Harvard University - Ref: The Mind - p-101

¹³⁹ Motivating environment, antidote to senility - Neurologist Charles Wells & California Health Services - Ref: The Mind - p-101

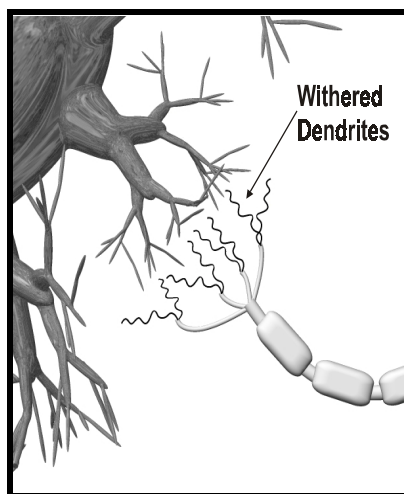
¹⁴⁰ Age 90 or 25? Brain pathology the same - Dr. Peter Davis, Albert Einstein College of Medicine New York - Ref: The Mind - p-79



determination of brain health than just looking at the loss of neurons. The more active we can keep our minds and the more exciting we can keep life's wonders as we grow older, the healthier our most-valued asset will be. Neuroscientists agree that aging alone (if we exclude disease) does not reduce our mental capacities. It is a lack of challenges that diminishes the brain's abilities.

Researchers have confirmed this idea by giving rats a more complex environment in their old age. Rats who were presented challenges and decisions to make, completely outdid their bored counterparts when it came to complexity of brain structure and function.¹⁴¹ This proves that no matter how old we are, we still have the power to grow new neuro-pathways.

The old adage goes, "Use it or lose it." The idea of, "Bring them on, baby!" is a powerful shift in an old and harmful paradigm. It's time to get excited about challenges in our lives, especially in old age. We must find that reason to live.



Paradoxical Thinking, From The Hardware or The Software?

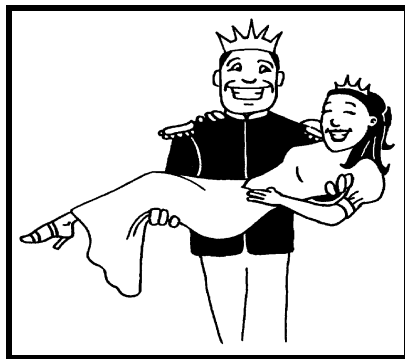
To make this change, we need to look at the basis for our split-personality behavior. We say, "I want peace and quiet." Then, as our heads shift to one side, we say, "No, I want some challenges." Our heads then shift again to the other side, "No. I want peace and quiet." The answer to this amazing Paradoxical Thinking between what we say we want and what actually entertains and drives our lives comes from two often conflicting sources in our minds—the hardware and the software.

The mental hardware, the Main Processor, contains our instinctive curiosity. It seeks the Unresolved Questions, which are key to our desire for conflict. Unresolved Questions challenge our primary curiosity, and the mental hardware derives satisfaction from solving them.

The mental software, which holds our Underlying Belief Patterns and thoughts, may run totally counter to our instinctive hardware. For example, the

¹⁴¹ Rats in Disneyland, thicker cortexes - Dr. William T. Greenough, University of Illinois - Ref: The Mind - p-76-77

ending sentence to many fairy tales is, "They lived happily ever after." This usually means they had one challenge, they solved it, and then they were fine. Oh that blissful time of peace and quiet.¹⁴² The things we have been taught to be true create our programming or software. Statements we said ("That's not fair!" "It's my turn for once!"), as well as those we *heard* ("Stop playing around and get to work!" "I just need some peace and quiet!") each became powerful anchors to our feelings.



As our hardware seeks challenges and our software seeks to live happily ever after, we find ourselves with an incompatible paradox that causes conflict and plunders our satisfaction. This paradox is the key to all those stressful days. It's time to stop the fight within our heads. We not only can make our lives happier by ending the stressful days, but also eliminate or greatly reduce the negative side effects. This involves changing how we feel about difficulties or challenges.

Finding Happiness, No Matter the Experience

The movie, *Out of Africa*, was based on the diary of an incredible woman who had a farm in Africa. Meryl Streep, who plays the main character, seems to receive more than her "fair share" of grief. She moves all the way to Africa to marry her friend who talks her into starting a farm there with her family's money. But when she gets to Africa, he leaves her alone to care for the farm while he goes off hunting and playing soldier. In spite of this, she remains devoted to him. Her wayward husband then infects her with syphilis. He suffers only a mild case of it, while she nearly dies and has to return home to Denmark for treatment.

After she finally recovers and returns to Africa, he asks her for a divorce so he can marry some new fling. She continues for the next four years nurturing the crop to maturity. When the first crop of coffee is finally harvested, the barn in which they store the beans burns to the ground. Robert Redford, who plays her boyfriend, falls in love with her but won't marry her because he cherishes his freedom too much. In the end, he dies in a plane crash just after they begin to

¹⁴² Tendency to prefer the quick and easy over the difficult causes a stress reaction- Dr. Paul J. Rosche, past president of the American Institute of Stress - Ref: The Brain - p-168



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understand each other. The final straw, is when the bank forecloses on the farm and Meryl is forced to leave Africa with nothing.

This short synopsis makes this woman's life sound even more tragic than it was. Yet through it all, she never becomes bitter. She just does what it takes to make the best of each difficult situation and learns something new from each experience. Even in the end, when she has nothing, she still says in her trembling voice, "I had a farm in Africa," in such a way that you believe she is truly grateful for the experience.

It is an amazing attitude to be grateful for experiences, even in the midst of what we would call horrible misfortune. Seeing life and its experiences, the good and the bad, from this perspective could reduce or eliminate our stress. We can start looking at our problems with that, "Bring them on, baby!" attitude and find greater Success and Satisfaction.

Starting With Baby Steps

Changing our perspective so that we love overcoming challenges should become our loftiest goal to eliminate stress and bring peace to our lives. Even though this is a huge paradigm shift, we can start by taking baby steps.

This great concept comes from the hilarious movie, *What about Bob?* The main character, played by Richard Dreyfuss, is a therapist who takes himself way too seriously. He is the author of a new book called, *Baby Steps*. Bob, a very friendly hypochondriac mental patient, played by Bill Murray, latches on to his therapist Richard. In one scene, Bob has driven Richard completely crazy, and Richard ties up Bob in the woods with explosives. Bob, however, thinks this is just a new type of treatment that Richard is using to help him, which Bob calls, "Death Therapy." The idea being that if Bob didn't get himself "untied" on the inside, he was going to explode.

Tying a stick of dynamite around the people who drive us nuts is a crazy idea; however, reducing our stress by trying to change everyone else's behavior (or blowing them off the planet) is the approach most people try first, and we use a lot of effort to make this happen. We think things like, "If I could just get so



and so to act like such and such, I would feel a whole lot better and finally get some peace and quiet.” We all know, based on our own attempts, that it is impossible to force change on anyone else. If this is how we try to manage our stress, no wonder we become frustrated. The only person we have any real control over is ourselves. Our influence on other people’s emotional state is a direct result of how well we have learned to manage our own emotional state.

The key is to start with ourselves and undo the knots that have us tied up. One way to change how we feel about what other people do is to use the “Fake Pain” Positive Action Statement introduced in Chapter Six.

Eliminating Stress — Creating the Healthy Perspective

In, *What about Bob?*, the idea of baby steps was to stop fretting over all the things we have lined up to do in the future and just take small steps. Focus on what is directly in front of us by taking one small baby step at a time. Although we eventually want to get to that, “Bring them on, baby!” stage, we can start with the first baby step—learning to recognize when we are experiencing the stress response and putting a stop to it.

Becoming aware of when we have activated the fight or flight response comes by asking ourselves if we are frustrated and, most importantly, *why*. Ninety percent of the time, we are frustrated because we are reacting emotionally to something, consciously or unconsciously, that we are not resolving. The stress response has prepped our body and mind to act, yet we do nothing. Asking ourselves why we are frustrated is critical because many times we don’t even know why we are feeling the way we do.

The woman with the two dresses had each part of her brain contributing information and opinions. In her case, it caused two different actions. Sometimes the thoughts and ideas from the Sub-Processors move through the Main Processor so quickly that we hardly even recognize them on a conscious level.¹⁴³

The Chemical Response Centers, however, take note of everything. If a negative thought passes through these Centers, they send a negative dose of peptides over our brains, even though we don’t notice the negative thought. Suddenly, we are frustrated. Our state shifts to ornery, and we start acting accordingly. We beat up everyone around us, and we don’t even know why we are acting this way. This kind of behavior surely does not help us work well with others.

¹⁴³ Subliminal perceptions - Dr. Howard Shevrin, University of Michigan Medical Center - Ref: The Mind - p-15



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Even though at a conscious level we may not know why we're feeling this way, the brain does. If we ask ourselves why, the response may not be immediate, but with time and effort, we will figure out why we are beating up everyone around us. We then can change the Paradoxical Thinking that caused the stress response and we can return our brain chemistry to working on our success and happiness rather than against it.

Removing Stress by Adding Control

One thing we can do to reduce stress in our lives is have more control. In one study, researchers took mice and randomly shocked them for various lengths of time. They found that these mice experienced more ulcers and heart problems than the control group who received no shocks. They continued the study by shocking another group of mice on a *regular* scheduled basis and for an exact duration every time. The amount of ulcers and heart problems dropped dramatically. The mice could expect the shock and knew when it would end. This seemed to give them a feeling of control.

To prove that this feeling of control was beneficial when it came to stress, they then took this a step further and gave the mice the ability to reduce the length of the shock by pushing a lever. This gave them actual control over at least a portion of the experience. The ulcers and heart problems almost disappeared, even though the mice still were being shocked and had no ability to stop it.¹⁴⁴

If you add some control, the fight or flight response does not react as powerfully. The mouse's action of pushing the lever to resolve the problem eliminated the emotional brain's need to activate the stress response and, thereby, reduced the negative health problems. By adding some control to the stresses in our lives, we won't dump endless amounts of cholesterol into our blood nor burn up our mental abilities.

How do we add control in an uncontrollable situation? If we don't react negatively to problems so that we don't consider them as threats, the fight or flight response will not be activated. From now on look at the people who we used to consider the bearers of bad news and say, with enthusiasm and maybe

¹⁴⁴ Rats able to control shock suffered less ulcers, a business executive's control acts as a buffer to stress over his subordinates lack of control - Jay Weiss, Rockefeller University & M. E. P. Seligman, University of Pennsylvania - Ref: The Brain - p-167

a high five, “Yes! What else is wrong? Let me get my pen. That’s great, now I have some exciting things I can work on today to test my skills!”

Now you know why the man in the audience suggested they might take me away in a white coat! This approach sounds a bit far out compared to how we have been taught to respond to troubles, but it is a powerful way to add control to uncontrollable situations.

If we can change the way we perceive our circumstances by making them exciting and positive instead of negative or a threat, we win. If we look at every situation as Richard Gere did in, *Pretty Woman*, and say, “That’s why I love this job,” then we are *in control*, instead of *being controlled*. We will never have the stress response boiling up inside of us. Our brain chemistry will give us greater control over many things we couldn’t handle before. *Changing the perception is the key.*



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Chapter 20

Emotionally Empowered Leadership: Where Others Will Gladly Follow

Let's look at how changing our perception about situations can help us influence others. Emotionally Empowered Leadership, where others will gladly follow, comes from learning to wisely influence other people's emotional states of mind. But it is difficult to manage other people's chemistry if we are constantly fighting with our own.

Think about the people you enjoy being around. Are they grumpy, nasty, or mean? Do your conversations go, "I've had a rotten day, how's yours?" "Just fine until you showed up!" When we are having a great day, we despise it when others mess it up with that kind of attitude. But when we have a bad attitude ourselves, "Misery loves company"! We have to find someone else, who is just as upset as we are to commiserate with. Isn't this a weird concept? How does this make sense if we are really looking for happiness in our lives?

I thought the word "commiserate" was the result of someone just mixing up the idea of being miserable with wanting company. But it's a real word, meaning "sympathy," "empathy," even "approval." This is exactly what we do not need, someone to approve of our rotten attitude, so we can be miserable even longer. It's like saying, "I hate life, so to be my friend, you have to hate life too and we'll all have a pity party." The idea sounds bizarre, but people do it all the time. This is one of those childish programs that is still dampening our real happiness.



Creating Motivation with Pain or Pleasure

The 1940s' and 1950s' idea of leadership, which involved telling employees what you wanted and when you wanted it and then adding, "If it's not done, you're fired!" fit into the realm of negative reinforcement. This outdated management style can be tied to a part of the pain/pleasure principle in which we desire to

avoid pain and seek pleasure. If you don't want to get fired, which will cause you pain, do what you are told and do it now. This doesn't cause pleasure, just less pain—you get to keep your job, which is less painful than losing it. The problem with this management style is that it creates negatively motivated and unhappy people. They do the bare minimum, often very begrudgingly, and only because you're going to fire them if they don't. If they find an opportunity to do their job somewhere else, they will be gone in a second!

Remember the fight or flight response. If a person always feels threatened by this style of management, they will continuously be looking to either fight against the threat or flee. Being in that miserable condition day after day is not desirable. Just as in my presentation, when I verbally attack someone in the audience, the natural response is to slap me in the face, or run like crazy. The same idea applies to negatively motivated leadership.

Emotionally Empowered Leadership means creating an environment in which everyone wants to be there and gladly follow because they are working toward the pleasure side of the principle. The threat of being fired always exists in any employment situation, which is the pain side; however, it is not necessary to flaunt it in a person's face. This threat should be used only when a person is no longer able to be influenced by using "EQ" Mastery skills.

Everyone knows somebody whose great attitude is contagious. They attract people who will do almost anything for them. When you've had a bad day, they can have you laughing within a short time, and all your troubles seem to fade away. Their enthusiasm is infectious. They automatically create a feeling of pleasure. On the other hand, after you are feeling better and you run into the person you commiserated with just hours before, they want to go back to complaining. But now you really don't want to get into that again because you just got over it. Happiness loves happy company.

"EQ" Mastery — Choosing Happiness

My youngest daughter, who is now in her second year of college, has been raised with the "EQ" Mastery Technology since she was very young. In her last year of High School, as teenagers do, she made some questionable decisions, which caused more questionable decisions, and ended up getting in trouble. She had arranged to borrow the car to see a friend off at the airport early on a school day with her buddies. After the plane took off, since no one had eaten breakfast, the group decided they were hungry. Since they had already missed part of first period, they decided to go to a friend's house and get something to eat. The idea was to hurry in order to make it to their second class, but, as we all know how

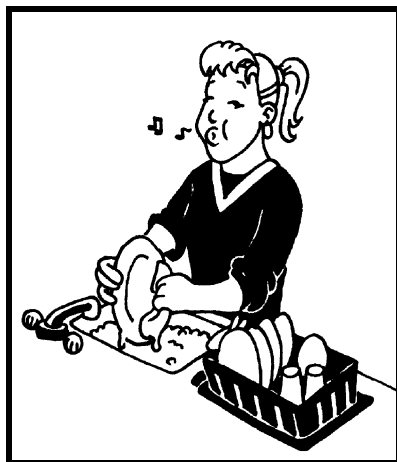


decisions like that usually turn out, it took so long getting breakfast that they missed second period too. Then they realized that since they had gotten up so early, they needed to rest a bit and get to school in time for third period. Needless to say, they missed the whole day.

By the time she got home, a little bird had informed me what had happened. I asked her to come up to my office and I said, “There are a lot of things around the house that are not getting taken care of—lots of dusting, scrubbing, things like that. So I have decided to have you do them all! In fact, there will be so much to do that you won’t have time to talk on the phone or go out with your friends or use the car. Now why would I think of suggesting such an idea?” She replied, “Because you found out I skipped school?” I said, “Yes, you got it! And because you had the vehicle, it made it possible for others to do the same, and their parents aren’t very happy either. You are grounded for one month, no phone, no friends, no driving!”

She quickly retreated to her bedroom. About a half hour later, I went to her room to see if she was sleeping (I couldn’t have her sleeping off her hours of drudgery!). She was lying on her bed facing the wall. I asked, “Have you given this some thought?” She said that was what she was doing. I said, “When you finish, I have lots of things I want you to do.” A few minutes later I found her in the kitchen doing the dishes. I asked if she had figured everything out yet. She explained that when she first went to her room, she was grumbling to herself. But then she thought, “I’m grounded either way. I can make myself miserable or happy, it’s up to me. So I decided to be happy about it, learn from the experience, and press on. So I’ve elected to be everyone’s happy housekeeper for the next month.”

I was astonished. I was aware that she knew a lot of the “EQ” Mastery Technology to create a great attitude, but this was a wonderful surprise. She could have spent a lot of emotional energy being mad at me, or she could have beat herself up for not having seen this coming. Instead she taught herself to grow from this misfortune so it would never happen again, and she decided to make it a positive learning experience, as well. It is possible to make a mistake, learn from it by choosing not to do it again, and actually be happy about it at the same time!



Everyone in the household could have been forced to live with the results of this punishment and have an ornery, miserable, teenager stomping around, but she chose to make the punishment a more positive experience. Ditching school wasn't the normal behavior of a person who keeps a 3.85 GPA, so the experience was a bit of a surprise to me that it even happened in the first place. But her reaction to the whole incident was what really thrilled me. Is there any wonder why she has so many friends that I can't seem to keep track of them all, or why her teachers always speak so highly of her? Her positive nature is infectious and represents the limitless possibilities of "EQ" Mastery.

The Art of Mastering Your "EQ" — The Key to Great Leadership

Becoming a great leader first comes by learning to master your own "EQ." If your state of mind becomes positively infectious, you automatically draw others to you. The excitement and enthusiasm with which your ideas are presented, automatically attracts people to those goals. This is when people will gladly follow. They just naturally give more than their best. They want your great ideas to become reality, and will be grateful to be part of making that happen. It is amazing how hard people will work for those who create an enjoyable environment.

Many people and companies try to fake this type of leadership. They have great mission statements and employee policies and procedures, but their behavior and actions do not reflect what is implied. If a manager comes to work fighting with his own brain chemistry and pretends to be all pumped up, his negativity will show. Remember that 97% of all communication is nonverbal. Our thoughts are projected in our body language, our eyes, and in the tone of our voice. The same thing happens when a business tries to fake it. If an organization lets its greed interfere with providing good customer service or appropriate employee motivation, in the long haul, its greed ends up unsatisfied. No one is fooled, and both customers and employees go somewhere else. Even businesses have body language—it runs right through the employees and splatters all over the customers.

When I'm doing a live presentation, I approach a woman in the audience and, with a sexy look on my face, softly say, "Sherry." It always gets a great response. But then I shift to a mean and nasty facial expression and yell, "Sherry!" It's the same word, but with two totally different meanings. Body language will always unveil the actual agenda.

Pretending to be okay when your personal brain chemistry is out of balance isn't going to fool anyone, not even yourself! Remember the little boy in chapter



one? His Underlying Belief Patterns were projected, and the world responded accordingly. When his paradigm shifted and the new beliefs were projected, the world responded differently. Emotionally Empowered Leadership starts with personal “EQ” Mastery.

The gentleman who founded, and is the past president of a company I worked for, provides a great example of this Emotionally Empowered Leadership. Don had sold his franchise organization to an insurance company with more than \$17 billion in assets several years before I went to work for them. He was a consultant for this insurance company when I had the pleasure of working with him. Together, we produced a seven-part business television series on, *The Science to Sales*. It was one of the best programs we ever produced. His advice and techniques are powerful and still very valid today.

Whenever we produced a show, we flew in our guests and spent two full days preparing for and shooting the shows. The entire day before the live broadcast we planned the details of how the show would take place. The format was similar to that of television talk shows, with a host and a live audience, but not quite so controversial and without the fist fights. Our host would stand in the audience and ask our guests specific questions designed to bring out how the top performers in our industry created their success.

The next day we would rehearse with the cameras and sound crew for two hours before we went live. Through the entire seven-part series Don was always there helping to work out the details, with an attitude of complete cooperation. He had valuable input and great enthusiasm toward the success of the shows.

Once a month, I would also produce a live regional owners’ show, which was tagged onto the end of our regular broadcast. We would do our best to put the content of the show together in advance with outlines and tentative scripts. The president and chairman of the board, who were going to be on each show, would then make their changes and we would go back to work again. The idea was that once we had all the bugs on the scripts worked out, we would go over the entire program together before the shows, like we did with the other broadcast, so everyone would know what they were to say and do. The meetings before the shows never happened. The president and chairman were just “too busy.”

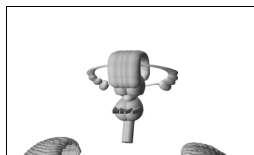
The half hour to rehearse before the show was critical. No matter how well we prepared outlines and scripts in advance it was the only way anyone could even try to come across professionally. The partial run-through was barely long enough for everyone to get a general idea of what was going to happen. Thanks to the skills of the international sales director and Terry, one of the best live broadcast directors around, we were able to pull off a few miracles.

Considering Your Customers Before Yourself

The regional shows were for regional and master regional franchise owners. These individuals were very wealthy, highly professional individuals, whose time was incredibly valuable. I thought that the president and chairman would see that even more effort would be required of them for the regional shows with such an elite audience. But it seemed that I was more concerned about the president and chairman looking professional to this audience of millionaires, than they were. Both of these men were well-paid executives with potential stock holdings in the company that could make them wealthy, but neither had reached that millionaire club status yet. It was puzzling to me why they seemed so disinterested in the value of preparation for such powerful clients.

After we finished one of the seven sales programs, I was getting all the last-minute details ready for the regional broadcast to air in ten minutes. This was one of the most complicated regional broadcasts we had undertaken. This show had live voice-over graphics, full video clips, live teleprompter readings, and role plays, along with direct camera shots interspersed with graphics that explained critical information about new programs. This show had the potential to be a tremendous success, or a huge disaster, depending on how much we rehearsed before we went live. My crew was ready, the international sales director was prepared along with the two franchise sales people, but the two big guns never showed for rehearsal!

The first show was one of the great *Science to Sales* programs, so Don was still in the studio. He noticed me running around like crazy and looking a bit pale. He asked me what was wrong because he had never seen me so frazzled. It always seemed to him that I had everything under control no matter what was going on. I said, "I always try to have everything planned well in advance so I am in control, but we are going live with the regional show in ten minutes. Not only did these two guys not show up for the rehearsal, but they are still not here. We are broadcasting to millionaires who could make or break this company, what's wrong with these two? I understand they are busy, but do they want to come across looking stupid?" He patted me on the back and said, "Stop worrying, you've done the best you can do to make the shows work. Now it is up to them, whether they choose to look silly or not."



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They showed up a few minutes later with barely enough time to get some make-up and their microphones on before we went live. Everyone did a great job, my crew, the sales people, everyone except for them. They stammered, looked around confused, and had great difficulty dealing with the teleprompter. The international sales manager and my great director had saved these guys several times, but going live without preparation or rehearsal this time didn't work!

Understanding The Keys to Success

After the whole thing was over and the two hot shots had rushed off, I had a few minutes to talk to Don. I asked him why he believed the two executives would act like that. I said, "Do they just think they're too important to prepare for something like this? You have never missed the full-day preparation, let alone a rehearsal. No doubt you have plenty of important things you could be doing, yet not one time have you ever made anyone of us, even my stage crew, feel anything but important! You're the millionaire, but these guys treat everyone like they are on the bottom of the food chain, including the successful regional owners! Why?" He said, "They still don't have all the pieces of the success puzzle figured out. They still think that *looking important and successful to other people is a priority over understanding how important other people are to their success.*"

That helped me better understand all the first-class airfare and fancy suits these guys had to have and their often out-of-control spending that was hurting the overall success of the organization. The fact that Don had already succeeded yet he was still eager to help others succeed, made the difference in his leadership abilities. Because of his Emotionally Empowered Leadership, we were all glad to follow.

Power Principle: *"Leadership where others will gladly follow always comes from wisely realizing how important others are to our success and then creating an environment of enthusiasm for them."*

"Leadership" Positive Action Statement: *"I love making my excitement infectious so others will enjoy working to help me find the success I seek as I help them find success as well. I refuse to use the old out-dated tactics of manipulation or force to negatively affect those around me. I enjoy working in*

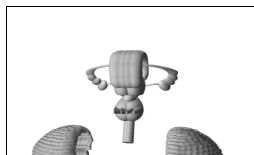
an environment of enthusiasm so I always try to create that same feeling for those I work with. I know how it feels to be manipulated or forced so I hate using such tactics on others. It is clear that people who are positively influenced are much more willing to give greater effort than those who are threatened or negatively motivated, so I enjoy using persuasion to help people be more successful. I know how important others are to my success so I no longer expect people to do what it takes, instead I inspire them with excitement and enthusiasm so they will gladly follow.”

Possible Key Triggers:

- *“Excitement is infectious!”*
- *“Manipulation or force is out!”*
- *“Greater effort comes from enthusiasm!”*
- *“Inspiring so others will gladly follow!”*

On the *Science to Sales* programs, Don would always appear sitting behind a desk in a nice jacket and tie. He dressed that way because we felt he needed that look for the program. But behind the desk, where the audience couldn't see, he would be wearing his sunny California shorts. My crew loved this. In fact they loved being around him. This great man taught me a lot about success, especially when it comes to positive focused leadership.

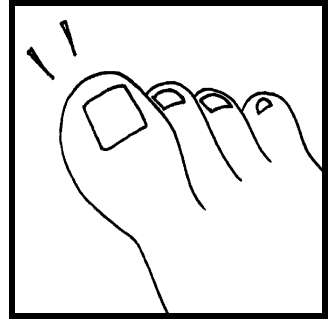
The old pain-focused management, which survives on negative motivation, must be laid to rest. It is time to shift the focus to the pleasure side of the principle, where we create environments that motivate people to gladly follow. We must look beyond ourselves and see how important others are to our success. Then by mastering our own emotional states we can become someone whose great attitude is contagious, no matter what challenges face us. With these two shifts in our perspective complete, we will increase the happiness in our own lives, and our infectious excitement will cause others to willingly help make our dreams a reality.



Chapter 21

Is There A Natural Born Decision Maker?

Some people have the impression that the brain just runs itself. It does its thing and you just follow it wherever it goes. Is the brain in control or are you? Think about your big toe for a minute. Can you feel the sensations coming from it? Before I called your attention to it, information from that area was being sent to your brain, but the Sensory Directional Centers determined that it was not significant enough to pay attention to. Since your toe wasn't in pain, the Sensory Directional Centers just sent the information to memory in a very low-priority level. Your Main Processor wasn't even aware of this input until you chose to think about it.



This time, choose another part on your body and pay attention to the input. Did you have power over this thought process? Sure you did. The conscious mind, the Main Processor, has power over the information coming from all the senses. But when we are not paying attention, the Sensory Directional Centers automatically distribute information without the conscious mind's input.¹⁴⁵

Similarly, in a business, we can have an office full of people who do their own thing (Auto-Pilot), or we can direct their efforts toward specific goals that will bring the company success (conscious control). The same process goes on in our minds. Our automatic systems can do their own thing as our imprints or etchings have programmed them to, or we can take conscious control and direct them to focus on our success.¹⁴⁶

There is a very interesting book about a Russian pilot who defected to the United States before the Soviet Union fell. The book is, *MIG Pilot: The Final Escape of Lieutenant Belenko*, by John Barron.¹⁴⁷ This pilot's first encounter with freedom became an ordeal. He had dreamed of being free, and experiencing it was wonderful. The problem came when the CIA had finally done all they

¹⁴⁵ Thoughts filtered out - Dr. David Spiegel, Stanford University - Ref: The Mind - p-156-157

¹⁴⁶ Brain hierarchical organization like large efficient company - Dr. John P. J. Pinel, University of British Columbia, author of Biopsychology - Ref: Biopsychology - p-209

¹⁴⁷ The Final Escape of Lieutenant Belenko, New York: Reader's Digest Press. McGraw-Hill, 1980

could to help him adjust to his new country. The agents told him, “Okay, now you can decide what you want to do with your life.” Suddenly all of his options were overwhelming. In Russia, the government made most major decisions for him, because few options were available to anyone. Because of this, the pilot’s decision-making skills were not well developed.

Suppression, Does Not Create Great Decision Makers

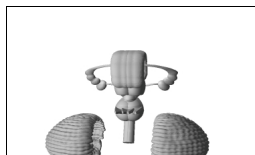
I had the opportunity to tour Europe and visit The Wall before it came down. While there I borrowed a telephoto lens camera from a friend to get some great shots. After going through all the car searches at the check points and driving through the East German section with a time limit on our heads, we nervously made it to West Berlin. Standing on the platform on the west side of the Wall that people used to see their family on the east side was so memorable that I thought it was a good idea to take a picture with this special camera. Like many tourists, I didn’t look to see if taking pictures was allowed, I just swung my camera into position and started to focus. Everything seemed fine until a guard on the East German side raised his rifle and pointed it toward me. It was one of those moments when you don’t think—you just react. I immediately dropped the camera to my side and started looking for warning signs about taking photos.

The guard was gone by the time I regained my sanity, and the photo opportunity was gone forever. The guard was probably just trying to pose for me, and my emotions took me out of the game. In this situation, I hadn’t prepared for the worst or gotten advice from others about whether taking pictures was allowed so I missed the photo opportunity of a lifetime.

The idea of people being separated from their relatives by bricks and cement because of some political philosophy is perplexing. But when the wall came down and East and West Germany were allowed to reunify, I wondered how people, such as the pilot, who had been deprived the opportunity to learn to make decisions would handle the transition.

Several years later, I was hired to present a keynote speech at the International Franchise Association’s Annual Convention in Hawaii. Because many countries were represented at the conference, I was able to meet Germany’s franchising delegate and asked him how the reunification was going.

It was an interesting conversation. He confirmed my suspicion that people in the eastern block countries were having problems with decision making now that they had gained their freedom. Taking risks, which included choosing from all the new options, had not turned out to be an easy task. Previously there was one box of soap with the hammer and sickle on it. Suddenly a great number of



choices were available in every aspect of their lives. He said they were having a lot of problems during this transition because of the lack of decision-making skills.

Freedom of choice, as wonderful as it is, comes with great responsibility. We each must choose among the many options available to us. This almost drove the MIG pilot back to the USSR, where life would be less complicated. Excellent decision-makers aren't born with this talent. They develop this skill through years of experience. This means we must work to improve this ability and the way our mental system brings up the information we use to make decisions. The habits in the Sensory Directional Centers were developed when we were children. Changing the programming that this sorting system uses to make choices and conclusions can make it much more accurate.

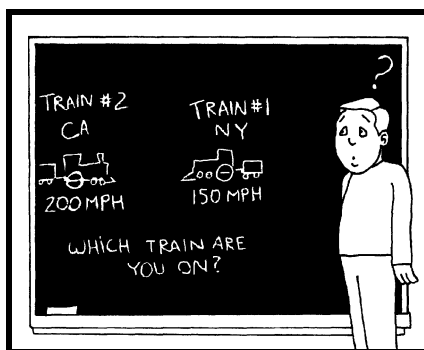
Power Principle: *“Good decision making comes with practice. The more decisions we make, the better we become as we learn from the results.”*

Refer to the: *“Restating Decision Making,” “Not Loving Decisions,” “Planning to Decide,” and “Mistakes” Positive Action Statements in Appendix I.*

The “Story Problem” Problem

When you ask school children whether they enjoy story problems, most will tell you they hate them. When asked why, they will say it's because they are so hard to do and that they don't seem to make sense. Those of us who are out of the textbooks and into real life have found that daily life isn't nearly as simple as those story problems. Life is just one amazingly complicated story problem after another.

Few difficulties we encounter are arranged in a neat, orderly fashion for us to conveniently solve. Learning to solve story problems in school is just a small beginning toward gaining the skills we need to apply practical knowledge. Ideally, story problems should be the majority of what children are taught from the very beginning. If we knew how to apply what we have learned and make its application



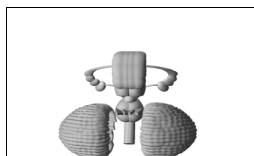
just a natural part of the learning process, then real life and its abundance of story problems would be a breeze for all of us. If, as children, we had been trained to be as proficient in solving story problems as we were at memorizing and regurgitating facts, then real life would seem a lot less complicated. Too bad that most text books are designed with few story problems, many of which are merely placed as extra credit. What an oversight.

When Lee Iacocca took on the responsibility of fixing the failing Chrysler Corporation, he was not handed a neat and well-organized set of problems that he could quickly solve and thus save the company. He had to start by carefully sifting through the rubble to find the actual problems before he could begin working on solving them. Most of us, when given a straight-forward well defined question, have been trained to quickly respond in such situations. Identifying the problems and immediately putting the solution into action is what made Lee Iacocca such a valuable asset to Chrysler.

When the Answers are Not in the Books

Here's a good example of the shift from book learning to life's real story problems. I had the opportunity to meet the dean of student services from a major medical school on a flight home from Denver. He happened to do a lot of speaking himself, and so we got into a conversation about "EQ" Mastery. He was extremely interested in the idea of learning to focus the emotions and thought the concept was needed in medical schools. He said at his institution about 120 new students are enrolled each year. These young people are some of the most academically bright and intellectually gifted people in the country, but, as he put it, "They are some of the dumbest people you could ever meet." That sounds like a huge contradiction, but it involves the difference between their intellect and their emotional and social capacities.

These medical students are, in the truest sense of the word, bookworms. It is true that they could answer all the questions on a test and get an "A," because they knew how to find the answers in the books. Getting the "A" was a powerful concept for them, so powerful, that when they shift from academic work to clinical work in their third year, it became a massive trauma. Going from a structured and planned environment where they can find the right answer; to the real world where all the answers are not in the books becomes dreadful. Adding to the emotions of not having every answer are the real emotions of people dying. The pressure is intense, especially when saving a person's life depends on finding a solution that sometimes does not exist. The students find that



sometimes people just die and there is nothing that can be done. This is not the “A” they are used to receiving.

The dean shared a shocking statistic. He said that at least one out of the 120 students in each year’s class would take their own life due to the emotional pressure of the shift from book learning to clinical experience.¹⁴⁸ These students are fine in the world of academia, but the real world is often too emotionally overwhelming. The dean was haunted by this fact and was excited about having me present the technology behind “EQ” Mastery to the students at the beginning of their second year. This timing would give students a full year to practice the technology before reaching the critical third year.

The normal academic solution would be to institute a class in which students would memorize suicide percentages, warning signs, proper names of pre-suicide conditions, and several lists of good psychologists. This would not solve the problem of an emotional crisis. Facts are no better than fiction when it comes to out-of-control emotions. Besides, I have found in my consulting experience that most people already know the problem and even the solution. The move to change old ways of doing things is where the process gets bogged down.

In maintaining health and saving lives, the health care industry code could expand beyond medication and surgery to include some “EQ” Mastery techniques. With the evolution in the health care industry now thinking of patients as customers, medical personnel could use some customer service techniques to also greatly improve their bedside manner.¹⁴⁹ It is clear that superior intellect and great knowledge aren’t enough. We must look at how our emotions are being managed, as well.

Is there any wonder why television trivia shows have become one of America’s favorite past times? We feel quite at home taxing our memories, looking for some insignificant fact that has nothing to do with our real-life problems. Solving trivia is a great relief from the real problems that tax our minds. It would be nice if all we had to do was know some trivial fact and we would win the prize. However, that is not reality.

Since we have had little experience immediately applying what we have learned into real-life actions, there is a good chance that few neuro-connections have been properly formed between our knowledge and the areas of the brain

¹⁴⁸ Youth suicides up 150% - Dr. Richard M. Restak, author of *The Brain & The Mind* - Ref: *The Mind* - p-172

¹⁴⁹ The placebo effect & bedside manner, greater recovery rates - Dr. Jon Levine, University of California, San Francisco & Norman Cousins, author of *The Mysterious Placebo: How Mind Helps Medicine Work* - Ref: *The Mind* - p-161-163

that drive our behavior (emotions). It's time to start making these neuro-connections so that what we know becomes what we do automatically.

Loving Your “Little Baby” Syndrome

In his autobiography, Lee Iacocca provides some great advice on decision making.¹⁵⁰ Some of the ideas strongly apply to managing the emotional mind. One idea is that we should not take too long to make our decisions.

Many times we spend hours agonizing over decisions. This can cause us to feel so invested in the final decision that it is as if we are in love with it. It becomes our “little baby.” These powerful emotions give us the energy to push ahead, but they also make it nearly impossible to change the decision if it is wrong. We start defending it with all our might. In fact, we become almost blind to any facts that would imply that it isn't right.

Unconsciously becoming blind to the facts causes several problems. First, to insulate ourselves from hearing what we don't want to hear, we often turn a deaf ear to those we should be trusting for great advice. In addition, when we make these power decisions, we expect results. We know the decision must be right, since we anguished over it long enough, we think now it's just a matter of getting it done.¹⁵¹

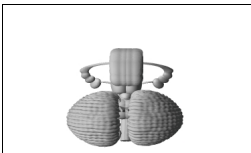


An Open Door Policy, Means Listen!

Once we have this idea in our heads, if people bring up problems they are having trying to get it to work, their comments instantly become suggestions that our decision might be wrong. Instead of openly gathering their perspective and

¹⁵⁰ Iacocca An Autobiography, New York: Bantam Book, Inc., 1986

¹⁵¹ Decisions, using personal experience or probability? - Dr. Richard M. Restak, author of The Brain & The Mind - Ref: The Mind - p-236



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advice, we shut down the lines of communication. We become defensive. We think, “I’ve already made the decision, this is what we are going to do. I don’t pay you to come up with excuses about why you can’t. Get back out there and make it work.”

What can we expect then from other workers who may notice that something is wrong with the decision after they hear how these poor souls got their heads bit off? When we refuse to listen to people who should be our first avenue of assistance, why would anyone else want to say anything?¹⁵²

No one wants to give advice if they know the recipient is going to argue against every suggestion.¹⁵³ When you receive input, the key is to try to see it from the other person’s point of view, rather than defending your little baby. We should take the opposite track and argue from the other person’s perspective. This is especially true when we then present this new piece of the puzzle to our other advisors. Let the decision we have already made stand on its own merits. If it can, then we can stick with it; if not, we can change it.

Turning a deaf ear can result in an extensive amount of wasted time, as everyone works with all their might to make the wrong decision become right. This is the round peg, square hole phenomenon. This deaf ear continues until the mistake becomes perfectly clear to everyone, and our passion for our “little baby” has created a huge hole from which we must climb out. The people who could have helped us long ago now are all gun-shy. No subordinates in their right mind are going to get caught in an “I told you so” situation, especially if they no longer trust us because we refused to listen before. As a result, we will always get wishy-washy counsel and advice. The open door, “But you better tell me what I want to hear” policy is not effective when it comes to getting sound counsel.

Great guidance is critical to making wise decisions. It can also add considerable assistance when we are changing our Underlying Belief Patterns as we work on our “EQ” Mastery. Keep in mind it may require a very large lever to pry off our “little baby” perspective from some of the “truths” we have defended for years. I was doing just fine before my wife told me to fix that fear of rejection thing! Or was I?

¹⁵² Examine the bigger picture? No need, great confidence in the incorrect decision - emotions over logic - Dr. Daniel Kahneman, University of Berkeley & Dr. Amos Tversky, Stanford University - Ref: The Mind - p-238

¹⁵³ What we expect, we see - creating our own reality - Dr. Alan Gevins, EEG systems Laboratory in San Francisco - Ref: The Mind - p-259

Looking is Not Cheating, When It Comes to Sound Advice

No one would suggest that we make quick, uninformed decisions. Instead, we must gather all the facts and advice we can from our most trusted advisors, but we should do it as fast as we can. This is difficult to do when we isolate ourselves while trying to make an important decision. Isolating ourselves could be another negative side effect of our schooling experience. If we were caught looking at someone else's paper or opening the book during a test, we were called cheaters.

Isolation might be effective for testing memory, but it creates the idea that when the pressure is on, we have to do it by ourselves. As a result, we automatically isolate ourselves when we are trying to make an important decision. Although this feels only natural, it's a huge mistake. The more resources we call upon, the more accurate our decisions will become. Talking to a neighbor, looking it up, or referring to someone's past test answers is not cheating at all—it's the greatest wisdom we can ever use. Remember there are two ways of learning: from our own

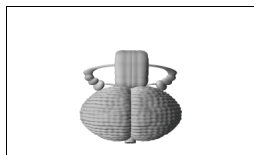
mistakes or from the mistakes of others. Learning from others is a lot less painful. Consider how the two business partners who were opposites complimented each other. They saved each other from having to learn everything the hard way.

No one makes 100% of their decisions correctly. Even in school, 90% is still an "A." But in real life, Lee Iacocca suggests that even the very best decision-makers seldom get more than 51% of their decisions correct.



Power Principle: *"We must be cautious not to fall in love with the decisions we have made just because we have anguished over them for so long. We should always gather great advice up front and decide as quickly as possible."*

"Not Loving Decisions" Positive Action Statement: *"I hate setting myself up to feel distressed or defensive when my decisions are questioned because I have*



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attached myself to them so powerfully. Instead I enjoy being free to openly listen to people's advice. I know that even the best decision makers only get 51% of their decisions correct, so I hate wrapping my decisions with defensive emotions. If there is a 50% chance that a decision could be wrong why would I want to be so attached that I have to defend it? I will not! If my decisions are right, they will stand against the questioning on their own. If my decision is wrong, oh well, I can just fix it, I love challenges! I know that bypassing those critical moments when my decisions should be adjusted is stupid. It only damages the possibilities of accomplishing my goals! I enjoy getting powerful advice in great abundance up front so I have the wisdom to consider as many possibilities as I can. I then make my decisions as quickly as possible so I don't invest a huge amount of emotions into them. I enjoy reaching my long term goals rather than loving my decisions because adoring them can be deadly to my future success."

Possible Key Triggers:

- *"Wisdom over loving decisions!"*
- *"Defensive? No, ever listening!"*
- *"50% wrong, love them? Never!"*
- *"Decisions should stand on their own!"*
- *"Listening for critical moments!"*
- *"Love goals, not decisions!"*
- *"Great advice, then decide quickly!"*

Allowing Our Decisions to Stand on their Own

To get great advice from others we must be cautious not to punish people for having the backbone to suggest that our decision could be wrong. In fact we must treat that information with great value. Then we can start the process of making a new decision with this added piece of the puzzle. We should do this as if no decision had already been made. Keep in mind that our intent is not to defend the decision but to reach the goal. If we find a solution to the suggested problem, then we press ahead. If not, we make whatever changes are necessary as quickly as possible.

Each time we have to make a change, the stakes become higher because we are deeper into the project. There is no value in pressing ahead with a decision, however, if its course is sending us away from our goal. The faster we make the change, the better chance we have to repair the damage before our goal becomes impossible to reach.

Because of their vested interest in their decision some people sail so far down the wrong course that when it finally becomes clear to everyone, including themselves, that the decision is wrong, they are past the point of no return and recovery has become impossible. The beloved decision can actually destroy all hope for the end goal. To become effective, accurate, and quick decision-makers we must change how we feel about those nasty story problems. The “Bring them

on, baby!” attitude can be helpful here as well. We must focus on looking to the end result instead of loving our decisions.

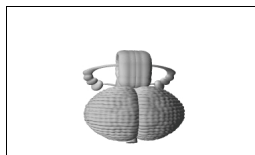


Working for the End Result

This idea can apply to more than just our professional goals. Getting into a battle with our spouse over “the truth” also comes from this idea of loving our position more than having a loving relationship. A huge number of bad feelings are created as a result of defending our “little babies.” When I work with people who are having marriage problems, it is interesting how often they are much more in love with the point they are trying to defend than they are with their spouse.

The ultimate question is what difference does it make whether we were right or wrong along the way if, in the end, we get to our desired result. The old saying about the many roads that all lead to Rome applies to these situations. There are many ways to get to our desired goal. We should enjoy the process of reaching the desired result rather than getting hung up on the path we have chosen. Many times a change in our path is required due to one of life’s big or little misfortunes.

Becoming a “natural-born decision-maker” starts by understanding that the ability is not natural, it is earned through practice and adjustments to our thinking processes. We must change how we feel about those real-life story problems and learn to focus on seeing the bigger picture and moving past



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thinking we can always get the “A.” If we stop having to love or anguish over our decisions, we can start focusing our attention on the end results we really want.

We should love our challenges, not our decisions. To do this, we must accept that only half of them will be right, and that’s only if we are really good at decision-making. Since it is impossible to know 100% of the time which ones are right, why would we want to invest so much in our “little baby” and defend it with all our might? Once we see that decisions are just stepping stones to our goals, we can start seeking the great advice we need to succeed.

“God grant me the serenity to accept the things I cannot change . . .
Courage to change the things I can, and the wisdom to know the
difference.”

—Serenity Prayer



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Chapter 22

Memory: Forgetfulness and Filtering

Another critical part of our mind that plays a great role in our ability to change is memory. There are two important types of information we have stored in our heads. Comparing the brain to modern computers can make understanding the differences in these two types easier.¹⁵⁴

Computers use two kinds of files, program files and data files, to accomplish their work. Data files hold information such as names, dates, amounts, phone numbers, and addresses. All of this information sits in the file just waiting to be used. On the other hand, program files such as save, run, and print, hold the step-by-step instructions that tell the computer exactly what to do, including how to use the information in the data files. Program files are what make the information we have stored in the computer useful.

We spent most of those 15,000 hours in the education system filling our minds with data files. Because of this, we all have a huge amount of knowledge crammed into our heads. Since data files do little except fill up memory space until a program is written to make use of them, we need to take the next step. The key to real effectiveness is to create powerful program files that will use what we have already learned. *This turns what we know into what we do.*

Shifting Our Mind from Data Files to Program Files

Many of the program files we use now were created when we were children and were often powerfully instilled before we gained most of our formal educational knowledge. Some of these program files work powerfully against our Success and Satisfaction. We need to redesign the old programs and create new ones so that we can get our behavior instructions in sync with all the great knowledge we already possess. Bringing up an old fact is a far less valuable use of memory than instantly bringing up a program that lets us do something constructive to achieve our goals.

To shift from fact finding (data files) to actions (program files) we need to better understand how our memory system works. Have you ever had something that was so important that you put it away somewhere special so you would be sure to remember where it was? Then a week or so later, when you really needed

¹⁵⁴ Brain as a binary computer system, cell fires or not, zero or one! - Warren McCullough & Walter Pitts, Artificial Intelligence Experts - Ref: The Mind - p-256

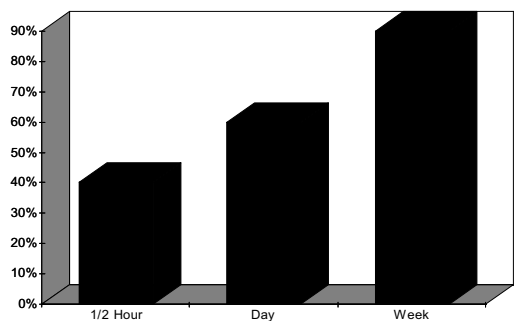
it, you couldn't remember where you put it? These little memory glitches can drive you nuts for hours!

There also are those times when you bump into someone you knew well in your past. You are able to reminisce on lots of subjects, but for the life of you, you can't remember the person's name. How are these things possible with a brain that is so powerful?

There are some good reasons our memory can and does play such interesting tricks on us. The brain has to deal with our memory in a way that causes us to be humans, rather than just machines. This is why we will forget 40% of what we learn today within the first half hour, 60% by the end of the day, and 90% by the end of the week.

Herman Ebbinghaus did extensive research on this subject and found that almost everyone experiences this rate of memory loss unless they have a photographic memory.¹⁵⁵ This can be very frustrating when there is such an incredible amount of information that we need to remember these days. Why is the brain designed for us to forget so much?

Forgetfulness

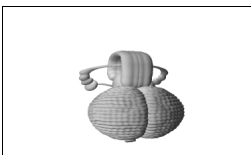


Remember that there are approximately *100 billion* neurons in the human brain. Consider this number based on something a bit more down to earth: If we were to stack dollar bills flat on top of each other, 100 billion bills would almost circle the globe. Although that is a huge amount of brain power, the brain knows that there are limits to its indexing and recall systems. As a result, it is very careful about how it uses its memory space. Forgetfulness is purposely incorporated into the memory system and is regulated by, of course, the emotions.

Our Brain is Hard-wired

The movie, *Total Recall*, starring Arnold Schwarzenegger, toys with the idea of electrically implanting memories into a person's mind. Arnold is convinced by a futuristic television commercial to purchase a vacation to Mars from his local

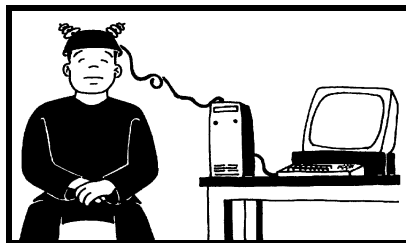
¹⁵⁵ Hermann Ebbinghaus, mathematical relationship of repetition to memory - Dr. Richard M. Restak, author of *The Brain & The Mind* - Ref: *The Brain* - p-203-204



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“buy a memory” store. They hook him up to a brain memory machine and start pumping an intriguing spy adventure memory into his head. This starts a whole string of events that leads him to recognize that someone had already tried to erase and replace his real memories, creating some interesting twists and turns.

The idea of erasing a person’s memories and electrically implanting new ones into the mind has been talked about for years. But even if scientists could figure out the extremely complex code the brain uses to store memories—as well as design a computer that could compile all the information, sights, sounds, feelings, tastes, and smells required to create such memories—incorporating them into a person’s brain would still be a puzzle.



Our memories are not like modern electronic recording devices where we can record and erase pictures and sound at will. The brain’s neuro-nets are created by an actual physical growth of nerve fibers to create the memory circuitry. Erasing a person’s memories and replacing them with new ones is not very likely.

Because of my experience working at the production facility, where I produced the live training broadcasts, I am certain our brains are not like our modern video tapes. All production houses have an electromagnetic device that can instantly erase all the information on an entire videotape by pushing a button. When Tom, my facilities’ producer first went to work for Video West, the television production facility where I did my broadcasts, he was in charge of erasing old unneeded videotape *masters* so they could be used as work tapes.

One day, some blockhead set several original masters of a full day’s shoot that had just been filmed on top of the stack Tom was supposed to erase. Tom did his job and faithfully “zapped” all that new footage. It was gone forever and there was nothing anyone could do to get it back, which earned Tom the distinguished title of “Zap!”

The reason I am positive the brain does not work like this electromagnetic device is because I have watched production people place their heads on this machine and turn it on, just to see if it would “zap” their memory. Luckily, memories are Biologically Hard-wired in their brains; otherwise they would now be dumber than a rock.

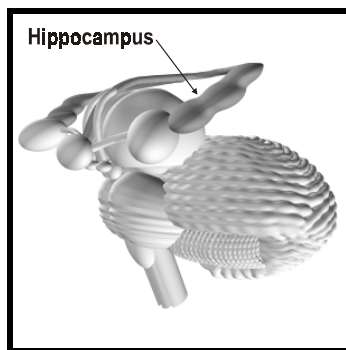
Memories are laid down in neuro-nets as actual physical growths of nerve fibers. If they are hard-wired, however, does it mean we are stuck? Does it mean that once we have biologically laid down who we are, then that’s it? No! We

have the power to change them; it's built right into the genetic code! Understanding that our brain is hard-wired and that forgetfulness is part of the system only helps us better understand why we have failed in the past. Change does not come in the blink of an eye. We need to understand how this memory-filing system works so we can focus on shifting its programming.

Short-Term or Long-Term Memory

The next step is to better understand the difference between Short-Term and Long-Term Memory. Short-Term Memory holds information only temporarily. While information is in this area, it is instantly accessible to the Sub-Processors for them to evaluate. However, it stays there only as long as it is of immediate importance to the Main Processor or the Sub-Processors. When it is not used for a while, it is dumped into Long-Term Memory and is stored as a more permanent physical growth of nerve fibers.¹⁵⁶

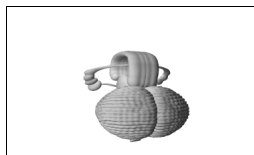
One reason we know there is a difference between Short-Term and Long-Term Memory comes from a tragic situation where a man lost his power to recall any of his newly indexed memories. He had a disease that destroyed his hippocampus, which indexes the Long-Term Memories. With his hippocampus gone, he could only remember things for a few minutes. He could recall what had just happened only as long as it was in his Short-Term Memory. Once the information was pushed out to be stored in Long-Term Memory—where the hippocampus would normally index information for future recall, it became unretrievable. The memory was stored just fine in his brain but since his hippocampus was damaged there wasn't a file card to tell him where to find it.¹⁵⁷



An even more bizarre part of this story is that this man had complete access to all of the knowledge he possessed before his illness. He was a master pianist, however, when he used his great talent to play a beautiful piece he couldn't remember having played the first part of the song as he continued to the next

¹⁵⁶ Short-term memory closed loop reverberating neural activity - long-term memories become structural changes in the synapsis - Donald O. Hebb, author of, *The Organization of Behavior* - Ref: *Biopsychology* - p-352

¹⁵⁷ Patient H. M. following surgery can not form new long-term memories without his hippocampus & amygdala - (B. Milner), Peter M. Milner & Steven M. Glickman, authors of *Cognitive Processes and the Brain* - Ref: *Biopsychology* - p-352-353



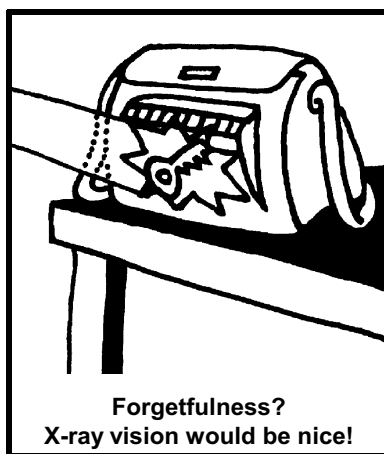
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page. Doctors gave him a journal, hoping this would help provide a reference point for events that just happened. But each time he read what he had just written moments before, he wanted to know who had been writing in his journal. Imagine what it would be like to live with only the immediate present available and to have everything that just happened ten minutes before be completely gone. Without his new Long-Term Memories being indexed by the hippocampus, living for the moment no longer was a choice.¹⁵⁸

Forgetfulness: Indexing at Its Best

Let's look closer at this process of forgetfulness. A woman parks her car as she gets home after a busy morning. She puts her keys into the zipper pocket of her purse to keep them away from the candy she has bought for the kids. Keep in mind that this is not her normal routine with the keys. This action is stored in Short-Term Memory, but is of minor importance. As far as the mind is concerned, the keys are safe and all is well. As she rushes around getting ready for a party that evening, the kids check the purse for the promised candy. They ask if they can have it, she says yes and goes on about her rushing.

There are hundreds of decisions to be made, and each decision requires more information to be processed. As the Sub-Processors retrieve and store more information in Short-Term Memory, this little unneeded fact about the keys in the zipper pocket is pushed out of Short-Term Memory into Long-Term Memory. As it does, it gets indexed under "zipper pocket and candy." Two hours later when she begins searching for the keys, they are nowhere to be found. They are not on the key hanger by the calendar where she always hangs them. They're not in her purse where she knows she put them. Where could they be?



Retracing her steps is one of the best ways to unlock the secret, but often that doesn't work because we are not open-minded enough to cover all our actions. We usually focus a lot of energy and time looking around rather than concentrating on bringing up each step we took in more detail. Of course, one of the clues to remembering where she put the keys has been eaten by the kids.

¹⁵⁸ Clive, living in the moment - Dr. Alan Parkin, University of Sussex - Ref: The Mind - p-29-31

The candy is gone, and of course she is thinking keys not candy. Remember it has been indexed under “zipper pocket and candy,” and she has no reason to think zipper pocket. Has she really forgotten where the keys are? No, she just can’t find the file card telling her where she put the memories.¹⁵⁹ All the frantic searching will not jog the memory and will only add to the frustration.

My wife asked for my help finding the keys, and I looked in her purse for the 12th time as well as every other possible place. She was sure they were in her purse, so one more time I checked the purse, and in frustration I yelled, “They’re not there!” and threw the purse on the bed. Of course, then the sound of keys came ringing out. Again I searched the purse, but this time I looked in the zipper pocket, as well. Did she remember putting them there? Oh, yes. Was the information stored in her head? Of course. She just couldn’t find the right file card to locate the Memory Canister. Did she remember why she put them in the zipper pocket? Of course—the candy!

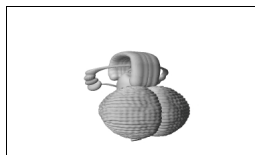
Why wasn’t this experience stored under, “keys,” “car,” “driving,” or “safe place,” as well as under, “zipper pocket” and “candy?” With the volume of information the mind has to sort, categorize, index, and store, it must be very exact and efficient. Storing one unimportant experience or thought in a large number of memory locations would force other important information deeper into memory before it was absolutely necessary. Each new index makes other information harder to find.

Besides storing the information, the mind must rate its importance with the emotions to determine how many locations it should be stored. It then takes the most important subject, prioritizes it, and stores it under that topic.¹⁶⁰ The keys were being kept away from the candy, and the zipper pocket was doing the job. With the flood of new information coming in during the rush to get ready, the location of the keys becomes of little importance.

Keeping things refreshed in the mind is accomplished by keeping them on top of the stack. The more often we recall something, the greater chance it remains easy to remember. In other words, the less we use a memory, the deeper in the memory file it goes. The only way to bring it up again is to activate the current information to reach the next-most-current information, and so forth until the potential is established to retrieve the oldest information. Seldom do we stay focused in one direction that long, especially with all the other input we get from so many other brain areas. If someone crams for a test using a lot of

¹⁵⁹ Temporary loss of access to existing memories - Dr. Neal Cohen, John Hopkins University - Ref: The Brain - p-217-218

¹⁶⁰ Amygdala - memory for the emotional significance of experience - Joseph E. LeDoux, Center for Neuroscience, New York University - Ref: Biopsychology - p-374



repetition, they will be able to retrieve the information for the test, but two weeks later, without any additional refreshing, the information will be buried.

Quick Reasoning Skills Require Forgetfulness

This natural information storing-and-retrieving process, properly named “forgetfulness,” is essential to our ability to reason quickly. If every memory and thought were instantly available to our Main Processor, it would take hours to make even the tiniest decision. Think of what it would be like if every thought, idea, and experience we ever had about shirts were brought up in perfect detail each time our Main Processor was trying to decide which shirt to wear. It would take hours to scan through all the memories, let alone check with the limbic system to determine how we feel about each idea.¹⁶¹

Forgetfulness actually gives us the power to make decisions quickly. The emotional system places what we feel is important on the top of the stack. This is where the huge difference between our minds and a computer comes into play. A computer does not have feelings to help it determine what is important. Every bit of information in a computer is available on the same level. Computer chips are not alive and changing their structure with each new experience or lack of use. Our brains are quite different. The information attached to our feelings is in the uppermost part of the canister. The brain goes here first to determine our instant opinion about what we are trying to decide.¹⁶²

Many of our quick decisions are often superficial simply because only the uppermost opinions are being referred to. When we make a quick decision and someone asks, “Are you sure that’s how you really feel?” We immediately do a more complete analysis. The Main Processor asks the Sub-Processors to look deeper in the Memory Canisters to cover a broader spectrum of connecting information. Once this is completed,



¹⁶¹ Photographic memory makes reading difficult, constantly interrupted by too powerful of memories - Dr. Frederick K. Goodwin, National Institute of Mental Health - Ref: The Brain - p-225

¹⁶² Examining all possible alternatives frustrates decision making - Dr. Richard M. Restak, author of The Brain & The Mind - Ref: The Mind - p-239& 257

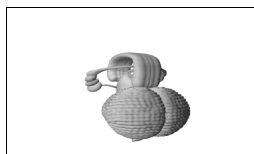
sometimes we discover that what we felt at first isn't really how we feel about the bigger picture.

Have you ever blurted out something, then, after you've had a chance to think about it, you realize, "I really didn't mean that!" It's hard to take back those words and even harder to explain what you really feel to the person you may have offended. This is one reason establishing new programs like thinking before we speak can be so beneficial. We must be careful what we put on the top of this critical memory-retrieval system.

We must make our quickly accessed information the same as what we would find in a deeper evaluation. This is part of getting all areas of the brain, including memory, in sync. We can easily become off track with the emotions of the moment, especially if our short-term emotions are not in line with our long-term ones. That's why it is critical to get great advice and the best information established on the top of our stack before we try to make those wise decisions. This is especially true if we are going to learn how to make decisions quickly.

Power Principle: *"Forgetfulness is critical to our ability to reason quickly, so we must learn to sort and prioritize our memories well if we want our quick reasoning powers to be as sound as our deeper contemplation."*

"Quick Reasoning - Prioritizing" Positive Action Statement: *"I realize that my mind forgets so I can think more quickly and that it sorts the priority of importance based on the level of emotion. Therefore, I enjoy wisely prioritizing my critical thoughts using powerful emotions. I refuse to allow my quick reasoning skills to be based on superficial opinions or flighty feelings. I love it when my quick reasoning skills are as accurate as my deeper contemplation so I always bring my deep-seated observations to the surface of my memory. I know that making sound decisions quickly is vital to the success I desire, so I enjoy placing my critical ideas and opinions in a prime position with just the right amount of feelings. This way my long term attitude about things is instantly clear to my mind. I hate it when I let my quick reasoning skills allow long term priorities to slip out of focus. I love it when I can make swift yet solid decisions."*



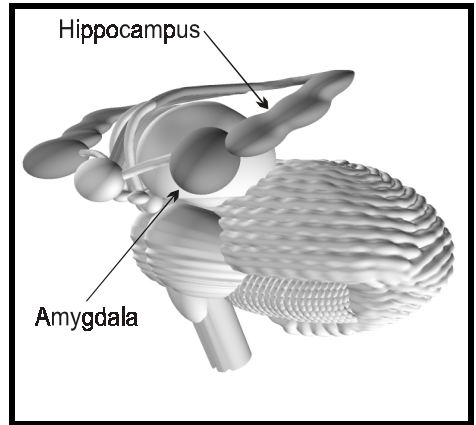
Possible Key Triggers:

- *“Swift yet solid reasoning!”*
- *“Critical opinions in prime position!”*
- *“Critical attitudes, instantly clear!”*
- *“Superficial decisions? Never!”*
- *“Sound recall, emotion!”*
- *“Prioritizing thoughts, quick sound decisions!”*
- *“Forget what’s important? Never!”*

Memory’s Emotional Pyramid — Indexing Is the Key

The brain uses a very sophisticated system to index our memories. Think of it as a large set of file cabinets stacked on top of each other. There is a file card for each memory that tells the brain where that memory is stored. To find a memory, the brain only has to locate the card and follow the directions. Finding the card, however, can be easy or difficult depending on where it is located in the file cabinets, which is determined by the hippocampus.

One of the hippocampus’ primary jobs is to index every piece of information that comes into Long-Term Memory. It does not store them; it just creates the file card and files it. From a side view, the hippocampus resembles a curved baseball bat. On top of it is a segment called the amygdala, which looks like a baseball and is what filters our strong emotions. The amygdala sits right on top of the hippocampus so they can communicate easily with each other to handle this memory-indexing process.



Before the hippocampus indexes a memory, it must check with the amygdala to see what kinds of emotions are associated with the memory. When the amygdala is screaming with emotions, the hippocampus says, “Wow! Got a hot one here.” It then places a file card for that memory in the very top file cabinet in a high priority position.¹⁶³ This makes it very easy to be found later. If the emotion is less, the file card drops to the lower set of cabinets and so on

¹⁶³ Amygdala & the emotions of memory - Dr. Richard M. Restak, author of *The Brain & The Mind* - Ref: *The Mind* - p-134

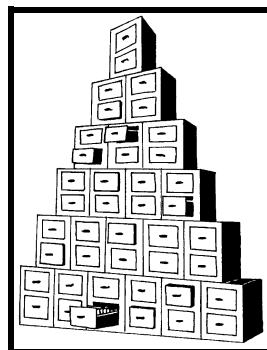
until it drops to the bottom file cabinet, which is for memories that have absolutely no emotion attached to them.

When we were children, this system was rather simple with just one skinny row of file cabinets stacked on top of each other. Everything was easy to recall. Each file cabinet had about the same small number of file cards. As time went on, a major change took place within our systems, and the shape of our filing cabinets began to look more like a very bottom heavy pyramid.¹⁶⁴

There are progressively more memories that are less emotional than those that are highly emotional. So, the top of the cabinets where the highly emotional sections are, remains small as each level beneath it grows wider and wider. This makes things at the top very easy to remember since it has very few file cards. But the index for things stored in the bottom cabinet can seem to go on forever. Finding something stored down there typically brings up that feeling that you just can't remember anything anymore.

This is why as our life goes on longer and the lower filing system gets bigger, our memory seems to become worse. Actually, the memories just become more difficult to find because the system has become so massive. Also as we get older and more nonchalant about things, our experiences aren't exciting and new anymore.¹⁶⁵ Our memories then become harder to find, not because the memory is missing, but because the file cards are now located lower in the Pyramid File Cabinet.

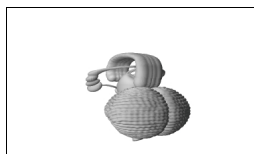
It is also likely that one experience can be stored under several different subjects. This is why one type of stimulation can bring up a memory more easily than another. The smell of lilacs under a given situation may bring to mind a complete experience with an old friend, including his or her name. Yet trying to remember that friend's name without the smell as a Key Trigger may be nearly impossible. The experience may be buried much deeper in the "old-friend file" than in the "smell-of-lilacs file." There are also new findings that our sense of smell has several connections directly to the emotional center.¹⁶⁶ For example,



¹⁶⁴ Huge & intricate filing system - Dr. Richard M. Restak, author of *The Brain & The Mind* - Ref: *The Mind* - p-242

¹⁶⁵ Vigorous environmental involvement adds to mental sharpness - stop using it, old & mentally rusty - Professor K. Warner Schaie, Pennsylvania State University - Ref: *The Mind* - p-94

¹⁶⁶ Olfactory - limbic projections mediate emotional responses to odors - John P. J. Pinel, author of *Biopsychology* - Ref: *Biopsychology* - p-202



how does the smell of baking bread affect your recall of memories from your childhood?

Refreshing Our Memories into the Present

Another reason we have good recall of certain memories over others involves the power to refresh them in the mind. We can carry old memories into the present by reliving them, especially when we relive the emotions we felt during the experience. This can place the old memory in the canister as the most recent experience on the subject, making it easier to recall again.

This is why some experiences seem like they happened yesterday, while others just seem to fade away. People who focus on good feelings are most apt to relive the experiences that are positive. The positive parts of their life's experiences are brought to the surface of the memory file more often than the negative. This means that only part of the total experience is brought forward to the present. The bad or common parts are allowed to sink deeper into the memory file and are seldom retrieved.¹⁶⁷

This sorting and refreshing can also be done in reverse. If we are negative and relive mostly the negative things in life, the experiences brought to the surface of the memory will be unfortunate rather than good. The method we choose can have a phenomenal affect on our overall perspective.

The positive or negative things in our life that we review over and over in our minds affect who we are. Repetition has always been used for memorizing facts, and each memory can be more easily recalled by adding emotion to it. Emotion causes it to be indexed at a higher level. Repetition is powerful, but in a duel against emotion, strong emotion will win the contest without exception. Memories based on repetition alone require additional repetition to stay prime. For example, if we memorize something and then don't use it for two years, it will be difficult to retrieve, even though it was well memorized. Powerful emotion, on the other hand, places the memories in a priority position, letting us retrieve them even after long periods of non-usage. *This is why it is critical* that all Positive Action Statements be filled with powerful emotions—repetition alone is not enough. A combination of both is more powerful than either method alone.

¹⁶⁷ From past experience the amygdala assesses the emotional significance of sound & activates the appropriate response - Joseph E. LeDoux, Center for Neuroscience, New York University - Ref: Biopsychology - p-449

Filtering — “What’s That Smell?”

Filtering is another concept that can affect our ability to change. Understanding how Filtering works is important because the brain does it automatically. The Sensory Directional Centers are in charge of this process. The centers determine where the information from our five senses will be sent. The centers can bring the information to the attention of the Main Processor or just filter it out without us even knowing.¹⁶⁸ It supervises this process just as we have programmed it to through time.

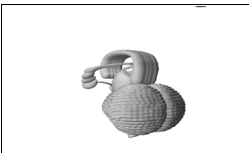


City slickers, who take a drive to the country to get a breath of fresh air, may find that first whiff of the cattle farm a bit breathtaking. “Gross,” as eyes start watering. Then you sit down for dinner and your farmer friend serves some of the best steaks you’ve ever tasted—that is until he opens the window to get some air and you get a strong whiff of the cattle outside. The farmer and his family go right on eating, not even noticing that you’re about to die from the smell of fresh cow manure. For the farmer and his family, this smell has been filtered out by their powerful Filtering system. It had been sent to their attention enough times in the past for the system to decide it was not important enough to bother the Main Processor. As a result, the information was filtered out.¹⁶⁹ But because you are just visiting, your Sensory Directional Center considers this to be new information and, therefore, very important, so it does not automatically filter it out, at least, not yet. So too bad, so sad, you gag.

This Filtering system has a major affect on how well we maintain commitments in our lives. If the brain hears about a particular goal enough times (even if we have emotion behind it), it will filter it out as being not important enough to keep it constantly in our face. For any of our goals to become a reality they must be constantly pushed up at the Main Processor and Sub-Processors for them to affect our actions to make the goal happen. Remember that the goal sections in our day planners are in the back. We can close the book on our goals and filter them out just like our brain can if we don’t keep the emotions fresh and our long-term desires in front of us every day.

¹⁶⁸ Cocktail party phenomenon, blocked out stimuli (conversations) still being unconsciously monitored just in case - John P. J. Pinel, author of Biopsychology - Ref: Biopsychology - p-206

¹⁶⁹ Filtering - Dr. Howard Shevrin, University of Michigan Medical Center - Ref: The Mind - p-15



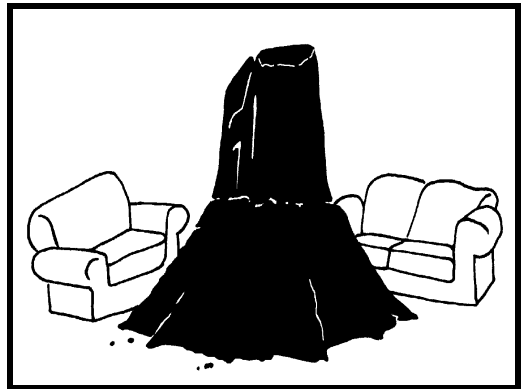
Post-it, See it, Do it!

Because of this, we need to use a new system that will keep our commitments strong and constantly running through the Main Processor as often as possible. We can do this by keeping them in Short-Term Memory, on the top of the stack, so the Sub-Processors will constantly throw them at the Main Processor and they will become part of our actions everyday. This is why advertisements appear so often. Pepsi doesn't just want us to buy their product once a year. They ask us to buy it many times every single day! Then, as they monitor responses, they change the commercials to keep the idea fresh so our minds don't filter out their request. Their consistency pays off in *our* actions because we keep watching and buying, as well.

When we are working on a specific change, we need to use the same approach by posting our Positive Action Statements right in front of us. We also have to move these statements around frequently and change how they appear so that the mind does not filter them out. Have you ever posted something on the refrigerator door that you thought was important, and then ten days later you finally notice it and think, "I was supposed to remember that last Friday." Into the garbage it goes. Filtering can remove almost anything from our attention over time.

The movie, *Close Encounters of the Third Kind*, vividly illustrates this idea of Filtering. The aliens coming to visit Earth wanted earthlings to show up at their chosen landing site, so they planted this meeting place in selected people's minds. This, of course, started driving the main character, played by Richard Dreyfuss, nuts. He had no idea what it all meant, but he was compelled to action.

The idea of the meeting place went from his head onto the canvas, and it escalated into a life-like dirt model in his living room. There is no doubt his wife wasn't very pleased with his actions, but when he finally reached the designated meeting place, he had no trouble recognizing it. The emotional impact coming from the aliens' message, with such frequency and power, there was no way the minds of these selected humans could possibly filter it out.

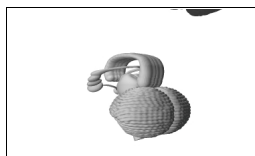


Now I'm not suggesting that we trash our homes by posting our goals everywhere, but the more often we *see* what we really want and are prompted to review it with great emotion, the greater the likelihood that our actions will adjust to include that which is necessary to reach our desired success. If advertising did not create action in people, funding would come to an abrupt halt. Consistent exposure to an idea and altering the approach to keep the emotions fresh commands millions of dollars in marketing budgets. If radio, television, and print media can use this exposure process to persuade us to spend, spend, spend, those same techniques could be used to help us change, change, change.

Posting Positive Actions Statements Can Change Lives

It has become clear during the past decade in my own life and the life of my family members that consistent exposure does affect us. Posting our Positive Action Statements can have some unexpected side effects. For example, my friend Sherry heard me do a presentation in San Francisco and bought a copy of my first book. She had been having trouble with her weight and was a bit of a worrier about things in her life. This caused her to be quite stressed at work. After she read the book, she made up several Positive Action Statements directed at things she knew she wanted to change and posted them all around her house. She was determined to use the technology to make changes in her life. She was very excited when the pounds started coming off. Plus the peace she began to feel at her job was just as exciting—she stopped worrying all the time and just did her job. The Positive Action Statements also affected many other situations in her life that she was not even trying to change. The technology was working!

Her use of these Positive Action Statements, however, also produced an unexpected side effect. Sherry's daughter had lost her way somewhat. She was single with a baby and living with her mom. She seemed to be adrift and unsure what to do with her life. Unbeknownst to Sherry, her daughter had taken notice of the Positive Action Statements posted everywhere. Without encouragement or a single discussion with Sherry, her daughter started making plans for her future. She is now in her third year of college working toward a degree in elementary education and has gained the ability to direct her life with confidence. Needless to say, Sherry was very grateful she had plastered her walls with all those Positive Action Statements.



Power Principle: *“Since forgetfulness and Filtering are part of who we are, it is critical that we post our goals to keep us focused on their accomplishment and then move the reminders around and change their colors often so we notice them sufficiently to do them.”*

“Post-it / Do it” Positive Action Statement: *“I hate it when my goals just keep being pushed off time and time again because I just seem to get side tracked all the time. I enjoy creating greater accomplishment by posting my goals where I will be sure to notice them everyday. I know that my mind gets busy and can forget what is really important to me so I constantly remind myself of what I really want. I refuse to be side tracked anymore so I use as many reminder systems as I possibly can to keep jogging my memory. Since my mind can filter out what it sees too many times I also make sure I move my goals and change their colors regularly so I can enjoy the power that comes from being focused on my future success and happiness. I love being refocused on my goals often enough that I will make them a reality.”*

Possible Key Triggers:

- *“Post-it, sidetracked no more!”*
- *“Post-it, see it, do it!”*
- *“Forget what I really want? Never!”*
- *“Post-it, Move it, Review it, Do it!”*

Posting our goals is a powerful way to keep ourselves focused on what is really important for the long run and helps prevent the emotions or distractions of the moment from pulling us off track. This is truly critical when we have goals that require years to reach. When we take the time to create a long-term plan with all the steps, it is essential to stay focused on the step that is important at the moment and tie it to the excitement of what we want in the long run. When we post our goals, we must include both the long-term goal as well as the current step. We must never forget to attach strong emotions to these goals, which is the only way to keep our desired actions on the top of the Memory Canister.

Once we have all our goals posted, our minds will begin Filtering them out within days, so moving them to different places and changing their appearance is essential. It does little good to go through all the other steps of setting goals and plans, laying out all of the details and emotions if we do not place what we

want front and center in our lives. We must shift the *data files*, in which this information exists into *program files*, that will create the actions necessary to make them a reality.

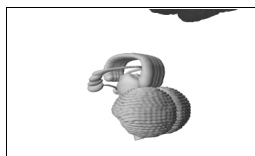
The results and value of managing our “EQ” can be mind boggling as we see the powerful positive changes in our lives and the lives of others. Once we understand the processes the brain uses, which up until now we have been fighting against, we can work *with* its powers rather than *against* them.

Since our quick reasoning skills require that we forget much of what we take in, based on the emotions of the moment, we must be cautious to create the emotions that will focus on our efforts. We must carefully tie the things of the moment to what is important for the long term, as we adjust our hard-wired neuro-nets. Often we fall into the trap of living and thinking only in the moment. A lack of proper emotion directing the indexing of our memories can cause a massive amount of anxiety, especially in a world where there is so much to remember.

Even though I have spent many hours designing and presenting this technology, to say that I use these powers as often as I should in my life would not be true. Again, here is the difference between what I know and what I do.

I should review each aspect of this technology daily to keep it as a high priority in my mind, but as we’ve discussed, I forget! So I created, The Daily Coach audiotope, which I listen to everyday to confirm that I am properly using every facet of the technology. It is amazing how ten minutes of listening to the key aspects of the “EQ” Mastery Technology helps increase my productivity for the day. Remember, we forget 40% within the first half hour, 60% by the following day, and 90% by the end of the week. Creating a reminder system to keep our commitments and goals powerfully anchored in our minds is very important.

Remember that you have had years of practice operating your brain in a completely different manner from how it was really designed to work. One quick review of the “EQ” Mastery Technology will not instantly turn what you learn into actions. Habits that are well ingrained in us always take time to replace. Don’t let the brain’s natural forgetfulness and Filtering systems keep you from becoming who you really want to be. Refuse to let old program files deny you the power to reach the Success and Satisfaction you deserve.



Chapter 23

Effective Procrastination And Pain/Pleasure Anchoring

Now we're all psyched up and ready to make changes. We are determined to plaster our walls with goals and Positive Action Statements. But, haven't we all mastered the art of procrastination? How does the old saying go? "Why put off until tomorrow, what you can put off until the next day?" Everyone procrastinates because there is so much to do. There was a principle developed years ago called the 80/20 Rule—20% of what we do creates 80% of what we reap. The other 80% of what we do creates only 20% of what we reap. The idea is to focus on doing the 20% things that bring the 80% results.

List Makers and the 80/20 Rule

List making is common, but how effective is it when it comes to the 80/20 Rule and the idea of the emotions that drive behavior? There is a small emotional reaction that comes from crossing an item off a list with a nod and a smile! This tiny rush of pleasure is anchored to the behavior of crossing things off. It's not a huge pleasure anchor, but it is enough to keep me crossing more things off so I can feel that, "Wow!" Cross, "Wow!" Cross, "Wow!" "Wow!" "Wow!"

If I give myself a pleasure anchor each time I cross off an item on my list, which items will I be motivated to work on first? The easiest ones! This is because I can get them completed quickly and at the end of the day have a whole group of items crossed off! I can think, "WOW! I did great today! I almost got the whole list finished! I only have three things left!" This additional pleasure anchor becomes a good motivator to do the same the next day, and getting so much done every day starts to feel really good!

If I had spent my time, however, on the three most difficult things, I may not have been able to cross off any other items at all, then there would have been



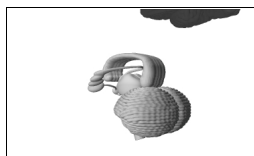
less pleasure. This odd perception produces great motivation to leave them until last. So when I create my list for the next day I take the three most critical tasks, the 20% things which could make my life substantially more successful if I completed them now, and surround them with a group of new things. I then spend the following day using the same pattern of crossing things off, “Ah ha, Ya hoo, Yippee, Right on, All righty, etc.” By the end of the day, the three things that could change my whole life are remaining. Where do they stay forever? On tomorrow’s list.

This process is not an effective use of the power of the 80/20 Rule. Some people become masters at breaking down the hard 20% things into a lot of little steps so that they can get that high of crossing tasks off. However, even when they are broken into smaller steps they still get bundled along with all the 80% effort things which are much easier to do. We can become a lot more effective if we use two lists—a “Success” List for the critical tasks (the 20% effort things that bring the 80% results), and a “Silly” List for the not so important tasks (the 80% effort things that bring the 20% results). We should never cross off anything from the “Silly” List until every item on the “Success” List is finished. If we do this, we will have less effort and greater success. *Everyone procrastinates, but very successful people procrastinate the things of least importance and do the things that are vital to success first.*

If we insist on doing things on the “Silly” List first, we must change how we feel about crossing off these items. Our mind must recognize this effort as hugely inefficient so that it no longer creates the rush it has had in the past. Leaving the critical things undone is procrastination at its worst and is a major contributor to stress. Effective Procrastination requires we attach the pleasure anchor to crossing things off the “Success” List and procrastinating the things on the “Silly” List. This means we need to stop creating excitement based on the number of tasks crossed off and instead think, “The bigger they are, the harder we smile!”

Taking Out the Big Ones First

When we procrastinate the important things, there is another negative side effect: we boggle the powers of the mind. Our Main Processor, Sub-Processors, and Short-Term Memory become filled with Unresolved Questions. Many of our decision-making processes then become overloaded. Since this can cause us to feel overwhelmed, we may begin avoiding problems rather than working toward their resolution. Thinking about all those things feels just too difficult, so the procrastination continues.



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When this happens, it is vital that we focus on solving the biggest dilemma. This means getting other people's help and concentrating the full powers of the brain on finding the solution as soon as possible. This naturally reduces our stress by removing the heaviest load on the mind and freeing up its powers. A major conclusion also can resolve many other connecting problems, or at least, provide a foundation from which to solve them.

Often when we become overwhelmed, we get caught in the trap of working on the things of least importance. It's just so much easier to sidestep the monsters. The small things also cause the least amount of Anticipated Fear so resolving the monsters frees the mind of worry. Taking the easy road, however, leaves the big unresolved issues there to haunt the mind's abilities and greatly reduces our effectiveness. The little things then can actually become big problems because our judgment becomes clouded and thus we handle them poorly.

There is never enough time to do everything, so we must use Effective Procrastination by focusing on the big things and beating them into submission. Set the "Silly" List aside until the "Success" List is conquered.

Power Principle: *"We must procrastinate the things of least importance on the 'Silly' List and focus our efforts on the 'Success' List so we do first things first."*

"Effective Procrastination" Positive Action Statement: *"I know there is never enough time or energy to do everything I want to do, so I enjoy being wise enough to procrastinate the things of least importance and do first things first. I hate it when I sacrifice the success and happiness I could enjoy by wasting my time and energy on those things on the 'Silly' List. I just won't do it anymore! I refuse to waste my time on things that aren't critical to my success unless I have nothing else to do. I love it when my procrastination is wise and highly effective because I always make sure I focus my attention on the 'Success' List first and procrastinate the things on the 'Silly' List until last. I love the feeling of accomplishment I get when I cross off an item on the 'Success' List, the more important the item the greater the rush. I refuse to allow myself to feel any type of rush crossing something off the 'Silly' List until the 'Success' List is finished."*

Possible Key Triggers:

- *"I love Effective Procrastination!"*
- *"The 'Success' List is king!"*
- *"The 'Silly' List first? Never!"*
- *"An accomplishment rush, the 'Success' List!"*
- *"Effective Procrastination, success!"*

Emotional Self-Motivation

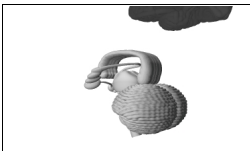
To start powerfully focusing our time and efforts on the important things so we never lose sight of our real goals, we need to incorporate some type of self-motivation into our plan. As children, we had parents to make sure we brushed our teeth and combed our hair, along with all the other things we needed to do. As students, we spent years under the supervision of teachers who provided deadlines and tests to move us along. As adults, we have bosses who make sure we meet new commitments.

All this supervision has left us with a bit of a problem when it comes to personal, self-motivated achievement. No one is standing over us promising a reward or threatening a punishment to get us to change the old programs. We can always say, "I'll just do it tomorrow."

It is time to provide our own motivation by developing a good personal reward system. We must recognize, however, that rewards come in all shapes and sizes. Remember the sales people who were less motivated by earning thousands of dollars than they were by winning a coveted sales plaque? We must identify where our real motivations lie and tap into them.

Each day's successes can make a difference in how soon we reach our long-term goals. Since there are always more things to do than there is time to do them, it is important to stay focused on the "Success" List. To maintain this focus, it is a good idea to establish a reward system for the day. We need to feel great about all that we have accomplished, even though none of the things we do may be very noticeable at the time.

One of the powers of "EQ" Mastery is to notice the small accomplishments and reward ourselves emotionally for our devotion. To make this happen, as we create our "Success" List, we need to decide in advance what we will do to create that feeling of accomplishment. Always rewarding ourselves for each step or partial step we take toward the end result is critical to maintaining our focus. If we don't do this, there will always be things to consume our time that may look more fun to do. Remember that the reward is not crossing off the list.



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Sometimes it is a good idea to create more than just a mental reward. A friend of mine wanted to increase his client contacts to develop his business more rapidly. He loves to golf, so I suggested that he attach his desire to do more contacting to his love of golf. If he reached his personal goal each day he could work toward earning the right to go golfing. This way his efforts to increase his enjoyment of client contacting with a Positive Action Statement, was attached not only to his mental feelings of accomplishment, but also to another activity he highly enjoyed.

Writing a book, for example, is a highly redundant and often frustrating activity, especially when you follow your own principles and get advice from others. You think you have a section perfect after hours of effort, and the friendly advice from your trusted advisor turns the pages red with corrections. It is hard to stay focused on the grand end result when it is sometimes a year or more away. It is critical to create emotional rewards for the many smaller steps along the way, so it doesn't become more pain than pleasure.

Setting up a daily reward system for our efforts is vital to accomplishing tasks that don't have an immediate completion date. We can start by finding things we enjoy and attaching them to the individual steps of our long-term goals. Then we must create mental happiness about the things we have to do to reach where we want to be.

A young man who wished to learn all of Socrates' great wisdom asked if he would teach him. The great teacher took the *would-be* student out to a lake and walked with him into the water. He grabbed the young man's head and held it under water until he was completely out of air and then released him. When the young man finally regained his breath, he asked Socrates why he had done such a thing. The master teacher said, "When you wish knowledge as much as you wanted that breath, then come to me and I will teach you."

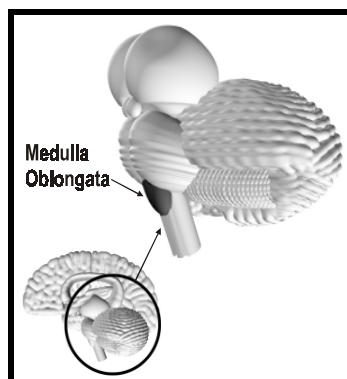


What a magnificent lesson from this great teacher. We can't just dump a bundle of data files (knowledge) into our heads with no emotion or desire to use them and expect to win life's greatest battles. We must focus on creating powerful program files (actions) that are filled with emotion to effectively turn the knowledge we need into action. The desire to know something gives us the power of great retention, and it is this kind of knowledge that is attached to emotions that create powerful action. This knowledge then ceases to be just some

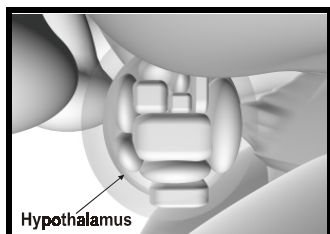
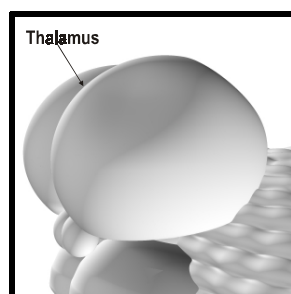
fact and becomes part of what we do. When we can keep our goals right in front of us every day, we win.

Pain and Pleasure Anchoring

Take a great big breath and hold it. Count to 20 slowly. . . Does it hurt? Do you have a great desire to let it out? Okay let it go. Even though you likely were experiencing pain when you were holding your breath, there was nothing happening to your lungs. Your blood vessels were not bursting. There were no cuts or wounds. Blood wasn't gushing all over inside of you. Nothing at all changed, except a part of your brain in the brain stem called the medulla oblongata. One of its jobs is to monitor the amount of carbon dioxide and oxygen in your blood.¹⁷⁰



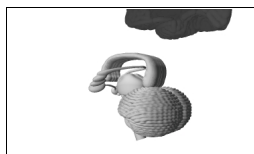
As the level of carbon dioxide becomes high and the oxygen low, this system sends a little preprogrammed message to the pain center to “make ‘em hurt!” So, you start feeling pain in the lungs, but it isn't there at all. The thalamus just made you feel it



was. The longer you hold your breath and the more imbalanced this system becomes, the more pain it will create.

When you finally let go and take a big breath, this system gives you a sense of pleasure. The medulla oblongata tells the hypothalamus, the pleasure center, to “Make ‘em feel good.” Although, again, nothing changes in your lungs, something very powerful takes place. The brain has conditioned you to breathe by inflicting pain for bad behavior and pleasure for good.

¹⁷⁰ Medulla controls breathing & respiration - Dr. Richard M. Restak, author of The Brain & The Mind - Ref: The Brain - p-14



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Pavlov's dog salivated each time he heard a bell ring.¹⁷¹ The same conditioning goes on all the time in our brains with this Pain/Pleasure Anchoring process. If our brains use Pain/Pleasure Anchoring to program our actions, it only makes sense that we could use it, as well. When we create Positive Action Statements, one of the most important things we can do is to identify where the Misplaced Pain/Pleasure Anchors are located.

Our memories are indexed for recall based on a pendulum of pain and pleasure filtered through the amygdala. Our ideas are also established based on the level of emotions behind them. So, when we identify a perspective that is causing us a problem and decide we want to change it, we must go beyond the logic center and find the emotions attached to it. This is where Pain/Pleasure Anchoring comes into play.

For example, if I have a "HUGE" Ball of Emotion from years of pain attached to my fear of rejection, thinking that I can change it with a few logical words is ludicrous.¹⁷² Affirmations have only a mild, temporary affect at best.

Emotionless Affirmation

When my mind looks in memory to decide how I feel about rejection, it finds two opinions—one, which is an emotionless, well-written, logical affirmation that I shouldn't be afraid of cold calling, and the other, which has been powerfully packed for years with bad feelings about rejection. Which would it consider most important?

Even if I *try* to overcome my fear of rejection by telling myself that, "it's okay," my system won't buy it if the emotion isn't equal to or greater than what's already there. Because of this, the brain will keep sending up the old opinion with greater power, letting me know with intense feelings never to put myself in any situations where I could possibly be rejected. This message comes no matter what I might gain or lose.

Think of the existing emotions behind false beliefs as a great shield protecting them. When we throw our logical emotionless affirmation at it, even with great repetition, it will only hit the shield and fall to the ground without even making a dent. The pain associated with past rejections is far too powerful to be so easily changed. But why would there be pain standing between me and my success in the first place?

¹⁷¹ Conditioned response - Ivan Pavlov, Nobel Prize Winner 1902 - Ref: The Mind - p-124

¹⁷² Amygdala, plays a central role in conditioned fear - Joseph E. LeDoux, Center for Neuroscience, New York University - Ref: Biopsychology - p-464

To better understand pain, it is helpful to look at individuals who are born without the pain sensation. Having no pain center or one that is not functioning correctly can cause severe problems, especially in children. If children have little or no sense of pain, they do not have a warning system to let them know when they are causing damage to their bodies. They don't even notice when they are hurt and continue what they are doing, resulting in greater injury.¹⁷³ This is a nightmare for parents trying to teach their children to be careful and cautious.

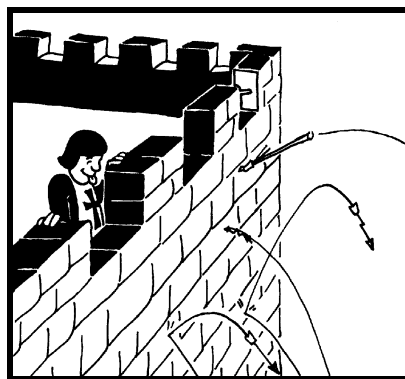
Pain has great value when it helps us automatically modify our behavior to protect our physical body from injury, just like it does when it conditions us to breathe. Without it, we could do all kinds of harm to ourselves. It is easy to see what kind of an advantage having such a warning system can be.¹⁷⁴ Pain becomes a problem, however, when we consciously or unconsciously connect it to behaviors that are critical to our success.

That's exactly what I did with my fear of rejection. I created a pain anchor and attached it directly against an incredibly vital activity that is critical to reaching my goals. It is ridiculous to use our minds to make pain our enemy. Pain should help protect us, not damage our development or inhibit our skills. With the "EQ" Mastery Technology, we can use pain anchors, along with pleasure anchors, to focus our emotions on what we want and motivate our success.

Pain Anchors to Crush the False Belief

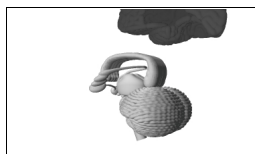
Pain/Pleasure Anchoring means meeting the existing feelings with equal or greater emotions to topple the old false belief. We do this by conjuring up all the pain and misery created by these false beliefs and crashing them against the Shield of Emotions that protect the old idea. The old method of throwing logical affirmations at these shields has been ineffective at overcoming our ingrained habits and beliefs, making it seem as if once the programing is in place, we have no power to change it.

When castles and fortresses were built



¹⁷³ Sarah, the danger of no pain messages - Dr. Richard M. Restak, author of *The Brain & The Mind* - Ref: *The Mind* - p-139-140

¹⁷⁴ Pain key to survival - Miss C. no sensations of pain died at age 29 massive infections, skin & bone damage - Ronald Melzack & Patrick D. Wall, authors of *The Challenge of Pain* - Ref: *Biopsychology* - p-198



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in medieval times to protect their inhabitants, the old methods of warfare became totally ineffective at overthrowing whoever was inside. The arrows, swords, axes, and spears would just bounce off the powerfully reinforced stone walls. For everyone inside the castles and fortresses, this was key to survival.

Our habits and Underlying Belief Patterns are just as well protected. This is an asset when the beliefs and habits are those we love and those that work toward our success and happiness. But just as in the times of kings and castles, there often are “bad guys” inside the fortresses. In the medieval times, there were war lords whose purpose in life was to pillage, plunder, and steal away the prosperity, success, and freedom of others, then return to hide behind the impenetrable fortress walls. Our habits and Underlying Belief Patterns can also be just like these “bad guys” inhibiting our freedom and success and hiding behind their Fortress of Emotions.

Our attempts to destroy our powerfully reinforced roadblocks by shooting logical affirmations at them usually ends with the same results that the arrows or swords had against the huge stone walls of the medieval castles. If people were able to bypass the mote or begin mounting the wall, they would get a huge pot of boiling oil poured over their heads. Today’s boiling oil is emotional rhetoric—“You jerk!” “That’s just who I am!” “I hate sales!” “I can’t stand that!” We do a great job defending our old beliefs with boiling emotions, even when we are trying to change those very beliefs.

We need to see where the defenses are and how our Pain/Pleasure Anchors have been misplaced to plan a reasonable strategy to overthrow the false beliefs and habits. Suppose I get a feeling of fear when I think about making a cold call “They might say no and I would feel embarrassed and stupid. I wouldn’t get the job anyway and then all my hopes will be dashed.” This is a *misplaced pain* anchor. Imagine, if directly following these bad feelings, I get the idea, “I won’t make the call today, then there won’t be any pain.” This, then, is a *misplaced pleasure anchor* because I get a feeling of relief.¹⁷⁵

All the “Bull” or Learning to Believe the “Real” Truth

How much “Bull” exists in these Misplaced Pain/Pleasure Anchors? Do I get physically hurt when people say no? How can I? I’m only on the phone! The pain is all in my head, it’s imaginary, fake, not real! If I don’t call at all in an effort to avoid the Fake Pain, will I get any speaking engagements? No! No engagements means no money, no food, and no clothes. What’s worst of all is

¹⁷⁵ Procuring pleasure & avoiding pain - Sigmund Freud - Ref: The Mind - p-110

that this pain anchor was really all a big lie, placed in my mind by “Bullies” in my childhood. See the fear of rejection really was a bunch of bull!

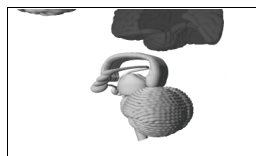
On the other hand the presidential suites, the limo rides, and the exciting trips to exotic places never would have happened had I not made the calls trying to avoid the Fake Pain. The incorrectly placed pain anchors really were all “bull!”

The same idea goes for stress. We have a misplaced pleasure anchor at the end of a problem. It doesn’t provide a sense of accomplishment because we solved it, instead it’s a “Whew” of relief that the problem is all over, and we hope no other problems will come up again. In doing this, we have misplaced a pain anchor at the beginning of the next problem. If someone comes up just after we’ve finished a problem and says, “We have another problem here,” we think, “Whe-en - Wi-ill - Thi-is - Ni-ight - Ma-are - E-end!” Isn’t that a pain anchor? You bet!

Placing pain anchors at the beginning of problems will cause us to want to avoid all the people and situations from which they come. Have you ever hated to get up to go to work? Boom, pain anchor! The misplaced pain and pleasure anchors also cause the bad attitudes we sometimes take with us. Reversing this process is the key to success. This is where the actual shift takes place that can turn the things we *have* to do into the things we *love* to do.

To use pain to my advantage in overcoming my fear of rejection, I had to shift the idea of pain so that it surged up every time I even contemplated the idea of *not* making calls. Not making calls is the behavior that could damage or destroy my success. Then I had to shift the pleasure anchor to explode in my heart (limbic system) when I thought about all the contacts I could make during the day. When someone says no in my calling, my every thought must be filled with excitement to tackle the next call, rather than letting pain inhibit my actions. It is a shifting of the paradigm where we flip/flop the anchors.

I got slugged in the face when I tried to play in the early morning football games as a little boy. The natural system automatically surged up with physical pain, which created a pain anchor toward the action of asking my peers for anything I wanted. As things progressed, an anticipation of pain was created and reinforced by my older



ou Own it Master it

brother, father, and others who had no idea what kind of an Emotional Roadblock they were creating. No longer did it require physical damage to powerfully anchor this subsequent emotional Fake Pain deeper and deeper. Fear of what “could be” took over, and any insult or perceived insult was turned into useless emotional Fake Pain. The “Sales” Positive Action Statement was designed to shift my misplaced anchors. I use the “real pain” pinch to remind myself what real physical pain is as I continue to unravel all the neuro-nets I mentally created around this misplaced pain anchor.

The Main Processor’s primary job is to find Unresolved Questions and solve them. In my presentations, when I have the person come up on stage and start touching things, everyone’s Main Processor wants to solve the problem. Yet in spite of this natural desire, we continue to program the false idea into our heads that we should, “Live happily ever after” or seek, “Peace and quite.” This is Paradoxical Thinking at its worst! We are trying to force ourselves against our most basic curiosity. The old statement, “Curiosity killed the cat” is a lie. All those things that didn’t kill him made him wiser.

Loving Our Challenges

More importantly, this programming for peace and quiet is totally contrary to the realities of everyday life. Aren’t the greatest problem-solvers the ones who usually get paid the biggest bucks? Michael Jordan, formally of the Chicago Bulls, loved it when the game came down to the final seconds and it was all up to him to win it at the buzzer with the final shot. Where others would choke under pressure, he would smile that Michael Smile and just do it.¹⁷⁶ Because his Pain and Pleasure Anchors were appropriately placed, he enjoyed practicing every day to make sure that he was properly prepared to make it happen on a regular basis as well. And everyone knows he made a buck or two for doing it.

The real solution to our Paradoxical Thinking is to create a Positive Action Statement that will rearrange the Misplaced Pain/Pleasure Anchors. We want to put the pain and the pleasure where they really belong so that we love it when someone brings us a challenge and feel a bit lacking when we have overcome it.

To make this Pain/Pleasure Anchoring process *really* work, we have to conjure up all the anguish, and all the pain, the false beliefs, the “Bull” has caused us, and—with all the emotional power we can muster—pound it, smash it, and crush it against the shield that is protecting the old false beliefs until they surrender. The bigger the emotion behind the false belief, the more powerful

¹⁷⁶ Playing in the zone, a matter of the right feelings - Dr. Richard M. Restak, author of *The Brain & The Mind* - Ref: *The Mind* - p-246-247

emotion we must gather to crush it. We have to carry a bigger gun and blow the shield away with the new pain anchor. Using the intellect alone to overthrow our beliefs is futile. The Underlying Belief Pattern must be changed.

We have spent countless hours trying to stop programmed behaviors from exploding into actions. We attempt to force ourselves against the actions our emotions are demanding long after the emotions have erupted. This effort may be noble, but it is powerfully misdirected.

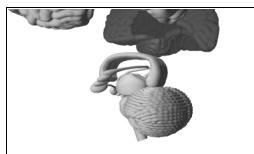
We want our behavior to change, such as to control our tempers, but we refuse to let go of the Underlying Belief Patterns. "I hate it when people act like that! It's ridiculous!" These beliefs activate the system that turns our emotions into actions. When someone creates a situation that awakens our Underlying Belief Pattern, ". . . It's ridiculous!" Emotional messengers are evoked, (the anger) sword in hand alerts the intellectual mind. These messengers demand that an appropriate response is devised and put into action. "I ought to . . ." This progressive process from the Underlying Belief Pattern to the behavior happens automatically.

**Underlying Belief Pattern (evokes) "Emotions"
"Emotions" (alert) "Intellect"
"Intellect" (devises) "Actions"**

It is as we approach this last step, however, that we choose to make our stand. We try to stop the behavior when we are already filled with powerful emotions demanding a response. It is nearly impossible to permanently change our bad behavior when it is so far from its origin. It is a bad time to approach the castle when lances are already flying, swords are slashing, and boiling oil is flowing. Waving a white flag and saying, "Can't we just get along?" isn't going to work.

When ancient fortresses were built, the old methods of warfare became largely inadequate against a well-reinforced castle. As a result, the balance of power shifted to those who had fortresses, even though a large number of people opposed them. Power belonged to the few who were strong because of wealth. The majority (mostly the weak) lost out.

When we allow the negative Underlying Belief Patterns to continue to increase their strength by building Fortresses of Emotions, our other great



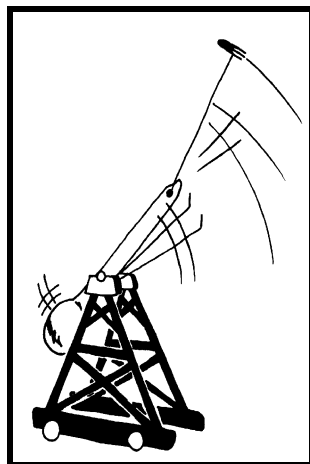
natural talents that are not yet fully developed or powerfully defended can also lose out. My talents of quickly building rapport, speaking well on my feet, and entertaining large audiences were being held hostage to an emotional fortress built long ago around a false idea.

Now, around the 12th century a brilliant feat of engineering took place. The ideas of a catapult and a slingshot were combined to create the trebuchet (tre-bye-‘shet). It used the power of gravity rather than torque from a massive counter weight to sling shot a giant stone hundreds of yards with reasonable accuracy.

This not only gave armies the ability to crush fortress walls, it also provided a safe distance to be clear of any counterattack from within the castle walls. Castles and fortresses started falling like flies, tyrants were removed, and people began their track to freedom and democracy. A trebuchet currently maintained in England with a 12,000-pound counterweight is capable of throwing a 1,400-pound car 87 yards.

Just as one hit with the trebuchet did not destroy a whole fortress immediately, launching our huge Ball of Emotions to crush our false beliefs will require more than one hit as well. At first, it will just crack the mortar. But with repetition, the walls will crumble and come tumbling down. We then will gain access to overthrow the old beliefs. Freedom to Succeed is the result. Our Underlying Belief Patterns must be replaced to evoke the emotions that will cause the intellect to devise the actions we want. This can provide us the freedom to acquire the success and happiness we desire.

Once the mind begins to wonder what it should really believe, we can put the new pleasure anchor in its rightful place tied to the new success-filled Underlying Belief Pattern. The real truth shall make us free from all the misplaced anchors that drive our behavior against the success we really want and deserve.



Taking Out an Obsession

This idea of crushing Misplaced Pain/Pleasure Anchors powerfully applies to things like the human version of the mouse with the pleasure lever, the teenager's experience in the backseat, or drugs that can create irrational obsessions. The things we really want long term are destroyed by the misplaced pleasure of the

moment, causing pain for the future. Such out-of-control false beliefs, however, can be re-anchored to give us back what we really want long term. Peace of mind can be regained by systematically crushing the obsessions. The following is a Positive Action Statement with its Pain/Pleasure Anchoring that has given many the power to place an out-of-control momentary pleasure system back in check.

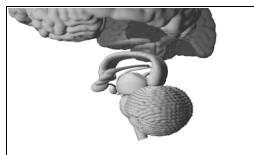
Power Principle: *“Putting obsessions out of our life opens the door to greater happiness. Being controlled by any habit inhibits our freedom and peace of mind.”*

“Ending Obsessions” Positive Action Statement: *“No one has the right to turn on my pleasure center, ‘no one,’ except my requesting spouse. I refuse to be manipulated and controlled any more. I hate it! It has only caused me great pain, so I won’t do it. I refuse to feel it is pleasure any more, no matter what I see ‘it’s just pain’, I won’t do it. How can it really be pleasure when it has only caused me so much misery? I refuse to let it take away my freedom anymore! I will not! I love the power, happiness, confidence and peace of mind I enjoy when I am in control and doing what is wise. The real pleasure is thinking clearly with the obsession out of my life! I refuse to be controlled by anyone anymore, I hate it, so I refuse to feel the false pleasure with it’s years of frustration, I just won’t! My spouse is the only one I receive pleasure from and that brings peace to my life. I refuse to destroy my happiness, or the happiness of my family over a distorted anchor of emotion, I will not! I love being in control, that’s the real pleasure.”*

Possible Key Triggers:

- *“It’s pain, not pleasure!”*
- *“I hate it, knock it off!”*
- *“It’s fake, I won’t do it.”*
- *“I refuse to feel it!”*
- *“Peace of mind, control, ah, real pleasure!”*
- *“Only my requesting wife (husband), do you see her (him), knock it off!”*

There are many other aspects that can be added or adjusted to personalize this statement. One individual even imagined, using the visualizing part of his mind, that whenever the least little surge of pleasure would occur from this powerful



system that someone was picking at a large sore or scab on his head that had been caused by the obsession. This allowed all the pain that this out-of-control system had caused him, to become a huge Ball of Emotion, large enough to destroy the shield protecting the old beliefs.

We usually would call such an obsession a right brain dilemma because it involves visualizing. Dealing with it from a left brain detail perspective is ineffective. The visualizing process this man used actually allowed him to attach the pain from the obsession to any visual that would have normally activated pleasure from the limbic system. This returned his system back to normal and eliminated the out-of-control thinking and behavior.¹⁷⁷

This is why dealing with an addiction like drugs or alcoholism fails if the person is forced to dry out without his emotional commitment. Their old limbic system programs are still in effect, even though the chemistry in the brain has been returned back to normal. Once they are released and they return to their normal environment, those old programs go back to work.¹⁷⁸

People who have a sexual addiction almost always seem to experience massive dream problems as well. When the re-anchoring begins to take hold, the mind automatically adjusts the dreaming system as part of the shift. The obsession is truly eliminated inside and out. This re-anchoring process then opens the door for these people to experience the other powerful emotions that were being drowned out by the obsession, so they can enjoy things such as love, friendship, devotion, family unity, peace of mind, and happiness.

The emotional mind is so powerful. Its motivations can be constructive or destructive, depending on how we choose to anchor this system. Ted Bundy, for example, was exposed to pornographic materials by his grandfather beginning at age five. This exposure amplified the power of this system beyond an obsession to a sickening addiction that destroyed many lives. He likely did not have the opportunity to enjoy other highly valued emotions because of this insane upside-down anchoring.¹⁷⁹

Such obsessions can now be corrected. No one needs to suffer or cause others to suffer anymore with insanely imbalanced anchoring in the mind. The “EQ” Mastery Technology with its Pain/Pleasure Anchoring and Memory

¹⁷⁷ Chronic addicts, the anticipation of the pleasure is out of proportion to what is actually derived from it - Terry E. Robinson & Kent C. Berridge, University of Michigan - Ref: Biopsychology - p-341

¹⁷⁸ Enforced abstinence, addicts renew their drug abuse even after months of being clean - John P. J. Pinel, author of Biopsychology - Ref: Biopsychology - p-327

¹⁷⁹ There are profound cognitive and emotional components of human sexuality - not just genetics alone - John P. J. Pinel, author of Biopsychology - Ref: Biopsychology - p-290

Stacking can create a permanent shift in how the brain manages these systems to place them back in balance.

Moderation — Balance the Emotions

Since people have used the “EQ” Mastery Technology to adjust a system as powerful as the reproductive, the possibilities to change the rest of what holds us back from being who we really want to be are unlimited. There’s an old statement, “Moderation in all things,” which applies to the need for balance within the powers of our emotions. If we use moderation and keep these emotional powers all in balance, focused with wisdom on what we need to feel, we get to enjoy the success and happiness that come from experiencing them all. When we let any one of them get out of hand, like my pain anchors did, we suffer and lose freedom to enjoy our other emotions. They each have their place, and balance is the key.

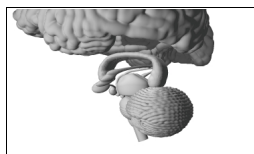
Now some might say, “Wait, hatred isn’t good for anything,” but that’s not true. For example, I hate the powers of the “Dark Side”—all the bad things that go on around us. But I only hate them in moderation, just enough to keep myself out of it. I don’t spend all my time running around with my light saber killing every Darth Vader type person in sight. However, I do use this powerful emotion in my Positive Action Statements to stop behaviors in myself that could harm me or stop my progress. “I hate Fake Pain,” for example, just enough to stop choosing to experience it.

Ted Bundy got totally out of control with lust. Some would say lust is evil and has no place in our lives. But that’s not true either. I have lust, but only for my wife, and it is powerfully combined with massive love. But only in moderation, mostly because she says we need to get other things done!

Even love, which you would think could never be bad, can cause suffering when it is directed toward the wrong person. Love and lust combined have destroyed whole families. Emotional management means getting all of the emotions to work together so we can experience all the happiness these powerful motivating feelings tied to our intellect and knowledge can bring us. Anyone of them used out of sync from the others can cause us great pain.

The Childish Programs — Time to Upgrade

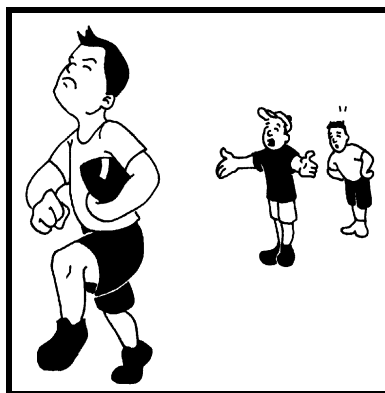
Is it possible that you really love to suffer and that’s why you create all the Fake Pain? It was a shock to me when I finally figured out that I was causing myself to suffer by conjuring up Fake Pain. Why would I want to suffer? Let’s go back to the beginning. It’s *your* brain. It does not control you, you control it. Tell it



what you really want long term and how you want it to think, to accomplish your goals. As children, we told it how we felt and it believed us. The only problem is that we are still running on those old programs, the childish ones, that don't always work in the real world or provide us with the satisfaction we really want.

Have you ever heard this statement, "It's my ball. If you don't want to play my way, I'll take my ball and go home." Some childish programs like this are still at work in our minds and frustrate our happiness and success. The feelings of rejection or the fear of cold calling I had, likely was a result of wanting my own way or needing everyone to be nice to me.

If I suggested that someone hire me to speak and he or she said no, what difference would it make if I didn't need everyone to be nice or have it my way? When someone says no, shouldn't I, without one ounce of emotion, immediately call the next person on the list? Of course! Instead, I sulk about it. But where is the wisdom in that approach, especially if it's a numbers game? You can't walk away from the whole group just because one says they don't want to play, or slugs you in the face, because then you get nothing. See how childish it is!



The percentage says that some will say yes, in fact one in five will, if you have warm referrals. The more I call, the more will say yes. As time goes on, the percentage may even get better as the word gets out. Not calling and keeping the technology to myself because someone said no is childish. Not calling was exactly how to be totally rejected by everyone. Going over in the corner and hiding doesn't work when it comes to success. Remember the "Fake Pain" Positive Action Statement? The idea is similar, however, rather than eliminating pain totally we can begin to use it as it was originally designed to help us. We can learn to use pain anchors to curtail behaviors that are destructive.

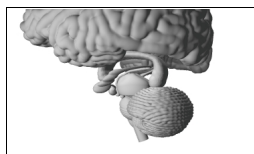
Power Principle: *"We must use pain as it was designed to increase our effectiveness by wisely anchoring it to inhibit destructive behaviors, rather than allowing its false emotional misery to stop our progress. We must place pleasure anchors so that they motivate our success."*

“Pain/Pleasure Anchoring” Positive Action Statement: *“I hate it when I let emotional anguish or pain stand in my way. Instead I enjoy using its powers to my advantage by placing the appropriate pain anchors to inhibit behaviors that are destructive to my success and happiness. I love using pain and pleasure anchors wisely so they increase my abilities and make me more powerful. Letting inappropriate anchors cause the steps I need to take for success to become painful surely does not bring me the happiness or the peace I want, nor does it help me obtain the effective help from others I need. These misplaced pain and pleasure anchors do nothing but cause me grief and unhappiness as well as make me less powerful. Well no more! Instead I enthusiastically reverse every misplaced pain with a powerful enough pleasure anchor that working toward the success I want becomes an enjoyable process. I refuse to allow pain to block my happiness any longer.”*

Possible Key Triggers:

- *“Pain anchor, destructive behavior!”*
- *“Switching Pain/Pleasure Anchors!”*
- *“Painful roadblocks? No more!”*
- *“Success is proper pain/pleasure!”*
- *“Misplaced pain blocks power!”*
- *“Effective anchoring is happiness!”*
- *“Effective pain, not goal blocking!”*

It is time to upgrade our childhood programs by using the power of Pain/Pleasure Anchoring to increase our abilities. With it, we can crush the old false beliefs that hold us back. Becoming a powerful problem-solver starts by shifting the upside-down feelings of hating challenges to excitement when they arise. Just like Jordan’s last shot at the buzzer, we can smile at the opportunity. Keeping our emotions focused and in balance with each other can overcome all the “Bull” and “Bullies” that have dampened our success. Pain/Pleasure Anchors can be used to drive our success, as well as eliminate the obsessions that haunt our lives. Attaching strong pleasure to conquering the most productive and meaningful things first—and setting the “Silly” List aside—can give us the power that flows from Effective Procrastination. Finding Success and Satisfaction is only “anchors” away.

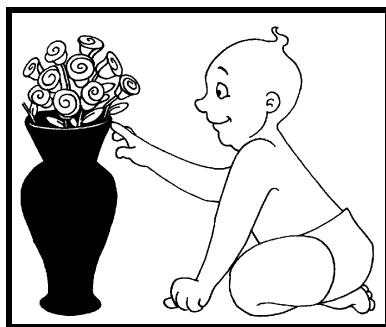


Chapter 24

Switching Misplaced Pain/Pleasure Anchors

Programs of hating challenges, throwing tantrums, or fearing rejection, along with millions of others that we picked up as children, still have a massive impact on our adult behavior and often cross over into other aspects of our lives. Our happiness or lack thereof often is based on a conflict between an adult need and a childhood emotional program.

However, we can end the struggle by rewriting these childhood programs. We can turn them into powerful grown-up perspectives by putting the emotions behind what we need to do. This process begins at a conscious level, in which we must be constantly aware of what is going on in our minds. When our minds start to bring up a false belief, we must instantly crush it with the pain anchor and put the new pleasure-filled perspective in its place. It's somewhat like disciplining small children. When they play with something that's not allowed, we give them a tap on the hand and say no. Then we find them something else to play with instead. In time, they get the message and learn not to play with the forbidden item.



The same principle applies to the mind. At first it continues to bring up the old program, even despite the whack of the pain anchor. Remember that the Instantaneous Response Centers have incredible staying power, which is why they control our habits. But, the brain will begin to get the message about the new perspective, and with persistence the process will become automatic. The brain will then bring up the pain anchor and smash the old belief on its own. It will suggest the new belief and place the new pleasure anchor for us automatically.

With sufficient effort, we can anchor the new perspective with such power that it will become as solidly placed as the old belief. The new anchor will then become the belief that is automatically defended. We fortify our beliefs through our reinforcing self-talk system, and that's exactly how the new belief will be

defended once it is in place.¹⁸⁰ True success then will come *when the things we have to do become the things we love to do automatically.*

Giving the Mind Permission to Change

Let's look at how the "Sales" Positive Action Statement was designed to switch my Misplaced Pain/Pleasure Anchors and the steps I took to write it.

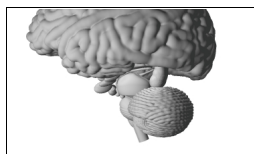
"I need and want to be the greatest salesman in my chosen field of endeavor, so with excitement and enthusiasm I enjoy making as many calls and contacts as I possibly can every single day to achieve the exciting new goals I have set for myself, to provide wealth for my family and have an abundance left over to accomplish my other long term goals, especially becoming a motion picture producer."

Step 1: We've talked about how I always gagged when someone suggested I become a salesperson. This pain anchor was instantly applied by my mind when I thought about sales. I had to replace that belief by giving myself permission to be, not only a salesperson, but also the best salesperson possible (*I need and want to be the greatest salesman in my chosen field of endeavor*). Because I felt so negatively about it, however, my mind would automatically fight this new concept toward sales if it wasn't justified

Step 2: With my old beliefs still intact, what I was telling my mind was a lie, even though the real lie happened long ago to create this false belief. To allow me to become a salesperson I had to directly tie the idea to something that I had great emotional passion for, and that was the power behind my long-term goals (*provide wealth for my family . . . becoming a motion picture producer*). Paragraph one is designed to shift the pain anchor about sales to the pleasure associated with obtaining my emotionally empowered goals.

Dealing with the right brain overall perspective connection was a great start, but this only addressed my overall dislike for sales. The even more powerful pain anchor of rejection had to be replaced along with its connections to my

¹⁸⁰ Initial learning is under conscious control, after much practice actions flow smoothly without conscious involvement - Ulrike Halsband & Hans-Joachim Freund, Heinrich-Heine-University of Dusseldorf, Germany - Ref: Biopsychology - p-210



childhood low self-worth. I was selling the most difficult product any salesperson can possibly sell—themselves. One of the tricks salespeople use to divert rejection is to say, “They didn’t really reject me, they just rejected the product.” When someone said no to *me*, however, I wasn’t just the salesperson, I was the product as well. I was selling me, my speaking skills, and my technology. When they said no, they were rejecting me personally in every sense of the word.

Placing a Value on Our New Way of Thinking



Paragraph two of the “Sales” Positive Action Statement continues:

“What I have to offer is extremely valuable so that makes ‘my’ value great. But part of that value is my ability to make a larger number of people aware of the valuable services I have to offer. I enjoy feeling happy and positive, even when the people I am contacting tell me ‘no thanks’ or ‘not now’ as I know many will, because it is okay with me; I don’t feel rejected, hurt or discouraged, because I know as my popularity and credibility increase, many will change their minds, and some will even pay higher fees for my valuable services.”

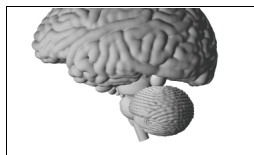
Step 3: Paragraph two had to address my, “little child within” self-worth problem, as well as my warped perspective about someone saying no. The first sentence addresses the personal value issue by attaching it to the values of the technology that I already knew had changed people’s lives, including my own (*What I have to offer is extremely valuable so that makes ‘my’ value great*). This would be enough to create the actions needed to press ahead if everyone I called were willing to say yes. I could say, “I have a valuable product, I’m valuable,” and get on the phone and tell everybody. I could increase my value enough in my mind to find sufficient motivation to make the calls and become a salesman. But if the technology and I are so valuable, why would some people say no?

Step 4: The rest of the paragraph ties all the details together to satisfy my emotional mind. It states that it is okay that people will say no (*many will change their minds*). The fact that the statement asserts that many will change their minds is critical for me to believe it is okay and to not feel hurt when someone says no.

Step 5: My old pain anchors were attached to not only rejection but also to avoiding the trauma of thinking about situations in which I could be rejected. Part of that pain was tied to expecting or needing everyone to be nice. I call this having “tender feelings,” which is where my fear of rejection partly stemmed. To divert that reaction, the statement not only explains that it’s okay that they say “no thanks,” or “not now,” but it also places this event as an absolute reality (*“no thanks” or “not now” as I know many will*). I know it’s going to happen no matter what, so I can expect it. Knowing you are going to get punched in the stomach can actually change what happens when the punch comes, you are prepared, and your muscles are tightened. The pain is substantially less and there is no shock factor because it is not a surprise. This language in the statement was key in removing the power of anticipation involved with rejection.

Step 6: Next, the “why” it is okay to be rejected had to be addressed. The statement adds, (*I enjoy feeling happy and positive*). That’s good, but some long-term value had to be acknowledged for listening to the “no’s,” (*some will even pay higher fees*). When I began using this Positive Action Statement, this aspect of being paid higher fees was purely conjecture. I envisioned the future possibilities with my mind’s eye. My mind allowed this because I had seen it happen. The fees of many speakers I worked with sky-rocketed with their increased credibility and popularity. Speaker Anthony Robbins’ fees went from \$17,000 for a full day, when the company I ran the business network for hired him, up to \$85,000 when I started using this statement. Now he’s \$100,000 plus for one speech.

Based on this, I knew that a substantial increase was a possibility and I knew my technology had great potential. All that was missing was my promotional and sales skills. This reasoning was logical, which made it acceptable to my mind. The overall design of this paragraph was to create a new



way to see value in being rejected. It created a pleasure anchor to replace the old pain anchor.

Now that many years have passed since I created this Positive Action Statement, I must admit that it was a bit lacking when it comes to the power of using pain anchors to crush the old beliefs. The “Fake Pain” Positive Action Statement, for example, does a better job of Crushing the False Beliefs before offering the new pleasure anchors to the mind. The original “Sales” Positive Action Statement is still valuable, however, because even with its weaknesses it was able to give a person like me, who had a fear of rejection and a strong hatred for sales, the power to shift the paradigm. And that means creating confidence enough to reach the point of being able to make the necessary contacts to become a keynote speaker for an international company as powerful as FedEx. We will review how I have changed it to add the pain anchors in just a minute after reviewing the final paragraph of this Positive Action Statement.

Listening to the Brain Generated Objections and Adjusting

Paragraph three goes into even more detail about “why” it is okay for me to be rejected:

“For this to happen however, I need to make a large number of calls every single day to find those who are ready now. So I enjoy people’s honesty because it frees up my time and energy to make a lot more contacts to find those who are prepared to take advantage of the valuable services I have to offer. It’s okay with me if they are not ready at the present to accept what I am offering, because I enjoy staying in touch until such time as they are. It truly is a numbers game. The more contacts I make and hear the No’s that might go along with them, the greater the possibility I have of hearing the Yes’s. I love the Yes’s so I will gratefully hear the No’s.”

These as well as other minor parts had to be added as I started using the statement. My brain would bring up objections to parts of this new perspective on sales that I had not even thought of when I first drafted it. Each objection had to be addressed by adding more pain and pleasure anchors—“The No’s (*freed up my time and energy,*” “*I enjoy staying*



in touch until such time as they are [ready],” “I love the Yes’s so I will gratefully hear the No’s.”). The ultimate effect was that the calling provided me the Yes’s, which gave me the opportunity to speak professionally. I no longer would see calling, or the No’s, as pain. The old pain anchors of being rejected were replaced with the new pleasure anchors from the valuable results of the Yes’s.

Adding Pain Anchors to Increase Effectiveness

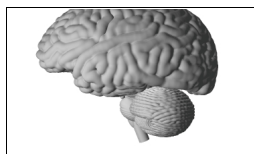
If I were to write this statement again, I would add a few parts from the “Fake Pain” Positive Action Statement to make it even more effective at Crushing the False Beliefs before offering the new pleasure anchors to take their place.

“Updated Sales” Positive Action Statement: “I need and want to be the greatest salesman in my chosen field of endeavor, so with excitement and enthusiasm I enjoy making as many calls and contacts as I possibly can every single day to achieve the exciting new goals I have set for myself, to provide wealth for my family and have an abundance left over to accomplish my other long term goals, especially becoming a motion picture producer.

“What I have to offer is extremely valuable so that makes ‘my’ value great. But part of that value is my ability to make a larger number of people aware of the valuable services I have to offer. So I enjoy feeling happy and positive, even when the people I am contacting say, ‘no thanks’ or ‘not now,’ as I know many will, because it is okay with me. Happiness is who I am, so I refuse to feel Fake Pain from the No’s any more, I just won’t. Oh, all the torment it has caused me in the past and it wasn’t real all those times. It was fake, I made it up, it was all in my imagination, unreal, fake, so no more.

“Happiness is a state of mind I create, so I don’t feel rejected, or hurt any more. Now that I understand the real truth about Fake Pain, I am free from discouragement, depression, anguish and despair, four unproductive emotions that have smothered and frustrated the real power of who I am. I will endure them no more. I know as my popularity and credibility increase, many of those who say, ‘no thanks’ or ‘not now,’ will change their minds, and some will even pay higher fees for my valuable services.

“For this to happen however, I need to make a large number of calls every single day to find those who are ready now. So I enjoy people’s honesty because it frees up my time and energy to make a lot more contacts to find those who are



prepared to take advantage of the valuable services I have to offer. It's okay with me if they are not ready at the present to accept what I am offering, because I enjoy staying in touch until such time as they are.

“It truly is a numbers game, so I refuse to have false expectations that everyone will be nice or say yes. Some will say yes, some won’t and it’s impossible to tell who is who, but not calling is pain for sure because it guarantees that no one will say yes. No joy from speaking, no money, no reaching my goals, nothing but pain. And oh, all the stress not calling has already caused me, so no more. Instead I love calling to find out who will. It was all the calling that has brought about the many great things that have happened already, so the more contacts I make and hear the No’s that might go along with them, the greater the possibility I have of hearing the Yes’s. I love the Yes’s, so I will gratefully hear the No’s. I love speaking and the feeling of helping people, so the truth has set me free, the more I call, the happier I’ll be. Success is in, Fake Pain is out.”

	Calling	Not Calling
Before PAS	<u>Pain of Rejection</u>	<u>Pleasure of Relief</u>
	Flip >	< Flop
After PAS	<u>Speaking Pleasure</u>	<u>No Yes's Pain</u>

Surely these additions make the Positive Action Statement a bit more complicated than it was, but it is more powerful at crushing the shield of the old beliefs. The pain this roadblock had caused over the years is much more powerful at crushing the shield. As a result, the brain becomes more willing to accept the new pleasure anchors. Calling and happiness become connected because it brings the success I long for, and not calling becomes the pain. This is a total flip-flop of the old anchors (pleasure for avoiding rejection and pain for making the call). Once the new belief is sufficiently anchored, it then becomes the belief that is defended automatically.

Possible Key Triggers:

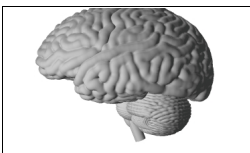
- *“I enjoy being great at sales! Fake Pain, is out!”*
- *“Making contacts is exciting and satisfying! I will anguish no more!”*
- *“In sales, I have great value! So I’m feeling excellent about sharing my product!”*
- *“My feelings and people’s behavior are not connected, their honesty frees up my time!”*
- *“Greater sales, greater wealth!”*
- *“I love staying in contact for the Yes’s!”*
- *“Discouraged from a No? Never! I Love the Yes’s!”*

Motivation — “Why Should I do it? I’m Getting by Okay”

Many people may think, “Why should I try so hard to make these changes? I’m getting by okay.” It is true that I was doing okay as a person before my wife pointed out that I should change this fear of rejection. All I had to do was continue to never stick my nose into things that would cause me to face my problems. I was doing this for years by cautiously being a contractor and producer, positions where I would not have to be the salesperson. All it took was for me to suppress my desires to reach for greater things—the goals that would cause me to need the talents that were attached to my pain.

If my creative and inventive intellect got too active, I could suppress it with a fifth of vodka, like some people do. I could inhibit my ability to envision my future possibilities by sedating my frontal lobe, totally engrossing myself in television, or spending a lot of time asleep. I could figure out how to be satisfied living with these huge roadblocks to my happiness and satisfaction. People do it all the time. But why would I want to limit my possibilities?

Are individuals born in poverty destined to stay there for the rest of their lives? Is it just a reality to be “stuck” in the slums even though they have access to at least a free high school education?



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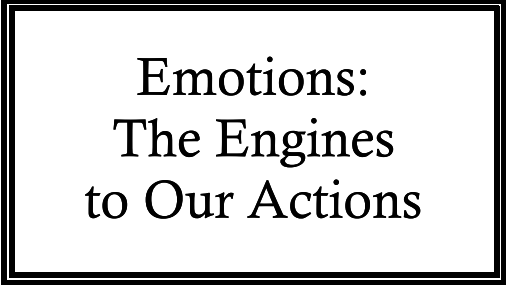
Knowledge is Power the promise is, but once the knowledge is gained does their fate take over? Why does dreaming have to be suppressed or crushed so that we are forced to be satisfied with “I’m getting by okay?” Well, being stuck is all “bull”!

The idea that “getting by” is just a part of life is directly connected to the fact that no one gave us the real promised power—“EQ”, because having it was purely a matter of chance or circumstances. But no longer. However, because we have been stuck for so long, it often feels like we have to stay that way. I could have stayed stuck with my fear of rejection and gotten by “okay.” But if I did, all that I have the power to be would remain tied to the circumstances.

To overcome my ridiculous childhood roadblocks, my long-term goals had to stay front and center in my mind and I had to defy the idea of being stuck. “It’s Bull!” “I won’t do it!” “I hate Fake Pain!” “I refuse to give in to circumstances!” “I have the right to enjoy success!” “I enjoy making contacts!” “I love reaching my goals!” “I am free to envision all of my possibilities as well as to obtain them!” Keeping the pain and pleasure front and center allowed me to find the power to shift these hang-ups out of my way. Sometimes making the changes became extremely discouraging, especially when I thought my fear was crushed and it would appear from another direction and pull me down again. Finding and securing what we want emotionally for the long term, is where we find the power to untie ourselves from Fake Pain and unlock the false beliefs that inhibit our success.

This is why I suggest that we set up our life-time goals and put the emotions we feel about them right in front of us every day. *Our emotions are the engines to our actions.* One of the keys to shifting our misplaced pain and pleasure anchors is to find our deepest most powerful motivations and tie them to our efforts of rewriting our

futures. Salespeople tend to have a greater anchor of emotion toward an award than they do closing a contract. The motivation is mixed up from a childhood program. Switching the pleasure toward the contract could greatly increase their financial success and reduce a lot of discouragement. Because everyone can get a contract, but only a few can get an award, wisdom would say to shift the focus from the plaque to securing the contract, where the real success comes from.



Emotions: The Engines to Our Actions

A Commitment to Change

I asked a friend of mine who had reviewed this book in its preparation stages if she had something in her life she would like to use the “EQ” Mastery Technology to change. I put her on the spot, an action for which I will no doubt pay for a long time. She is a rather shy person who hates to have attention directly focused on her. Her face went a beautiful shade of red as I continued to press for an answer.

I wanted to see whether reading this book one time would provide a person with the ability to use the Technology to create a Positive Action Statement immediately. She finally confided her weakness to me, saying that she thought it would be better if she wasn't so shy.

We immediately went to work trying to find the Underlying Belief Patterns that motivated this behavior, as well as where they came from. We were successful on both accounts. Then we started looking for reasons to overcome the shyness. We needed that huge Ball of Emotions to crush the false belief. I suggested we look at her career to see if her shyness had caused sufficient pain in this area to displace the shield protecting the old belief. We were not very successful because of her great ingenuity. She had merged her choice of career so well into this weakness by locating a profession that allowed her to flourish in spite of this shyness that it did not cause a lot of pain. She was very happy where she was, so the need for self-promotion was not a concern.

We then looked at her personal life and found some. She has a group of friends with whom she likes to spend time. Being with them is a lot of fun, but there is a down side. After being with them, she is emotionally exhausted. There again is our brain's ability to be so versatile, surging up a smorgasbord of emotions to fit our every desire! She enjoys all the action as an observer but hates any focus on herself. Being on edge all the time from the fear that someone will make her the center of attention is exhausting. The fact that she enjoys being with her friends, yet is exhausted when she is finished, is one of those emotional paradoxes we have been talking about. She quickly mentioned, however, that it is okay that she feels this way because luckily she and her friends don't get together very often.

When we finished, we were not able to find tremendous pain to crush the false belief, as her shield was not as well anchored with painful experiences. She had done such a great job of safeguarding it. Also, on the pleasure side, we did



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not find a powerful desire tied to her long-term goals. Ultimately, changing her false belief would not cause her to become the next Zig Ziglar or send her off to run for political office. Her false belief, however, could be selectively adjusted enough so that being with her friends would no longer end in emotional exhaustion.

**Shifting the Pain/Pleasure Anchors opens
worlds of opportunity**

Once she feels the emotional freedom that comes from overcoming a small part of this shyness maybe she will want more. Shifting the Pain/Pleasure Anchors opens worlds of opportunity, and that often comes one portion at a time. Unlocking her powers may open avenues to other desires she may have been required to suppress because of who she has been.

Power Principle: *“Being shy is fine if it does not reduce our ability to accomplish what we would like in life.”*

“Shyness” Positive Action Statement: “I love being around people, enjoying their company and especially spending time with my friends. I don’t have to be the life of the party, but I refuse to feel embarrassed or stupid in public anymore. If there just happens to be a moment where the attention focuses on me, it’s okay with me! Nothing is really going to hurt me, so the shyness I used to feel is really an illusion. I made it up in my mind, so no more! Since I enjoy having friends yet I hate feeling totally exhausted when I’ve been with other people I refuse to be constantly on guard watching for my feelings to be hurt. Instead I love feeling excited and refreshed as I enjoy other people’s company. I have the right to feel happy so believing I should hide is silly and unproductive and I refuse to believe it anymore. I choose to feel it’s okay if the attention shifts on me for a moment or two because I enjoy feeling peace of mind rather than fear. Since I hate the feeling of ‘being’ embarrassed I just refuse to ‘feel’ embarrassed anymore. I have enough self-confidence to enjoy all jokes even those made at my expense. I don’t feel offended, I just laugh right along with the crowd. It’s my mind and they are my emotions! I have the right to enjoy being with my friends exhaustion free, so feeling embarrassed or shy is gone, out of my life.”

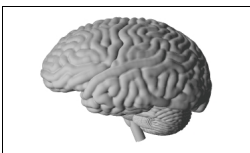
Possible Key Triggers:

- *“Attention is okay!”*
- *“Can’t really be hurt!”*
- *“Embarrassed? No more!”*
- *“Friendship is refreshing! Hiding is silly!”*
- *“Fear? No! Peace of mind!”*
- *“Friends, exhaustion free!”*

After we finished working, she told me that to do alone what we had done together, she would have had to *study* the book more thoroughly, even though she understood everything we had talked about during the process. Reading this book once makes the Technology understandable, but it may not make it solid enough to actually use it as effectively as it can be. Sorry, there are no magic pills taped to the pages of this book, which you take and “ZIP” you’re an “EQ” Master. A commitment to change is a must.

Using the Six Steps to “EQ” Mastery Summary in the last chapter can be helpful in working through this process. It can help you recall the detail parts of the steps as well as the stories that can help identify Misplaced Pain/Pleasure Anchors and create the Positive Action Statements to shift the anchors. And just after the Six Steps, we have placed both the “EQ” Mastery Goal Targeting and Attainment Worksheet and the “EQ” Mastery Pain/Pleasure Anchors and Positive Action Statement Worksheet. The instructions of how to use these powerful tools are included. Then, as the old statement goes, you must “Practice, Practice, Practice!”

Shifting the Pain/Pleasure Anchors so they motivate our abilities and behavior toward success rather than inhibit us can cause a sense of freedom we have never experienced. When we stop being at odds with ourselves we give permission to move toward our goals and tap into the hidden powers of the brain. To make this happen, we must identify the weaknesses and admit that they are holding us back. We then must believe we can overcome them. Once we have identified the misplaced anchors, we must put forth the energy to create Positive Action Statements powerful enough to crush the old beliefs. This includes changing and adding whatever portions are necessary as we move toward anchoring it. This takes time and effort. We must be committed to spend enough time writing these statements, then adjusting them to fit our needs. Keeping both the Pain and Pleasure Anchors properly balanced is a powerful tool. “EQ” Mastery can open the future to freedom because it provides the real power we have been promised for so long.



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Chapter 25

Creating a New Habit System

The habit center has a major impact on why we stay pretty much the same, even though we try to change. Although this center is critical to our ability to function, it can drive us crazy. There are a zillion little programs hard-wired in the brain that are just waiting to respond to situations, and they don't require any conscious effort on our part. The instant the habit center recognizes an automatic response situation, it sends out the preprogrammed instructions without another thought. This means that in most cases, we aren't even aware it just happened.

This is great for things we don't want to worry about, such as the good habits, because it frees the contemplative mind to work on other things. But the nightmare comes from those little programs we don't want.

Have you ever driven six blocks and not remembered having gone from one place to the other because you were concentrating on something else? When we first learned to drive, there were many things we had to pay attention to. But now, we can get so deep in thought that it can be scary when we finally come to. We think, "Wow! How did I get clear over here?" Even worse, it makes us wonder what kind of accident we could have gotten into since we surely were not paying attention. But our habit centers, the Instantaneous Response Centers, were doing the driving so we didn't even notice.¹⁸¹

Habits Are Quietly Automatic

Just like the driving experience, our bad habits are also sent automatically. As a result, we only notice them after they are completed. For example, if my kids are screaming at each other, my programmed response is to scream, "I'm sick to death of you screaming at each other, shut up and go to your rooms." After the moment of anger is over, I think about what I have just demonstrated to my children, and it becomes clear how brainless it was. It's



¹⁸¹ Sensorimotor system acts, we are barely aware - Vernon B. Brooks, author of *The Neural Basis of Motor Control* - Ref: Biopsychology - p-232

pretty obvious that kids are always going to do *what we say*, rather than follow *what we do*. Yea, right! I showed them that yelling must be a solution—it just worked for me.

Once I recognize the bad habit, I give myself a good talking to and decide that I will never do it again. I make a commitment that next time I will calmly sit down with them and explain the importance of ending this inappropriate behavior and how it is not an effective way to solve problems. But what happens the next time the kids start screaming at each other? My logical mind starts to send the reminder to calmly discuss it, but before my Main Processor can even hear it, the emotional mind screams, “Let them have it!” So, with all the powers of my lungs, I blurt out, “Stop screaming!” The habit center had recognized the situation and instantly sent the preprogrammed response.

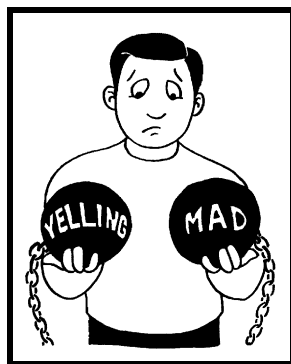
What happened to the commitment? First, I most likely had addressed my self-talk to the logical part of the brain only. Remember that I evaluate my present behavior as it applies to future events in the frontal lobe, the logic center of the brain. My rational thinking and commitment were stored in the detail half of the frontal lobe. My hostile behavior, however, likely came from my limbic system with substantial emotional force.

When the situation recurred, the Main Processor asked the Sub-Processors for my normal response to this situation and each sent its opinion. The logic center replied that I should act responsibly. I should talk to the kids softly and explain why they should not scream at each other. But all the other areas said, “Baloney! Let them have it.” My new rational thinking was powerfully overruled by the emotional program that I had always used.

Act Bad, Get Mad — Two Habits for the Price of One

We can’t just stop a bad habit. We have programmed it specifically to act in a certain way. If it were one of the good habits that handle things for us automatically, we would be ticked off if it just stopped doing what it was supposed to. So all habits, both good and bad, do exactly what we told them to, and we powerfully reinforce every time the same situation arises.

With the bad habits, however, we do something more interesting. When the absurdity is over, we create another bad habit right behind the first one. I



scream at the kids, and then I get mad at myself for doing exactly what I told myself I would never do again.

This process doesn't change the bad habit, it just adds another habit right behind it. Now we have two bad habits nicely chained together. The real solution is to place a new good habit over the old bad one. And, since we need habits to function, it would be a pretty good idea to change all of our habits into good ones, instead of adding the habit of getting disgusted with ourselves about the ones we hate.

Power Principle: *"Our habits are hard-wired into the brain for our benefit, so we must be cautious which ones we establish in the first place. Habits operate automatically so old bad ones must be replaced with new good ones if we want success."*

"Replacing Habits" *Positive Action Statement: "I hate it when any of my habits stop me from obtaining the success and happiness I desire, so I earnestly strive to establish good habits to start with and I always replace old bad habits when they interfere with my success and happiness. I know that habits are strongly embedded in my brain so they will be there instantly for my use and that's a great thing! This means, however, that the bad habits are also instantly activated and solidly implanted. But I refuse to be frustrated by how this system works because I love the fact that all the good habits are there for my use and hard to change. I know habits can't be erased so I enjoy wisely replacing any bad ones with new good ones so my habit system is working 'for' me rather than 'against' me. I know I have many positive habits, but I love it when I get to feel the excitement of a new good habit replacing an old grief-ridden one. Because of this excitement I carefully watch for any bad habit to be triggered so I can instantly replace it. I enjoy replacing it no matter how far the old program has gone. I refuse to add a habit of getting mad at myself because a bad habit was activated, instead I just replace it, replace it and replace it! When the new habit finally becomes the automatic habit I win because it is hard-wired into my brain. I love creating new habits that make me more powerful over my life and happiness."*

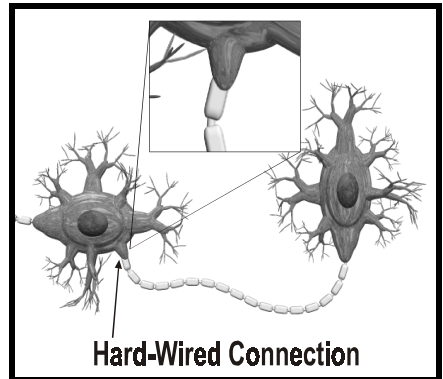
Possible Key Triggers:

- *“Good habits equal success!”*
- *“Hard wiring good habits!”*
- *“Excited about positive habits!”*
- *“Replace it, replace it, replace it!”*
- *“Watching for triggered habits!”*
- *“Powerful success habits!”*

21 Days to Hard-wired Habits

To change these habits, we must understand how the brain forms them in the first place. When a piece of information is first recorded, it is established as a chemical potential in the synaptic gap. The connecting nerve fiber builds a little chemical factory at its end just above the receptors on the connecting neuron. This means that certain chemical reactions must take place before it will fire. This synaptic development starts in the womb and dramatically increases during our first year of life.¹⁸²

Research has found, however, that if the synaptic connection is powerfully fired consistently for 21 days, the nerve fiber will then grow directly onto the connecting neuron. The synaptic gap is removed, and the nerve fiber becomes “hard-wired” to the connecting neuron. When the first neuron fires, the electrical impulse goes directly to all the connecting neurons and becomes a direct electrical response. This is how habits are formed. When the Instantaneous Response Center recognizes a preprogrammed situation, it just fires out the instructions instantly, and no thought is necessary.



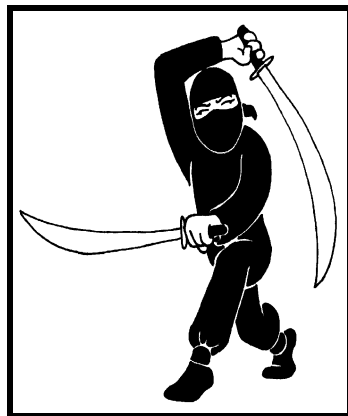
Perfect Practice Makes Perfect Habits

Runners can practice a stride to increase their speed and, with time, the new style will be recorded in the Instantaneous Response Center and become part of their

¹⁸² Stimuli and synaptic development - Dr. Jerome Kagan, Harvard University - Ref: The Mind - p-51



running style automatically. Boxers can do the same thing by practicing a routine until it becomes an instant response to the opponent. In martial arts, this is a major part of training. Students repeat an exact move until it takes no thought to perform it. Then they are trained to disconnect from their thinking mind and let their bodies' programmed habits fight for them.¹⁸³



This is an interesting technique. Having the habit center do the fighting automatically saves in response time. The attack and counterattack does not need to be analyzed and created by the Main Processor—it happens instantaneously.

Separating ourselves from the conscious mind also keeps the imagination from generating Anticipated Fear that can reduce our confidence and concentration.

The expression, “Practice makes perfect” should say, “Practice makes habits.” They can be good or bad. If our practice ends up programming many bad habits then that practice would leave us far from perfect! We must be sure that the traits we practice are perfectly suited to helping us reach our long-term goals. Habits, good or bad, can be so powerful because they take us automatically down a path when we are not paying attention. Continuing with the driving example, have you ever started out intending to drive to one place, and you become so busy thinking about other things that your automatic driving skills took you where you usually go instead? Your Instantaneous Response Centers followed the path of least resistance. It’s like being in a groove. You just sail along, no resistance.

When it comes to changing the Instantaneous Response Centers, however, getting out of the groove is what’s groovy. To put an end to the maddening behavior, we must take conscious control. But often we just let this powerful system run on Auto-Pilot.

Power Principle: “Auto-Pilot works if we don’t care where we are going, but reaching a mental destination means taking control of what we think”.

¹⁸³ Actions outside of consciousness, thinking means being struck - Taisen Deshimaru, Japanese martial artist
- Ref: The Brain - p-85-86

Refer to the ***“Restating Decision Making”*** Positive Action Statement in appendix I.

Stuck in a Deeply Grooved Habit

This concept of Auto-Pilot verses conscious control is demonstrated in the lives of abused children who become abusive parents. Although they hated being abused as children and hate doing it to their own kids, their responses are powerfully programmed in their Instantaneous Response Centers and are in a Deep Groove. They can keep themselves out of the groove by paying attention to their actions with their conscious minds, but if they don't watch cautiously every minute, they can react to a stressful situation exactly as they have been programmed. There is nothing more painful than doing something cruel to someone you love, just because someone else did it to you.

This behavior takes place because many of our adult responses are actually acquired as children from watching the behavior of our parents. If the mind has no other programmed response available, it will use the same response it saw a parent use and send it out as the automatic program. These types of acquired programs can drive us crazy if we don't replace them. I have an acquaintance who swore she would never act like her father did in certain situations, but just like clockwork, those responses come chiming through. Luckily, instead of becoming upset at herself, or her father, because of this she just laughs and says, “Well, it looks like my father is channeling through me again.” This gives her a chance to identify that it is not the program of choice and to change.

Getting mad at those who passed these behaviors to us doesn't accomplish anything except add another bad program. Adding another program of anger does not help correct the automatic responses of abuse. Uncontrolled anger is a huge part of the problem in the first place. Replacing the bad habit with a new good habit is the real key to improving our lives and stopping the bad habits from continuing to the next generation.

Abuse tends to take place more often when the abuser is under substantial stress. When the Main Processor is overloaded with too many Unresolved Questions and becomes burdened beyond its ability to monitor the actions, the Instantaneous Response Centers take over with the old programs. When our Main Processor is calm and in control, our actions will be well-thought-out and executed, no matter how anyone around us behaves.

However, it is impossible to live with every action being handled by the conscious mind. It would take forever to do anything, so these automatic programs are ready and waiting to respond. The child yells, the father's Main



Processor is overwhelmed, so he responds with the programmed anger. This happens no matter how he feels about the end result. Then he feels horrible for what has happened and loathes himself for having done such a despicable thing. So he resolves to try even harder to watch constantly with the conscious mind to keep it from happening again.

Staying Conscious of Our Habits Is Only a Temporary Solution

The problem with this strategy is that watching what we do with the conscious mind can change a reaction only temporarily. If putting our right leg in our pants first is our automatic response, we can pay attention and force ourselves to put the left leg in first instead. This takes control away from the Instantaneous Response Centers and gives it to the reasoning system of the mind. However, this is a complete deception, as far as long-term change is concerned. When we stop paying attention or become overwhelmed, our behavior automatically will revert to the programs stored in the Instantaneous Response Center.

Out-of-control behavior most often happens when we feel frustrated or stressed because we lose the control we thought we had. This happens many times because we allow ourselves to become overloaded with too much visual and auditory input. I try to find time to write whenever it is convenient. Often I bring a pen and paper when I go to meetings or lectures in case the speaker doesn't hold my interest. Occasionally, I will get going with a stream of ideas, and then the speaker will say something that catches my attention. I will begin listening even closer as I'm still writing. Then I find myself becoming so deeply involved in evaluating the rapidly changing information from the speaker while trying to continue writing that within minutes I'm wondering why I feel so frustrated.

I've seen people trying to watch a favorite TV show, talk on the phone, and carry on a conversation with their children all at the same time. Talk about conflicting visual, auditory, and decision-making inputs. Then when the little one tugs at their leg for the 12th time, they wonder why they yell. There is only one Main



Processor and only so many Sub-Processors to deal with incoming information. Wisdom says shut off one of the inputs or get a second brain.

In the movie, *Somewhere in Time*, Christopher Reeve tries to go back in time to be with a beautiful woman he thinks he once knew. When he goes to see one of his old professors who believes in time travel, he is told that he must eliminate all thoughts from his mind except those of the time and place he wishes to visit. He must remove anything that could remind him of the present, such as his watch, coins, even his clothing.

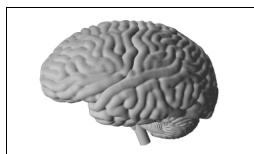
He quickly learns how difficult it is to control the massive amount of input entering his mind. After great effort, and many distractions, he finally learns to totally focus his thoughts and travels back “somewhere in time.” Similarly, becoming successful requires that we learn to carefully focus our thoughts when we are trying to accomplish a specific task. We need to eliminate distraction and be cautious of too much input. Much of how our mind brings up thoughts is just an automatic program coming from our Instantaneous Response Centers. This includes the thinking processes that can cause us to be perennial optimists or “iffy” pessimists.

Finding the Trigger

A key part of properly managing our minds is to evaluate all of our automatic responses and determine whether they serve our needs or sabotage our success. Once we establish that a habit is unproductive, we must determine which circumstance triggers its action. Remember that all of the connecting neurons automatically fire when the first one recognizes the situation and we can prevent that first electrical impulse from occurring by taking conscious control with the Main Processor. That’s why it may seem like we have a habit under control when we really don’t. We only have the Main Processor watching it like a hawk, not allowing it to react. But once we let up a bit, we will return to the automatic system and “Boom!” The habit will be there again.

The brain is designed to act. We must give it something to do in response to any situation. If we don’t, it will follow the old program. Since scientists believe it takes 21 days of consistent behavior to create a habit, logically, it would take the same amount of time to replace a bad one. The reason we have failed at breaking habits in the past is we have gotten caught up in trying to *erase* them. Because these habits are hard-wired in our brains, this is not going to happen.

The real solution is to create a positive habit and place it in a priority position over the old one—similar to the Memory Stacking Technique. Keep in mind that it takes time and effort for the new habit to be activated consistently.



Getting the synaptic gap to grow into a solid connection so it becomes automatic only happens if we do it consistently for 21 days. Trying a few times is not enough. When it comes to replacing habits, patience is a success virtue. But once the new habit is in place, it is then hard-wired in the brain.

Choosing a Habit: Smoking, Eating or None of the Above

Replacing an old habit takes careful thought. We don't want to replace a bad habit with another bad habit. Smokers who try to kick the habit, often replace the smoking response with a tendency to overeat. The nervous withdrawal they experience is caused by a lack of nicotine. Nicotine has an effect on the neurochemical, GABA, which keeps the limbic system from overwhelming the frontal lobe with emotional outbursts. When nicotine is withdrawn, the brain decreases the production of GABA and boom—the person becomes hooked. This reduction of GABA causes the limbic system to overwhelm the cerebral cortex with messages, and the individual becomes extremely nervous and irritable.

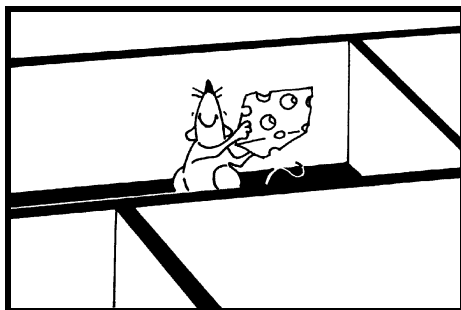
Returning the natural brain chemistry to balance often requires the absence of nicotine for an extended time period. Smokers who try to quit have a tendency to become excessive eaters, as the limbic system where this GABA is used also handles hunger cravings. If we combine hunger cravings with the problem of oral fixation—both habits having to do with the mouth—we get habit swapping. Many smokers then become compelled to return to smoking to get rid of the excessive eating habit. Either way, they end up with a bad habit. Thus, choosing a replacement habit must be a well-thought-out decision. Leaving it up to chance or to our habit system could be a big mistake.

Overlaying the New Good Habit

After we choose a new good habit, we must be very aware of our actions, watching and waiting with the conscious mind for a situation to trigger the habit. When it does, we must catch ourselves in the process. It doesn't matter whether we stop it before we start, part way through, or even after we're finished—the new habit has to be acted out exactly as we want it laid down.

This is how trainers teach rats to run a maze. They first set the cheese only a short distance away. Then each time, they consistently move it further and

further away until the rat can run the entire maze. Likewise, if we catch ourselves and consistently stop the old habit and replace it with the new habit, closer and closer toward the actual trigger that sets it off, in time the mind will intercept the old instantaneous response every time it begins. If the bad habit is powerfully replaced with the new action, in 21 days, the new action will become the habit, and we will be the “big cheese” over our habits so we can be “a-mazed!”



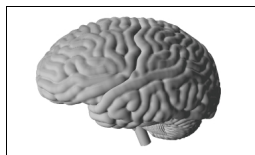
When this replacement is established, the new nerve fiber automatically overrides the old connections. This means that when the circumstances arise that used to activate the fiber that started the old bad program, the new habit will be activated instead, and presto, you will get the new behavior automatically. The new fiber takes priority over the old. Habits can be great if we take advantage of this powerful system by using Memory Stacking (with powerful emotions) to turn our Positive Action Statements, Key Triggers, and Pain/Pleasure Anchors into automatic responses.

In my favorite comedy, *Tootsie*, Dustin Hoffman portrays an actor who is excellent at his art, but his agent tells him no one in the country will hire him because he is a pain in the neck to work with. To prove his agent wrong, Hoffman goes after the only big part opening in town—that of a female hospital administrator on a soap opera. This requires a double challenge of not only acting the part, but also convincing everyone that he is an actress named Dorothy. He is so intent on keeping in character, however, that he begins to react to others as Dorothy instead of as himself. Because he has to be Dorothy nearly all the time, he begins putting her new good habits over his old bad habits.

When he finally ends the charade and reveals who he really is, he recognizes that he now has the ability to get along with people much better. Now all he needs to do, as he puts it, is “learn to do it as a man.” It’s important that we act out the new habits in place of the old ones, and, in time, they will become our habits.

Take on Only One or Become a Master of None

Another thing that can prevent us from replacing our bad habits is trying to change a whole list of things at the same time. If we, “bite off more than we can



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chew,” the whole process can become frustrated. It is difficult to remain focused on any one thing for it to become completely replaced if we are jumping around. This dilutes our efforts and usually causes us to fail. It is the concept of, “Jack of all trades and master of none.” Or, as my oldest daughter would say, “You’re so broad minded that you’ve become scatterbrained.” Taking on too many habits at one time can also cause discouragement because we don’t see any progress.



Another interesting thing is that one change can have a wide-spread effect on many other habits. For example, overcoming my sales phobia actually changed my other inhibitions that were being affected by my fear of rejection. That one false belief was webbed throughout my thinking system, involving many different environments. Taking on one habit at a time also allows us to do the job completely so that the old habit does not recapture its fortress. When habits are very complex and spread throughout many environments, it requires a lot of focus to completely replace just one.¹⁸⁴ If we don’t completely overcome the habit in each environment, it may come from another place in the mind and retake its ground. Because some of our habits have many different fortresses, we must not get caught in a counterattack from a direction we were not anticipating.

Power Principle: *“Changing one bad habit at a time is wise, because it allows us to focus sufficient energy to master the replacement process and one good change may have a very broad overall effect on many other areas.”*

“One at a Time” Positive Action Statement: *“I hate it when I get upset at myself because I can’t seem to change, so I enjoy the success of only changing one habit at a time. I know habits are hard-wired into the brain and it takes substantial*

¹⁸⁴ One neuron may have thousands of synapses - John P. J. Pinel, author of Biopsychology - Ref: Biopsychology - p-86

focus and effort to establish a replacement habit, so being scattered or overwhelmed from taking on too many habits at a time does not help me. So no more! With only one habit on my list to change I feel powerful over my mind because I can focus great energy toward the new replacement habit until it becomes automatic. I love it when the new habit becomes automatic, so I refuse to nag myself about any other habit until the new one is permanently in place. I also know that one good change can have a very positive overall affect on many other areas, so one at a time not only makes sense but it makes my mind powerful.”

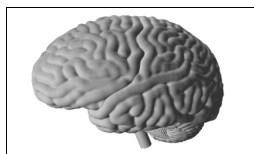
Possible Key Triggers:

- “Success, one at a time!”
- “One habit, focused energy!”
- “Single focus, no nagging!”
- “Scattered focus? Never!”
- “One may solve many!”

Environmental Behavior

We have an amazingly broad range of behaviors tied to our environments. For example, after a nice meal in a posh restaurant, it isn’t always appropriate to compliment the chef by belching. This behavior might be more tolerated at home. The exact same mental trigger, such as a nice meal, can set off totally different actions, depending on the where, what, when, and who of a situation. Because of this, we may believe we have changed our bad habits when we are in one environment, but when we enter another environment, the bad behaviors come flooding back! Although being Dorothy taught Dustin Hoffman how to be a better person, he realized that there was a next step: the behaviors he acquired were incorporated into his brain, but *only* within the environment of being Dorothy. He still had to connect them to his behavior as a man.

This is why some drug rehab programs are only partially effective. People learn to control their behavior under the restrained conditions, where returning to their old habits might not even be an option. In situations where alcohol and drugs are not available, it may seem as if they are doing just fine. But, once they reenter the real world, they lose all the control they thought they had. Environmental behavior can create confusing mental signals and cause us to question our ability to manage who we are. When addicts return to an environment that stimulates the old behavior that they thought they had under control, many feel so overwhelmed that they stop trying to change all together.



We all have this type of environmental behavior. If I put on my construction tool belt, I act differently from how I do when I wear a suit in front of a thousand people. When we make changes to our behavior in one environment, we must work with our Positive Action Statements with enough repetition to run this anchoring through the different environments so that the mind will change the habits in all situations.

Research has shown that environmental behavior can cause grave consequences when it comes to chemical abuse. A heroin user can take a lethal dose in one environment without deadly consequences because the brain has learned to tolerate that amount in specific surroundings. However, when the user changes his or her environment and uses the same dose, death can result.¹⁸⁵ This is because the brain reacts differently to the new environment, and the chemistry becomes overloaded because of the additional stimulation. Without the cues of the familiar environment, the brain can no longer tolerate such a high dose.

This shows that we can become accustomed to our behavior with such power that the mental response becomes expected, and the brain actually shifts its chemistry in preparation for the behavior within an environment. It's like having a different personality to deal with different surroundings and circumstances.

Research shows that about 50% of Vietnam veterans had at least some involvement with drug use during the war. Statistically, about two-thirds of individuals who go through drug treatment programs return to drug use within six months of supposed recovery. Thus, it was expected that, at the very least, two-thirds of Vietnam veterans would become drug addicts when they returned home. In reality, though, that figure was only 7%.¹⁸⁶

Why the drop from two-thirds to only 7%? When a person becomes addicted to a drug in certain surroundings, there are environmental cues that activate the behavior. The cues are so powerful that a person who has been off drugs for months can reenter the same user environment and start having actual drug withdrawal symptoms again, without a single drop of drugs in their systems.¹⁸⁷

¹⁸⁵ Environment and overdose - Dr. Shepard Siegel, MacMaster University in Hamilton, Ontario - Ref: The Mind - p-123-124

¹⁸⁶ Vietnam Vets, only 7% re-addicted - Dr. Lee Robins, Washington University in St. Louis - Ref: The Mind - p-119-120

¹⁸⁷ Conditioned withdrawal - brain anticipates the drug use from drug cues and prepares by setting brain chemistry opposite of what the drug will induce - Marvin D. Krank, Mount Allison University, Sackville, New Brunswick, CN & Wendy L. Perkins, University of Waterloo, Ontario, CN - Ref: Biopsychology - p-330

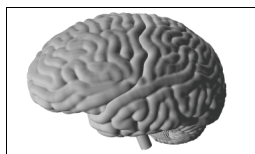
Monkeys conditioned to drugs during a certain song will experience complete withdrawal symptoms, including runny noses, each time that music is played, even months after being completely clean. New drug treatment techniques now include de-conditioning drug addicts to drug paraphernalia and the environment to which they were conditioned before the addiction is considered resolved.¹⁸⁸

The reason only 7% of Vietnam veterans returned to their drug habit was due to the substantial shift in their surroundings. The environmental drug cues were removed.¹⁸⁹ It is now very evident that our environment has a lot to do with the triggers that evoke our behavior. To make long-term changes in our lives, our Positive Action Statements and Pain/Pleasure Anchors must take environmental behavior into consideration. We must use Memory Stacking consistently as we move throughout our many different environments. Because the mind is capable of shifting personalities for the varied parts we play in life, such as son, brother, class mate, contractor or salesman, to make a change in my sales phobia I had to adjust the Positive Action Statement as I entered these different environments.

Our habit system runs quietly, but we have the right to change our habits. They are hard-wired for our benefit (just like a Deep Groove) so that our conscious minds can focus on other things. But we must be cautious of the habits we set up in this system because practice makes habits. Stopping a bad habit by continually watching it with the conscious mind is only a temporary solution. When we become overwhelmed with too much input, our habit system will take over. We must carefully choose and overlay the new good habit by watching for the trigger that activates the old one. Then we must Memory Stack the new habit consistently for 21 days in each different environment. Becoming an “EQ” Master with the habit system always comes best one habit at a time.

¹⁸⁸ Deconditioning drug cues - Dr. Charles P. O'Brien, University of Pennsylvania School of Medicine - Ref: The Mind - p-126-127

¹⁸⁹ Cues & mind stimulated withdrawal - Dr. Shepard Siegel, MacMaster University in Hamilton, Ontario - Ref: The Mind - p-125



Chapter 26

Self-Restraint, Self-Discipline, or “EQ” Mastery

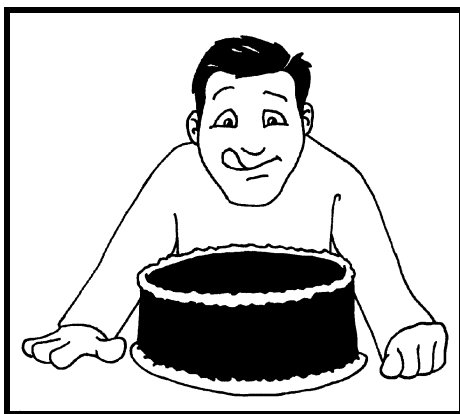
It is amazing some of the things we pass on to our children without even knowing we are doing it or giving it an ounce of thought. One little statement created back in the dark ages of force, “I didn’t say you had to like it, just do it!” is one of the biggest lies on the planet. We become much more effective when we love what we do, which is the complete opposite of doing what we hate. Shouldn’t we say instead, “Let me show you how to love to do that, then it will always get done!” That way the power of action will be a direct result of loving what we ought to do.

When we force ourselves to do something, we end up just hating the task more, so next time it consumes a massive amount of emotional energy to do it. Wouldn’t that energy be better spent on something else? There is a difference between self-control and self-discipline. Self-control, like self-restraint, means keeping ourselves from doing harmful things. We could say, “I had self-control today, I didn’t eat the whole chocolate cake!”

Self-discipline fits more along the lines of, “I was able to force myself to accomplish a lot today.” Self-discipline combines maintaining restraint (not doing what we shouldn’t) with insisting on action (doing all the things we should do). Both are very good, one better than the other, but no doubt they are much more effective than just letting ourselves go and destroying everything around us.

“EQ” Mastery takes us to the next level, where what we need to do to become successful becomes what we enjoy doing. Emotional Mastery can put an end to having to “force” ourselves to get things done. Changing our emotional mind-set is especially important for those of us who are just plain weak (remember the, “I can’t believe I ate the whole thing!” commercial?).

When forcing ourselves to do things no longer works, our emotional minds have failed us. Feelings that should have been working as motivators toward our



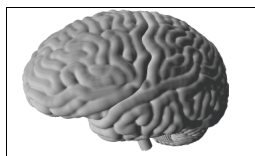
success have been drained fighting against our real happiness. Our emotions can be powerful motivators in either direction. It's time to correct our misplaced emotional motivators and shift our paradigms.

Childish Underlying Belief Patterns

Because many of these false Underlying Belief Patterns were anchored in our minds when we were just children, it is critical that we not pass these inhibitors on to our own children—especially those underlying beliefs we constantly struggle with that can misplace the Pain/Pleasure Anchors. This often requires a delicate balance and careful self-inspection considering how automatic these programs can be. If our parents are “channeling” through us, we likely will “channel” through our children, as well. Wouldn't it have been wonderful if our parents had passed on only the great imprints? It is time to do that for our own children. This does require caution, however, to not overreact to the Parental Imprints that drive us nuts.

For example, we can smother the amazing powers of a child's curiosity if we constantly place pain anchors against everything they are trying to discover. Developing self-restraint and patience, however, can take forever if we just let them have a free for all. The 60's “free” everything came as an overreaction to years of crushing children's curiosity. On the other hand, this overreaction and the lack of self-restraint that followed, caused pain for a lot of people as well. The M&M test shows the great power of being able to temporarily postpone immediate self-gratification, which comes from learning patience and directing one's curiosity toward the possibilities of the future. Many of the children who were capable of waiting for the bag of candy created some type of game to focus their desires away from the moment and onto the future. This was a successful combination of curiosity and self-restraint.

Disciplining a child with a tap on the hand and a strong “No,” and then turning their curiosity toward something else is a powerful way to develop both—keeping the curiosity alive while showing them the power of self-restraint. The tap on the hand becomes a pain anchor to help them understand self-restraint toward boundaries. This concept is much easier to acquire at age one or two than it is in jail or prison at 18. In fact, considering how



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often people are sentenced to prison and released, only to return to incarceration again and again, it seems that learning these valuable traits in such facilities is highly ineffective. The concepts learned in prisons have nothing to do with personal self-restraint, as someone else is doing the restraining.

Postponing Discipline is Heaping on Pain

Parents who *postpone* teaching children self-restraint are actually heaping piles of pain on the child and themselves later in life. It is just a momentary delay of pain to spare themselves the very tedious job of disciplining. Their children then continue the cycle, except the knowledge of why they turn out uncontrollable is lost. A tap on the hand with a strong “No” is far less painful than all the suffering the world can inflict on an individual later for their out-of-control behavior. Freedom has never been a result of having a free for all. Instead, it’s a result of having a good measure of self-restraint.

Forcing a child to do what we want, however, isn’t effective in the long run either. It would be no more effective than our prison system. Forcing ourselves (or having someone else force us) to do what we hate makes us hate the task even more.

When we use force to make a child’s behavior how we want it to be, it requires even greater emotional energy for them to maintain the behavior in the future. Fear only works when we can be an immediate threat or the child is capable of projecting him or herself into the future to visualize that threat. The behavior within the child really hasn’t changed—it has only been temporarily suppressed by the environment of our presence. When the environment changes, meaning “out of sight, out of mind,” all the old unchanged behaviors return. This occurs in the same way that our own bad habits jump out and surprise us when we stop suppressing them with the conscious mind. We must help children develop the personal power to make permanent changes in their behavior that will last regardless of the environment. That means having good behavior whether we are around to enforce it or not.

Teaching children self-restraint is only the beginning. If we also teach them how to motivate themselves, we can give them the power to move beyond our control and their own self-control to the power of self-discipline. Then they are able to motivate themselves to actively do positive things for their own development. As they start to see the positive results of self-discipline, self-motivation becomes a permanent part of who they are.

The ultimate goal is to give children the experience of Emotional Mastery, where they have the power to determine their own emotional states of mind and

to meet challenges with not only success but happiness. For this to happen, discipline must move beyond the behaviors to the Underlying Belief Patterns, the attitudes that drive their behaviors.

Five-Minute Warning “EQ” Discipline System

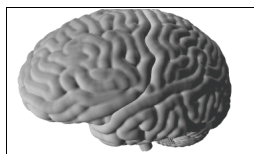
When my youngest daughter was about five-years-old, using the “EQ” Mastery Technology, we started the “five-minute warning” discipline system. The idea was to discipline the *attitude which causes the behavior*, rather than just the behavior. We wanted the children to learn that they could change their emotional states from negative or ornery, to happy and positive by themselves. We wanted them to choose to have a positive state of mind and then deal wisely with the problem.

When the children acted inappropriately, they received a five-minute warning to *change their attitude* or they would be grounded for two weeks. It may sound strange to discipline a person’s feelings, but now that we know that people’s behavior lies in their hearts, it only makes sense.

For years there have been two fields of thought about emotions. One says emotions are bad and should be crushed with the intellect. This is what I call the “Spock Syndrome,” which I borrowed from Mr. Spock from, *Star Trek*. His Vulcan philosophy was that, “Emotions are illogical!” and the intellect should rule supreme, crushing the emotions with the intellect. The other field of thought is that emotions are just there. We all have them, they are automatic, and there is nothing we can do about them. Suppressing them is harmful, so the solution is just to change how we express them—get angry, use a punching bag.

Both of these ideas—crushing emotions or changing their natural expression—accomplish about the same thing: they leave us in a constant fight with our emotions. “EQ” Mastery, on the other hand, is designed to teach children and adults that they have the power to choose their emotions by shifting the Underlying Belief Patterns, thus changing what motivates the feelings. This is how behavior works in the first place: Underlying Belief Patterns create our feelings, which motivate our behavior, which create our consequences. Why not teach children to master where the real power behind behavior begins?

Initially, my children were warned before we set the timer for the five minutes. A complete explanation of the possible punishment and the requirements of the change in attitude was given. The change required not just to stop being negative, but to do a 180-degree about face and become positive and happy. Being neutral or blasé was insufficient. This ties into the idea that you cannot just stop a bad habit—you must replace it with a good one. If the



child's attitude changed, then everything was fine and life went on as if nothing had happened.

If the attitude was not changed within the allotted time, the punishment was absolute, and the grounding included having to do chores that were meant to be absurd, such as scrubbing the garage floor or cleaning all the baseboards with a tooth brush. It is a huge mistake to punish a child with things you are trying to help them learn to enjoy. The follow-through with the punishment was absolutely critical, yet very time-consuming for both us and the children. This is another reason neither would want it to happen, and of course that was the idea.



Now, if the children misbehaved again the same day, the warning would drop to four minutes, then three minutes, and so on with each additional emotional outburst until there was no warning and only the punishment. The idea behind this system was to motivate an emotional state change, not just to punish bad behavior. We wanted the children to experience the feeling that they really are in charge of their own minds. They needed to understand that they have the power to choose how they feel and become the masters of their own emotional states of mind.

Pain/Pleasure Anchors for Emotional Mastery

Discussing the possibility of receiving severe punishment typically is more than a sufficient pain anchor to motivate the change, *that is*, if the child knows the punishment is real and not just merely an idle threat. Although dishing out punishment is not the idea behind the plan, the punishment must be given or there is no effect, no discipline, or “EQ” Mastery. Idle threats are powerless to affect anything.

To create the other side of the system, we formed a pleasure anchor for the children. If the children's attitude changed, they were happy and so were we. No negativity, no lectures, and no guilt. They experienced personal Emotional Mastery, so a personal victory was won. At the end of the week, each child who had always changed their attitude and not received a warning below four minutes in length, which would be no more than two warnings a day, was rewarded for his or her Emotional Mastery with some type of treat. The children's “EQ” Mastery was celebrated, and a pleasure anchor installed.

Power Principle: *“Teaching our children to become “EQ” Masters by helping discipline their emotional choices can provide not only power in their future but joy to our lives as we watch their emotional successes in life.”*

“Discipline” Positive Action Statement: *“I love helping my children gain “EQ” Mastery so they have the power to succeed and choose their own happiness. I hate it when I let opportunities pass where I could help my children build their “EQ”. It gives me great pleasure to devote the necessary time to discipline the choices they make over their emotions so they can gain the skills themselves to be a master of their emotions. I love sacrificing the effort now rather than suffering and seeing them suffer some time in the future. I enjoy watching them grow as they choose to place their emotions behind their happiness and success rather than destroying them.”*

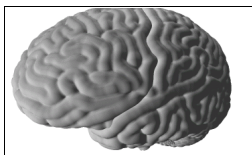
Possible Key Triggers:

- *“Building “EQ”, discipline emotions!”*
- *“Teaching my kids to choose happiness!”*
- *“Build “EQ” now or suffer later!”*
- *“Discipline the creation of happiness!”*

In all the years we used this five-minute warning system, it was only necessary to dish out the punishment one time. My oldest daughter, who experienced the implementation of this system at a very challenging age and was a bit more set in her ways, decided to test our resolve. The punishment wasn’t a pleasant experience for any of us, but it turned out to be a valuable lesson for everyone. We’ve talked about the value of learning from someone else’s mistakes! Within minutes the other children all decided it was a lot easier to just change the attitude than go through all the pain. I totally agreed. Not only would they have to suffer, but so would we. So I said, “Hey, be kind to both of us—just change the attitude,” and amazingly they did.

Fake It, Until You Make It

It was likely that in the beginning a lot of that changing was on the outside while the children’s feelings on the inside were still boiling. But like they say, you must “Fake it, until you make it.” In time, the changes began to take place *in the heart*



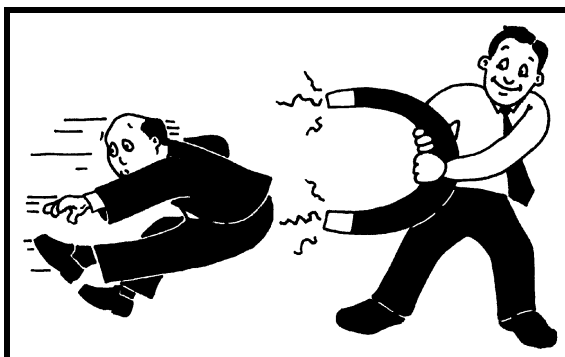
rather than (suppressed by the intellect) on the surface. Now with my youngest daughter's happy and infectious attitude, we would have to say she is an "EQ" Master.

Another interesting thing also took place. We've all heard the saying, "What comes around, goes around." Well, as the children became good at completely changing their emotional states of mind, they decided to start setting the timer on me whenever I needed to get a grip. At first, it was a bit unnerving, but it sure was a great reminder to practice what you preach. It was also a delightful surprise when we found out that the children were also showing their friends and younger children in the neighborhood how to change their attitudes too.

As a side note many people in my live seminars want to know if I ever got grounded by my children. The old adage fake it, until you make it, really works both ways. Lucky for me I did have some level of "EQ" Mastery before they caught on to giving me the warnings.

Believing in the Possibilities

Added self-confidence is another natural side effect of "EQ" Mastery. When your emotions are not being determined by another person or circumstance, feeling good about yourself comes naturally. Since natural enthusiasm draws others to you with what seems like a magnetic personality, how could you help but feel confident? What we believe about ourselves is projected, and the world responds.



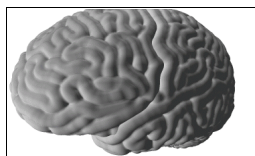
I believe the play and movie, *Annie*, is so popular because no one could put this little girl down. She had positive thinking anchored in her mind. Yet she had every reason to be negative about life. She had lost her parents, she was in an orphanage, and even Carol Burnett, who I thought loved everybody, hated her. There is no doubt she deserved to feel miserable, yet she chose not to give in. To her, everything was just an opportunity waiting to happen.

Even after Annie worked so hard to convince Mr. Warbucks' secretary to give her a chance to be the visiting orphan and then finding out that Warbucks

wanted a boy instead of a girl to visit, she still didn't complain. She just thanked him for the opportunity to meet him and told him that just visiting had been enough fun to last her for years. She was positive, despite what others might consider disappointment or misfortune.

This little girl made positive thinking the rule, not the exception, and she did so in spite of her circumstances. She was powerful at reducing her expectations yet increasing her effort—that's how she got the offer to come to Mr. Warbucks' mansion in the first place. When she got there, her excitement was exhilarating, however, she hadn't created any false expectations of what was going to happen. Instead she got all excited about how fun it would be to clean such a beautiful home and immediately began figuring out how she would do it—she had even found a way to make cleaning entertaining in her mind. When she was informed that she wasn't there to clean but to live, her reduced expectations made the offer to stay even that much more exciting. How did Annie do it? Well, she had a "Positive Action Statement," that was even set to music and she sang it every chance she got: *The Sun Will Come Out Tomorrow*.

How we choose to embrace the future, no matter what is in the past, will determine how we feel for the moment. We don't have to hate the things we need to do, and we can teach our children how to feel the same. With "EQ" Mastery, no longer do we have to wait for something good to happen before we can enjoy happiness. Happiness is a choice, and that means now, no matter what circumstances we are facing.



Chapter 27

Key Triggers and Anchoring

We should never assume that our supposedly changed behavior is under control until we have encountered the situations in the real world where the pressure actually exists to use the old responses. Since completely restructuring our neural-pathways in our old behavior takes time, we must keep the Pain/Pleasure Anchors we have placed in our Positive Action Statements running through the Main Processor often. At first, as we memorize the statements, the ideas are placed in the intellectual mind. But as we continue to evoke the emotions, we begin to break away the old anchors. The words and feelings used, then begin to become a complete concept in our minds.

The next step, which can be critical to our success, is to identify our Key Triggers. A Key Trigger is a word or set of words taken from the Positive Action Statement that will instantly evoke the entire emotional concept. This activates the entire idea of what we are trying to anchor, including all the emotions.

For example, saying the word, “jerk” under our breath as someone walks by conjures up a multitude of ideas and feelings without another word. We instantly adopt a specific preprogrammed attitude with a stream of thoughts about the person that just passed. This thinking and feeling process sets up a preprogrammed attitude and is a powerful *Negative* Action Statement. Our Pain/Pleasure Anchors with which we have surrounded this Key Trigger word, “jerk” are all at work making us feel and think a certain way toward the person that just passed us.

Who we are is often disguised by the deceptive words we have created to justify the beliefs we have chosen to direct our lives. We use this power to keep ourselves anchored in our old beliefs. A single word can activate the entire Fortress of Emotions to come to the defense of our Underlying Belief Patterns, which were activated by the event of a person walking by whom we have chosen to dislike. We trigger our negativity with one word, “jerk.”



These Key Triggers allow us to create a whole new personality to deal with a situation with one small thought. We set up new feelings and attitudes and bring up the intellectual mind's vast store of information to deal with whatever we perceive needs to be changed.¹⁹⁰ This shift in our emotional state is powerful and can be either positive or negative, depending on how it was established. Each of the Positive Actions Statements has possible Key Triggers listed below them. They are provided as an example to use or from which to build. Sometimes it is best to start with one or two complete sentences from the full Positive Action Statement and then move toward smaller Key Triggers as we get the complete concept anchored. We can use the power of Key Triggers to re-anchor the system to how we want it to be, rather than continuing to evoke the childhood programs that can cause us long-term pain.

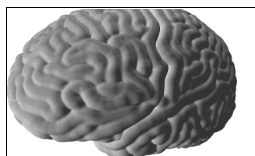
Let's look at the possible Key Triggers associated with the "Fake Pain" Positive Action Statement to get a better idea of how they can be used. Let's look at, *"Pinch me, Fake Pain is out!"* After I had the complete statement memorized and playing on a looped audio tape to keep it fresh in my mind, I needed a way to instantly remind myself of the emotional aspects this statement covers. When I first started using it, I needed a strong connection to how stupid it was to mentally cause myself pain. To make the association, I just started pinching myself until I got emotionally frustrated with the stupidity of what I was doing. Once I got my brain's attention that I was creating the pain, I related it to worthlessly creating mental pain and anguish, which allowed me to begin convincing myself not to do it anymore.

The next step was to attach the whole Positive Action Statement to a Key Trigger that would instantly bring up the whole concept with one thought. At first it is wise to start with more than less. I started with, *"Would I keep causing myself pain by pinching myself over and over again, it's stupid, why do it with imagined pain, Fake Pain is out, I hate how it stops me!"* As time went on, it narrowed to, *"Pinch me, Fake Pain is out!"* This small set of words gave me the power to instantly remind myself of the full Positive Action Statement, as well as how stupid it was to just pinch myself.

Since I review the complete statement often, it is easy to keep all of the ideas and emotional anchors freshly connected to the Key Trigger. However, when a part of the statement is losing its power in my mind, I switch to one of the other Key Triggers that emphasizes that section.

The Key Trigger, *"Why be unhappy, no Fake Pain!"* is helpful when the association between Fake Pain and unhappiness becomes foggy. The misplaced

¹⁹⁰ Multiple personalities represent an extreme of normal personality shifting and altered awareness to daily situations - Dr. Richard M. Restak, author of *The Brain & The Mind* - Ref: *The Brain* - p-336



anchor that we owe it to ourselves to feel miserable when something goes wrong or someone's behavior is different from what we want, seems to spur the idea that we deserve to feel bad. It almost feels good to be unhappy and miserable when something goes wrong because of how powerfully we have anchored this idea. This Key Trigger helps me remember that I love feeling happy and not miserable and that Fake Pain and happiness do not go hand in hand.

The other Key Triggers each have a targeted focus yet are tied soundly to activating the whole new Underlying Belief Pattern. As with Positive Action Statements, Key Triggers must fit how our brain accepts information and emotions. They may need to be slightly adjusted or recreated.

Since there are so many situations that can activate the old response program, a Key Trigger is a great way to instantly activate the new program when such situations arise. In time, the Key Trigger will become attached to each situation trigger, and the new Underlying Belief Pattern will be activated automatically. The Key Trigger then takes a back seat to the situation trigger, and the new belief becomes automatic to each environment.

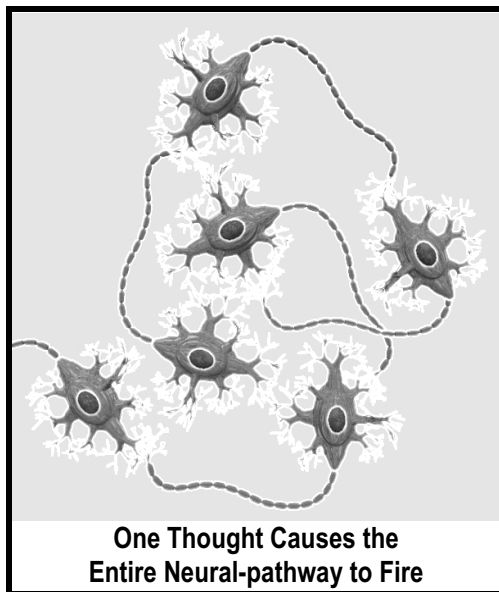
After we identify a Key Trigger for the particular change we are trying to make, we need to post it in an obvious place so we will be faced with it often. It is difficult to have an entire complex Positive Action Statement always instantly accessible. Posting it around the house or office seldom creates the activation of the whole concept because it requires so much reading. This is why those great quotes we find and put on the refrigerator do not help us. We just don't take time to read them since we already know what they say, so we quickly filter out these quotes. A Key Trigger, on the other hand, can help shift who we are, just as powerfully as the word, "jerk" can turn us into someone else.

Anchoring Under Pressure With Key Triggers

After we memorize the complete Positive Action Statement and attach it to the Key Trigger, the next part of re-anchoring involves bringing up the new belief during an emotional crisis. This gives us the ability to connect the new beliefs and anchors with the Key Trigger to the actual neural-pathways that handle the reaction or habit. Remember the Memory Canister and the Pyramid File Cabinet? The memories have specific locations. To completely overwrite them we must evoke the new belief while the mind is in the area from which the old ones are sent.¹⁹¹

¹⁹¹ Long-term memories are stored in the area of the original experience - John P. J. Pinel, author of Biopsychology - Ref: Biopsychology - p-374

The Key Triggers become an instant defense to remove the old program. Remember that we must crush the old shield or fortress to replace the old Underlying Belief Pattern. The faster the statement can be evoked in the situation, the better. This also gives us a way to determine whether the Positive Action Statements are covering all neural-pathways. To get them to be so instantly accessible we must make a complete connection between the Key Trigger and the entire Positive Action Statement long before we are faced with the crisis. Then we can draw on the entire Positive Action Statement with all of its emotion and anchors with one thought. Remember this is similar to how habits function. Only one small thought causes the habit to be instantly sent.



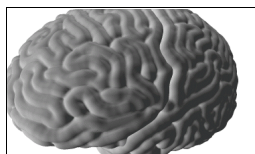
With the Key Trigger posted, every time we see it we evoke all aspects of the Positive Action Statement. I set the alarm on my watch to ring every hour of the day. When it does, I review my Key Triggers right then, regardless of whether they are posted nearby. With time, this makes the Key Triggers instantly connected to every aspect of the Positive Action Statement and ready for use during an emotional crisis.

Filtering is also critical here. The Key Triggers will fade from our senses in a small amount of time, so they must be moved and made to look differently to keep the Main Processor and Sub-Processors constantly taking notice of them.¹⁹²

Anchoring Through All Inlets into the Mind

Once the Key Triggers are set, we must get the new belief into the mind through as many inlets as possible. Understanding that separate areas of the brain handle different processes can help us build our mental control more quickly.

¹⁹² Attention fluctuation - fresh baked bread can appeal when we are hungry, ignored when neutral or cloying when too full - Neurologist M. Marsel Mesulam, Harvard University - Ref: The Brain - p-314



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Just above the ear is an area that is almost totally involved with interpreting language.¹⁹³ As we hear, that area translates the information into a form that we can understand. Hearing a Positive Action Statement uses this separate input through this area of the brain, which makes an additional mental impact.

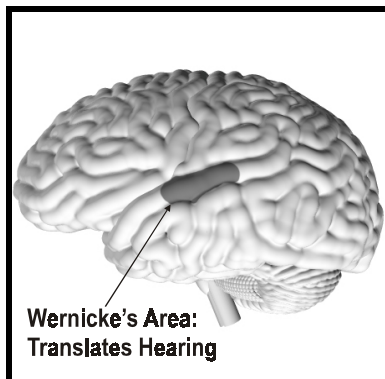
I record my Positive Action Statements on audiotape and loop them so I can hear them over and over again. This ties together the ideas and anchors within the mind. It adds to the idea of memorizing them because the detail brain uses a totally different system to listen to them than to memorize them. Listening to them also helps reduce our forgetfulness. As time passes, parts of the Positive Action Statements may begin to fade away. This is especially true if we use only the Key Triggers to evoke them. Listening to them on a regular basis can keep that from happening.

To understand the next inlet, try an experiment about where this thinking takes place. Evaluate the following puzzle and try to locate where your brain actually does the thinking:

Jack and Jill went up the hill to fetch a pail of water, Jack fell down and broke his crown, and Jill came tumbling after.

Question: Did they get the water or not? Point to the area of your brain that is evaluating this question as quickly as possible. Don't over think, just act.

Some people point to places on the right side of their heads, while others connect this thinking to the left side. But why? The answer is we visualize with our right brain and do all the detail work on the left side.¹⁹⁴



¹⁹³ Wernicke's area - comprehension impairment, posterior superior temporal damage - German Neurologist Carl Wernicke - Ref: The Mind - p-213

¹⁹⁴ Block-design test - person with right hemisphere damage copies all the details but links them together wrong, left brain damage gets configuration correct but omits the details - John P. J. Pinel, author of Biopsychology - Ref: Biopsychology - p-123

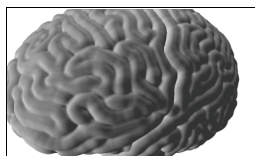
This illustrates that getting the Positive Action Statements into both hemispheres is extremely important if we want the whole brain to work together. One reason this book contains so many cartoons is to get the information into the right side of the brain using visualization. Sometimes it does take creativity to take a left brain (detail) concept and come up with a good way to visualize so it can be taken into the right hemisphere, but it does not always have to be funny. I can visualize riding in a limo even if I have never stepped inside one.¹⁹⁵ The imagination is a very powerful tool when it comes to affecting our emotions. Remember how powerful movies can be at using our imaginations to play on our feelings?

Sales people often pin up cut-outs from magazines of a favorite new car, boat, or living room set as motivation to increase their efforts. Visualizing what they want becomes a powerful trigger to remind them of their goals. Visualizing such aspects has a substantial impact on our behavior, but not always for the better. For example, a powerful commercial for chocolate cake may quickly dissolve any resolve we have to lose weight. With the power of visualization, however, it doesn't even require that we actually see the cake—we can imagine it without a single input from our senses, and every desire then is quickly sent to our attention.

This visualizing power often has a direct impact on people with eating disorders. Magazines and television commercials spotlighting underweight super-models can powerfully influence people's perspectives. Just seeing these images can cause them to feel fat without a single word being spoken. If they obsess long enough, it can even change their own perception of what they see in a mirror. Their visualization of being overweight overrides what their own eyes and everyone around them actually see.

The movie, *The Sixth Sense*, plays with the perception of seeing only what we expect to see. The psychologist, played by Bruce Willis, spends many hours trying to help a little boy who has a problem—he sees “dead people.” After seeing an incident with a former patient in the bathroom, you begin to wonder why Bruce and his wife are not getting along as they should. You want to scream, “Just talk to each other!” because it seems she is becoming so lonely that she is contemplating having an affair with the young man she works with. I didn't understand that I had been led down the path of false perception until the wedding ring falls out of his wife's hand and rolls across the floor. I have re-watched the movie just to see how it had played with my mind. It is amazing

¹⁹⁵ Imagining a successful performance, seeing the ball's path, trajectory, landing and the swing that will make that happen - Jack Nicklaus, author of *Golf, My Way* - Ref: *The Brain* - p-380

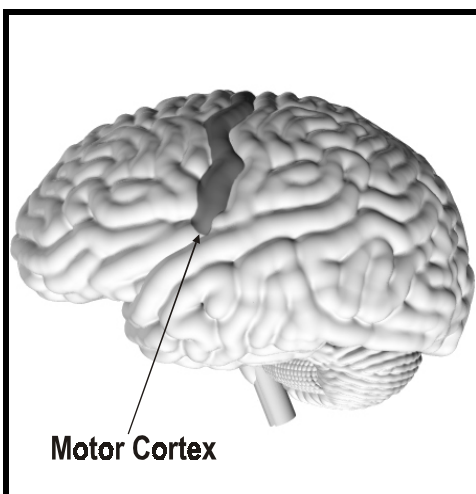
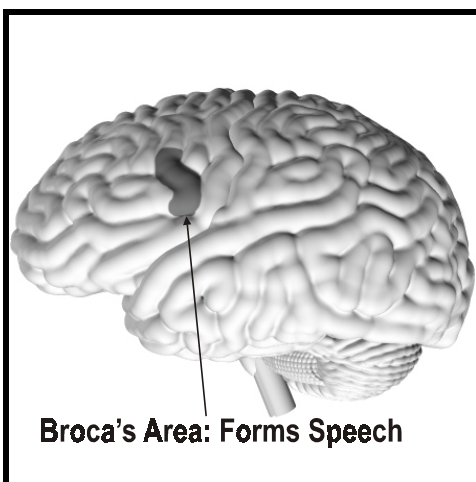


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how many times we were manipulated as an audience. It is easy to get so caught up in our perceptions that we only see what we expect to see.¹⁹⁶

Since our ability to visualize is so critical to managing our behavior, we have to be careful that our perceptions do not distort our reality. Getting advice from others is important in this area because it gives us a reality check. It can let us be sure that the new perspective we anchor in this powerful visualizing area is the “correct” perspective so that it drives us toward, rather than away from our happiness.

Just in front of the hearing area is another inlet that is involved with the creation of language.¹⁹⁷ When we speak the Positive Action Statement to ourselves using self-talk, we are making this area work to produce the information. It is also important that we say each statement to ourselves both silently and out-loud. This gives a different part of our brain a chance to be involved with making the change. Talking to ourselves outloud is helpful when reciting the Positive Action Statement because we can really get into the emotions. (It may not be a good idea to do this in a crowded room. They do haul people off if it seems like they may be a threat to others.) So be careful, especially when you are launching that huge Ball of Emotions at your old fortresses.

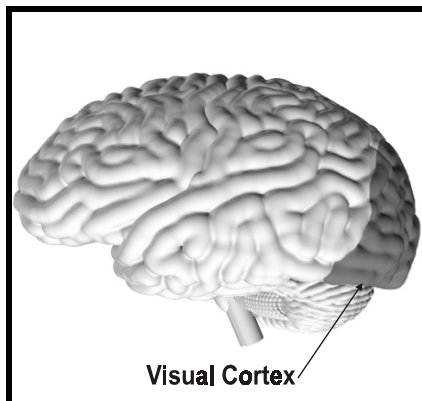


¹⁹⁶ What we expect, we see - creating our own reality - Dr. Alan Gevins, EEG systems Laboratory in San Francisco - Ref: The Mind - p-259

¹⁹⁷ Speech impairment, third frontal convolution damage - Dr. Paul Broca, Secretary of the Anthropological Society of Paris - Ref: The Mind - p-213

Another inlet is a strip on top of each half of the brain called the motor cortex, which is responsible for sending all the signals to the muscles of the body necessary to control our movement.¹⁹⁸ When we speak the statements out-loud, the motor cortex becomes involved. We then can add an additional dimension by writing out the Positive Action Statement completely. Translating what we speak into written form places it into our brain more powerfully.

The visual cortex, which is directly in the back of the brain, is involved with our sight. Visual information is picked up by our eyes, translated into nerve impulses in the retina, and transferred to the back of the brain where the visual cortex deciphers it.¹⁹⁹ Reading the Positive Action Statement sends our new Underlying Belief Patterns through the back part of the brain, creating an even greater connection to our behavior.



Tapping the Right Brain

The left side of the brain is involved with the detail aspects of communication, and the right side with the overall perspective. The two brains share information through the corpus callosum. The right brain is almost totally dependent on the left brain for vocabulary.

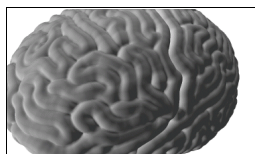
For example, when an individual with a severed corpus callosum is shown an object in the left field of vision, he or she would have difficulty finding a word to describe it even though that part of the brain knows exactly what it had seen.²⁰⁰ If the cable were intact, the right brain would ask the left brain for that information. So all of this reading, writing, and speaking to anchor our Positive Action Statements would seem to be a left-brain process.

To extend the Pain/Pleasure Anchors beyond just the detail or left half of the brain, we must return to the concept of visualization. If you actually visualized Jack and Jill going up the hill to see if they got the water, you were using the right brain even if it was only for a fraction of a second. Visualizing

¹⁹⁸ Motor cortex, pre-central fissure - sensory cortex postcentral fissure - John P. J. Pinel, author of Biopsychology - Ref: Biopsychology - p-71

¹⁹⁹ Left field of vision from both eyes sent to right primary visual cortex, Right field sent to left cortex - John P. J. Pinel, author of Biopsychology - Ref: Biopsychology - p-161-162

²⁰⁰ Mute right hemisphere - Dr. Michael Gazzaniga, Dartmouth College - Ref: The Mind - p-27



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allows us to use the power of the overall perspective side of the brain. It is said that, “a picture is worth a thousand words.” As far as visualization being the key to anchoring an idea into the right side of the brain, this is completely true.²⁰¹ The left brain is detail, and the right brain is overall perspective or seeing things as a whole.

In combination with getting the anchors into both sides of the brain, we must remember that each hemisphere has its own limbic system from which it gathers emotional input. They are separate, so if we make changes to one side of the brain only, we could place ourselves out of sync and cause a conflict between the two sides. We may have our minds all made up in the left hemisphere, but when we check with the overall perspective side, with its powerfully emotional opinions, we may find a whole new reality.

The left brain’s feelings are attached to the detail aspects from which its thoughts are created. Emotions stored in the right brain’s limbic system are associated with our overall perspective or how we see the big picture. This is why it is easy to get all upset over minor details that when analyzed don’t mean much at all. Each hemisphere may have a totally different emotional opinion about things.²⁰² It all depends on how we have programmed it. That’s why we must change both sides using our anchors to get them in sync.

Creating a mental picture of what we are trying to accomplish can help drive home the Anchors with significant impact. If we attach our Key Triggers to our mental image or picture, we cross into the right brain and add the overall perspective side to the paradigm shift.

As I said, I used pinches to show myself real pain. This idea can also be created mentally to remind us to separate the real pain from the imaginary. If we tie such a visualization to the Key Trigger of, “refusing all Fake Pain,” we have the right and left brain working together to evoke the new Pain/Pleasure Anchors and the complete concept



²⁰¹ Sign language, perception of movement shifts to left hemisphere - Dr. Helen Neville, University of California San Diego - Ref: The Mind - p-229

²⁰² Split brain - what one hemisphere was taught, the other hemisphere would have to learn on its own - Ronald Elwood Myers, Laboratory of Neurological Science & Roger W. Sperry, Nobel Prize Winner 1981 - Ref: Biopsychology - p-417

behind the Positive Action Statement. We not only create greater impact on the mind, but also get both brains unified in their efforts toward our success and happiness.

Positive Action Statements become anchored faster and with greater power when we use all of these different methods—reading, hearing, visualizing, speaking, and writing.²⁰³ *If we evoke the powers of the limbic system with great emotion, the result will be a permanent change in who we are.*

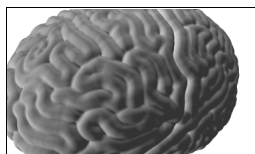
Many Distinctive Learning Styles

Using all of these systems to anchor our new responses is important because there are many different learning styles, including auditory, visual, and the touchy-feely one called kinesthetic. There are other types as well, along with many combinations of each. For example, if I read something to my wife she will not comprehend it as well as if she reads it herself. On the other hand, my comprehension is dramatically better if something is read to me rather than make me read it on my own. There's another one of those childhood programs, "make me read it on my own!"

I still have a bad attitude about reading even though I have greatly improved my reading skills since high school. My comprehension, however, is still better when I hear something rather than read it. So when I read something that is very complicated, I always read it out-loud, which gets the auditory part of my brain involved. With the advent of modern computers, I've gone a step further to compensate. I use a software program that allows me to download my work and have it read back to me. This lets me use my auditory comprehension style to double-check what I am trying to communicate. This also allows me to read along with the computer to see whether I really wrote what my mind thought it did. I also use it to read information while I work on other things.

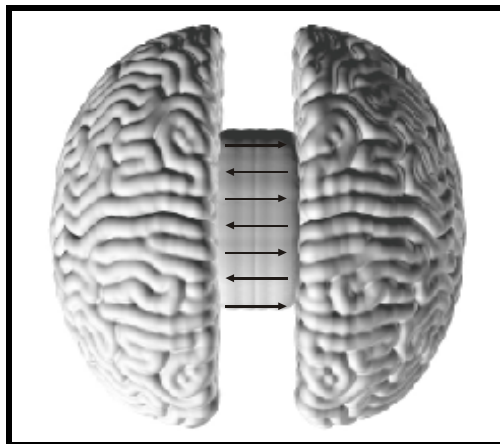
I am a much better auditory learner, and my wife is a better visual learner. There are areas, however, in which she and I become the complete opposites. The puzzles on aptitude tests that require you to fold up complicated flat boxes into the correct shapes are easy for me but more difficult for my wife. You would think this ability would be inherent in my wife because of her visual learning style, but it falls into a completely different category.

²⁰³ Seeing, Hearing, Speaking & thinking, different regions - Dr. Marcus E. Raichle, Dr. Michael Posner & Dr. Steven Peterson, Washington University Medical School in St. Louis - Ref: The Mind - p-218



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This ability is likely based on a right brain-left brain connection process. To do these puzzles, people must be able to visualize the idea in their right mind and then use the detail function of the left brain to do the folding. The connections between the two brains must be well developed, at least in that specific area. Einstein may have used this process to develop his ideas on how the universe worked: Visualize what cannot be seen and then break it down into the “how to” steps.



We all have developed different learning styles, so we must use all of the different brain input systems as we anchor our Positive Action Statements. We can't be sure which area of the brain will be most powerful at driving these new beliefs into their proper neural-pathways. Using all the areas can eliminate the guess work. Plus, by using all the areas, we can make sure one part of the brain is not left constantly fighting against our long-term wishes.

Adjusting Positive Action Statements

As we do this anchoring, we will find aspects that are missing in our Positive Action Statements. They will need to be adjusted as time goes on to meet all the different aspects the mind will bring up. They may need to become very complex to reverse all the “bull” of the past. Keep in mind that Key Triggers can be as small as needed, but Positive Action Statements must cover the entire area of concern. The mind is powerful and amazingly willing to let you know where it disagrees with your changes. It is important to listen to your brain and make the alterations! Set a regular time to work on these adjustments—don't procrastinate what could empower greater success and happiness in your life.

When you are drifting off to sleep, or just waking up, your mind is in a more limitless condition and can identify many ways to add to the power of your statements. It may bring up things that your conscious mind would never consider because of how well it has been hiding or defending the false beliefs. Remember that the intellectual part of the brain does a good job of finding justifications—the emotional mind needs to keep “the supposed truth.”

Along with getting advice from the subconscious mind, it is also valuable to get advice from those who know you well. This is hard, however, because you have to be open to hearing what you may not want to, like when my wife suggested I fix my fear of rejection because it would only prove my technology works.

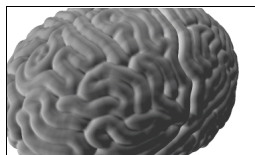
This means we can't isolate ourselves when we are working on changing these Underlying Belief Patterns. We need advice from others. Some of these supposed "truths" that we have defended for years may take a huge lever to pry from our perspectives, however, getting this advice can greatly enhance the power of our Positive Action Statements as we make subtle or major changes. Consider the original "Happiness" Positive Action Statement.

Power Principle: *"Happiness is a state of mind we create and we should have the power to choose it whenever we want rather than allowing the people or circumstances around us to be in control of it."*

"Happiness" Positive Action Statement: *"Happiness isn't an event; it's a state of mind that I create, and I love feeling it. I know that all types of challenges not only give life meaning but are powerful opportunities for me to enjoy that great feeling of accomplishment which I take note of every day. I expect nothing, yet I'm filled with hope because no matter the conditions, happiness is mine."*

After some use, this Positive Action Statement now includes subtle changes that increase its effectiveness.

"Updated Happiness" Positive Action Statement: *"Happiness isn't an event; it's a state of mind that I create and I love feeling it. I hate feeling unhappy so I choose not to allow any circumstances to determine how I feel. I own my feelings so happiness is who I am! I know that all types of challenges not only give life meaning but are powerful opportunities for me to enjoy that great feeling of accomplishment so I enjoy facing life's challenges with excitement and enthusiasm. Unhappiness is out! I love taking note of even the little things I accomplish everyday. I expect nothing and am grateful for everything. I work like crazy to give my best because I find happiness from giving my best rather than from the outcome. I'm filled with hope, patience, and anticipation for the future because no matter the conditions, happiness is mine."*

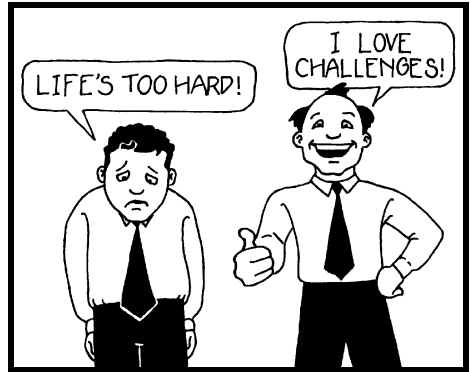


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Possible Key Triggers:

- *“Happiness, I love feeling it no matter!”*
- *“Unhappiness? No way!”*
- *“Happiness is who I am!”*
- *“Happiness is giving my best!”*
- *“Unhappy is out!”*
- *“Happiness is mine!”*
- *“Happy over the small things!”*

Initially, realizing that challenges give life meaning helps move the perspective from the dramatic belief of hating challenges to a more neutral position. But as the feelings begin to shift, it becomes necessary to learn to be excited about challenges. Loving challenges is the only way to completely shift the paradigm that will create happiness no matter the circumstances.



This process of removing the old and childish Underlying Belief Patterns—taking out the bad habits and laying down powerful new perspectives—is what opens our minds to the amazing, beyond human capacities like those of Ken’s human bridge, Amy, and Mr. Michael Jackson. With “EQ” Mastery at our command, the door swings wide open to all the amazing powers of human accomplishment. These Real Powers allow us to not only have success, but also enjoy the entire process of obtaining it along the way.

The Trilogy of Change — Reason, Memory and Emotion

Mastering our greatest asset, our own minds, means keeping a perfect balance of reason, memory, and emotion in everything we do. Each of these has its place in the processes of living and making good decisions.

If we allow our emotions to take total control, our thought processes become irrational and we make foolish decisions. The reverse case is just as negative. If our decisions become totally logical with no emotions, we forget to consider other people’s feelings, as well as our own. We become robots and lose

the emotional system's powerful motivation and drive. The logical choice is not always the right choice, especially when we are trying to manage, live, and get along with other people.

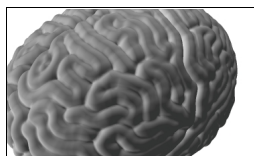
Believing that we should suppress our emotions with the intellect whenever they get in our way, the “Spock” Syndrome, has been one of the biggest factors in delaying the development of Emotional Management. We all know how compelling emotions can be. It is only wise to have them working as powerful motivators, focused and vital to our success, rather than crushed and supposedly out of our way. Emotions are the power by which those with magnetic personalities captivate our complete attention and create that Emotionally Empowered Leadership, where others will gladly follow. When used correctly, emotions are the Pain/Pleasure Anchors that focus our behavior and skills toward our long-term goals.

Memory is also very critical to the reasoning process. Positive habits contained in the memory system allow us to accomplish much more than we could if we had to think each action through first. However, if we let these habits take control of everything we do, we lose the ability to be flexible. And if we develop habits that are harmful, we lose that perfect balance. It is also from memory that we draw information from our own experiences and from others' to make emotional and logical decisions. These memories must be accessible to us. They must be laid down so that they remain easy to recall and prioritized so that the most important information (the big picture) comes up quickly.

**“EQ” Mastery is a perfect balance of reason,
memory, and emotion.**

Who Wants to Keep What's Not Working?

Common sense tells us that we would not continue using a software program that constantly fought against our efforts. We would purge it from our hard drive and buy a new one that did what we wanted. If our computer constantly worked against us, we would replace it with one that did what we demanded. We do not tolerate inferior programming or inadequate computers; however, we often let our minds—our most sophisticated equipment—lead us around totally against our real desires.



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With “EQ” Mastery we no longer have to be stuck in that proverbial rut. Beliefs and emotions and their resulting behaviors can be changed. If a person wants to become a natural born sales person but is afraid of rejection, his or her fear can be eliminated. If a person frequently becomes upset and ends up with a negative attitude, he or she can stop being unhappy. *It is possible to fix the bad programming.*

If we lack the courage to reach the success we deserve, we can stop holding ourselves back by adding the power of great determination to our emotional system. If we have tried to break a habit hundreds of times but are still trying, we can gain the freedom we deserve by getting our brains back on our side. As we begin to understand the full implications of the “EQ” Equation and “EQ” Mastery, we see that nothing is really impossible. The door is open to become who we really want to be.

So Now You Know, Whatcha Gonna Do?

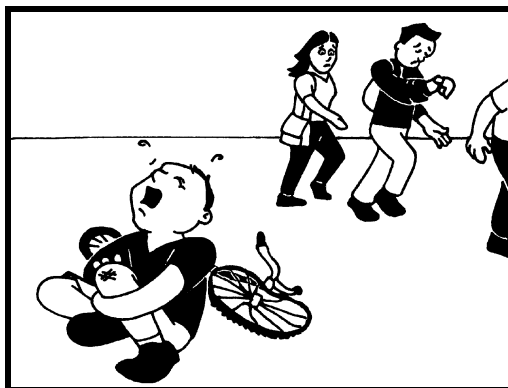
At this point, you should have a good understanding of what needs to be done to get your greatest asset to work with you instead of against you. But knowing and doing, as we discussed, are two different things.

A class of religious students were nearing graduation. The subject matter of their last class was not quite what they had expected, considering the professor was the most respected on campus. In fact, it was a major let down. There were no grand discussions of why and how God created the universe, no dissertations on how there is no beginning or no end. It was just a simple review of the Master Teacher’s life.

The day of the final exam came, and the professor made it very clear that their whole grade would be based on this test. All the students arrived exactly on time, not a minute before nor a minute after, as they had been instructed. They had one hour to complete the exam, and that created a great deal of worry considering that most final exams require much more time. As the students approached the assigned classroom there was a note on the door stating that the room had been changed to a building across campus. After grumbling about losing 15 minutes of their allotted hour, everyone started quickly toward the newly assigned room.

As the students arrived, the professor was standing at the open door. He congratulated them for such a swift race across campus. They had beaten the school record for this class event. He then asked if everyone had made it. The class looked around and found there were three members who were now missing. Without a word about the missing class members, the professor jotted

down their names. He then turned back to the class and asked, “Did you see the young boy who had fallen from his bike at the side of the path and was in tears?” They all acknowledged that they did. “Did you see the old woman at the library trying to carry a heavy stack of books toward her car?” Everyone’s head nodded. “How about the young pregnant woman, who was struggling to put an awkward crib into her car?” Again the answer was yes.

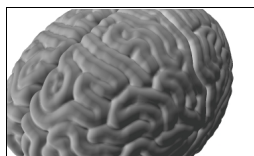


Just then the missing class members walked in, escorted by the young boy, the old woman, and the very pregnant woman. The professor motioned to the people coming in and told the class, “But be ye doers of the word, and not hearers only . . .”²⁰⁴ Needless to say, a significant lesson was learned that day. There is a great difference between knowing what we should do and how to do it and making that knowledge an integral part of our actions. Developing our “EQ” is where the difference lies.

**Be ye Doers . . .
Not just hearers!**

Remember, you will lose 40% of what you learned today within the first half hour, 60% by tomorrow, and 90% by next week. So get started now. Because this level of forgetfulness exists in everyone’s mind, it is important to review the Six Steps to “EQ” Mastery often (See Chapter 28). With 90% of what you have learned gone by next week it is hard to retain everything you have read. *It is important to review this book several times and continue to focus on any areas that may fade as time goes on.*

²⁰⁴ Story adapted from popular religious folklore



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My oldest daughter, who is an avid reader, uses a high-lighter to pinpoint critical information. This not only allows her to find things she wants to review later, but also helps anchor the information more powerfully in her mind. Using a high-lighter requires a double take in reading the material and involves the motor cortex and the visual cortex to mark the text. This creates a higher priority in the brain.

People who have had extraordinary experiences with the “EQ” Mastery Technology have read the book many times and have gained new insights each time as they progress in their level of “EQ” Mastery. Making changes starts with developing Positive Action Statements, so continue to repeat the “Create” Positive Action Statement to yourself. Post it immediately before the commitment to change becomes just one more part of last year’s resolutions.

You now own the tools to shape who you are and who you will become. But remember, at the present, it is only knowledge—you must turn it into wise action. Take the time to evaluate your Emotional Roadblocks, write a powerful Positive Action Statement with Pain/Pleasure Anchors, and use the Memory Stacking Technique to permanently implant the new belief. Post your Key Triggers to empower your efforts and stay focused on your goals long term.

It is no longer necessary to allow our past to dictate our future. All of our fears and phobias, our low-self esteem, and self-doubt can be crushed. We each have the right to believe in ourselves and what we can accomplish. We do not have to wait for fate to shift our paradigm, we have the power to do it ourselves whenever we choose. Our destiny is up to us! Success and Satisfaction are ours for the taking because “EQ” Mastery is Power! If we use it, we will find our behavior becoming what *we* want it to be. *And we’ll find the great success that exists out there for us because we now have the power to turn the things we “have to do” into the things we “love to do!”*



The Six Steps to “EQ” Mastery

Step One: Uncover the underlying inhibiting beliefs.

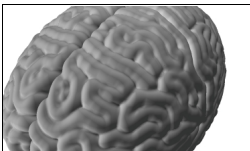
Step Two: Find the Misplaced Pain/Pleasure Anchors and create a Positive Action Statement.

Step Three: Use Memory Stacking to implant the new beliefs.

Step Four: Identify and post the Key Triggers.

Step Five: Overlay the new perspective during any emotional crisis.

Step Six: Revise, personalize and adjust, to change all neural-pathways.



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Chapter 28

The Six Steps to “EQ” Mastery

The following outlines the Six Steps and is a reminder of every aspect, idea, and technique of “EQ” Mastery. It is a quick overview of the many aspects of the Technology and a powerful reminder of how this information can be used to make “EQ” Mastery a part of everyone’s lives.

$$\frac{\text{The "MISSING" Element}}{\text{"EQ"} \text{ over IQ(k)}} = \text{S}^{\text{uccess \& atisfaction}} \text{TM}$$

Step One: Uncover the Underlying Inhibiting Beliefs

A. The “EQ” Equation reminds you to *stay focused on all three fronts*—your *emotions*, your *intellectual capacities* and your *knowledge*. Your real power lies *in your “EQ”* which is at the top of the equation. You are not paid to know but to do, so knowledge really isn’t power. You must focus on managing the emotions, “in the heart,” your “EQ” is the key.

B. Use the equation to look beyond potential behaviors, such as losing your temper, wanting to run and hide, or being totally exhausted from pressure, to uncover the false Underlying Belief Patterns that create them. It is critical to identify the conflicts between knowledge, intellect, and the emotions, such as the paradox of wanting to live happily ever after verses your desire for challenges in your entertainment. It is the Main Processor that loves the Unresolved Question, so use its powers to find the Paradoxical Thinking.

C. Remember that the Main Processor and Sub-Processors move information so quickly that you must use Restating Decision Making to stay focused. Don’t get diverted and end up in the dreaded, “question to the question” stress circle.

D. Keep in mind that you must take step one before step 700. Work on only one issue at a time to be most effective. Becoming overwhelmed means failure. Don’t give up. Working on one issue at a time, however, can leave other weaknesses in need of attention. It is critical to offset them. Find other people to give you

strength in those areas, just as the right brain/left brain business partners did, so weaknesses don't hold you back. This means you don't isolate yourself.

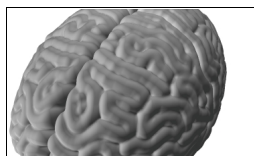
E. Eliminate self-doubt and key in on self-confidence by believing in the mind's massive powers. Remember Amy, the "human bridge," and Mr. Michael Jackson. To do this, you must remove the blockage of past negative inputs. What you believe about yourself is projected to the world, and the world responds, as confirmed by the "little boy" story.

F. The two computer systems, the emotional and intellectual, will fight if they are not in sync. The mathematical formula of the "EQ" Equation reveals why you have been divided against yourself for so long. Weaknesses can now be changed into strengths because the equation helps you locate the fractional nature of your mental state of mind, so you can stop fighting with yourself over the truth. You created what you believed to be "the truth" in the first place. To fight effectively for your "truth," it must be the real truth, not a lie.

Step Two: Find the Misplaced Pain/Pleasure Anchors and Create a Positive Action Statement

A. Your behavior-modifying Pain/Pleasure Anchors are often misplaced because of input you received early in your life. But remember, "Life was not designed to be fair." As you dig through these anchors, it does not matter who placed these anchors or when. What matters is what was placed, where and how. Since these misplaced anchors motivate you to seek things opposite of what you really want, you must determine *what* they are and *where* they are interfering with your success so that you can plan *how* to replace them. The intellectual part of the brain is used to find the "what" and "where," but the "how" requires powerful emotions to stand against these Misplaced Pain/Pleasure Anchors. Remember, they are just little programs that you created in the first place.

B. Do not allow the intellectual mind to justify the false beliefs that surge up from the emotional mind. These false beliefs are most likely only "childhood programs," but they can cause you to neglect your goals. Fake Pain is a powerful motivator, but it is just "bull." From now on, *you* decide how you feel, not *circumstances*, so get out of the "Groove." Do what Yoda had Luke do: Take out the "Dark Side" of yourself. Learning from life's misfortunes increases your value, so change is the key.



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C. After learning where these anchors are, design a Positive Action Statement with the new Pain/Pleasure Anchors, addressing the detail, logical, overall perspective, and emotional areas of the brain to crush the “great shield” of the inhibiting Underlying Belief Patterns. Be cautious of the “Spock Syndrome.” Crush the false belief shield, not the emotions, which you need for powerful motivation.

D. Research on multiple personality cases proves you have the right, ability, and power to restructure your brain to get the “EQ” in sync with the IQ and knowledge, and to find and develop your natural gifts.

Step Three: Use Memory Stacking to Implant the New Beliefs

A. While evoking the new pain and pleasure emotions, use self-talk and Memory Stacking as you anchor the new belief. Use all of the different brain systems: Hearing (left hemisphere); reading (rear and left brain); speaking and writing (motor cortex and left hemisphere); and visualizing (right brain).

B. This process involves not only memorizing the Positive Action Statement with substantial repetition for at least 21 days, but also repeating the Positive Action Statement to yourself with incredible emotions until it is anchored in the emotional center. Remember the Instantaneous Response Centers are powerful and naturally resistant to change. It is your mind, but it took some time to program it the way it is. Think of disciplining a child. *Consistent persistence* is the key to correction. Internalizing the new beliefs to change behavior with re-anchoring is similar to this. Be cautious of false expectations. Having patience is a success virtue; this process requires stimulating new brain fiber growth, which takes time.

C. An example of this anchoring is when you get a song “stuck” in your head, with powerful emotions. Just like Annie’s, *The Sun Will Come Out Tomorrow*. The old programs cannot be erased or deleted. Remember “Zap”—habits are hard-wired and must be overwritten. Keep in mind they are quietly automatic (have you ever driven six blocks without noticing?). They must be replaced consistently over time.

D. It is essential that the *real* emotions are evoked as the Positive Action Statement is being established, or the new Pain/Pleasure Anchors will not take hold. Think of the mouse pleasure lever, as well as the emotions of Socrates

putting the young boy's head underwater. "Wannabe" motivation is not enough. Intellectual affirmations alone don't succeed because they fail to attach the real power—the emotions.

E. Identify your true motivations, from the general to the specific, and make sure that they have a proper connection to your long-term goals. Don't be fooled by the emotions of the moment. Make the big picture long-term success.

Step Four: Identify and Post the Key Triggers

A. Reduce the Positive Action Statements to Key Triggers that automatically evoke the new emotions. As the Positive Action Statements become incorporated into the mind, the words become far less important than the feelings and beliefs that are evoked. For example, saying the word, "Jerk" under your breath as someone walks by conjures up a whole concert of ideas, feelings, and actions without saying another word.

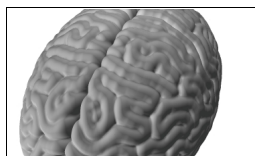
B. The Key Triggers for any Positive Action Statement may vary from person to person. Key Triggers are very helpful when the pressure is on to instantly change who you want to be.

C. Commitments fade because of the Short-Term/Long-Term Memory connection and the 40%, 60%, 90% forgetfulness process. So post the Key Triggers where they will be constantly seen (remember Richard Dreyfuss and his trashed living room.).

D. Avoid the mind's Filtering system by moving and changing the colors of Key Triggers often. Consider the watch alarm reminder method. If you connect your Key Triggers to a cartoon, or visual mental picture, such as the "Fake Pain" pinch or the scab, the impact on the mind can be even greater.

Step Five: Overlay the New Perspective During Any Emotional Crisis

A. To see any permanent change in Underlying Belief Patterns and Pain/Pleasure Anchors, they must be able to be evoked when under emotional pressure. Primarily, this ensures that they are implanted in the appropriate neural-pathways and it judges their effectiveness. Remember, memory refreshing



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can bring up positive or negative behavior, so catching the Instantaneous Response Centers in action is critical to overwriting the new program.

B. When a situation that typically creates pressure ceases to be a crisis, the Positive Action Statement is working. To get to this point, however, you must sufficiently anchor these new feelings before the crisis occurs so that they are fully accessible. Many times, performing steps three (Use Memory Stacking to implant the new beliefs) and four (Identify and post the Key Triggers) will have modified your normal response to a crisis before you are faced with it.

C. Consider that forcing the behavior you're trying to re-anchor inhibits or reverses your progress, so implant the new beliefs first and then let the behavior follow. Remember how we can learn to love to exercise.

D. Remember that peptides and the Chemical Response Centers change mental powers. Make sure your brain chemistry is reliable with appropriate nutrition. Don't leave the mind in chaos at the end of the day with unresolved problems or frustrate yourself by depleting your GABA during this re-anchoring process. Sound sleep is critical for this physical restructuring as is breaking your fast in the morning with nutritional food. Getting frustrated or mad just connects one bad habit to another.

Step Six: Revise, Personalize and Adjust, to Change All Neural-pathways

A. Evaluate the Positive Action Statements as you use them for necessary revisions. Remember, it's great to love challenges, but it's dangerous to love your decisions too much, especially since 50% of decisions are usually wrong. This includes not loving your Positive Action Statements too much either. Be cautious of the "Little Baby" Syndrome. Make whatever changes are necessary until all connecting neural-pathways are completely adjusted, and the paradigm is shifted throughout the entire file cabinet system.

B. Remember the 80/20 Rule—procrastinate the least important things and do first things first. Look out for the "Silly" List. Make a consistent "fix it" time for your Positive Action Statements because *your* destiny is up to *you*.

C. When your conscious mind is watching, you may think the pathways are adjusted, but when you stop paying attention, the habits return. As you project

your newfound perspective toward your Emotional Roadblocks, you may find missing elements in your Positive Action Statements or in how you evoke the appropriate Pain/Pleasure Anchors. Remember the length of the Revised Sales Positive Action Statement due to additions and corrections? Change and add to these statements as needed to satisfy all the key brain areas—logical, detail, overall perspective, and emotional.

D. Don't forget to immediately take note of any critical adjustments that may come from the unlimited subconscious mind as you drift off to sleep or awaken. Ideas generated at these times can be incredibly valuable. Also get wise advice from others. The old school habit of "isolated testing" is bull. "Looking on someone else's paper" (asking for input, working with others) is not cheating because the one who gets the best advice wins.

E. These adjustments are critical to creating permanent changes to your behavior. They can be seen as having a second or third plan. When the new beliefs are defended automatically by your mind, the shift has started to take place.

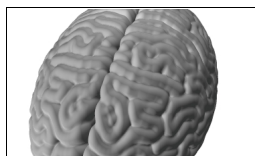
F. Remember the new philosopher says, "I think, therefore I am capable of changing who I am." So say, "I think I can, I know I can," then do it!

"EQ" Mastery Goal Targeting and Attainment Worksheet Instructions

(the worksheet follows these instructions)

Write the goal that you wish to accomplish on the Targeted Goal line. Be as specific as possible. "I want to make a lot more money," as a goal would fit into that "wannabe" motivation category. Your goal needs to be more focused and targeted. The goal, "Become an Author," would be an improvement but it needs to be even more specific. "Become a published author of self-help books," as a goal creates a lot more clarity. Thousands of people become authors in the loosest sense of the word by writing manuscripts which are never published. Knowing in advance that the goal is to write something that will be worthy of publication can help from the very beginning. The addition of the genre "self-help" books adds even greater targeting.

"I want to lose 15 pounds of fat and keep it off for two years!" A goal written with this type of specifics will not only help in the attainment process but it makes identifying the steps to accomplish it much easier. There are many ways



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to drop 15 pounds. You can lose 15 pounds of water and muscle mass by just starving yourself for a while. But ultimately this will most likely just make you fatter in the long run. The water lost returns almost instantly when you start to eat again and with less muscle mass to burn the increased calories you consume (when you can't force yourself to starve any more) causes your fat level to soar. The targeted loss of fat, as well as keeping it off for two years, as the goal, makes the process much more targeted.

Once you have the goal as specifically targeted as you can, the motivation behind the goal must be checked. You must identify exactly "why" you want this goal, so list the emotions that you have behind it. This step is critical. There must be sufficient emotional power to follow through with the effort involved. If you can't find the emotion, or at least figure out how to Memory Stack sufficient emotions behind the goal, there is no reason to set yourself up for failure. Stop now and start looking for a more worthy goal to spend your time on. "Wannabe" motivation is a killer of real happiness. If you can't find the emotions, then ultimately you really don't want this enough. It is one of those false beliefs that cause grief. Wisdom would say set it aside.

Once you have the emotions behind the goal written down, begin noting each of the specific steps you will need to take to reach the goal. Don't leave any part of the process unwritten. You don't want to be blind sided by a step that may be a powerful roadblock like Carol and her recruiting trauma. Being very specific with the main goal as discussed earlier helps in this step building process. One of the first steps must include some type of research to determine the viability of the goal. If becoming a published author of a "Rocky" type of book is the goal, a quick check into the book industry would let you know that you may be able to write such a book, but no one will publish it, because the topic is presently dead. Maybe in 30 years it will again become something of interest to the general public. This first step of research then lets you decide whether you are willing to wait 30 years for the published part of your goal to be realized.

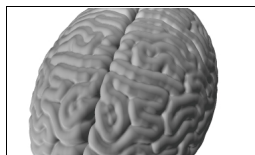
Now that you have each and every step of your plan laid out, it is time to see how you feel about each step. If the only way to keep off those 15 pounds of fat for the full two years is to exercise 3 days a week and you dread that, then you have identified a major roadblock to your success. Use the power of your imagination to project yourself into each step fully. Don't just slip past this process quickly thinking you'll just do fine; emotions are a powerful motivating force for good or bad. Use this process with all three plans.

With how you feel about each step written down, mark each that will be a roadblock to your success and write them at the bottom of the worksheet. At this point you can compare the overall goal motivation you noted at the top against

the combined negative emotions of the roadblocks. Carol's excitement about owning her own real estate office could have been compared to the powerfully negative emotions of the required recruiting step. No money and very little energy would have been expended up to this point by using the goal worksheet.

If you have been ruthlessly honest, the blinders should have come off, but don't miss the critical step of getting advice from others. Discuss your step by step plan and emotions with as many trusted advisors as you can. Being blind sided by a powerful emotional roadblock can be quite harsh.

If, with the goal worksheet completed, you find no emotional roadblocks and sufficient goal motivation, post-it and say "I Think I Can" and then do it. If, on the other hand, you find a few of those inhibitors, turn to the "EQ" Mastery Pain/Pleasure Anchors and Positive Action Statement Worksheet and start the process of taking these roadblocks out of the way.



“EQ” Mastery Goal Targeting and Attainment Worksheet

Targeted Goal _____

Emotions Behind the Goal _____

<u>Steps Plan #1</u>	<u>Feelings</u>	RB
_____	_____	[]
_____	_____	[]
_____	_____	[]
_____	_____	[]
_____	_____	[]
_____	_____	[]
_____	_____	[]
_____	_____	[]

<u>Steps Plan #2</u>	<u>Feelings</u>	RB
_____	_____	[]
_____	_____	[]
_____	_____	[]
_____	_____	[]
_____	_____	[]
_____	_____	[]
_____	_____	[]
_____	_____	[]

<u>Steps Plan #3</u>	<u>Feelings</u>	RB
_____	_____	[]
_____	_____	[]
_____	_____	[]
_____	_____	[]
_____	_____	[]
_____	_____	[]
_____	_____	[]
_____	_____	[]

Advice received: # of persons - [] 1 [] 2 [] 3 [] 4 [] 5 [] 6 [] 7 [] 8

List Steps Checked as Road Blocks for all Three Plans

_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

Printable full size 8 1/2 X 11 version is available on the web at www.eq-mastery.com

“EQ” Mastery Pain/Pleasure Anchors and Positive Action Statement Worksheet Instructions

(the worksheet follows these instructions)

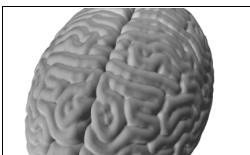
Write the road block you are working on changing, on the Targeted Road Block line. This can be something you have previously identified or from the Goal Worksheet. If there are several different road blocks from the Goal Worksheet, use a separate worksheet for each different road block.

Every emotional road block can be tied back to one or more Underlying Belief Patterns which evoke the emotions that inhibit success. Identifying the false belief is highly critical to the whole process. Take ample time on this part, including getting advice from others. Often our intellectual mind has done such a great job justifying our emotional road block, that the Underlying Belief Pattern is either obscured or so well set that it actually seems to be true. This is where those fragments of “the truth” are combined with a powerfully implanted lie. People close to you are often very helpful with separating these partial truths if they know you will not be defending your “little baby”. Dissecting these partial truths can be a trauma if you do not properly prepare your mental state of mind to do some digging. If there is more than one Underlying Belief Pattern for this road block use a second sheet for each additional Underlying Belief Pattern. They will each have their own set of Misplaced Pain/Pleasure Anchors.

Once you have identified the Underlying Belief Pattern then start looking for the Misplaced Pain/Pleasure Anchors. Usually there are both types, pain and pleasure. Remember my Anticipated Fear (pain) of rejection from thinking about making the phone call, then the sigh of relief (pleasure) from finding an excuse for not needing to make the call right now. Both were powerfully attached to the fear of rejection roadblock. Look closely for each different pain and pleasure anchor that causes the emotions that inhibit your progress, there may be several of each.

Now that you have the Misplaced Anchors it’s time to figure out how to reverse them. Flip/flopping these anchors is the only way to make permanent change possible, so note each and every way you can reverse them.

Make a list of words that you can use to *empower* your actions with your self-talk. These are words that will be used for the pleasure side of the re-anchoring process. They must be emotionally attached to your present thinking processes, words that give you that positive feeling. You may want to use a thesaurus to find as many as of these words as possible. You will only use those that fit the pleasure re-anchoring, but it is wise to have a large and diverse number of words from which to choose.



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The next list is similar, except these words are used to produce emotions that will *inhibit* actions. Remember, we use a lot of these in our day to day self-talk and they are almost subliminal. Again, make a large and diverse list to choose from.

At this point you are ready to begin writing the first draft of your new Positive Action Statement. Remember to make sure it covers all Four Key Areas of the brain: logical, detail, overall perspective and most importantly, emotional. Don't try to make the Positive Action Statement short. The mind usually needs a lot of convincing to change its perspective.

Using a tape recorder to play the Positive Action Statement over and over again is a good place to begin memorizing it. Then as you use it, remember to make additions or changes to cover all the objections your mind will bring up. Don't forget to use all the different inlets to the mind: reading, speaking, writing, hearing and visualizing. Use great emotion. Then as you begin to get the Positive Action Statement set in the mind you can choose your Key Triggers and post them. Make sure to change their look and position often to avoid Filtering.

“EQ” Mastery Pain/Pleasure Anchors and Positive Action Statement Worksheet

Targeted Road Block (from the Goal Worksheet) _____

False Underlying Belief Pattern _____

Misplaced Pain/Pleasure Anchors:

Pain

Pleasure

Flip/Flop Pain/Pleasure Anchors:

Pleasure

Pain

Emotionally Empowering Self-talk Words:

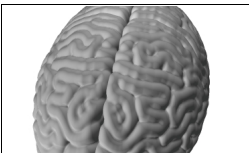
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____

Emotionally Inhibiting Self-talk Words:

_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____

New Positive Action Statement:

Printable full size 8 1/2 X 11 version with complete instructions available at www.eq-mastery.com



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Appendix I

“EQ” Mastery Positive Action Statements & Key Triggers

“Happiness” Positive Action Statement:

“Happiness isn’t an event; it’s a state of mind that I create, and I love feeling it. I know that all types of challenges not only give life meaning but are powerful opportunities for me to enjoy that great feeling of accomplishment which I take note of every day. I expect nothing, yet I’m filled with hope because no matter the conditions, happiness is mine.”

“Updated Happiness” Positive Action Statement: “Happiness isn’t an event; it’s a state of mind that I create and I love feeling it. I hate feeling unhappy so I choose not to allow any circumstances to determine how I feel. I own my feelings so happiness is who I am! I know that all types of challenges not only give life meaning but are powerful opportunities for me to enjoy that great feeling of accomplishment so I enjoy facing life’s challenges with excitement and enthusiasm. Unhappiness is out! I love taking note of even the little things I accomplish everyday. I expect nothing and am grateful for everything. I work like crazy to give my best because I find happiness from giving my best rather than from the outcome. I’m filled with hope, patience, and anticipation for the future because no matter the conditions, happiness is mine.”

Possible Key Triggers: *“Happiness, I love feeling it no matter!”*

“Unhappiness? No way!” “Happiness is who I am!” “Happiness is giving my best!” “Unhappy is out!” “Happiness is mine!” “Happy over the small things!”

"Nutrition" Positive Action Statement:

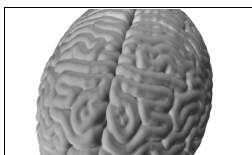
"I love having great clarity, powerful decisiveness and the mental energy I need to succeed, so I enjoy eating foods that can provide the nutrition my brain needs to function at its very best. I know that thinking positive thoughts is critical to my success but my brain also needs the chemicals that help create the feelings of happiness I enjoy. I hate eating junk food or skipping meals because it stops me from being at my best. I love the increased mental powers that eating healthy foods can create because I can make decisions quicker and with greater accuracy which frees up some time to accomplish even more of what I would like to do. I hate feeling fatigued, mentally drained and unable to focus, so I enjoy having cravings for the nutritious foods that both my brain and body need."

Possible Key Triggers: *"Nutrition, mental powers!" "Eating right brings greater clarity!" "Junk food kills my focus!" "Nutrition, greater happiness!" "Healthy foods, quicker decisions, more time!" "Junk food and fatigue, no more!" "Quality food, quality mind!"*

"Step by Step Emotion" Positive Action Statement:

"I hate it when the mental roadblocks I create in my own mind stop my progress toward my ultimate goal, so I enjoy placing positive emotion behind each and every step along the way. The emotion behind my long term goal is great and necessary, but I refuse to let even one step stop me just because of how I may temporarily feel about it. I hate being stuck, so I change the way I feel so I am always moving forward. I love the power my emotions give me to turn the things I have to do into the things I love to do. I get excited about and enjoy each step I take to reach the success I desire because of the positive emotion I have behind the steps."

Possible Key Triggers: *"Step emotion is powerful!" "I love the things I do!" "Excited about each step!" "Enjoying each step to my goal!" "Steps are roadblocks, never!"*



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“Mistakes” Positive Action Statement:

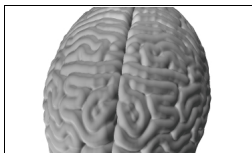
“I refuse to anguish over any mistake, instead I love to learn from them. It is impossible to change the past so dwelling on the fact that a mistake has occurred is a foolish use of my energies. I can, however, change the future so I enjoy the added value that learning from a mistake and then changing because of the experience can give me. Making mistakes is part of learning and growing, two very valuable things that are far from being bad, so I love quickly learning from the experience so it keeps me from repeating the same mistake over and over again. I refuse to fear or worry over making a mistake because it is just an unavoidable part of the human experience. I love the idea of just accepting this reality, just as long as I learn from any mistake so I increase my power and value. Changing from a mistake not only helps me be wiser but it gives me the power to help others keep from making the same mistakes in the future as well; this gives me even greater value. I refuse to feel upset or embarrassed just because I made a mistake (big or little) because it is a waste of energy. I know that greater success and happiness can come from focusing my attention and emotion on solving the problem and pressing forward, instead of losing energy and my focus by tearing myself apart or beating myself up over a mistake. Always being right or trying to be immediately perfect are certainly not more important than continually working toward the end results I desire, so I will not waste my time wallowing. I love having a positive attitude even when I or others slip up. Making a mistake along the way is okay because I always change and add value.”

Possible Key Triggers: *“Adding value, learning from mistakes!” “Slip up, no pain, just fix it!” “Always changing from mistakes, adding value!” “Mistake, hate feeling bad, love learning!” “I resolve, not lament!” “Mistake, oh well, greater value time!”*

“Fake Pain” Positive Action Statement:

“I will not let what people do or say, or what happens, change my good feelings. I owe it to myself to feel happy. I love my life and the opportunity I have to experience its roller coaster of events. Happiness is who I am, so I refuse to feel Fake Pain any more, I just won’t. All the torment it has caused me wasn’t even real all those times! I made it up in my imagination; it’s not real, it’s fake, so no more. Any real pain I will face with gladness and patience because I always choose to enjoy my life. Happiness is a state of mind I create and now that I understand the real truth about Fake Pain, I will be free from discouragement, depression, anguish and despair, four negative, very unproductive emotions that have smothered and frustrated the real power of who I am, and I will endure them no more. Why would I want to make myself miserable any more than I would force myself to feel pain by pinching myself over and over again? I refuse to let feelings from challenging circumstances or people’s bad behavior take away my power. I will not! Fake Pain is out! I choose to take my life’s journey filled with happiness because it is up to me. I love feeling great about every aspect of my incredible life with all its powerful challenges.”

Possible Key Triggers: *“Fake Pain, I hate it!” “Pinch me, Fake Pain is out!” “Fake Pain kills my power!” “Anguish? No way!” “Why be unhappy, no Fake Pain!” “Life is incredible without Fake Pain!” “People’s behavior isn’t pain!” “No more self-torment!”*



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“Customer Service” Positive Action Statement:

“The customer may not always be right, but that’s okay with me because it doesn’t matter. I enjoy the challenge of making sure that they always leave my care with that ‘feel good feeling’ so they want to come back. I know that’s what my employer wants, because the customer will come back to spend more money and that is what puts food on ‘my’ table! Doing my best to make the customer happy is more than fair to me because I’m helping myself while helping them. I enjoy helping people feel happy! When customers are rude and upset I don’t let their irritation rub off on me! I know their negative attitude has nothing to do with my personal quality of service. Plus I get a kick out of seeing if I can give every customer, even the nastiest ones that ‘feel good feeling’. I refuse to let anyone determine how I feel, except me, and I love feeling happy. So bring them on!”

Possible Key Triggers: *“Make’em feel good!” “Right? No matter!” “Fair? Food on my table!” “Upset? No, I choose my feelings!” “Let them vent, they’ll feel better!”*

“Anticipated Fear” Positive Action Statement:

“I refuse to let my imagination bring up a feeling of fear from any situation I face, instead I love using the great powers of my imagination to focus on creating solutions. I know movies are fake but they can create feelings through my imagination. When I am dealing with a real life problem I refuse to let my imagination wander from its powerful focus on creating enjoyable solutions. I hate having fear about the future and I hate how it stops me from trying. Anticipated Fear is out, it kills my power, so no more. Whenever I ponder the future, I look for the possibilities with excitement through my powers of visualization. I never create fear as I watch for the possible roadblocks, instead I quickly use my mind without fear to find resolutions.”

Possible Key Triggers: *“Excitement! Anticipated Fear is out!” “Imagination is for solutions, not fear!” “Fear kills power, solutions win!” “Visualize the possibilities, not fear!” “I Quickly focus on the solutions!”*

“Emotions of the Moment” Positive Action Statement:

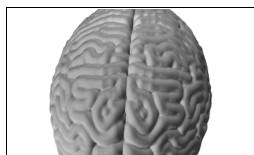
“I refuse to allow how I feel for the moment to destroy the possibilities of what I really want in the future. When any success inhibiting emotions surge up in me, I get a kick out of immediately testing them against how they could affect my future desires before I ever let them affect my actions. I hate it when the things I do now hurt my future happiness and success all because my momentary feelings were out of whack with what I really want long term. No matter how bad things may look for the moment, I refuse to give in to negative feelings that could hurt my progress. If my feelings are in sync with my long term desires and are moving me toward my goals then they are welcome in my life. If not, I replace them instantly with those that will help me succeed. I hate all those times when momentary feelings have damaged my future success and happiness. I really enjoy it when all of my emotions are focused toward what I really want for the long term, when the emotions of the moment are exactly the same as the emotions focused on the future. I love it when I am in sync with myself.”

Possible Key Triggers: *“Successful momentary feelings are welcome!” “I test the moment against the future!” “I synchronize my emotion!” “Unproductive momentary feelings are out!”*

“Discipline” Positive Action Statement:

“I love helping my children gain “EQ” Mastery so they have the power to succeed and choose their own happiness. I hate it when I let opportunities pass where I could help my children build their “EQ”. It gives me great pleasure to devote the necessary time to discipline the choices they make over their emotions so they can gain the skills themselves to be a master of their emotions. I love sacrificing the effort now rather than suffering and seeing them suffer some time in the future. I enjoy watching them grow as they choose to place their emotions behind their happiness and success rather than destroying them.”

Possible Key Triggers: *“Building “EQ”, discipline emotions!” “Teaching my kids to choose happiness!” “Build “EQ” now or suffer later!” “Discipline the creation of happiness!”*



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“No Artificial Success” Positive Action Statement:

“I refuse to swindle my future success and happiness by adjusting my “EQ” or IQ for the moment with artificial stimulation or sedation. Instead I get greater pleasure and satisfaction from focusing my efforts on permanently building and expanding the powers of my “EQ” with the “EQ” Mastery Technology so my Success and Satisfaction are not only real but permanent. I’m always focused on building my “EQ” because I hate the feeling of needing to run from what I know I need to do or the frustrating feelings I have about life. So no more, I will no longer hide from who I presently am. Instead I will focus my energy on becoming who I really want to be. I can’t do that unless I am fully alert and aware of my weaknesses so I can focus on overcoming them. I will pick one to work on and stop nagging myself about the others until I can focus on replacing them. I refuse to be fighting against myself and my future. Artificial sedation and stimulation are out!”

Possible Key Triggers: *“Swindle my future, no way!” “I refuse to hide!” “Permanent “EQ”, artificial is out!” “Stop nagging, build “EQ”!” “Fight against myself, never!”*

“Power of the Brain” Positive Action Statement:

“It’s incredibly exciting to me that my brain has an almost unlimited capacity and such an immense ability to change. These powers fill me with great feelings of hope that I can succeed so I earnestly strive to develop all of its powers. I love eliminating roadblocks by believing in my mental powers and abilities. I refuse to defeat myself by believing in any of the negative things that usurp my powers, I just won’t. When I think about Amy (just a regular person) being able to hold all that weight suspended between the two chairs it makes me feel powerful too. I refuse to keep any false beliefs that inhibit my power, so I enjoy replacing all of them with the real truth so I can create freedom from destructive thoughts and unleash my unlimited powers.”

Possible Key Triggers: *“Immense powers, roadblocks are out!”
“Amy, beyond human powers!” “Ending false beliefs, unleashing
unlimited powers!” “Negative beliefs are out, success powers are in!”
“I hate mental roadblocks, love my immense capacity!”*



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“Exercise” Positive Action Statement:

“I ‘enjoy’ the added energy exercising gives me everyday. I ‘love’ the way it makes me ‘feel’, more energy, greater blood flow to my brain, sharpens my thinking skills and it makes my lungs feel ‘stronger’. I ‘like’ being able to tie my shoes without losing my breath and my clothes ‘feel so much better’. I ‘hate’ the way being fat makes me ‘so miserable’. Exercising isn’t ‘misery’, it’s fat and poor muscle tone that can ‘hurt’ me in so many ways everyday. I ‘hate’ it and I’m not doing it anymore. Exercising can make me ‘free’ from this ‘embarrassment’ and ‘misery’. And there’s always time to exercise everyday, because it adds time to my life. I love making sure I will have good health later in life by caring for my body now. It gets rid of cholesterol, quickens my thinking, makes me more alert, gives me ‘greater energy’ to do what I want and lengthens my life. The time spent has so many advantages, how can I help but ‘enjoy’ it! I ‘love feeling stronger’, more ‘powerful’, lighter and being in better shape. Exercising makes me ‘feel great!’”

Possible Key Triggers: *“Always time to exercise!” “I hate fat, so I love exercising!” “Exercising, freedom from misery!” “Oh the values of exercising!” “Exercising, I love the added energy!” “Exercising, my clothes (will) look great!”*

“Power of Changing Beliefs” Positive Action Statement:

“It is clear that what I believe, whether it is true or not can make or break my success so I enjoy the added power that replacing negative or inhibitory beliefs provides me. I am tired of my great powers being crushed by false beliefs, so I love replacing anything that is hurting my success with the powerful positive beliefs that are truly best for me. It is amazing that ‘if I believe’ I am powerless, then ‘I become’ powerless, so I refuse to think that way anymore! False beliefs are out! I enjoy evaluating each and every underlying belief and crushing those that kill my power or inhibit my success. Greatness starts as a thought process so I love the positive beliefs that provide me the power to succeed with happiness.”

Possible Key Triggers: *“False beliefs are out!” “Positive beliefs cause power!” “Negative beliefs can break my success!” “Powerful positive beliefs only!” “Positive beliefs create greatness!”*

"Fat Reduction" Positive Action Statement:

"I hate being overweight and feeling unattractive. I despise not fitting into what I would like to wear or 'growing' out of my clothes. These loathsome feelings are a result of not eating the way I know I should. So no more! Instead of despising my body, I love eating exactly what I know will make me feel and look the way I want. I love that feeling so I choose to enjoy it. I will no longer allow food to destroy my health or happiness. Junk food is not worth the damage or pain it can cause my body. I enjoy fresh produce, lots of delicious vegetables, fruits and grains. Not only do I enjoy how delicious and refreshing they taste, but they give me energy to accomplish all the things I want to. I hate the feeling of guilt I get when I eat too much fat or junk food so no more! Instead I love to snack only on things that are good for my health. Guilt is gone. I love the freedom and satisfaction I feel from not eating too much, which is not necessary since I always eat the foods that give me more energy and a greater sense of well being."

Possible Key Triggers: *"Eating good, looking good!" "I refuse to let food destroy my health!" "Eating right every day, feeling good!" "Loving healthy foods, the guilt is gone!" "Eat too much? Never!" "Fruits and veggies, feeling great!"*

"Planning to Decide" Positive Action Statement:

"I know that if I leave my mind in a shambles at the end of the day I can cause myself to be less successful. My sleep can be wasted and I become less able to function wisely. I refuse to allow myself to be weakened by confusion so I love creating greater focus by planning daily when I will make certain decisions. When a plan is in place I can let go of those things that would normally just keep running over and over again in my mind. I enjoy greater peace and far more mental powers when I remove the Unresolved Questions that can interfere with my sleep and thinking abilities. I hate stress dreams or tossing and turning all night, so I always set aside a time to decide. Daily planning feels much more peaceful and is wisdom at its best."

Possible Key Triggers: *"Daily planning is peace of mind!" "Planning, sound sleep!" "Confusion is out, planning is in!" "Planning Unresolved Questions creates power!"*



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“Power to Restructure” Positive Action Statement:

“I love the fact that the brain can be changed, it’s in the genetic code, so I don’t believe the old lie that I have to stay the same. It just isn’t true so I’m free to become who I want to be. I’ve hated the idea of being stuck in the same old thinking patterns, so I won’t be stuck anymore. I own the right to change so now I change with absolute confidence in who I will become and I enjoy working on becoming more powerful everyday. The past does not own me, nor do the habits I may have had. I can and will change because I love expanding my own possibilities. I own the right to restructure my brain so I can think just exactly how I need to. The neuro-nets all belong to me, I am not their prisoner because they are there to serve and help me accomplish my goals. They were never meant to stand in my way! Change is now the name of my game because there is nothing from the past that can hold me back. My greatest asset, my mind, is on my side. Change is mine and so is success.”

Possible Key Triggers: *“I own my neuro-nets!” “No prisoner, I’m free to change!” “Being stuck? Never again!” “Bad habit? Restructure!” “The past has no hold, freedom for me!” “Genetics, confidence for change!” “My greatest asset is on my side!”*

“Healthy Thoughts” Positive Action Statement:

“I love feeling healthy so I always choose to think positive thoughts. I know that my mind and immune system are directly connected and what I think can greatly affect how well my body responds to illness or disease, so I refuse to think negative thoughts. I hate losing my health so I make sure I have a happy day everyday so I can keep the doctor away! There is no doubt that in the past I have drained my physical and mental strength and have caused myself illness by being overwhelmed with negative thinking, but not anymore. I refuse to give in to unhealthy thoughts that could destroy my happiness. I love finding reasons to make happiness my constant state of mind so I can enjoy the best health my body can create.”

Possible Key Triggers: *“Positive thoughts, healthier body!” “Negative thinking is out!” “Happier day, doctor away!” “Draining strength? No more!” “Unhealthy thoughts? Never!”*

"Imprint" Positive Action Statement:

"My kids deserve to have the positive imprints that will help them every day of their lives, so I enjoy taking careful inventory of the traits I could pass on. I love the idea of my children enjoying the power of having only my 'positive' traits so I refuse to knowingly pass any of my bad traits along to them. I love to compliment my children and any one else every time a positive trait that could greatly improve my kids lives shows up. Since I know my kids are more apt to follow my actions than what I tell them, I always focus positive emotional power on my helpful traits and down play those that are not. I do this by carefully expressing emotionally (not as a lecture to them but out loud to myself) my own dismay when one of my bad traits slips out. I know that if they can understand from what I say to myself why such a trait makes me weaker, then they may gain the power to bypass it as an imprint. It gives me great joy to save my children from the pain my negative traits have caused me."

Possible Key Triggers: *"Positive imprints only!" "Refusing to pass the pain!" "Emphasize the positive, out with the negative imprints!" "The power of only positive traits!" "Bad traits end with me!"*

"Leadership" Positive Action Statement:

"I love making my excitement infectious so others will enjoy working to help me find the success I seek as I help them find success as well. I refuse to use the old out-dated tactics of manipulation or force to negatively affect those around me. I enjoy working in an environment of enthusiasm so I always try to create that same feeling for those I work with. I know how it feels to be manipulated or forced so I hate using such tactics on others. It is clear that people who are positively influenced are much more willing to give greater effort than those who are threatened or negatively motivated, so I enjoy using persuasion to help people be more successful. I know how important others are to my success so I no longer expect people to do what it takes, instead I inspire them with excitement and enthusiasm so they will gladly follow."

Possible Key Triggers: *"Excitement is infectious!" "Manipulation or force is out!" "Greater effort comes from enthusiasm!" "Inspiring so others will gladly follow!"*



our Brain You Own

“Positive Thoughts” Positive Action Statement:

“I know that negative thoughts can send my brain chemistry crashing down because negativity breeds more negativity, so I refuse to make myself feel unhappy by thinking negative thoughts. Instead I think positive thoughts so my brain has the chemical power to make me feel the way I want to feel, happy and hopeful. I love looking for and finding the positive in everything. When I think positive thoughts - I feel happy, hopeful, calm and peaceful, despite the circumstances that surround me. I love feeling this wonderful emotion. I not only enjoy feeling happier from thinking positively but I know that the increase in positive brain chemistry will help my mind function more effectively when solving my problems. Negative thoughts suppress my creativity and inventiveness. I hate how my mental and emotional energy drains away when negative brain chemistry takes over, so I avoid negative thinking at all costs! I enjoy making positive thinking the rule rather than the exception and I refuse to be drained negatively anymore. When I am contemplating what could go wrong to prepare for the worst, I do it by being excited about finding a solution rather than letting negative thoughts cloud my judgment. I ‘can’ think positive, I ‘will’ think positive, positive is who I am because I love ‘being’ a positive person!”

Possible Key Triggers: *“Unhappy thinking? Never!” “Chemistry crashing, no more!” “Negativity drains power!” “Positive thoughts forever!” “Effectiveness is positive brain chemistry!” “Negativity suppresses creativity!” “Excitement wins!” “Positive is who I am!”*

“Preparation” Positive Action Statement:

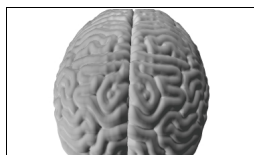
“I know that thinking or hoping that things will always go the way I want them to is unrealistic and foolish, so I always enjoy preparing wisely for the worst, without fear and far in advance so I can powerfully and confidently hope for the best. Proper preparation gives me the right to hope for the best. If something goes wrong I have no need to panic or fear because all the possibilities have been properly prepared for. Besides panic and fear are useless immobilizing emotions so I refuse to feel them when things go wrong. I love the power of wise preparation, it opens my life to greater peace of mind because the future becomes far less uncertain. I hate hoping that things will just work out. It’s senseless when it comes to success, so I love using the great power of preparation to make sure things work out for the best!”

Possible Key Triggers: *“Preparation generates hope!” “Wishing is foolish, so I prepare!” “Preparation is peace of mind!” “Alternate plans, alternate steps, uncertainties vanish!” “Preparation kills panic!”*

“Not Fair” Positive Action Statement:

“Life is not designed to be fair, so I don’t expect it to be. Living happily ever after is only a fairytale. It isn’t real! Everything perfectly fair is having a life without a purpose! No mountain to climb means having no reason to live. Instead of wanting an easy road I love it when life is filled with exciting challenges for me to outwit. I enjoy making my life good in spite of what happens. I refuse to ruin my happiness or become distressed when something seems unfair, I will not let my progress be interrupted just because some circumstances are beyond my control. Fair or not fair I don’t really care because unfair really does not change my positive outlook on life! I love doing my best and always reaching for my success and happiness.”

Possible Key Triggers: *“Fair? Who cares, life’s good!” “Not fair, oh well, a reason to live!” “I progress, fair or not!” “Happiness! Fair or unfair I don’t care!” “Life’s good no matter!” “I enjoy doing my best, fair or not!”*



Your Brain You Own

“I Think I Can . . . I Did” Positive Action Statement:

“I believe that positive thinking, wise planning and determined action will get me where I want to be, so I love following these nine steps to success:”

STEP #1: I refuse to listen to the pessimists, so I use the “Anticipated Fear” Positive Action Statement.

STEP #2: I wisely evaluate my gifts and strengths with reason and logic, so I use the “Power of the Brain” Positive Action Statement.

STEP #3: I enjoy taking on the challenges I can win with persistence, so I use the “Loving Challenges” Positive Action Statement.

STEP #4: I always surround myself with people who know more than I do so I can wisely tune up my existing skills, so I use the “Offsetting Weaknesses” Positive Action Statement.

STEP #5: I love filling my mind with just the right amount of the highest quality information I can find, so I use the “Preparation” Positive Action Statement.

STEP #6: I enjoy having someone I trust check my step by step plan to make sure my feet are planted squarely upon the ground, so I use the “Not Loving Decisions” Positive Action Statement.

STEP #7: I skillfully rid myself of old harmful habits and ideas that could hold me back, so I use the “Replacing Habits” Positive Action Statement.

STEP #8: Organizing my most valued assets so they work to my advantage always adds happiness to my life and increases my ability to succeed, so I use the “Greatest Gifts” Positive Action Statement.

STEP #9: I always Say: I think I can, I know I can and then I do it! So I always use the “Positive Thoughts” Positive Action Statement.

Possible Key Triggers: *“I think I can, I know I can, so I do it!” “I will do it, 9 steps!” “Positive thinking in 9 steps!” “Positive planning & determined action!” “9 steps to success!”*

"Greatest Gifts" Positive Action Statement:

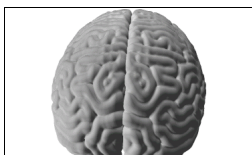
"I enjoy finding and developing my greatest gifts so that they have value to others as well as to myself. I love doing the things I'm good at, so finding and developing my gifts provides me direction in identifying my life's pursuits. When I make my gifts more valuable to others by loving to learn and grow, I enjoy greater security so I don't have to worry so much about the future. I really enjoy how increasing my value reduces my negative stress because it puts me in control. This adds value and understanding and creates a lifetime of growth. It also makes it so much easier to do the things I might not like at the present, if I know they are heading me toward doing what I love to do long term by using my greatest gifts. I hate being stuck in a rut or just drifting along, so I always try to build skills that compliment and empower my gifts so nothing can hold me back. When it comes to Success and Satisfaction it is priceless to love what you do, so I enjoy spending the time and effort it takes to increase the value of my greatest gifts. The benefits far out weigh the effort."

Possible Key Triggers: *"Building value, greatest gifts!" "Greatest gifts, lovin' what I do!" "Valuable gifts, greater security!" "Drifting along? Never, always building gifts!"*

"Post-it / Do it" Positive Action Statement:

"I hate it when my goals just keep being pushed off time and time again because I just seem to get side tracked all the time. I enjoy creating greater accomplishment by posting my goals where I will be sure to notice them everyday. I know that my mind gets busy and can forget what is really important to me so I constantly remind myself of what I really want. I refuse to be side tracked anymore so I use as many reminder systems as I possibly can to keep jogging my memory. Since my mind can filter out what it sees too many times I also make sure I move my goals and change their colors regularly so I can enjoy the power that comes from being focused on my future success and happiness. I love being refocused on my goals often enough that I will make them a reality."

Possible Key Triggers: *"Post-it, side tracked no more!" "Post-it, see it, do it!" "Forget what I really want? Never!" "Post-it, Move it, Review it, Do it!"*



Your Brain You Own

“No More Tantrums” Positive Action Statement:

“I refuse to use the worthless whiny baby mode that requires me to complain or throw emotional tantrums in order to get my own way. I hate how it makes me feel that life is too hard and how it paralyzes my ability to succeed. Instead I enjoy looking at what I can do to expand my mental or physical capacities to meet any and all challenges that come my way with excitement and happiness. I refuse to activate the old childish program that looks for Mommy to solve my problems because it does not work anymore. It is now up to me not Mommy! So these negative emotions are ineffective and are ridiculous as far as success is concerned because throwing a tantrum only makes me miserable! How can making myself unhappy help me succeed? Allowing my mind to be filled with this childhood anguish is like causing myself pain by foolishly pinching myself over and over again. How pointless! I refuse to do it any more! It’s also ridiculous to think I have to have my own way all the time. I want others to be excited with me, about the things I want to accomplish rather than whining with me over my supposed difficulties. I enjoy making my brain more powerful and my mind more influential. Tantrums are out!”

Possible Key Triggers: *“Tantrums are wasted emotions!” “It’s up to me, not Mommy!” “I persuade not whine!” “I don’t always have to have my own way!” “Whiny or excited, duh!” “Tantrums paralyze, expanding capacities wins!”*

“Expectations” Positive Action Statement:

“I enjoy feeling positive and productive as I work toward my desired goals, so I hate it when I set myself up for disappointment by expecting something to happen that doesn’t, due to circumstances. I refuse to let disappointment or discouragement inhibit my power to reach my Success and Satisfaction. I wisely reduce even my most realistic expectations and put forth greater effort toward my desired goal, so I am not disappointed at my end result. Disappointment kills my power to press ahead with my goals so false expectations are out. Instead, I love it when I increase my personal efforts, doing my best to make my goals become a reality. If things go wrong, oh well, I know I did my best and that is where my satisfaction comes from, giving my best despite what happens around me. I enjoy feeling successful even when things don’t turn out the way I had hoped because I did my best. I enjoy persuading people with great enthusiasm rather than expecting things or trying to force what I want. My effort is where my power lies, demanding or expecting is out! I love the success greater effort gives me so I judge my success by my efforts not by my expectations!”

Possible Key Triggers: *“Expectations are gone, effort is in!”*

“Productive effort is power!” “Expecting brings disappointment!

Effort wins!” “False expectations kill power!” “Doing my best

WINS, win or lose!” “I use effort, not expectations!”



Your Brain You Own

“Self-Esteem” Positive Action Statement:

“I enjoy believing in myself, in my gifts and talents and the unlimited powers of my brain so I am strong and powerful! I have power to accomplish whatever I set my mind to do with the proper help from others as I develop my talents. My happy infectious attitude helps me create a positive environment around me so others enjoy my company. I always enjoy being busy building a better me, sacrificing time and effort on my growth even though other things may look more fun because constantly improving gives me even more reasons to believe in myself. Because I am always trying to build a better me no matter what my weaknesses are right now, I have the right to not only believe in myself now, but to believe even more in what I will be in the future. I hate it when I get down on myself. It has never helped me in any way, but it has stopped me from working on becoming better and has caused me to lose sight of my strengths. I hate moping or whining about my faults, instead I instantly use my imagination and talents to figure out how to fix them one at a time. Because I am improving rather than regressing I have the right to like myself for what I am now and especially for what I will become in the future. Since I believe in my talents and my efforts to improve I love looking to see what I can do to help others succeed as I succeed myself. I am strong and powerful! I believe in me!”

Possible Key Triggers: *“I am strong and powerful!” “I believe in me!” “Always improving, always believing!” “Moping about my faults, never!” “I love seeing what I can do!” “Building a better me is power!” “My infectious improving attitude helps others!”*

"Sales" Positive Action Statement:

"I need and want to be the greatest salesman in my chosen field of endeavor, so with excitement and enthusiasm I enjoy making as many calls and contacts as I possibly can every single day to achieve the exciting new goals I have set for myself to provide wealth for my family and have an abundance left over to accomplish my other long term goals, especially becoming a motion picture producer.

What I have to offer is extremely valuable so that makes 'my' value great. But part of that value is my ability to make a large number of people aware of the valuable services I have to offer. I enjoy feeling happy and positive, even when the people I am contacting tell me 'no thanks' or 'not now' as I know many will, because it is okay with me; I don't feel rejected, hurt or discouraged, because I know as my popularity and credibility increase, many will change their minds, and some will even pay higher fees for my valuable services in the future."

Possible Key Triggers: *"I enjoy being great at sales!" "Making contacts is exciting and satisfying!" "In sales, I have great value!" "Greater sales, greater wealth!" "Honesty frees up my time!" "I love staying in contact for the yes!" "Discouraged from a no? Never!" "I love the Yes's!"*



“Updated Sales” Positive Action Statement:

“I need and want to be the greatest salesman in my chosen field of endeavor, so with excitement and enthusiasm I enjoy making as many calls and contacts as I possibly can every single day to achieve the exciting new goals I have set for myself, to provide wealth for my family and have an abundance left over to accomplish my other long term goals, especially becoming a motion picture producer.

What I have to offer is extremely valuable so that makes ‘my’ value great. But part of that value is my ability to make a larger number of people aware of the valuable services I have to offer. So I enjoy feeling happy and positive, even when the people I am contacting say, ‘no thanks’ or ‘not now,’ as I know many will, because it is okay with me. Happiness is who I am, so I refuse to feel Fake Pain from the No’s any more, I just won’t. Oh, all the torment it has caused me in the past and it wasn’t real all those times. It was fake, I made it up, it was all in my imagination, unreal, fake, so no more.

Happiness is a state of mind I create, so I don’t feel rejected, or hurt any more. Now that I understand the real truth about Fake Pain, I am free from discouragement, depression, anguish and despair, four unproductive emotions that have smothered and frustrated the real power of who I am. I will endure them no more. I know as my popularity and credibility increase, many of those who say, ‘no thanks’ or ‘not now,’ will change their minds, and some will even pay higher fees for my valuable services.

For this to happen however, I need to make a large number of calls every single day to find those who are ready now. So I enjoy people’s honesty because it frees up my time and energy to make a lot more contacts to find those who are prepared to take advantage of the valuable services I have to offer. It’s okay with me if they are not ready at the present to accept what I am offering, because I enjoy staying in touch until such time as they are.

It truly is a numbers game, so I refuse to have false expectations that everyone will be nice or say yes. Some will say yes, some won’t and it’s impossible to tell who is who, but not calling is pain for sure because it guarantees that no one will say yes. No joy from speaking, no money, no reaching my goals, nothing but pain. And oh, all the stress not calling has already caused me, so no more. Instead I love calling to find out who will. It was all the calling that has brought about the many great things that have happened already, so the more contacts I make and hear the No’s that might go along with them, the greater the possibility I have of hearing the Yes’s. I love the Yes’s, so I will gratefully hear the No’s. I love speaking and the feeling of helping people, so the truth has set me free, the more I call, the happier I’ll be. Success is in, Fake Pain is out.”

“Restating Decision Making” Positive Action Statement:

“I know that when my mind starts searching for a solution to any given problem there will be a vast and highly varied amount of input coming from all different areas of my mind. I hate losing the time that can be wasted when my mind wanders off track, so I enjoy making decisions quickly and soundly by carefully controlling these mental inputs. I refuse to allow my mind to get lost in thought when I have important decisions to make. I enjoy being clear, focused and staying on track with the primary question at hand by restating it to my mind every few seconds until a sound decision is reached. I always resolve the primary question before I allow myself to wander off onto other things. I have been frustrated way too many times and lost far too much time when my mind aimlessly wanders. So no more! I love clear and focused decision making!”

Possible Key Triggers: *“Stick with the prime question!” “Clear, focused decision making!” “Controlling the inputs, power decisions!” “I refuse to waste time wandering!” “Get lost in thought? Never!”*

“One at a Time” Positive Action Statement:

“I hate it when I get upset at myself because I can’t seem to change, so I enjoy the success of only changing one habit at a time. I know habits are hard-wired into the brain and it takes substantial focus and effort to establish a replacement habit, so being scattered or overwhelmed from taking on too many habits at a time does not help me. So no more! With only one habit on my list to change I feel powerful over my mind because I can focus great energy toward the new replacement habit until it becomes automatic. I love it when the new habit becomes automatic, so I refuse to nag myself about any other habit until the new one is permanently in place. I also know that one good change can have a very positive overall affect on many other areas, so one at a time not only makes sense but it makes my mind powerful.”

Possible Key Triggers: *“Success, one at a time!” “One habit, focused energy!” “Single focus, no nagging!” “Scattered focus? Never!” “One may solve many!”*



“Unresolvable” Positive Action Statement:

“I refuse to focus my attentions on things I cannot change. I hate the panic and dread unresolvable problems cause me as well as how they waste my time and emotional energy. So no more! I refuse to waste my energy now that could be better spent elsewhere. I love it when I can freely use this time and energy to focus my concentration on other important things I do have the power to overcome. I hate just worrying for nothing. I have evaluated this problem with every ounce of my intellect. I have asked and gotten ample advice from great people and there is nothing I can do to resolve it, not now nor in the future, so I refuse to anguish over it anymore. Once I have decided, I love that feeling of peace that comes from not contemplating it again until the circumstances outside my influence have changed. It no longer has the right to steal away my attention. It is over! Just as much as if it were resolved. The decision is made and I am free to press on to the other important things I can change.”

Possible Key Triggers: *“Focus on what I can change!” “Free time, working the resolvable!” “Peace from the unresolvable!” “Can’t change it, drop it!” “Freedom from the unresolvable!” “Waste energy on the unresolvable? Never!”*

“Accepting the Bad” Positive Action Statement:

“I refuse to allow the negative things that happen in my life or the bad that others may create to stop my progress, so I love accepting the bad events in life with an attitude that gives me the power to create greater good to enjoy in the future. I refuse to let negative circumstances bother me or tear me down. When bad things come along I immediately look for a way to see the positive and I enjoy finding a solution or looking past the problem for the future possibilities. Each time I get knocked down it gives me even greater determination to get right back up so I can face each exciting new challenge with power and then enjoy the accomplishment that comes from doing my best to succeed. The bad cannot win, ever! I refuse to surrender because the future is mine as long as I never give up.”

Possible Key Triggers: *“Knock me down, I get right back up!” “The bad and the good are both part of the game!” “Misfortune? I love seeing the possibilities!” “Failure? Never! The future is mine!”*

“Ending Stress” Positive Action Statement:

“I know that excessive use of the stress response can be deadly, so I refuse to think of everyday circumstances and difficulties as a threat. I enjoy living with positive emotions toward all challenging situations that are not ‘real’ life threatening emergencies. By activating the fight or flight response only when absolutely necessary, I create positive action to turn the stress response to my advantage. I enjoy the increased energy and heightened awareness the fight or flight response gives me to instantly and actively respond when a threat is real, but I know I can act wiser in any non-life threatening situation if I don’t give in to negative emotions. I hate it when I drain my mental and physical powers by over-reacting to things so that the stress response wears me out. I love being wise enough to see things with great calmness and clarity rather than freaking out over every day situations. I will no longer destroy my health or my great powers by over-reacting as if I’m going to be ‘eaten.’ I’m not an animal in the wild. No matter what happens I have the right to choose to feel calm. I enjoy being at peace in spite of the swirling world around me. That which does not kill me, just makes me wiser if I choose to avoid feeling stressed which ‘could’ actually kill me.”

Possible Key Triggers: *“Is it a threat to my life? Not!” “Freak out? Never!” “Stress drains power!” “Clarity, not stress!” “Stress is out, health is in!” “Am I going to be eaten? Not!” “Stress kills, calm effort wins!”*



“Loving Challenges” Positive Action Statement:

“I enjoy the great feeling of accomplishment that comes from conquering any challenge that may come along. I love believing that life’s difficulties are really just exciting challenges to overcome. I hate how feeling negative about them has caused me so much pain, I refuse to do it anymore. Hating challenges has powerfully stifled my progress and killed my happiness. It has stopped me from accomplishing so many things and has caused me so much grief that I refuse to think even one single negative thought toward challenges. Instead I am excited to face anything each and every day. I know it would be silly to watch a movie with no conflict or a sports event without competition, so I look forward to the opportunity to overcome challenges in my own life. I see them with the same feeling of enthusiasm and excitement as I do my entertainment. Bring them on baby! I enjoy the excitement of great challenges in my life because feeling accomplishment is what I love!”

Possible Key Triggers: *“Challenges are excitement!” “Conquering challenges feels great!” “Sports without competition? Lame!” “Problems as pain? Never again!” “Accomplishment is mine!” “Movies without conflicts? Stupid!”*

“Loving Details” Positive Action Statement:

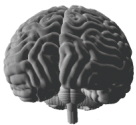
“I enjoy using my detail skills to make my great people skills even more productive and valuable. There’s plenty of proof that adding better detail skills to my great sales talents will always produce greater sales. I hate holding myself back from greater sales because I have disliked details, so I always find great satisfaction in quickly and carefully handling my needed organizational and detailed tasks, then I can create greater success. This way I can freely and effectively enjoy doing what I love, being with people. Greater sales success means more fun, so handling the details really means greater fun. I enjoy making greater sales so it’s okay for me to enjoy the details that can create greater success.”

Possible Key Triggers: *“Better detail, greater sales, more fun!” “I hate holding my sales back, details are in!” “Great people skills + great detail skills = great fun!” “Details done, more people fun!”*

“Not Loving Decisions” Positive Action Statement:

“I hate setting myself up to feel distressed or defensive when my decisions are questioned because I have attached myself to them so powerfully. Instead I enjoy being free to openly listen to people’s advice. I know that even the best decision makers only get 51% of their decisions correct, so I hate wrapping my decisions with defensive emotions. If there is a 50% chance that a decision could be wrong why would I want to be so attached that I have to defend it? I will not! If my decisions are right, they will stand against the questioning on their own. If my decision is wrong, oh well, I can just fix it, I love challenges! I know that bypassing those critical moments when my decisions should be adjusted is stupid. It only damages the possibilities of accomplishing my goals! I enjoy getting powerful advice in great abundance up front so I have the wisdom to consider as many possibilities as I can. I then make my decisions as quickly as possible so I don’t invest a huge amount of emotions into them. I enjoy reaching my long term goals rather than loving my decisions because adoring them can be deadly to my future success.”

Possible Key Triggers: *“Wisdom over loving decisions!” “Defensive? No, ever listening!” “50% wrong, love them? Never!” “Decisions should stand on their own!” “Blinded by adoration? Never!” “Listening for critical moments!” “Love goals, not decisions!” “Great advice then decide quickly!”*



“Quick Reasoning - Prioritizing” Positive Action Statement:

“I realize that my mind forgets so I can think more quickly and that it sorts the priority of importance based on the level of emotion. Therefore, I enjoy wisely prioritizing my critical thoughts using powerful emotions. I refuse to allow my quick reasoning skills to be based on superficial opinions or flighty feelings. I love it when my quick reasoning skills are as accurate as my deeper contemplation so I always bring my deep-seated observations to the surface of my memory. I know that making sound decisions quickly is vital to the success I desire, so I enjoy placing my critical ideas and opinions in a prime position with just the right amount of feelings. This way my long term attitude about things is instantly clear to my mind. I hate it when I let my quick reasoning skills allow long term priorities to slip out of focus. I love it when I can make swift yet solid decisions.”

Possible Key Triggers: *“Swift yet solid reasoning!” “Critical opinions in prime position!” “Critical attitudes, instantly clear!” “Superficial decisions? Never!” “Sound recall, emotion!” “Prioritizing thoughts, quick sound decisions!” “Forget what’s important? Never!”*

“Effective Procrastination” Positive Action Statement:

“I know there is never enough time or energy to do everything I want to do, so I enjoy being wise enough to procrastinate the things of least importance and do first things first. I hate it when I sacrifice the success and happiness I could enjoy by wasting my time and energy on those things on the ‘Silly’ List. I just won’t do it anymore! I refuse to waste my time on things that aren’t critical to my success unless I have nothing else to do. I love it when my procrastination is wise and highly effective because I always make sure I focus my attention on the ‘Success’ List first and procrastinate the things on the ‘Silly’ List until last. I love the feeling of accomplishment I get when I cross off an item on the ‘Success’ List, the more important the item the greater the rush. I refuse to allow myself to feel any type of rush crossing something off the ‘Silly’ List until the ‘Success’ List is finished.”

Possible Key Triggers: *“I love Effective Procrastination!” “The ‘Success’ List is king!” “The ‘Silly’ List first? Never!” “An accomplishment rush, the ‘Success’ List!” “Effective Procrastination, success!”*

“EQ/Wisdom” Positive Action Statement:

“I am cautious not to think that knowledge alone is enough to be successful, so I love focusing my attention on increasing my “EQ” by adding wisdom to how I deal with others, myself and life’s difficulties. I enjoy listening and paying attention to what’s going on around me so I can respond to others wisely in what I say and do. It’s a great feeling to take all I have learned and turn it into a part of what I do by building the “EQ” that empowers each idea. I hate it when knowledge is used negatively to nag or degrade. I always try to positively preview what I am going to do or say to make sure it will be helpful and handled in a way that will persuade rather than tear down. This includes what I say to myself because I enjoy uplifting both myself and others.”

Possible Key Triggers: *“Adding “EQ” empowers knowledge!” “Wisdom is “EQ” with knowledge!” “I use wisdom in what I say to myself!” “Building “EQ” is wisdom with others!” “I watch what I say and do, as I build “EQ”!”*



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“Ending Obsessions” Positive Action Statement:

“No one has the right to turn on my pleasure center, ‘no one,’ except my requesting spouse. I refuse to be manipulated and controlled any more. I hate it! It has only caused me great pain, so I won’t do it. I refuse to feel it is pleasure any more, no matter what I see ‘it’s just pain’, I won’t do it. How can it really be pleasure when it has only caused me so much misery? I refuse to let it take away my freedom anymore! I will not! I love the power, happiness, confidence and peace of mind I enjoy when I am in control and doing what is wise. The real pleasure is thinking clearly with the obsession out of my life! I refuse to be controlled by anyone anymore, I hate it, so I refuse to feel the false pleasure with it’s years of frustration, I just won’t! My spouse is the only one I receive pleasure from and that brings peace to my life. I refuse to destroy my happiness, or the happiness of my family over a distorted anchor of emotion, I will not! I love being in control, that’s the real pleasure.”

Possible Key Triggers: *“It’s pain, not pleasure!” “I hate it, knock it off!” “It’s fake, I won’t do it.” “I refuse to feel it!” “Peace of mind, control, ah, real pleasure!” “Only my requesting wife (husband), do you see her (him), knock it off!”*

“Create” Positive Action Statement:

“I love gaining greater personal power by creating, memorizing and reviewing Positive Action Statements in my mind. I hate feeling powerless over my thoughts, so I enjoy changing my feelings so they are in tune with my real desires. I’m always identifying my needs and using Memory Stacking to permanently implant my new beliefs. Once I have one false belief replaced with powerful thinking I immediately look for the next inhibitor to work on because I love increasing my mental capacities each and every day. I get great pleasure out of watching my Positive Action Statements give more power to my mind.”

Possible Key Triggers: *“Positive Action Statements, Mind Power!” “Memory Stacking, powerful thoughts!” “Getting my mind in sync, powerless is out!”*

“Pain/Pleasure Anchoring” Positive Action Statement:

“I hate it when I let emotional anguish or pain stand in my way. Instead I enjoy using its powers to my advantage by placing the appropriate pain anchors to inhibit behaviors that are destructive to my success and happiness. I love using pain and pleasure anchors wisely so they increase my abilities and make me more powerful. Letting inappropriate anchors cause the steps I need to take for success to become painful surely does not bring me the happiness or the peace I want, nor does it help me obtain the effective help from others I need. These misplaced pain and pleasure anchors do nothing but cause me grief and unhappiness as well as make me less powerful. Well no more! Instead I enthusiastically reverse every misplaced pain with a powerful enough pleasure anchor that working toward the success I want becomes an enjoyable process. I refuse to allow pain to block my happiness any longer.”

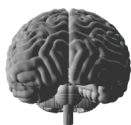
Possible Key Triggers: *“Pain anchor destructive behavior!”*

“Switching Pain/Pleasure Anchors!” “Painful roadblocks? No more!” “Success is proper pain/pleasure!” “Misplaced pain blocks power!” “Effective anchoring is happiness!” “Effective pain, not goal blocking!”

“Offsetting Weaknesses” Positive Action Statement:

“As I evaluate my strengths and find a weakness that I can’t immediately change, I don’t hesitate to find others I enjoy working with who have the strengths I do not. I refuse to allow a lack of ability, expertise or skill in a particular area to hold me back, so I enjoy finding someone I can trust who has the abilities I know I can rely on. It’s okay, I don’t have to do it all myself. I love getting wise counsel, advice and assistance from others, so I respect the talents of those I choose to help me. My momentary weaknesses don’t make me weak when I surround myself with great people, because great people make me strong.”

Possible Key Triggers: *“Strength is Offsetting Weaknesses!” “People make me strong!” “Weaknesses can’t hold me back!” “I respect other people’s talents!” “I can get help from others!”*



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“Shyness” Positive Action Statement:

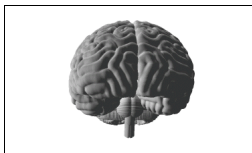
“I love being around people, enjoying their company and especially spending time with my friends. I don’t have to be the life of the party, but I refuse to feel embarrassed or stupid in public anymore. If there just happens to be a moment where the attention focuses on me, it’s okay with me! Nothing is really going to hurt me, so the shyness I used to feel is really an illusion. I made it up in my mind, so no more! Since I enjoy having friends yet I hate feeling totally exhausted when I’ve been with other people I refuse to be constantly on guard watching for my feelings to be hurt. Instead I love feeling excited and refreshed as I enjoy other people’s company. I have the right to feel happy so believing I should hide is silly and unproductive and I refuse to believe it anymore. I choose to feel it’s okay if the attention shifts on me for a moment or two because I enjoy feeling peace of mind rather than fear. Since I hate the feeling of ‘being embarrassed’ I just refuse to ‘feel embarrassed’ anymore. I have enough self-confidence to enjoy all jokes even those made at my expense. I don’t feel offended, I just laugh right along with the crowd. It’s my mind and they are my emotions! I have the right to enjoy being with my friends exhaustion free, so feeling embarrassed or shy is gone, out of my life.”

Possible Key Triggers: *“Attention is okay!” “Can’t really be hurt!” “Embarrassed? No more!” “Friendship is refreshing!” “Hiding is silly!” “Fear? No! Peace of mind!” “Friends, exhaustion free!”*

“Replacing Habits” Positive Action Statement:

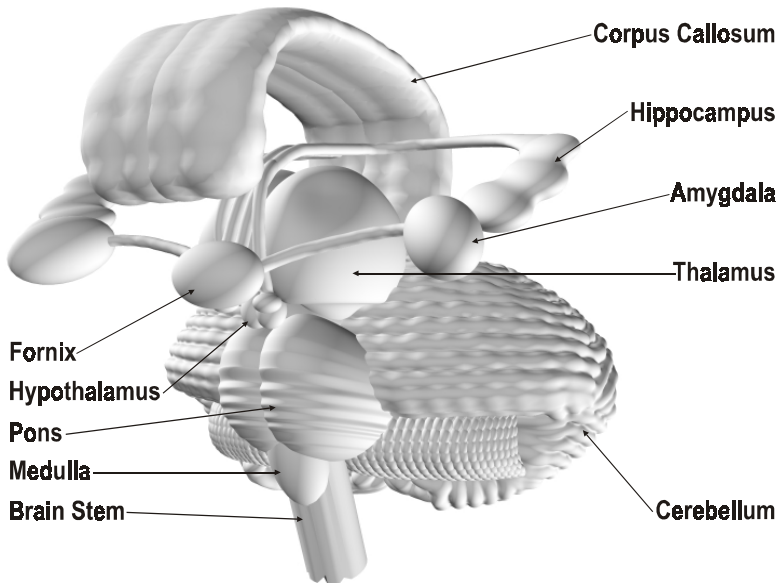
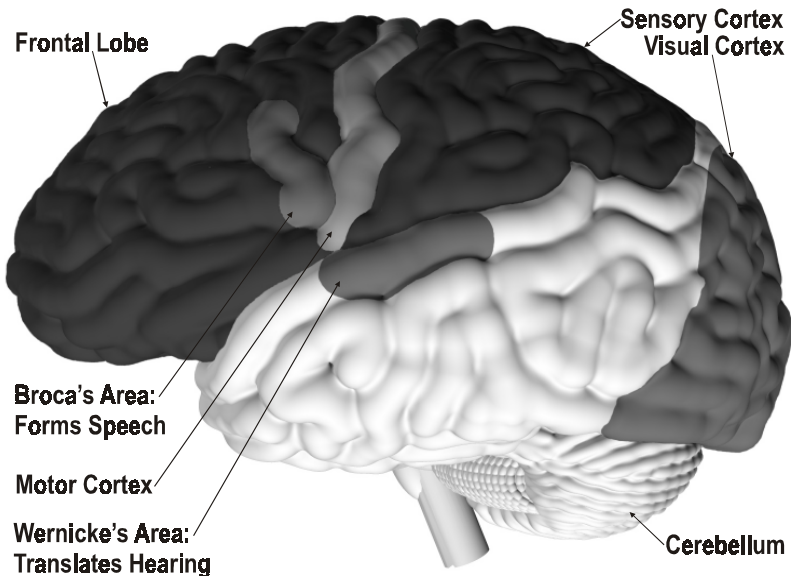
“I hate it when any of my habits stop me from obtaining the success and happiness I desire, so I earnestly strive to establish good habits to start with and I always replace old bad habits when they interfere with my success and happiness. I know that habits are strongly embedded in my brain so they will be there instantly for my use and that's a great thing! This means, however, that the bad habits are also instantly activated and solidly implanted. But I refuse to be frustrated by how this system works because I love the fact that all the good habits are there for my use and hard to change. I know habits can't be erased so I enjoy wisely replacing any bad ones with new good ones so my habit system is working 'for' me rather than 'against' me. I know I have many positive habits, but I love it when I get to feel the excitement of a new good habit replacing an old grief ridden one. Because of this excitement I carefully watch for any bad habit to be triggered so I can instantly replace it. I enjoy replacing it no matter how far the old program has gone. I refuse to add a habit of getting mad at myself because a bad habit was activated, instead I just replace it, replace it and replace it! When the new habit finally becomes the automatic habit I win because it is hard-wired into my brain. I love creating new habits that make me more powerful over my life and happiness.”

Possible Key Triggers: *“Good habits equal success!” “Hard wiring good habits!” “Excited about positive habits!” “Replace it, replace it, replace it!” “Watching for triggered habits!” “Powerful success habits!”*

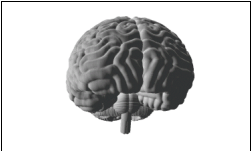
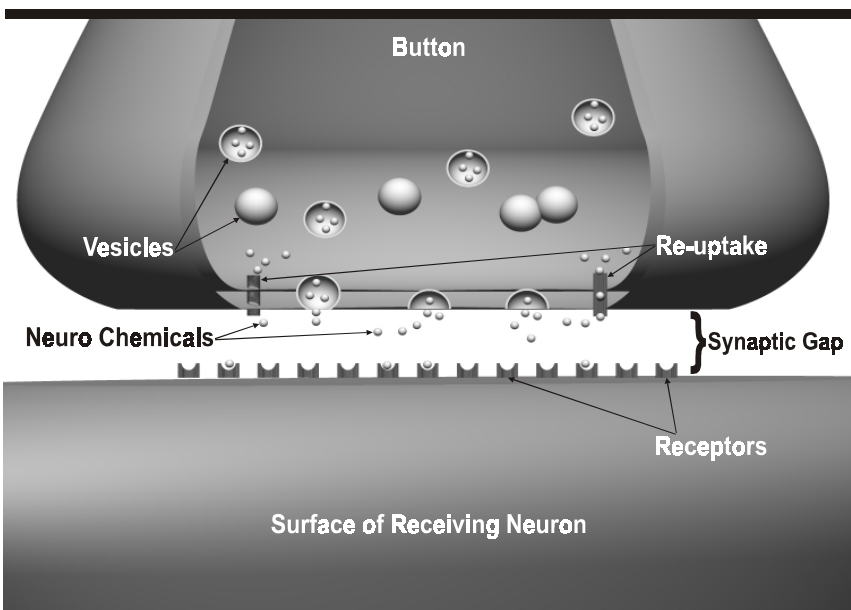
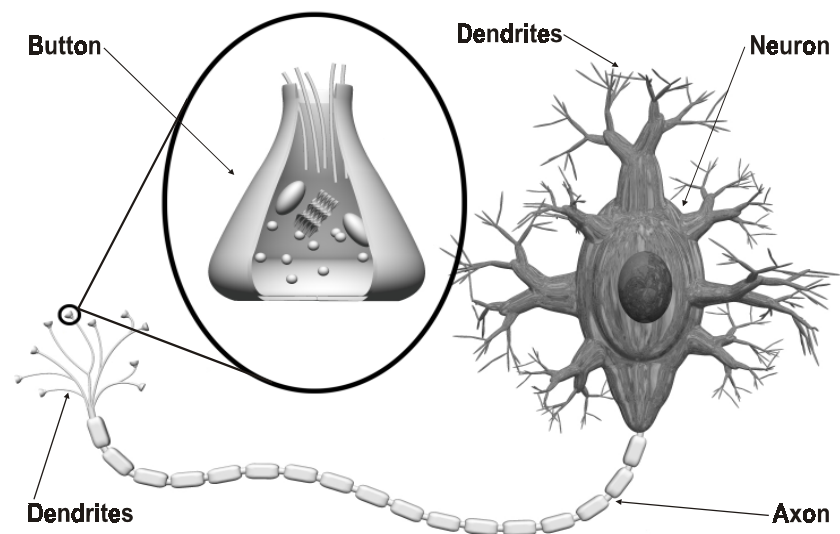


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Appendix II - Complete Brain Diagram



Appendix III - Complete Synaptic Diagram



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GLOSSARY

acetylcholinesterase - An enzyme that breaks down the neuro-transmitter acetylcholine within the synaptic gap.

abscessed - Tissue that becomes inflamed or infected which deteriorates from its normal condition and no longer repairs itself.

acetylcholine - A small molecule neuro-transmitter used in many synaptic functions in both the central nervous system and the autonomic nervous system especially at the junctions of the muscles.

adrenaline - A neuro-transmitter normally associated with a rush of energy that increases the heart rate and activates many other systems, as well. It is created in a four-step process: tyrosine from the foods we eat is transformed into L-dopa, L-dopa into dopamine, dopamine into nor-adrenaline, and nor-adrenaline into adrenaline.

affirmations - A statement, usually posted on the mirror, which is to be stated to oneself regularly to affirm the idea that is being reinforced.

aggressive competitiveness - A state of mind where the desire to be first, out do, or win, creates a feeling of aggression or a high level of assertiveness, which then causes the stress response to be activated.

alcohol sedation - The effect of alcohol that reduces or inhibits a brain cell's ability to fire its electrical impulse, starting with the frontal lobe and moving through the motor, then sensory, and then the visual cortex. This effect moves deeper into the limbic system and brain stem if alcohol use continues.

amygdala - A round limbic system component that records and filters the emotional significance of experience, especially intense emotions, and influences how memories are laid down.

anesthesiologist - A doctor who administers and monitors anesthesia, the chemical that puts the brain "to sleep" for medical procedures. The patient's breathing and heart rate are monitored since these functions can also be sedated during the process, causing death if the sedation is allowed to move too far down the brain stem.

Anticipated Fear - Fear created by the brain from envisioning negative events that could occur in the future.

auditory learner - A person who learns more effectively when his or her power of hearing is used.

autistic - A brain disorder that causes a reduction in social and verbal interaction skills with a desire for more repetitive actions. It is often accompanied by some type of a highly specialized gift, usually in the detail realm.

Auto-Pilot - The state in which thinking processes and actions are handled automatically by the habit centers.

axon - The main nerve fiber that projects from a neuron through which the electrical response is sent.

Biologically Hard-wired - A condition in which thinking patterns or information has moved from Short-Term Memory into Long-Term Memory and has been laid down as a physical growth of nerve fibers connecting neurons to neuro-nets.

brain stem - The core of the brain that links the brain to the spinal cord. It contains many different components, such as the mid-brain, pons, and medulla oblongata. This area maintains instinctive activities such as sleeping, heart rate, and breathing.

central fissure - A large division or chasm in the cerebral cortex located about half-way back on both hemispheres, which divides the front of the brain (the frontal lobe) from the parietal lobe toward the back.

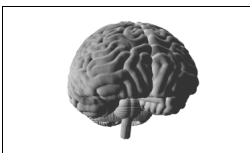
cerebellum - The part of the brain just behind the brain stem below the visual cortex that maintains the body's coordination by adjusting the equilibrium as the environment changes.

cerebral cortex - The wrinkly outer portion of the brain, referred to as the bark, which includes the frontal, temporal, parietal and occipital lobes, everything outside the emotional center, cerebellum, and the brain stem.

channeling - A term used in spiritualism to describe the process when a spirit from the unseen world takes control of an individual's body.

Chemical Response Centers - The many areas of the brain that respond to thoughts and actions by sending out chemicals to adjust how the brain and body function.

cholesterol - A fatty substance that can build up in the blood vessels blocking blood flow and causing difficulty with circulation.



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clone - A duplicate of a living organism created by transferring the genes of the original into another embryo and allowing it to develop into a complete living creature.

cocaine addiction - A condition caused by cocaine stimulating cell activity in the hypothalamus by blocking the re-uptake of the natural brain chemicals that trigger pleasure. Because the chemicals are no longer naturally reduced by re-uptake, they stay in the synaptic gap longer and overload it. The brain adjusts for this overload by decreasing its sensitivity to these chemicals, which causes the user to require more cocaine more often to maintain the same pleasure rush.

commiserate - A mind-set in which individuals approve of and join in complaining about their miserable conditions.

conscious control - The state in which our thinking processes and actions are being monitored and controlled by the conscious mind.

corpus callosum - The data cable connecting the two halves of the brain which allows them to communicate with each other.

data files - Information stored in an orderly and retrievable format in a computer.

Deep Groove - A behavior or thought pattern that is powerfully ingrained in the mind.

dendrites - The fibers that branch off from the main nerve fiber and attach to other cells to influence whether they fire.

denominator - The bottom number of a fraction by which the numerator is divided to determine the product.

detailed perspective - A focus on specific details almost to the exclusion of the bigger picture.

drug cues - Things in the environment, such as places, people, sights, sounds, or paraphernalia, that can induce the brain to create withdrawal symptoms even without drugs present in the body.

Effective Procrastination - The choice to delay doing the things that are least productive to our success (the 80% things) and focusing on the 20% things that create 80% of our success.

electrolyte - The chemicals in muscles that are secreted in response to an electrical impulse from the brain that cause the muscle fibers to contract.

electromagnetic device - Equipment that uses an electromagnetic field to erase audio or video from magnetic tapes or disks.

Emotional Roadblock - Preset emotions that are focused against our Success and Satisfaction and block our ability to accomplish our goals.

Emotional Mastery - The ability to focus the emotional mind so that it creates feelings that will drive behaviors toward success and happiness and away from self-destruction.

environmental behavior - Behavior and thought patterns that are only activated in a certain environment or in anticipation of that environment.

enzyme - A protein that helps in the deactivation or creation of more complex molecules from base chemicals or other smaller molecules.

epilepsy - A medical disorder that is accompanied by electrical disturbances to the central nervous system that can include convulsions and a clouding of consciousness.

The “EQ” Equation - [$\text{“EQ”}/\text{IQ(k)}=\text{S}$] The formula that describes the balanced relationship that must exist between knowledge, intelligence, and emotions to create Success and Satisfaction. IQ and knowledge create the denominator, and “EQ” (the measure of our ability to focus our emotions) is the numerator. Dividing “EQ” by the denominator results in the percentage of Success and Satisfaction we feel.

“EQ” (Emotional Quotient) - The measure of how well emotions can be focused toward, rather than against success and happiness.

equilibrium - A balance created by adjusting the body’s weight and motion to opposing forces.

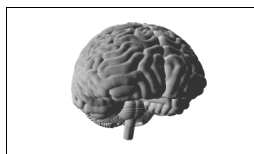
extensor muscle - A muscle that causes a body part to extend.

Fake Pain - Emotional pain created by using the imagination to negatively project oneself into a future difficulty or situation.

fight or flight - A system in the brain that responds to threats, real or perceived, by preparing the body and mind to fight or flee.

Filtering - The brain’s ability to avoid paying attention to things it has become accustomed to or no longer considers important or critical.

flexor muscle - A muscle that causes a body part to contract.



It's Your Brain Yo

frontal lobe - The area of the brain directly inside the forehead and in front of the ear that handles the ability to plan by using the imagination to project into the future.

GABA (Gamma-aminobutyric acid) - The most abundant inhibiting neurotransmitter in the nervous system that functions by reducing a cell's ability to fire its electrical pulse.

genes - The material known as DNA (deoxyribonucleic acid) that is in the core of every cell and which controls the makeup and operation of the cell and, thereby, the body in general. The genes are twisted around each other in a chain called a chromosome.

genetic tendencies - Behaviors or thought patterns that are provided by gene expression which can be adjusted or overwritten by environmental experience.

glial cells - Cells throughout the brain and nervous system that support the neurons, aid in chemical transfer in and out of the neuron via the blood stream, create nerve fiber insulation to increase the speed and efficiency of electrical conduction, and during initial development, create paths for the neuron to travel for proper functional placement.

grand mall seizures - Seizures that start as a misfiring electrical storm in one hemisphere of the brain and travel across the corpus callosum to the other hemisphere causing convulsions, tremors, and sometimes unconsciousness.

hallucinogenic drugs - Drugs that interfere with the brain's natural function, causing an individual's imagination to produce sounds and images that are perceived as real.

hemisphere - One half of the brain, referred to as either the left or the right.

hippocampus - A long, round and curved component of the limbic system that is involved in memory, learning and motivation, and is directly attached to the amygdala that filters powerful emotions.

hormones - Chemicals in the body that activate, adjust or terminate certain bodily functions.

hydrocephalus - The swelling of the ventricles of the brain due to a lack of cerebral fluid being drained, which can result in brain damage.

hypothalamus - The pleasure center of the brain that regulates the desire to eat, drink, and reproduce, as well as other functions, based on the thoughts and sensations received.

imprint - The process of laying down thinking patterns and behaviors based on long-term consistent exposure to other people or environments.

inhibitors - Neuro-transmitters that reduce a cell's ability to fire its electrical response.

Instantaneous Response Centers - Areas of the brain where programmed responses are stored, which would be referred to as habits.

Instinctive Response Centers - Areas of the brain where biologically inherited programs are stored and initiated.

IQ (Intelligence Quotient) - A measure of intelligence based on the norm for the human population relative to the age of the test subject.

Key Triggers - Short phrases, words, and sometimes inklings of a thought, that activate a whole series of feelings and attitudes.

kinesthetic learner - A person who learns more effectively when his or her power of touch and feel is used.

limbic system - The emotional center located deep in the heart of the brain that contains the hippocampus, amygdala, and hypothalamus and which encircles the thalamus.

“Little Baby” Syndrome - A state of mind where people use so much effort in making a decision that a type of “love” (vested interest) develops, and they defend the decision as if it were their child.

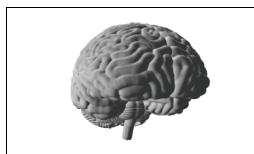
Long-Term Memory - Memory that has been Biologically Hard-wired in the brain and must be indexed to be recalled.

Main Processor - The part of the brain that gives us conscious awareness of our surroundings, accesses information from the different areas of the brain, and comes to a final conclusion before we make conscious decisions to act.

medulla oblongata - The lower part of the brain stem which contains components that regulate vital functions, such as respiration and circulation.

Memory Canister - A term used to describe the storage of subject-related information or thinking patterns and the priority that determines their access.

Memory Stacking - The process of placing a new Underlying Belief Pattern in the mind using Pain/Pleasure Anchoring where powerful emotions are attached to consistent repetition.



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Mental Hardware - The physical parts of the brain that store and operate under the direction of the genes or the mental software.

Mental Software - The habits, thinking patterns, and knowledge stored in the brain's hardware.

misfortune - A result of trying to obtain a fortune and missing it.

molecule - A combination of different atoms resulting in a substance.

motor cortex - A strip of the cerebral cortex in the frontal lobe just before the central fissure that sends out all the signals to cause movement in the body.

multiple personality (disassociative disorder) - A restructuring process in the brain creating more than one personality. The term disassociative disorder is now used because all humans have many different personality styles to deal with the varying environments. Disassociative disorder implies that an individual's different personalities are disconnected from each other.

narcissistic - The state of selfishness that is naturally inherited at birth designed to help assure survival.

narcolepsy - A malfunction of the brain's sleep inducing system that can cause deep sleep to occur randomly and without warning.

neural migration - The process during the development of the brain and nervous system in which neurons are created and systematically move into a chemically marked location by traveling on fibers sent out by glial cells.

neuro-pathways - The nerve and neuron connections from a sensory input or inkling of a thought passing from cell to cell to a desired outcome.

neuro-chemicals (neuro-transmitters) - Chemicals that are released at the end of a nerve fiber, which then pass through a small space called the synaptic gap. These chemicals fill specific receptors on the receiving neurons to influence whether the receiving cell fires.

neuro-net - The combination of neuron and nerve fiber connections that make up a habit or thinking pattern.

neurons - Cells that handle communication throughout the nervous system and have nerve fibers that connect to other neurons to create the neuro-nets, which provide for all brain and nervous system functions.

neuro-transmitters - See neuro-chemicals.

numerator - The top number of a fraction that is divided by the denominator to determine the product.

occipital lobe - A part of the cerebral cortex at the back of the brain behind the parietal lobe and above the cerebellum that contains the visual cortex.

overall perspective - The ability to see or comprehend the whole using the parts, rather than getting stuck on the details.

Pain/Pleasure Anchors - Anchors within our thought patterns that, with a desire for pleasure or an avoidance of pain, motivate the appropriate actions.

paradigm - An Underlying Belief Pattern that things are or should be a certain way, which then dictates the perception and the resulting emotions of the circumstances and environments encountered.

Paradoxical Thinking - A condition in which one part of us wants one thing and another part wants something else, and each desire creates its own pull on our behavior depending on the level of emotion attached.

parietal lobe - A part of the cerebral cortex just behind the central fissure and in front of the occipital lobe that contains the sensory cortex.

pellagra - An illness caused by a lack of Niacin, a B vitamin, which results in hallucinations and depression.

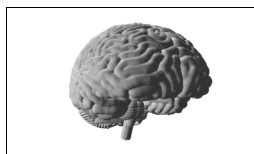
peptides - Non-direct neuro-transmitters that are dispersed widely from string-of-bead synapses that affect the conditions of many area neurons thus adjusting a wide range of brain functions.

PET Scan (Positron Emission Tomography scan) - A computer-assisted technology that uses radioactive isotopes placed in the blood stream to reveal activity in the brain.

pons - A mass of nerve fibers in the brain stem that controls the relaying of impulses between the brain and body and is involved in dreaming and sleep.

Positive Action Statements - Thoughts and emotions specifically addressed to the Four Key Areas of the brain (logical, detail, overall perspective, and emotional) that can be used to replace old Underlying Belief Patterns.

Positive Mental Attitude (PMA) - The very popular philosophy of creating success by always thinking with a positive attitude.



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Power Principles - Quick summaries of the Mind Management concept that should be incorporated into the mind for greater Success and Satisfaction.

program files - Computer instructions that give step-by-step actions the computer should take to accomplish a task.

Pyramid of File Cabinets - The “filing system” used to identify the location of memories which have been prioritized by the emotions attached to them.

REM Sleep (Rapid Eye Movement sleep) - The state of sleep in which dreaming is actively experienced as noted by the fact that the eyes move around quickly in conjunction with the dream state.

receptors - The key-like slots on the surface of the receiving cell into which neuro-transmitter molecules fit to adjust whether that cell fires. Receptors open or close ion channels to adjust the electrical potential of the cell, or they activate the creation of a second messenger that generally affects how the genes of the cell function.

Restating Decision Making - The process of reminding oneself frequently of the key question by repeating it or writing it so it will remain in focus as the brain gathers and processes related information and questions.

reticular formation - A part of the brain stem within the pons and medulla that participates in sleep, arousal, attention, respiration, muscle tone, cardiac responses, and circulation.

self-discipline - The process of conditioning oneself to do what should be done and restrain from doing what is self-destructive.

self-gratification - Choosing to indulge oneself with things that induce pleasure that may not always be helpful or valuable.

self-restraint (self-control) - The process of withholding oneself from doing things that could be self-destructive.

self-talk - Internal communication often used to reinforce Underlying Belief Patterns.

Sensory Directional Centers - The areas of the brain that direct information from the senses to the areas that require that information for the moment.

sensory cortex - A strip of the cerebral cortex located in the parietal lobe just behind the central fissure that receives all the sensations from the body.

Shield of Emotions - The emotions established within the mind that defend and maintain our Underlying Belief Patterns.

Shifting Paradigms - The process of rewriting a new Underlying Belief Pattern over an old inhibiting one with a Positive Actions Statement, causing a new perspective.

Short-Term Memory - Memory that is not yet laid down as a biological growth and only remains a priority if it is considered emotionally significant or is repeated sufficiently until it is stored as a Long-Term Memory.

“Spock” Syndrome - The process of crushing emotions when they erupt contrary to a desired outcome.

Sub-Processor - An area of the brain that analyzes information from its specific perspective and provides it to the Main Processor as needed for instant action.

subconscious mind - The part of the mind that handles mental activity that occurs just beyond our conscious awareness.

suprachiasmatic nuclei (SCN) - A portion of the hypothalamus that creates and maintains the brain’s internal clock, which mediates all cycles, such as sleeping, eating, and drinking, and is referred to as the circadian clock or cycle.

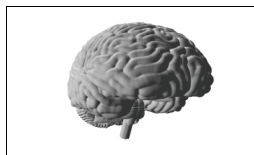
synaptic gap - The small space between the end of a nerve fiber of a sending cell or neuron and where the fiber is attached to the surface of the receiving cell. This microscopic gap is where the electrical signal is transformed into a chemical response.

synaptic button - The end of a nerve fiber where the electrical impulse is transformed into a chemical response when small vesicles containing neurotransmitters are induced to release their chemicals into the synaptic gap due to the electrical charge received.

T-cell - A key part of the immune system, normally known as the killer cell, which helps rid the body of foreign substances called antigens.

temporal lobe - A part of the cerebral cortex on each side of the brain below the frontal and parietal lobes just above the ear.

thalamus - The pain and sensory information relay center made up of two large lobes at the top of the brain stem that contain many different pairs of nuclei that receive and analyze signals from the body’s sensory receptors and transmit them to the appropriate brain areas.



It's Your Brain Y

thymus gland - A gland right behind the breast bone that regulates the immune system.

time urgency - A hyper concern about time that causes the stress response to be activated.

toxins - Chemicals that can cause permanent damage to the brain with excessive exposure, such as mercury, lead, pesticides and others.

trebuchet - A medieval weapon that combines the power and accuracy of a slingshot with a catapult using a counter-balance to sling large boulders great distances.

Type A personality - A personality in which time urgency and aggressive competitiveness is prominent.

Type B personality - A personality that only temporarily allows time urgency to affect them and is seldom caught up in aggressive competitiveness.

Unresolvable Question - A question for which there is no solution available at the present and for which there is nothing that the individual can do to resolve.

Unresolved Question Circle - The process of going round and round in circles, from question to question, while seeking a resolution to a problem.

visual cortex - The area located in the back of the brain in the occipital lobe that receives and processes the input from what we see.

visual learner - A person who learns more effectively when his or her power of sight is used.

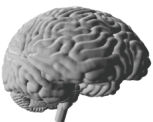
visualization - The process of using the imagination to see, in very complete detail, a future goal accomplished.

“Wannabe” Motivation - A desire that causes enough wishing that minor action is taken, yet causes never enough to make the dream a reality.

withdrawal symptoms - The negative physical conditions that result from upsetting the balance of brain chemistry through the use of drugs.

Movies to See List (TV versions of course)

Absence of Malice
Rainman
Aliens
Sleepless in Seattle
Sybil
Big Business
Trading Places
Pretty Woman
Star Wars
The Empire Strikes Back
War Games
Crocodile Dundee
Crocodile Dundee II
Big
Gone with the Wind
Rocky I
Out of Africa
What About Bob
Total Recall
Close Encounters
Somewhere in Time
Tootsie
Annie
The Sixth Sense



It's Your Brain Y

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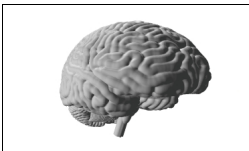
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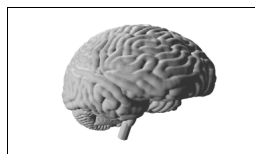
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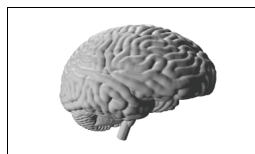
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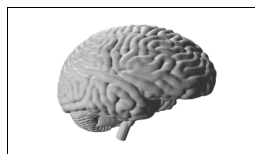
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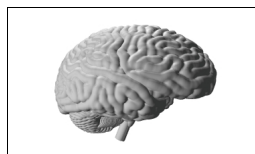
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“When you delight in the game, the effort seems unimportant.”

—Anonymous

My Personal Positive Action Statements:

“EQ” Mastery - Changing Lives Worldwide!

Unleashing *Extraordinary Powers* Already Within *Ordinary People*

“EQ” Mastery has had a major effect on my life. An unwanted divorce was ruining my health, but I gained the power to stop allowing others to control me and I am making my life what I want it to be.” ***William McDonald, Mgr. - Arkansas***

“A ‘How To’ for me with actual action steps to get the 4 parts of my brain in sync with my goals and intuition! I now practice Mr. Clark’s effective procrastination and I love to exercise as a result!” ***Valerie Brooks, - Idaho***

“Now that I recognize our behavior is based on our emotions, I make sure both parts of my brain are functioning!” ***Veronica Teh, Mgr. - Malaysia***

Children’s Miracle Network:

“The information was very timely, insightful, worthwhile... our sales team stretched their individual goals...this presentation is the best we’ve had at this annual marketing event.”

“Fabulous! Now I can change deeply rooted feelings about who I am and with Positive Action Statements change who I will become!”

Cynthia Mayo, Owner - Canada

“Great!”
***Joe Freeman,
Alabama***

“Excellent!”
***Diane Brown,
New Hampshire***

“Great!”
***Scott Galyon, Exec.
Louisiana***

“Balancing the left and right brain is a valuable ideal”

M. Yoshido, Mgr. - Japan

“Everyone’s perceptions are different! Now when I deal with customer problems I look at the problem from their perspective not mine!”

Teryl Hurst, Mgr. - Minnesota

“EQ” is the key to power, action and change! Increasing my “EQ” improves my personal and professional performance!”

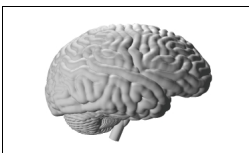
John Jordan, Mgr. - Georgia

“Now I understand that your brain must agree emotionally and logically in order to move forward, when I’m faced with a serious problem I work on creating full agreement in my mind to be successful!”

Michael Meehan, Mgr. - Massachusetts

“Excellent - Leaves you with a positive outlook that you can make things different and I’ve put it into action, I’ve quit procrastinating!”

Tiesina Thomas, Mgr. - Mississippi



It’s Your Brain

"Timothy Clark's message is dynamic, entertaining and key to organizational success!"
Jim Wallace Jr., Mgr. - Tennessee

"Opened my eyes and gave me things to act on! I no longer force myself to do what I hate, instead I change how I feel about it and implement a plan of positive motivation."
Mike Parker, Mgr. - Wyoming

"Informative and left you with a 'feel good' kind of feeling! I apply this technology to my advertising on the value of frequency, detail and creativity of ads."
Cynthia Grow, Marketing Mgr. - Ohio

"Interesting and a pleasure! I can change and do something I don't necessarily like by creating a Positive Action Statement and stacking the canister!"
Jan Dunn, Mgr. - New Jersey

"When I analyze and set my goals, before I do anything else I write them on the plastic day divider in my planner as Mr. Clark suggests! It's a good program!"
Ron Hull, Mgr. - Michigan

"I've learned to change my mind-set by using Positive Action Statements over and over until it becomes a solid belief!"
Joanna Dorr, Marketing Mgr. - Maine

"Great! If you keep up the same behavior, you get the same results! By instilling Mr. Clark's Technology in your employees they change their behaviors and attitudes!"
Penne Bryant, Mgr. - North Carolina

"Very effective! I don't get motivated all that easily, but I found it easy to get caught up in Mr. Clark's ideas - that you can honestly change your attitude and feelings. I'm using it to improve assertiveness in my personal life, selling in my job and exercise!"
Lora Schiltz, - North Dakota

"Great! Now I can identify the emotions that cause barriers and remind myself that those fears are not fatal, they're just fake pain!"
Beverly Bailey, - New Mexico

"Fantastic! Very Motivating! Now I want to accomplish more goals! Thank you!"
Charles Diehl, Mgr. - Colorado

"Enjoyable and funny! Emotions play an important part, so now I Visualize, Prioritize and Emotionally invest in what I want to change!"
Kathy Lake, - Washington

"I plan to put my power to work! Excellent!"
Leroy Vancit, - Missouri

(Additional Corporate endorsements and personal letters of recommendations can be found on the "EQ" Mastery web sight at www.eq-mastery.com)

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