

BOOK SUMMARIES

“How to Win Friends and Influence People” By Dale Carnegie

- 15% of one's financial success is due to one's technical knowledge and about 85% due to skill in human engineering to personality and the ability to lead people.
- What's the magic requirement? Just this: a deep, driving desire to learn, a vigorous determination to increase your ability to deal with people.
- “Don't complain about the snow on your neighbor's roof when your own door step is unclean.
- Any fool can criticize, condemn and complain and most fools do but it takes character and self-control to be understanding and forgiving.
- Most people are about as happy as they make up their minds to be
- I don't like to be negative, so I will avoid comment when I have nothing positive to say
- I'm not sure about everything, but I am sure of one thing, and that's the direction I want to go in
- A good leader has the ingenuity to go around obstacles that present themselves.
- The highest responsibility for a decision maker is to examine all the alternatives.
- You're judged not by what you know but by what you contribute
- My strategy is simple; explain the problem and do something about it
- Most people would take the easy path and do nothing
- People expect me to solve problems
- Bring your ideas forward
- I like the idea of people owning their own assets
- Manage relationships before they manage you
- President's job is to confront problems, not pass them on
- A great man shows his greatness by the way he treats little men.
- I consider my ability to arouse enthusiasm among my people the greatest asset I possess, and the way to develop the best that is in a person is by appreciation and encouragement.
- I shall pass this way but once; any good, therefore, that I can do or any kindness that I can show to any human being, let me do it now. Let me not defer nor neglect it, for I shall not pass this way again.
- “If there is any one secret of success it lies in the ability to get the other persons point of view and see things from that persons angle as well as from your own.” Henry Ford
- Arouse in the other person an eager want. He who can do this has the whole world with him. He who cannot walks a lonely way.
- Happiness doesn't depend on outward conditions. It depends on inner conditions
- Don't reinvent the wheel when it's been invented and very successful.
- The Value of a Smile
 - It costs nothing but creates much
 - It enriches those who receive, without impoverishing those who give.
 - It happens in a flash and the memory of it sometimes last forever.
 - None are so rich they can get along without it, and none so poor but are richer for its benefits.
 - Yet it cannot be bought, begged, borrowed, or stolen, for it is something that is no earthly good to anybody till it is given away.
- Remember that a person's name is to that person the sweetest and most important sound in any language.
- The best way to get things done is to stimulate competition.
- All men have fears, but the brave put down their fears and go forwards, sometimes to death, but always to victory.
- If you inspire the people you come in contact to a realization of the hidden treasures they possess, we can do far more than change people. We can literally transform them.
- Be sincere; do not promise anything that you can't deliver. Forget about the benefits to yourself.
- The ability to speak is a shortcut to distinction. It puts a person in the limelight raises one head and shoulders above the crowd, and the person who can speak acceptably is usually given credit for ability, out of all proportion to what he or she really possesses.

“Richest Man in Babylon” George S. Clason

- Prosperity of a nation depends on prosperity on each and everyone one of us
- Our acts can be no wiser than our thoughts; our thinking can be no wiser than our understanding
- “Find out how others acquired gold, and do as they do”
- Wealth is a power; with wealth many things are possible.
- Why don't you claim your share of the good things in life? Don't be content to cloth yourself is the cheapest garments that just look satisfiable
- If you want to achieve what you desire, time and study will be required
- When youth comes to age for advice, they gain wisdom way beyond their years
- The wisdom of age is like the fixed stars that shine so unchanged
- Pay yourself first, You must pay yourself the 1st /10th b4 you do anything else
- Advice is something that is freely given away, but watch that you take only that is worth having
- You must learn to live upon less than you earn, seek advance from those who are competent to give it to you, then learn how to make your money work for you
- Opportunity is a goddess who waste no time with those who are unprepared
- Willpower is the unflinching purpose to carry a task you set for yourself to fulfillment

- Wealth grows wherever men assert energy.
- Counsel the advice of wise men, counsel with men who handle money daily
- A small return and a safe one is far more desirable than risk
- A part of all you earn is yours to keep!
- All you need to be wealthy is a burning desire to accumulate it
- Start wisely to build a fortune of your own, then you may teach others
- No man may climb who can't plant his feet firmly on the first step
 - 1) First Cure- start thy purse to fattening
- For each coins you put in, spend only 9, and you will grow a fortune
 - 2) Control thy expenditures
- The purpose of a budget is to help thy purse fatten. It's to help you have the necessities. It's to help you get the utter most desires and defends thy from casual desires
 - 3) Make thy gold multiply
- A man's wealth is not the coins he has in his purse, but the income that he constantly brings in the golden stream that continually flows into his purse, that is what every man desires. A continue that continues to come whether thy work or thy travel.
- You must first secure small amounts and protect them before the Gods can trust you with big investments
- This penalty of risk is probable loss. Study carefully and be not mislead by the desires to make wealth quick.
- Guard the principal from loss where only collecting where it is safe. Consult with wise man, Secure the advice of men who deal with money for a living, and let their wisdom help you secure your fortune.
 - 4) Own thy own home
 - 5) Insure a future income
 - 6) Provide an advance for the needs of the growing age and the protection of thy family
 - 7) Increase thy ability to earn
- Wealth is accumulated in small sums, and then accumulated in masses as man learns how to manage and handle money.
- A man who seeks to learn more about his craft shall be richly rewarded
- To the building of any estate, there most always be a beginning
- To take a first start in building your estate is the first step to good luck
- The younger you take the more fortunate you will be
- Take these steps in your early man hood and you will be blessed with much more of the worlds goods later in your life
- If a man desires to be lucky he will step quick when opportunity comes
- Have the wisdom to make payment immediately if you know the bargain is good
- Were more apt to change our mind when right than wrong
- Usually your 1st judgment is your best, proceed with a good bargain
- Every man must master his spirit of procrastination if he wishes 2 experience riches of Babylon
- No man can arrive at the masters of success until he masters spirit of procrastination
- The majority of people will hesitate, and soon fall behind
- Good luck can be enticed by those will to accept opportunity
- Men of action are favored by the goddess of good luck
- When people get gold quick, most people ignore the wisdom and waste the gold, gold is reserved for those who know its laws and abide by then.
- Inheritance--- must prove that your capable of wisely handling it, go out into the world and show the ability to acquire wealth and be respected by men
- Inheritance---- I give you this gold, if you use it wisely it will be the basis of future success, 2nd I give you this tablet which is carved the 5 laws of gold
 - 1) Gold come gladly and increasing quantity to any man who put by no less than 1/10 of his earnings consistently for the future of his family and his estate. The more gold you accumulate, the more it comes readily. The more you accumulate, the more its earnings will accumulate.
 - 2) Gold is a willing worker, ever eager to multiply when opportunity presents himself. Opportunity comes for its most profitable use.
 - 3) Gold clingith to the cautious. Who invest it wisely under men much wiser than himself. Man needs to seek the advice of man wise in handling gold.
 - 4) Gold goes away for those who invest in businesses or purposes there not familiar with or not approved by those skilled in its keep.
 - 5) Gold flees the man who trusts it to his own experience and romantic desires in investment. Gold flees the man who invests in impossible earnings.
- Learn these laws when you're young and you will be wealthy when your old
- You will be a child born of knowledge and persistence purpose
- Start now to start a portion of your estate. 10 years from now you will be rich and respected by men
- Youth do not realize that hopeless debt is something you will struggle with many years if borrow unwisely
- Gold will slip away from those who aren't skilled in securing it
- Gold wisely lent may doubt its earnings, but be sure you know what and who your lending it too
- Associate thyself with men and businesses who have established successes
- Better a little caution, then a great regret
- The more hungrier one becomes the more clearly his mind works
- He that is young and spends more than he earns he sowing the wings of self-indulgence

“Up Up Up In A Down Down World” Zig Ziglar

- 80% of a child's character is formed by the time there 5 years old
- Pursue your dreams b/c you will never be successful or happy pursuing someone else's
- Happiness is an attitude, not a when and where, but a here and now
- Things that lead to happiness involve some pain
- Happiness is victory over odds that seem to be insurmountable
- Cultivate relationships with others b/c one day you will say “I'm glad I did, or I wish I did”
- “Skill With People” Book
- We are walking encyclopedias about ourselves whether we talk or not, based on how we talk, how we dress, who we associate with
- “There's always a risk when you persist” but what you do you have to lose when they already said no
- The lord is directing my steps so I don't try to question the steps along the way
- When your tough on yourself life is infinitely easy on you
- You arrive on easy street by overcoming difficulties
- The gateway to heaven is narrow and small. Anybody can take the road to hell. It's road is long and wide
- You can't raise champions on a feather bed. Adversity develops character
- Do some of the tough things so you can enjoy more of the good things later in life
- People like people who take their work seriously but not themselves
- Yesterday is history, tomorrow is a mystery, and today's is God's gift, that's y it's the present
- At the end of the interview “Look them in the eye, and tell them if you select me, it will be a decision you won't regret”
- Characteristics of a Great Employee: Positive Attitude, High Job performance, committed to organization, viewed org's problems as their own, ability to foster work and relationships, happy people, healthier people,
- When a person's integrity is a stake, doing the right thing is always the best thing in the long run

“Why We Want You To Be Rich” Donald Trump and Robert Kiyosaki

- As the bible story goes you can give a man fish and he'll be fed for the day; Teach him how to fish, and he'll be fed for his lifetime
- The person who refuses complacency will always win
- If you're a good story teller you will have a knack for making things easy to understand.
- We have to stop expecting the government to take care of us and lose the entitlement mentality
- Insanity is doing the same thing over and over again and expects different results
- Warrant Buffets view of Diversification- “Diversification is protection against ignorance, it makes very little sense if you know what you are doing”
- Take matters into your own hands instead of waiting for someone else to do something about it
- I think before I am, Think bigger, and expand your thinking
- Intelligence is the ability to solve problems, when it comes to money, the bigger financial problems you can solve, the more money you will make
- Always be on your Guard: Be aware of those who try to sell instead of teach
- The biggest risk we have no is not being ready for the future
- 1 in every 5 people on the planet is Chinese; they are industrious and they are disciplined
- India is the world's largest democracy, one of the few countries in the world that gained independence without violence; Sanskrit is the mother of all European languages
- 38% of doctors in the US are of Indian descent , they represent the wealthiest ethnic group of any in the US, You need to spend some time learning about
- The rich will spot opportunities while the poor will put their head down and pretend they're not happening
- Every generation will have its own unique set of financial problems
- Oil and wealth are directly related; rich dad's explanation, when the price of energy goes down our wealth goes up, yet if you're rich when energy goes up, your wealth goes up
- If you are business, it's imperative that you know how to sell
- Just as understanding can replace hatred, education can replace fear
- “Concentrate all your thoughts upon the work at hand, the sun's rays do not burn, until brought to a focus” Alexander Bell
- Wall Street is the only place where people in Rolls Royce go to get advice from people who get there on a Subway
- US Trade deficit for 2006 in 436 Billion Dollars
- On a small scale, this would be like a family who makes \$5000 a month spending \$6000
- Our dollar is losing value simply because our government is just printing more money that we don't have
- People who live on fixed incomes, their dollar won't go as far, our dollar is dropping in value b/c our government is printing more money to solve our problems, this problem leads to the next problem
- The person who has the gold, makes the rules, today the rich make the rules, which is why the rich are getting richer
- Instead of attempting to change laws, I simply decided to become rich and use the tax laws to my benefit
- If you would rather join the rich, then fight them, then keep listening, this book is for you. If you want to change government then this probably isn't the book for you
- The best way to change the rules, is first get the gold, if you have the gold, you have more power, when you have more power, you're better able to enforce the real golden rule which is “Do unto others as you would have them to do unto you”

- Learning in itself is an investment
- Through education you gain vision, through vision you gain the ability to spot economic problems and turn them into economic opportunities
- You have to learn to think for yourself!
- Financial IQ- To me It means having the ability to chart the economic waters national and internationally to be able to look beyond the present and look into the future based on make decisions based on those assessments and insights. It's not easy to do but it's necessary if you want to be successful in this world.
- I want to stress the importance of History. It's better to learn from history then repeat the same blunders. Those who haven't learned from history are destined to repeat it
- Invest to Win, Don't Invest not to Lose! My advice to the average investor is "Don't be Average"
- We don't invest in mutual funds a primary means of investing. Why, b/c we invest to win! Most people advise to live "below your means" We don't believe in that. We believe in expanding our means and enjoy the rich life
- We look at money as a game, we enjoy making money, sometimes we win, sometimes we lose, and most people look at it as life and death of having no money! Not us
- Making money is fun, life is supposed to be fun. Too many people live in fear instead of having fun!
- In the game of money, 10% of players win 90% of the money
- Play the game of Life to win, not to avoid loss, play the game of life to live it beyond your wildest dreams
- If your reality begins with your dreams, your dream will become your reality
- Being Stubborn is a big part of being a winner, 2 many people give up because they fail
- Story about the man who loved soda called 3-up, he then made 4-up, then 5-up, then 6-up and gave up..... A few years later a man made the drink 7-up and the rest is history
- You must see yourself a winner! Positive thinking works! Power gives your strength to go on; Refuse to become negative and focus on the solution!
- Ignorance can be way more expensive than education!
- My poor dad valued security and my rich dad valued freedom; And as many of you know Security and freedom aren't the same thing in fact they are opposite values. That is why the people with most security have the least freedom. The people with most security are locked up in jail in maximum security
- Why is money so important to me? B/C money buys me freedom in life, it buys me choices. You have to decide for yourself what's important to you
- We use Debt to get Richer, unlike most people in the world who use debt to get poorer
- If you understand that debt can be good, and use it as leverage, then you can get ahead
- First invest in your financial education before you invest in debt though! You must know when to use debt and when not too
- Your mind is your greatest asset, quit using it to make excuses, and use it to make money
- Investor takes big steps into the bank and big steps out.... Savers take big steps into the bank and don't take steps out!
- Money is like talent, it doesn't do much good if you keep it to yourself. It takes time, work, and patience. Investing requires ongoing responsibility. Investing is like any school, once you try it and learn about the results, it can be exciting.
- Invest the time, and develop your ideas regardless of your condition!
- Your mind should always be working on ideas and paving the way to a brighter future
- Do you realize it takes more time to become a license massage therapist than it does to be a financial advisor
- Ask Yourself These Questions With Regards to Investments
 - 1) How do you reduce risk and increase returns
 - 2) How do u find good investments
 - 3) How do u know a good deal form a bad deal
 - 4) How do u invest with less of your money
 - 5) How do you get experience without risking money
 - 6) How do you handle losses
 - 7) How do you find good advisors
- It's not the quest for money that makes me rich, it's the desire for knowledge that makes me rich. Money just helps measure how I'm performing
- Book 2 Read "War of Art" You must overcome resistance to live the life you dream
- Most used work in the English language is "Time"
- Life is a credit card given to us a birth minus the expiration date"
- Time is the wisest of all counselors, be careful of your time and learn to invest it thoughtfully
- If you saw time as money, would you be more careful of it? If you saw wasting 15 minutes of your time like you did wasting \$500 you would look at time different.
- Leverage is the ability to do more with less! People who are rich use leverage, people who are really rich have a lot of leverage
- Diversification is required when you do not have control!
- We want to Control These 6 Factors: Income, Expense, Asset, Liability, Management, Insurance
- Example of Insurance- Use corporate entities to protect personal assets
- The price of not being able to sell is a very high price to pay
- Networking Marketing makes you learn how to sell... Select organization for the learning aspect and not so much the income aspect when you're starting out

- Control is all about education. The more financially educated we become the more easily we can spot out great opportunities and weed out the bad ones
- "I don't micromanage, but I know that ultimately the responsibility is in my control"
- You might not have control of a lot of things, but you can start with yourself. Brain power is the ultimate leverage. You got a brain! Use it! Winners take control by accepting responsibility.
- The more creative you are the better chances of being rich you have
- The tax laws are written to reinvest investment into ones business or real estate
- How much you make and how you do it in only limited by your creativity when you have control in your business or real estate
- 2 Many businesses are people dependent, McDonalds is system dependent
- Innovation most of time is the result of thinking of things with common sense in an uncommon way
- Intelligent work will result in intelligent results. Learn to access things in your mind first, before going off to see if things work.
- "I don't think much of a man who isn't wiser, than he was yesterday" Abraham Lincoln
- Leverage, Control, Expansion, Predictability
- Your education prepares you to be employees in the real world! Not exactly what I wanted it do for me
- Never take anything for granted and maintain very high standards for yourself in good times and bad.... "My father never had the time to complain, he just worked! I can tell you from perseverance is required if you want to get to the top"
- My expectations will have to exceed those of my father simply b/c I've had so much more to start with. Conditions are different are different for me than they were for my dad. I couldn't accept anything less than I'm doing now. So if I am perceived to be a driven man there is a good reason behind it.
- Key to Success in anything you do, is to do more than required! You have to do what others don't want to do!
- When I hear someone say "Investing Risky" I know that person is unprepared
- Combat is not risky; being unprepared is risky
- You practice to reduce risk, you study to reduce risk, and the prize goes to the one with the least risk and the most confidence
- Most people invest money without a lot of time! Me and Donald invest a ton of time before I any invest any money. I have looked at thousands of investments and only invested in a few
- The best way to deal with problems is to just keep going, to persist, and keep trying
- I ask myself everyday "What can I learn today, that I didn't know before"
- In the real world "doing enough isn't really doing enough at all"
- "The first and best victory anyone can have is to conquer self" Plato
- In life talent is not enough; you must have the heart to get the things you want
- Talent and Desire aren't enough! You must do what it takes if you expect to win in life. Do the things no one else wants to do, over and over again!
- People with deep faith have a direction and dedication unlike others. No matter what faith it is I respect their devotion and it definitely helps them in business.
- Faith keeps you going with confidence and keeps you humble at the same time
- My answer when students ask what I should study--- Accounting and Business Law
- Business Magazine 2 Read: Forbes, Fortune, and The Economist
- Books To Read- The Dollar crisis, The World Is Flat, The coming Economic Collapse, The America We Deserve
- Due Diligence is increasing your financial IQ everyday by reading books and magazines
- Love what you invest in b/c if you love it you're more likely to study it and learn everything about the subject and rather you should invest in it or not
- Self Made People aren't afraid of losing their money b/c they know they can make!
- If you're rich your job is to hang on to your money and hopefully multiply it
- Seek the environment that is the one most likely for your genius to come out
- An Investment can be as good as your are committed for it to be
- I like investing in Real Estate b/c it will take a long time before it becomes obsolete. This is one of the only markets that will always be around no matter what!
- If you don't love learning, chances are your business isn't growing!
- Being an Entrepreneur is not a team effort, you have to be willing to go at it by yourself, sometime for a long period of time. But if you have the determination it is worth it!
- True leaders inspire you to be greater than you ever thought was possible
- "Without Passion You Don't Have Energy, if you don't have energy, you don't have anything!"

"Quiet Strength" By Tony Dungy

- The truth is that most people have a better chance to be uncommon y effort than by natural gifts. Anyone could give that effort in his or her endeavor, but the typical person doesn't choosing to do only enough to get by.
- Champions don't beat themselves. If you want to win, do the ordinary things better than anyone else does, day in and day out. We're not going to fool people or out scheme them, were just going to outperform them.
- You can't let circumstances matter. When things get unusually tough for whatever reason, you still have to function and get the job done.
- Act like a Champion- Respond to adversity, don't react
- Execute- Do what you're supposed to do when you're supposed to do it. Not almost, all the way. Not most of the time, all the time

- I don't believe in trying to make you afraid. I have always believed that if you tell people what needs to be done, they will do it, if they believe you and your motives for telling them.
- "Do not go where the pay may lead, go instead where there is no path, and leave a trail"
- "Husbands love your wives, just as Christ loved the church and gave himself for it.
- "How would your business do if you spent the amount of time on it that you spend on your wife and family
- What will people remember us for? Are other people's lives better off because we lived? Did you make a difference? Did we use to the fullest the gifts and abilities God gave us. Do we give our best effort and did we do it for the right reasons.
- "For I know the plans I have for you, says the Lord, They are plans for the good and not for disaster, to give you a future and hope" Jeremiah 29:11
- Talent is God given- be thankful; Praise is man given- be humble; Conceit is self given, be careful
- The test will be easy if you do what you're supposed to do every day in class
- Higher priorities such as spending time with God and family must not be after thoughts jammed in your schedule. But doing so requires faith, faith in your preparation, faith in your outcome, and for me faith that God is watching over me, even when I can't understand his plan.
- Hug the ones you love every chance you get. Tell them that you love them every chance you get because you just don't know when it's going to be the last time.
- "When you can do the common things of life in an uncommon way, you will command the attention of the world" George Washington Carver
- Our only option was to trust God and let him lead us through the pain. Even though we didn't understand why it had happened, our job was to persevere and continue to follow the Lord no matter what.
- Times will get tough. God doesn't promise that once we accept Jesus as Lord and Savior we'll be protected from harm and pain and stress. But he does promise that he'll be there to lean on during those times.
- Although what happened will never make sense to me, and the pain of losing him will never go away. But in the midst of it all, I truly believe that hope is available to all of us- for joy in today and peace in the certainty that heaven's glory awaits us.
- God is God, and we are not. God's ways are beyond our comprehension and our ideas of "fairness" He can see the entire picture even when we cannot.
- Pressing on to help others is all I can do. It's all any of us can do. I'm certain it's what God wants us to do, and he will use it all for good because he loves us. God's son died too, but God willingly allowed Christ to die on the cross so that he could restore sight to the blind, heal broken hearts, and bring his children to him for all eternity.
- "Leaving the game plan is a sign of panic and panic is not in our game plan" Chuck Noll
- "What good is it to gain the whole world but lose your soul?" Matthew 16:26
- The past often prepares us for the future if we allow it to. God provides us with opportunities to learn from those things that have happened to us.
- Smart, Energetic, Passionate and Disciplined are words that describe the ultimate competitor
- Have faith, Faith in our guys. Faith in the journey. Faith in the practices, principles, and priorities that got us here.
- "Being stubborn is a virtue when you're right; it's only a character flaw when you're wrong" Chuck Noll
- God doesn't call upon you to be successful in the world's eyes; He called you to be faithful
- "I didn't want to be an icon. I wanted to provide hope. I wanted my experience to open people's eyes to the opportunities available to all of us. The opportunity to knock down the walls that divide us. That's how God wants it to be
- That's what life is all about. Touching lives. Building a legacy, not necessarily on the field but in those places that most people will never see. Trying to be faithful in the position God has given. We have to be careful that we don't let the pursuit of life's goals, no matter how important they seem, cause us to lose sight of our purpose.

Outliers by Malcolm Gladwell

- The people who stand before kings may look like they did it all by themselves, but in fact they are invariably the beneficiaries of hidden advantages and extraordinary opportunities and cultural legacies that allow them to learn and work hard and make sense of the world in ways others can't.
- The culture we belong to and the legacies passed down by our forbearers shape the patterns of our achievements in ways we cannot begin to imagine.
- The small initial advantages that child has early on can lead to huge advantages later. It locks children into paths of achievement and underachievement, encouragement and discouragement, that stretch on and on for years.
- It is those who are successful, who are the most likely to be given the kinds of opportunities that lead to future successes.
- Ten thousand hours of practice is required to achieve the level of mastery associated with being a world class expert
- Practice isn't the thing you do once you're good. It's the things that makes you good
- Out of the 75 wealthiest people in the world, it's astonishing that 14 are Americans born within 9 years of another in the mid 19th century
- We pretend that success is exclusively a matter of individual merit but there's nothing to suggest it. It's really about people who are given a special opportunity to work really hard and seize it, and who happen to come of age at a time when that extraordinary effort is rewarded by the rest of society.
- To have a high IQ, you tend to specialize, think deep thoughts
- Exiting at the top is genius
- In general the higher IQ score you get, the more education you will get, the more money you'll make and believe it or not, the longer you will live. There's a catch though, once someone reaches an IQ of around 120, having additional IQ points doesn't translate into any measurable real world advantages

- Ideas are in the air constantly, it's such a stimulating place to be
- Possessing the kind of savvy that allows you to get what you want from the world will take you very far in life
- Practical Intelligence- knowing what to say to whom, knowing when to say it, and knowing how to say it for maximum effect. It's about knowing how to do something without necessarily knowing why you know it or being able to explain it. It's the knowledge that helps you read situations correctly and get what you want.
- Social Savvy is knowledge. It is a set of skills that have to be learned. It has to come from somewhere, and the place where we seem to get these kinds of attitudes and skills is from our families.
- "I really only want my name in the newspaper twice, when I was born and when I die
- Once you get the reputation for doing that kind of work, the business comes to you
- Ex. For 20 years he mastered his craft, then the world changed and boom.. the revelation happened! What started out as adversity ended up being an opportunity
- "He gives the sense that the world is his for the taking. When he built his cable company, in the early stages, eh was making deals where he would have been bankrupt if they hadn't pulled it off. He had the confidence that he would make it work
- To exploit that opportunity, you had to have certain virtues. He sacrificed, saved and invested wisely
- When he came home at night to his children, he may have been tired, poor and overwhelmed but he was alive, he was his own boss responsible for his own decisions and direction. His work was complex, it engaged his mind and imagination. There was a relationship between effort and reward, the longer he stayed up at night, the more money he could make
- Unlike everyone of its competitors it doesn't bill by the hour. It simply names a fee and they gladly paid. If its attorneys don't outsmart the opponents, they will work them, if not of that works they'll win through sheer determination.
- Success isn't a random act. It arises out of a predictable and powerful set of opportunities and circumstances.
- Success arises out of the steady accumulation of advantages, when and where you are born, what your parents did for a living, and what the circumstances of your upbringing were all make a significant difference in how well you do in the real world
- Success is a function of persistence and doggedness and the willingness to work hard for 30 minutes on something most people would give up on after 30 seconds.
- "No one who can rise before dawn, 360 days a year fails to make his family rich"
- Part of it is endurance, part of it motivation, part of it is incentives and rewards and fun stuff. Part of it is good old fashion discipline.

Rich Dad's Guide To Investing "Robert Kiyosaki"

- Knowledge makes the Difference
- 3 Mountains 1) Investing 2) Real Estate 3) Marketing
- If you have several lines in the water, you have a better chance of catching a fish
 - 1) long term index funds (low-risk, long term) ½ of liquidity should be there
 - a) S&P 500 (the last 10 years... it's done 17.5%) 500 best largest companies in the world
 - 2) Mutual funds (30%)
 - 3) Options (20%)
- Morningsar.com go to fund quick rank (10 yr annualized return)
- You've learned enough... It's time to take action
- The most important knowledge you have is the belief that you can do it.
- Appointees
- It's essential to be an investor first, no matter what your profession is
- Convert earned income into portfolio income quick
- It's ultimately the investor who is the risk or asset
- It all begins with training your brain to know what to look for and being prepared to act the minute the investment is presented to you
- If you're prepared the money will find you
- There are two ways to become rich. One is to earn more, the other is to desire less
- You know when to be frugal and know when it's alright to spend
- Many people become rich become being very smart with their knowledge
- There are people that buy tickets to the game, and there are people that sell tickets to the game. You want to be on the side that is selling the tickets
- Start small and keep learning. It takes time but it takes Education, Experience and Excessive Cash... When you have education, and experience the excessive cash will come
- Once you learn to make your first million, the next 10 are easy
- The poor and middle class focus on earned income like wages
- The rich focus on passive and portfolio income
- Even the first dollar earned is taxed higher on earned income than passive income
- Sophisticated investor doesn't want anything in his name. He uses corporations
- The average investor has only paper assets.. Sophisticated investor has both hard and paper assets.... Sophisticated investor focuses on financial freedom

"Tipping Point" Malcolm Gladwell

- The line between hostility and acceptance is sometimes a lot narrower than it seems

- Sesame Street people just added big
- The law of the few says there are exceptional people out there who are capable of creating epidemics; all you have to do is find them
- Stickiness is the same way; there are simple ways to package things that, under the right circumstances, can make them irresistible.
- Little things that they cracked down on- fare jumpers on subways, squeegee people who would come up to your windows on your car
- Criminals commit crime based on their perception of the world around them
- A child is better off in a good neighborhood with a bad family than they are in a good family in a bad neighborhood
- The environment we're in plays a huge role in our environment and how we act
- Connectors aren't one person connected to many people, there one person connected to many groups
- Channel Capacity- refers to the amount of space in our brain for certain information

"Over the Top" Zig Ziglar

- It doesn't matter how good or bad your past is, there is something you can do right now to make your future better
- You are where you are, by what's going on in your mind. You probably going to laugh about it later, so you might as well laugh now.
- _____ (Lubbock or any town) is the geographical center of the world. You can go anywhere in the world from where you're at. You can go anywhere you want to go at a max distance of 12,000 miles. I'm simply saying from where you are, you are **no further than anybody**. Your success in life is not due to the color of skin, etc., but the size of your hope.
- It doesn't make a difference who your parents are. The President of Harvard's parents...
- Life is tough, anybody who tells you it's not is simply misleading you
- Life is tough but when you are tough on yourself, life will be infinitely easier on you
- Plan to win, prepare to win, and then and only then can you expect to win
- Most people don't succeed not b/c they're not smart enough b/c they're out of focus
- Genius is the ability to concentrate on the issue at hand
- Unless you learn to do things you don't like to do, you'll never be able to do things you want to do.
- 80% of all the millionaires today are first generation
- It's not where you start, it's where you go
- You never know what's going to happen when you give someone a word of encouragement. You never know what is going to make them move from stability to success, then success to significance
- When you improve your vocabulary, your IQ goes up
- One new word a day, you will be a substantially change a person's language
- The #1 need in America today, are people who will accept responsibility
- When you've made a commitment and hit the inevitable difficulty, if you've made a commitment the minute you hit the problem you start looking for a solution, if you haven't made the commitment you're looking for an escape
- 175 of the Fortune 500 companies served in the military, what do they teach in the military, they teach responsibility, they teach discipline,
- Discipline- to instruct or to educate; to inform the mind, to prepare by instructing, refining form by which talent becomes a form in which talent becomes ability, you will be
- Do you Webster wrote the dictionary-his wife kept asking him "now what does that mean"
- It's you're on responsibility to take advantage of the incredible opportunities that are here
- All my life I had someone who took an interest in me, and someone to give me hope
- I don't remember all the tough times,
- You might not be able to carry a tune, but all of you have a great song to sing
- You've got to plan, prepare, and expect to be great
- Simple words of encouragement can make a dramatic impact on someone's life
- Recognize what you got, then go to work to develop that ability, then you can have incredible benefits in life
- When you need money there are very few substitutes for it
- Everybody has to have hope that the future is going to be better
- Money will buy you a good time, but not peace of mind, money can't buy you the things you really want
- I'm not the best, but I am disciplined, and there's a lot of things I want to do
- You got a billion dollar body so you better take care of yourself.
- Every day I read the bible and the newspaper because I need to know what both sides are up to
- Accept less now so you can have dramatically more later
- It's the little things you do that make the difference
- When do more than you're paid to do, they'll come a day when you get paid more than you do. Your attitude makes the difference. The attitude of gratitude "learning to like what you do"
- You when you express
- Gratitude is the healthiest of all human emotions and revenge is the most destructive all human motions
- When you complain about your troubles and problems the more troubles and problems you will have to complain
- If you go out looking for friends in life they'll be scarce, but if you go out looking to a friend, they'll be everywhere. What you send out is exactly what you get back
- Lighten up! The #1 reason someone isn't liked in business is b/c they take themselves too seriously and have no sense of humor.

- Story (about wife) For 9 consecutive years she's been on the "All Mall" team, and this last year she was voted MVP, that's "Most Valuable Purchaser"
- Motivation gets you going, habit gets you there, make motivation a habit and you'll get there faster and you'll have more fun
- Motivation is the spark the lights the fire of knowledge, Motivation creates energy
- Positive won't let you do everything, but it will let you do anything better than you would if you were thinking negative
- A youngster who doesn't believe they can pass, simply won't study, but if you can change their thinking, and get the same individual with hope to study and do better
- Failure is an event, it is not a person
- Failure can and should be a motivator; Failure means you've put forth some effort. It teaches you something and adds to your experience. Failures gives you an opportunity to do it a better way. A temporary inconvenient, an event not a person, an attitude, not an outcome. A Response to it determines how helpful it will be.
- The most important opinion you have is the opinion you have of yourself
- You are what you are and where you are by what's gone in your mind. You can change what you are and where you are by what you put in your mind b/c the mind is the gateway to the heart, and when you start changing your heart, things can really happen in your life.
- 'If there is hope in the future, there is power in the present"
- "You are the way you are because that's how you want to be, if you really wanted to be any different, you would be in the process of **changing right now.**" Fred Smith
- Pride is any honest evaluation of that which is good, your signature at the end of the days work, the shine on your shoes, the crease in your pants
- A lot of people quit looking for work as soon as they find a job
- You get information from daily newspapers and magazines
- You get knowledge from good books, encyclopedias and seminars
- But until you add the 3rd dimension you'll never be where you need to be.
- Wisdom is nothing but the correct use of knowledge. Having information is not the key. It's knowing how to use the information that is the key
- People with convictions are the ones who will make commitments
- "He's so cricked, when he dies there going to have 2 screw him in the ground.
- Zig Ziglar reads over 3 hours a day the last 22 years
- Turn your bible to the book of Joel and it says "let the weak say I am strong" Tell yourself everyday that you're beautiful, you're smart, and you're going to do great things
- Other people can give you pleasure, but you will never be happy until you do something for others
- The words, thoughts, and ideas that go in our mind should encourage us to action
- Life is a roller coaster, you got to deal with failure if you're going to experience, experience.
- Your past is important, it brought you to where you are, but as important as important as your past is, it's not important as the way you see your future,
- Way you see your future determines your performance today, and your performance today ultimately determines your future.
- When you've dealt with the past, you're prepared for a better today, and that's the best preparation for a better tomorrow.
- I got one hours asleep, but I made that decision to get up and run and it was a horrible run. But once you give in once to your tiredness a week later w/ 5 hours of sleep you would do the same thing, and you start looking for excuses. Give it that extra effort
- One day you decide, just one won't hurt you, and it's all downhill from there
- Words do make a difference, that's why I encourage to use the right ones
- "You're at the top when you've made friends with your past, our focused on the present and optimistic about your future. When you made friends of your adversaries, and gained the love and respect of those who know you best. When you're filled with faith, hope and love, and live without anger, greed, guilt, envy, or thoughts of revenge. When you know that failure to stand for what is morally right, is prelude to being the victim to what is criminally wrong. When you're mature enough to delay gratification and shift your focus, from your rights to your responsibilities. You're at the top when you love the unlovable, give hope to the hopeless, give friendship to the friendless, when you know that success, a win, doesn't make you, and failure a loss, doesn't break you. When you can look back in forgiveness, forward in hope, downward in compassion, and up with gratitude. At peace with god and fellowship in man. When you understand that failure is a event, not a person. That yesterday ended last night, and today is you're brand new. When you understand that he who be the greatest among you, must be the servant to all. Courteous to the rude, generous to the needy, b/c u know that long term benefits of giving and forgiving far outweigh short-term benefits of receiving, You're at the top when you recognize, confess, develop, and use your god giving talents for the glory of god and the benefit of mankind. You're at the top when you stand in front of the creator of the universes and he says "Well done my good and faithful servant."
- You notice I didn't talk about being at the top of the corporate ladder or accumulating a lot of wealth. Those will be the by-products of being the right person, and doing the right things.

"Never Eat Alone" Keith Ferrazzi

- I learned early on that success breeds success and indeed, the rich get richer
- Poverty isn't only a lack of financial resources, its isolation from the kind of people that could help you make more of yourself

- The people who know the rules, and know them well, play it best and succeed
- The individual who knows the right people, for the right reasons, and utilizes the power of these relationships, can become a member of the “club” whether he started as a caddie or not.
- My edge, was my initiative and drive
- Success in any field, especially business, is about working with people, not against them. I was connecting, sharing my knowledge and resources, tie and energy, friends and associates, and empathy and compassion in a continually effort to provide value to others, while coincidentally increasing my own.
- Connecting is most important in business. Why? Because people do business with people they know and like.
- I found myself absorbing wisdom and advice from every source imaginable, friends, books, neighbors, and family.
- Seek out the most successful people around and ask for their help and guidance.
- Real networking is about finding a way to make others more successful
- They very successful people I know as a group are not especially talented, educated, or charming, but they all have a circle of trustworthy, talented, and inspirational people whom they can call upon.
- Key to success in one word is “generosity”
- You must understand the value of introducing people to people
- You gain trust by asking not what people can do for you but what you can do for others
- Bottom line, its better go give then receive and never keep sore. If your interactions are ruled by generosity your rewards will follow suit.
- Your relationships with others are your finest, most credible expression of who you are and what you have to offer. Nothing else compares
- Clearly defined goals separate those who just float through life waiting for things to happen
- A Goal is a dream with a deadline
- Human ambitions are like Japanese carp they grow proportionally to the size of our environment. Our environment grows according to the size of our dreams and the degree to which we are in touch with our mission.
- Disciplined dreams all have one thing in common, a mission. The mission is often risky unconventional, and most likely tough as hell to achieve. But is possible
- “I’m going into politics and plan to run for governor of Arkansas and I’m keeping track of everyone I meet” Bill Clinton
- The more specific you are about where you want to go in life, the easier it becomes to develop a networking system.
- Start finding future clients today! Get to know people as friends, not potential customers
- The choice isn’t choosing between success and failure, it’s between choosing risk and striving for greatness, or risking nothing and being certain for mediocrity.
- Reaching out to others is not a numbers game. Your goal is to make genuine connections with people you can count on.
- Spectacular achievement is always preceded by spectacular preparation
- Armed with knowledge about a person’s passions, needs, or interest, you can do more than connect, you’ll have an opportunity to bond and impress
- Put your ego aside and persist in calling and writing others to see how they are doing.
- Strive to be the kind of person who makes people want to do whatever they can to help you out in a crisis.

“Networking With Millionaires” Thomas J Stanley

- I made a commitment to your industry. I’ve just started the....Advisory Council. We have an organization that will provide free speakers to...We have top attorneys who will help you in estate planning. And we will have yours truly talk about access to the top 100 money managers.
- To be a networker you have to give before you receive. Never mention me, me, me; it’s you, you, you. “I’m committed to your business and you”
- I’m calling you about something I think you can help with...I talked to so and so and would it be alright if I mentioned your name as someone who could help this person....
- The best way to get to the top isn’t the straightest direction sometime... It’s doing networking
- You have to know who to target.
- EX. Ask permission to have access to this wealth group and provide a free seminar about the services you offer
- Join a bunch of associations, so you can say “I’m a member of this group” and you automatically have an in
- It’s so important to focus on their needs, not yours! If you take care of their needs, then yours will be taken care of
- Don’t target “generic” audiences. Pick the best audience for what you’re dealing with
- “It’s much easier to fish in a pond that you’re familiar with, where you know there are fish”
- Ex. About letters...“I’m sure your current agent...sent this to....and is currently doing what it takes to keep you in business, but if you ever need anything don’t hesitate to call.”
- Success is networking...ask and talk to people about their needs
- 1st characteristic of great sales people is courage
- Target people who already have a network that has the clients you want to serve
- Make sure you target those who will give you the greatest return
- Give advice beyond the basic core product! Go beyond the ordinary
- I have acquired knowledge of the deeds of great men which I have acquired thru a long experience of modern events and a constant study of successful people.
- Real power comes from being indispensable. Indispensability comes from being a switchboard, parceling as much information, contacts, and good will to as many people in as many different worlds as possible.
- Who you know determines how effectively you can apply what you know

- Knowledge is of the most valuable currencies in social arbitrage. Knowledge is free, it can be found in books, in articles, and on the internet; pretty much everywhere and its precious to everyone
- Woody Allen said 80% of success is just showing up, and 80% of building and maintaining relationships is just staying in touch. When it comes to relationships, you have to be on your A game 24/7, 365 days a year
- People never forget who calls them and tells them Happy Birthday

“Making a Good Brain Great” Daniel G. Amen

- When your brain works right, you work right
- Brain health is essential to all aspects of the quality of your life
- Your brain is the command and control center that runs your life
- When your brain is troubled, it’s hard to be yourself
- You are what you eat
- All your brain cells make themselves new every 5 months
- Never exercise before you go to bed
- Food has a powerful impact on how you feel
- Remember what is good for your heart is good for your brain
- Minerals that convert cells to oxygen are great for your brain
- Brain Nutrition
 - 1) Increase water intake; drink at least 84 oz’s of water a day
 - 2) Fish, Fish Oil, Good Fats and Bad Fats (Fish Oil and Omega 3)
 - 3) Lots of dietary antioxidants (vitamin C, E)
Blueberries are great antioxidants, as well as blackberries, cranberries, strawberries, plums, broccoli, organs, red grapes, cherries, kiwis
Tomatoes are real good source of vitamin C
 - 4) Balance of protein, good fats, and carbohydrates

JOEL OSTEEN ON OUR LEGACY

Everyone leaves some kind of legacy for their family. You can leave a legacy of strength and determination, encouragement and hope or kindness and compassion. All of us will be remembered, and talked about, at family reunions long after we are gone from this world. Will your life be remembered as one that was a blessing to your children and to their children? No matter what kind of inheritance you received from your parents, you can set a new standard for your own family. You can choose to be a blessing and break the chain of poverty, anger or rejection that affects so many families today.

Let me encourage you to begin by simply deciding that you are no longer going to be dragged down by the negative things from your past; divorce, addictions, abuse, bad choices, negative thinking; whatever is keeping you from God’s best. Second, start making better choices and begin resisting the temptations that keep holding you back. It may be difficult at first, but if you will keep doing the right thing you will begin to experience greater happiness and contentment. You will be creating a new beginning for your family that will be a positive legacy that will affect future generations.

God’s word has many great promises that you can hold on to when you are struggling. The biblical word for turning away from wrong behavior and attitudes and embracing God’s way of doing things is repentance. In Acts 3:19 the Bible says, “Repent therefore and return (to the Lord), that your sins may be wiped away, in order that times of refreshing may come from the Lord.” God not only promises to wipe your slate clean when you live for Him, but He promises that times of refreshing and renewal will come to your life.

“Icon” Steve Jobs

- Jobs was the hustler, the man with the plan, the man who knew how to generate income
- “I had learned one thing about the electronics business. You can’t judge anybody by how young or how old they look. The best engineers don’t fit any mold.”
- Too young and definitely too inexperienced to know what he couldn’t achieve, and fueled by passion of ideas, he had no sense of why something was impossible.
- Competitors were making headway and I was determined to make headway
- Always held to my ethics of “Do what’s right” even if it cost the company
- He could be the toughest S.O.B. in town; ultimately making him able to outmaneuver and outsmart experienced men twice his age.
- We weren’t in it for the money; we were out to change the world
- He cared passionately about the smallest of items. Eventually the final result was better for it; however, the path was torturous.
- He doesn’t know that anything is impossible, because he’s been able to do anything he ever wanted to
- Even as he’s being a jerk, he’s got this seductive aura around him that keeps you bound to him; keeps you by the flame, keeps you on the team.

“How To Get What You Want” Zig Ziglar

- Why don’t you go to Acapulco every day of your life? Why don’t, in your mind, you picture yourself going out of town tomorrow and get everything you can done today, like you would if you were going to Acapulco tomorrow, so tomorrow you could go if you really wanted to.
- Joke... “A man had his wedding ring on the wrong finger, and I asked him why...he said yeah I married the wrong women”
- If you don’t think you deserve some things, then you will do things to not get them

- It's not lack of time that's the problem, it's the like of direction most people have
- Story..... of blind folding the best bow shooter who ever lived, and I guarantee you I could teach any one of you to shoot better than him with 20 minutes training..... "How could you hit a target that you don't have aim at" I would blindfold him... Must set goals of where you want to go
- Ship will wear out faster sitting in the harbor, than it will if it's out sailing
- Your house will deteriorate faster if you do not have someone living in that house, and Man too was built for purpose, he is endowed with seeds of greatness. The worst thing you can do is not do anything at all!
- People ask me how I reconcile my money talk with the Bible – I believe God made the diamonds for his crowd, not Satan's bunch. You cannot get too much money unless the money gets you. If money becomes your God you will have a problem b/c you will never have enough.
- If anybody asks how much money you're going to leave when you're gone, say the same as Bill Gates, I'm going to leave it all
- You can get everything you want in life if you help other people get what they want.
- There's a danger in setting goals, but there is more danger in not setting them
- Story.... By the way, I think ever father ought to be a able to whip his child...until he's 12...but at the rate I was going I wasn't going to be able to catch mine; I had to lose some weight so I went and got checked out. The Doctor came back and said...According to the computer you're not overweight...however you are 5 ½ inches too short.....According to the computer you're in great shape for being 66 years old.... Sir but I'm 45...Well in that case you're in horrible shape...
- If I'm going to tell you that you can be anything you want to be... I have to be what I want to be, b/c my credibility is at stake.
- Go as far as you can see, and when you get there you'll be able to go farther
- The people who wait for external changes before they make internal decisions will get passed by every time
- If you're going to reach your goals you've got to do something every day, you can't do it all today, but you've got to do something today
- Sometimes I think... what are you thinking, your buddies are sound asleep, what are you trying to prove
- I hate running... but just because I was running didn't mean I'd like it, and then one day you will wake up and realize you're not paying the price, you are having the time of your life. You will be able to do things that you could never do before. You do not pay the price for good health; you do it to enjoy life
- You pay the price for failure, you pay the price for a bad marriage, you can also enjoy the price of a good marriage, you don't have to pay it
- We live in a negative world, and we become what we hang around
- We become what we're around, whether moral or immoral, whether good or bad, if we're around it long enough, we'll become it
- You've got to have the right foundation of honesty, integrity, loyalty, faith, and love
- Don't listen for the tears of the moment, when you want to see the laughter of a life time
- A lot of the times as parents we are reluctant to do what's best for the child because we fear the child will lose their love for us, not knowing that over the long haul the best way to guarantee his love is to demonstrate ours by acting in their best interest
- You don't climb the high mountain by yourself, it is with others' cooperation that you achieve the great things in life
- We live in such a negative world that unless we deliberately read the good books daily, unless we deliberately feed our minds daily with those motivational recordings that we ourselves can be positive, if we don't have the positive input we will never have what we want.
- And every day that mind was fed with the good, the clean, the pure, over and over the positive messages
- A lot of people in life stand over the fire and say give me some heat, then I'll put wood in the fire.... Can you imagine a farmer saying, Lord give me a crop this year and I promise I'll plant next year.... No It doesn't work like that, you have to put something in before you can get something out
- It is true that things in life that have value you have to do some work for, there's always that question, how much pumping the water well are you willing to do for that drink of water. There's no way you can look in the pump and say just 2 more pumps, but if you just keep on pumping hard enough, eventually, the effort will always bring forth the reward
- If you're thinking of stinking, you're business is going to be the exactly the same thing
- You do not pay the price for good health, you enjoy that price
- Someone's whole life can change when you look them in the eye and say you can do it, and make them believe it. I'm convinced God wants you to make it. Believe in you because you're unique. There's been over 10billion people created on this earth and there has never been another you. Believe in your fellow human being, believe in what you're doing, the company you represent, believe in our land, it's the greatest country on earth, and more importantly than anything else believe in almighty god b/c if you do I'm going to close not by wishing you a could, but by guaranteeing you a good "forever" and I will eventually see you "At the Top" (Heaven)

"How To Become CEO" Jeffrey Fox

- Always take the job that offers the most money; the higher paid you are the more visible to top management you will be. In business, money is the scorecard, the more you make, the better your doing
- Keep physically fit- your brain will make you money, but your body carries your brain
- Do something that you know very few other people are willing to do. This will give you a feeling of toughness, a certain self erosion. It will mentally prepare you for the battle of business.
- Never write a memo that criticizes, belittles, degrades, or is hurtful to a colleague

- Don't have a drink with the "gang" after work. It's a waste of your time and money. Have a drink with your spouse or friend. Never get tipsy with anyone connected with your company. It's a sign of weakness and shows your outta control
- Skip all office parties; if you "must go" don't stay over 45 minutes
- Every Friday take one person you need in your office out lunch. Use this as a "how you doing luncheon" Also make sure you know everybody is your office's 1st name
- The difference between the successful person and the average is often inches
- Ted Williams and Joe DiMaggio took more batting practice than did all their teammates combined. It's not a coincidence there 2 of the greatest hitters of all time
- Arrive 45 minutes early and stay 15 minutes late every day. That equals one hour a day you are getting ahead. That comes out to 250 hours a year or 31 days. You can get ahead quickly by working one extra month a year.
- Don't take work home from the office
- Avoid superiors when you travel, eat in your hotel room; spend your nights away from home, family, and friends working.
- Every 6 months send a note to the people you don't see regularly
- Always ask people for their business cards, in return they'll ask you for yours
- Send handwritten notes. There are endless occasions that warrant hand written notes. Make it a goal to send one hand written note a week.
- Don't get buddy buddy with your superiors
- Practice WACADAD- Words are cheap and deeds are dear
- "Creativity without implementation is irresponsibility" Ted Leavitt
- Always take vacations- if you go to the right places you will always have the potential of meeting people who can help you. It's an opportunity to observe others' ways of life; new fashions and trends, different ways business is done, and literally broaden your horizons.
- Always say "Yes" to a senior executive request even if it's just to water the plants. No matter what the request, give him more than he wanted, sooner than expected, and with your own touch of personal innovation.
- Never surprise your boss (in regard 2 business things), they get enough unknowns from the business environment
- Make your boss look good, and your boss's boss look better. You make these people look good by anticipating their needs and problems and by doing the extra work needed to get answers
- Never let a good boss make a mistake
- Go to the Library one day a month; bring the stuff you need to get done. Lay it all out on the empty desk and get to work. One uninterrupted workday in a quiet library will enable you to accomplish 10x more than you could in your office.
- Add one big new thing to your life each year; learn a foreign language, Chinese cooking or photography. Learn to play the piano, learn something new and demonstrate your ability to grow
- Practice being presidential all the time!
- Over invest in people. Hire the best, attract, motivate, train, and reward the best people
- Companies that "save money" by only hiring people they can afford are headed to mediocrity in their industry
- Without an army, a general is nothing. If the people in your organization support you, trust you, believe in you, and respect you, they will propel you to the top
- Stop, Look, and Listen. Presidents reflect. They don't shoot from the hip. They think, consider, ponder, observe, probe and listen
- "Nothing gives one person so much advantage over another as to remain cool and unaffected under all circumstances" Thomas Jefferson
- Learn to speak and write in plain English. You must learn to communicate and articulate
- Be sure your letter or memo is necessary, have a specific request, choose the simplest mode possible, do the homework and have all the facts, organize the message articulately, write a zero draft, use language your audience will understand
- Treat all people as special; they can do a lot if they are appreciated and do more if they are motivated and thanked
- Give informal Surprise bonuses. Don't put up the criteria for a bonus. Be irregular. Give different amounts at different times
- Remember to Say These Things: Please, Thank You, that was a 1st class job you did, I appreciate your effort, I hear nothing but good things about you, I need your help, and you certainly earned and deserve this, Congratulations!
- Tinker, Tailor, Try- Nurture the good idea. Spend a little, not a lot. Don't risk big money in the embryonic stage. Get feedback. Tinker with the concept. Tailor it to better fit the needs of your target audience. Most importantly, try something!
- Stay out of office politics, don't waste your time, spend your time creating and accomplishing.
- Look Sharp and be sharp!
- Emulate, Study and cherish the great boss!
- Never underestimate the opponent, do not be misled by appearance, assume nothing, never underestimate their intelligence, stamina, or skill
- The concept doesn't have to be perfect, but the execution does
- Treat your family as your number client. Put family activities on your "To do" List. When your spouse or children speak to you, put down the newspaper or book, mute the TV and look at them
- Must create yearly, monthly, weekly, and daily to do list
- Spend time with the sales people. Spend time in the field and sell if you can. Work the trenches and the trenches will work for you.

- Be A very Tough “Heller Seller”
 - 1) Determine customers needs
 - 2) Determine how your product will satisfy their needs
 - 3) Develop unshakable attitude of persistence and tenacity
 - 4) Make the sales call
 - 5) Ask for their order
 - 6) Be prepared to make as many sales calls as necessary to get the order
- 25% of sales calls are made by simply asking
- 75% are made on the 4th or subsequent call
- 95% of all sales interviews are really conversation or entertainment, not selling!

“Here’s My Card” Bob Popyk

- Don’t give your card out right away, and then before you go to your prospective client say “Now I’ll save you a lot of money, give me a call”
- What you say while you handout your card will have a lasting impact
- Be sincere and say I want to earn your business
- Get to know your customer: Know about their hobbies, interest, family, everything you can
- Easiest way to get people to like is find something you sincerely like about them and compliment them
- Sincere and handshake and smile when you give them your card: use your personality. Let them know you appreciate meeting them and let them know you can be a friend
- ‘No kidding’ “Really” “I’d like to be able to do that” Find out what you have in common and get them to laugh, be there friend.
- Before you give it out, say “Now, I’ll save you a lot of money, give me a call”
- What you say while you handout your card will have a lasting impact
- Be sincere and say “I want to earn your business”
- Get to know your customer, about their hobbies, interest, and family
- Easiest way to get people to like you is find something you sincerely like about them and compliment them

“Have the Courage to be Different” Joel Osteen

- We live in a society that is full of compromise
- Anybody can float downstream, God wants someone to go upstream, and march to the beat of a different drummer
- You need to act different, dress different, talk different, go different places, and have a different attitude
- Keeping doing the right thing and God will take care of you
- Birds travel in flocks, but Eagles travel alone
- Don’t be a thermometer that measures the temperature; be a thermostat that changes the temperature
- I didn’t let them influence me, I influenced them
- I laughed it off, and did my own thing
- God rewards people that stand out in the crowd
- If you want to preach a good sermon, then live a godly life
- You’re not going to change me, refuse to compromise, take a stand for what’s right
- Keep taking the high road, eventually you’re going to come out ahead
- I don’t care how much pressure you put on me, I’m not bowing down to the pressures around me
- Be the one to set a new standard
- Find someone else, don’t settle for 2nd best
- If you’re not going to go to heaven with me, then I’m not going to hell with you
- The cream always rises to the top
- If I rock the boat, I could lose everything
- I’m not going to be able to be a part of that, even if it may cost me a lot
- You can be a catalyst for change, by simply living a life of excellence
- You will never go wrong by taking the high road
- The only people that have a problem with submitting to authority are the ones breaking the rules
- Swallow your pride, maybe they’re not the problem you are
- Swallow your pride even though you know it might not be right, let the little things go, and move on
- Most people aren’t listening to a sermon, their watching our lives to see how we live
- God isn’t going to give you a plan that the leader doesn’t have
- Joke "A man was boastfully telling his friends "I run things at my house" about that time his wife walked up and he said "I run the dishwasher, vacuum, and lawn mower."

“Goals- How To Get Anything You Want, Faster Than You Ever Thought Was Possible” Brian Tracy

- 1) Write down your goals
 - 2) Make Plans to Achieve Them
 - 3) Do Something Every day to Reach Them
- Your thoughts form and shape your world
 - You become what you think about most of the time
 - Your outer world ultimately becomes a reflection of your inner world
 - Your greatest responsibility to yourself is to become absolutely clear about what you want for yourself

- Success required 2 things
 - 1) You must know exactly what it is that you want
 - 2) Determine the price you will have to pay to achieve it, and then get busy achieving it
- When you accept the great responsibility of your life, you take the next step from childhood to adulthood
- The greatest enemy of success and happiness is negative emotions
- The more you say “I am responsible” the more internal locus of control you feel and the more powerful and confident you feel
- When you are absolutely clear about what you want you can begin to think about your goals all the time, and then the more they will materialize into your life
- Whatever you believe with conviction becomes your reality
- You have more potential than you will ever use
- All beliefs are learned
- The starting point of reaching your potential is to identify yourself limiting beliefs and realize them and begin to unlearn them
- If you believe you are destined for success you will walk, talk, and act like everything that happens in life is all part of a big plan to make you successful. These people look for the good in every situation. They expect to get something good out of everything that happens to them. If your beliefs are positive enough you’ll seek the valuable lesson in every setback. You look upon every problem as a learning experience. Your main job in life is to create the mental equivalent within yourself of what you want to enjoy in your outer world
- Reprogram your **subconscious** mind by acting like the person you want to be
- Your beliefs are always manifested in your words and actions
- Most important part of leadership is to see what the “Reality” is. Not just see it the way you want it to be
- Career- Make sure you get into something where your future is greater than it is now
- Seek out the real facts, not the “obvious facts or the wished for facts”
- Nothing will make you more money than being dependable!
- Remember you can’t hit a target that you can’t see
- A goal or decision without a deadline is simply a discussion
- The 2 Major obstacles to success are fear and doubt
- The way you develop courage and confidence is with knowledge and skills
- The more you learn to achieve your goals the less fear you will experience
- Put your ego aside, be open to honest criticism
- Be brutally honest with your self
- Become an expert in your field! Become the Best in your field. Pull away from average performers
- No one is smarter or better than you, they might be better in certain areas, but nearly all business skills are learnable
- Find out what one skill will help you earn the most money in your area. Master that skill and ask the same question again! What one skill do you need to help you earn the most income in your area?
- You have to identify what it is that you are really good at or can become really good at and put your whole heart into becoming the very best at
- Nurture Your Nature..... Do What you’re good at and continually hone these skills
- Most self made millionaires will say “I never worked a day in my life” Find out what you really like to do, then constantly do more of it!
- Be willing to pay the price, make any sacrifice to be the best at what you do
- The more you practice the more rapidly you will overcome your feelings of inadequacy
- Make the commitment to join the top 10% of people in your field.
- Remember, anything that anybody else has known w/in reason, you can do as well, if you simply set it as a goal and work hard enough and long enough at it

“Getting Things Done, The Art of Stress Free Productivity” David Allen

- If it’s on your mind, your mind isn’t clear
- Put it in your collection bucket, then come back to it when your mind is clear
- The key is not managing your stuff, they key issue is how you manage your actions
- Make intuitive decisions based on your options, don’t spend 2 much time thinking about your options
- Should have as many as you need, and as few as you can get by with
- Empty your inbox regular, you have to input and process the bucket, or it serves no use
- It’s about balancing the passion you have for what you do, because if I had the physical capacity to work 24 hours I do, because I love what I do

“Don’t Send A Resume” Jeffrey Fox

- Microsoft doesn’t sell software by sending a flyer to 10 million people and having employees call old contacts. Instead, the great marketing companies invest in innovation, create differentiated products, tailor the products to fill specific customer needs and package and promote the products with clarity.
- When someone says to you “Your resume is quite impressive” response should be “It ought to be, I wrote it”
- Start selling yourself to that person who will recognize and need the value you will bring to the organization. Start with the CO or head of manufacturing or vice president of sales. Study the company. Do your homework and send the proper hiring person an impact letter, and get an interview
- Always dollarize yourself. Jobs exist to create value

- The purpose of a job is to directly or indirectly get and keep customers
- You must know how the job you want creates value
- Look for jobs where no other job seeker looks; that's where the money is
- *Be Interest in the country of CUBA- Any new Cuban leader will understand the futility of Castro economics, and will move to a rapprochement with the United States
- EX Letter—Dear Mr..... You have a great company and I have spent time studying it. Based on my research, there are four things that would have a positive economic impact on your business... (Next list those 4 things)
- EX Letter--- If you are looking for a ____ who is willing to work hard, is a team player, and who will flourish in a high powered, high energy company, please consider me for this position.
- Resume Add- "Demonstrates capacity to innovate, restructure, and initiate"
- Questions To Ask Claude:
 - 1) Why is your company successful?
 - 2) What does your company do to stay successful?
 - 3) How does your company make money?
 - 4) What is your strategy to get and keep customers?
 - 5) What is your vision for the company in the future years?
 - 6) What does it take to succeed at your company?
 - 7) Who are your competitors?
 - 8) What differentiates your company from the others?
 - 9) What will be your expectations of me?
- Interview Question 1) How do you make decisions?
 - My decision making approach has been developed over years and experiences working with all kinds of people. I first verify the facts and data, analyze, get others input about decision if necessary, think about the positive and negative consequences, and then decide best course of action to take!
- "If you can't act like a ball player, at least look like a ballplayer" Always dress your best
- When asked a trick question in your interview always pause a few seconds or more, even if you know the answer, then answer; this will show you care about the quality of your answer
- If asked what you would do in a certain situation, ask "If that scenario you described is typical wouldn't the response already have been developed in some kind of in-house crisis planning; as part of your answer "If I worked for your company would I be expected to decide on similar action without permission, coaching, or management involvement."
- End of Interview say... "Based on my understanding of the job requirement, I am confident I can do what you want, what do you think?"
- In follow up letter say "If Xyz Company wants to dramatically improve ____ I can make this happen. Thank you and I hope you consider me
- Tips to Ward off panic, defeat, desperation and keep hope!
 - 1) Dress each day as if you were at work
 - 2) Believe that each day of life is a gift
 - 3) Some very tough people tell themselves everyday to "be brave" So Do It!
 - 4) Exercise vigorously everyday
 - 5) Don't take rejection personally
 - 6) Stay in touch with your higher power
- Don't ask directions to the company if you have an interview; Organizations want people who know or will find the way
- "Boldness has genius, power and magic in it" Johorn Wolfgan Von Goethe

"Secrets of Closing the Sale" Zig Ziglar

- Paint your prospects into the picture of owning it. Begin to assume they're going to buy it
- You must understand that if the prospect has a problem, they want to solve it
- Find a way to make it easy for that person to buy
- You persuade people by asking them
- Understand what you're mission is
- Learn as much as you can about your prospect before you meet them
- A lot of people don't know what they want b/c they don't know what's available
- 5 Reasons they won't buy: No need, no money, no want, no trust
- People don't buy what they really need (How many shoes do u really need, how many TV's, how many cars) Don't sell people what they need, sell them what they want
- When people find what they really want, they will come up with the money; discover the real reason why they aren't buying and then you will be able to sell a lot more
- "The fear of loss, is greater than the fear of receiving"
- You become trustworthy by being the right kind of person
- People of integrity are the ones who are going to get ahead the fastest
- If you want to raise your children to be successful teach them high moral values
- 100 CEO's, you got to build on honesty, integrity, and motivation
- "Ability will take you to the top, but it takes character to keep you there"
- People buy on what they see, hear, and believe, not what is really there... They buy based on how much they trust you
- Most persuasive tool you have in your arsenal is your integrity.

- Credibility is the most important factor when it comes to selling
- You just can't make a good deal with a bad guy
- Before you can get a prospect to change their mind, you have to admit they were wrong
- Get them to make a new decision based on new information
- Make a prospect feel secure that a yes decision is the right decision
- Wouldn't agree it's better to invest a little more than you had planned, instead of a little less than you should.
- Wouldn't you agree that you're worried about price once, but you're worried about quality for a long time?
- Why settle for the get by, when in the long run the good cost less.
- Q 1) Are you really concerned about price, or are you concerned about cost
- They don't buy what they buy based on what they hear, what they see. They buy based on what they believe.
- What's the difference between price and cost? You need to translate so it fits your sales situation....
- One can be priced at \$100 but can cost \$40 a month. There are many people who can beat us on price, but nobody beats us on cost. Since price is a one-time thing and cost is a lifelong thing – If I'm reading you right you're most interested in price. We can have this installed by Friday, or if there's an emergency we can have installed by Friday. Which one would you prefer?
- The price is too high? I'm glad you're concerned about price because that's one of our practical advantages. . A product is worth what it can do for you, and not what you have to pay for it. A Glass of water could be worth a million dollars if you were 3 miles out in the desert and about to die, and the water was the energy you needed to get back in.
- Mr. Prospect our company had to make a choice in providing a product between building our product as cheaply as possible and selling it as a get by product, or building quality in the product, thinking about customer service, durability, and your long lasts enjoyment, in short the long range value and benefit. Most people understand that good things aren't cheap and cheap things are seldom good. There are lots of things that can be said but people do forget about the price, and people will forget about the quality and service. They do not forget about quality and merchandise unless its lousy and they will remember that forever.
- You know our company made a decision a long time ago. We decided that it would be easier to explain price one time than it would be to apologize for quality forever. And I bet you're glad we made that decision aren't you.
- I appreciate that comment and I'm going to take it as a compliment but realistically there are many things I don't have the answer to, that's one of the reasons I'm so excited about selling the product, which is ...the answer to your problem, and that's what you really want isn't it? (nodding your head why you say it) (The right words, the right voice inflection, will substantially influence your success when it comes to selling)
- Selling is nothing in the world but transference of feeling. If I make you feel the same way about my product as I feel I will get you to buy it. If you truly believe in what you selling not only will you sell it in a way where you will sell more now, but you will build a sales career.
- If you're going to be convincing, you've got to be convinced.
- If you're selling Fords and driving Chevrolets you're missing some sales
- In most cases you got to buy it in order to sell it, I'm talking about items you use in your everyday life.
- You can get everything you want in life, if you simple help enough other people get what they want.
- When you call someone, always ask... "Do you have a few minutes or have I caught you at the wrong time"
- The prospect has to buy you before they buy what you're selling
- On every interview someone is sold, either they've sold you why they can't buy or you've sold them why they should
- You need to back away from the problem, and start coming up with some solutions that will solve their problem
- "In addition to all those problems, would there be another reason why you couldn't get this product"
- Get away from the problem and bring up solution
- Take the reasons why they can't buy and turn them into the reasons they must absolutely buy
- 63% of sales interview with no sales attempt, b/c people are afraid to sell, they're afraid of rejection
- They're not rejecting you; they're refusing your offer. If you can understand they're not rejecting you, you are going to be far, far ahead of the game.
- "If you're in something, get in it, and if you're not get out" It's not fair to you and it's not fair to your boss/spouse.
- What ultimately separate the extremely successful from those who just struggle along are the ones who never quit!
- Get involved in whatever is necessary to get your image resolved. There are many books, audio tapes, clubs, and other things to learn about to get to the point where you need be.
- Your relationship with others and your attitude towards others has so much to do with your sales. Don't get wrapped up with how much money you make. You got to look at the prospect and worry about solving their problems.
- You can't confuse your taste, or situation, with the prospects. You might like stripes, and you might like patterns. You must understand the things they want.
- It's relatively easy to tech a person to sale, to teach someone to say the right words.
- My question to you is do you respond to like or do you react to life.
- When they stood me up I always knew I had a sale. I would show up at the exact same time the next day and "apologize to them.... Tell them you did everything you could yesterday to see them and it just wasn't possible" I was so surprised how many full grown people would let me take the responsibility for them not showing up"
- You can respond to make the sale, or you can react to miss the sale
- Logic makes people think but emotions make people react. Tie the logic and emotion together making them want to have what your selling now and enough logic where they can explain it to others why their buying it.
- Any man who will cheat in golf, will cheat anywhere
- If you want to change your status in life you must change your performance

- The professional wakes up thinking sales, goes to lunch thinking sales, and when he gets home he's thinking about sales
- Bring good news when you go to the prospect. You are an optimistic person and look on the bright side of life.
- I'm a thinker, it's better to emulate genius than it is to create mediocrity
- Every action I take is with the idea of building a career instead of making a sale
- Possesses conviction, confidence, and concern
- As time changes, you should change, be a man of principle, if you won't stand for something you'll fall for anything
- But never change the concept, he change procedures and techniques, but he never changes the concept of delivering as much as possible, enthusiastically as possible
- All the information in the Library of Congress won't work without the magic of common sense
- Your career depends on what you do with what you know, not just what you know
- Spectacular achievement is always achieved by unspectacular preparation
- Persistence is a thing that separates the people who ultimately become successful
- The best car salesman in the country sent his customers one card a month. That's the reason why he averaged 1300 cars a year. He was pretty much a member of family. He put his name in their hand every time he could.
- Write 7 hand written personal notes every day of your life. Send them a card with your picture on it
- Potency- How strong was the impact, what kind of relationship did you build this last time
- You'll never build a career on your reputation alone. You got to have other people selling for you. (your customers)
- The professional is a builder not a destroyer
- You got to keep records of your prospects, when you get the initial order, you are just getting started
- Biggest key to your sale is your follow up service up order
- Don't cut any corners and spend a lot of time on the service aspect
- The Initial enthusiasm is important but it's that sustaining belief that what your selling is important because its going to help your prospect
- Face the issue head on, and find out what the difficulty is if someone isn't on time paying
- You've got to understand everybody initially started from the same spot
- Everybody was scared to death when they got started, but the professional keeps going and going and going
- Sale 1) Identify by them by Mr. & Mrs.... Come off as the good ole boy
 - Tell the truth if you give them a compliment
- Best way to make a new sale is to make the customer feel good about a previous sale
 - Do you mind telling me where you got it?... "I bet you got a good deal on it"
- You're prospect will be delighted to tell you things if you just simply ask them.
- We'll tell you what I'm going to do today...I'm really going to make you happy today
- I'll tell you if it's anything on the inside like it is on the outside you're going to be driving a new Cadillac today
- Mr. Ziglar I got good news, that car was in even better shape than I thought, Mr. Ziglar, let me ask you a question
- You've got to use your talking pad, your customer can see, and when they see they understand better and you'll believe it more when you see
- Mr. Ziglar b/c of the superb condition of your car, and due to the cars we have in our lot were going to be able to trade in today for ____
- Look him in the eye and say "Mr. Ziglar is it 2 much? (Real soft and slow)
- You got to find out if you and your prospect are in the same ball game and the same ball park..... Mr. Ziglar what do you think will be a fair exchange for your incredible used Sedan for this brand new Cadillac sedan with all the extras. Mr. Ziglar there isn't a chance in the world that our management would accept...That is 800... But Mr. Ziglar it is very unlikely, but if our mgmt happened to accept the deal is there a chance you would be driving out in a brand new sedan today. (brought out his pen) Mr. Ziglar I doubt we would accept your offer, but I know we would accept this.... And we DON'T back out of our offers. Know when to be big, and know when not to be little! You know Mr. Ziglar it's out of my hands, Let me take your offer back to the appraiser and see what I can do. Salesman carefully moved to my side of the table. And said Mr. Ziglar let me go talk to the appraiser, but I want you to know I'm on your side. He went and came back. You know I'm really embarrassed to tell you this but the appraiser had to leave for an emergency tonight. Mr. Ziglar do you think you'll be able to sleep tonight. You know in the selling business, we don't consider it a bona fide offer unless a name is signed and money is exchanged. If there is anything that I pride myself on it is my ability to judge the individuals who I deal with, and Mr. Ziglar if you're the kind of man that when he gives his word, that word is your bond, your handshake is all anybody would need. That is the kind of man you are... aren't you?
- So you're telling me that if we can swap 7,000... Mr. Ziglar would you like to drive the home with you tonight.
- Mr. Ziglar I got marvelous news for you, and he said he will be able to swap with you, including taxes and everything for \$7200.
- When a person starts to compromise whether on price or principle, they'll compromise once, they'll do it again. And the 2nd time is even easier. ... Called him back and said sir... would you like for me to bring it to you
- You've got to learn how to adapt others way to your situation to help you
- It's easy to make a sale, it's difficult to make a sales career, and you need the help of other individuals to do it.

Break From the Pack" Oren Harai

- Jack Welch said you don't get better by being bigger
- Key predictors of success is the size of intangible assets, speed and execution of customer culture of constant innovation, mobility and agility in capitalizing on fresh feeding opportunity
- 80% of shareholder value can be traced to shareholder value

- Look who has the greatest creativity and imagination, not who has the most assets
- In general success leads to bigger size, not the other way around, it should have happened naturally
- If you want to create a growth culture, you have to nurture people and not make them fight like hell to get ideas through the door
- Being tough means having uncompromising standards
- Mkt leaders take some chances that push past their market research
- Who would of guess people who stand in line and pay \$4.00 for coffee in a plastic cup b4 Starbucks
- Treat underground management as cool! If you approach it as cool so will the people that look up to you
- Time is cost, inventory is cost, mgmt layers are cost, and unnecessary steps that aren't necessary are cost. Try to eliminate as much as that stop as possible and replace it with technology that could do some
- Don't improve layers get as rid as many as you can
- There is nothing as stupid in organizations as making more efficient what shouldn't be done at all!
- Anything worth doing, is worth measuring

"25 Things To Say To Get The Job You Want"

- 1) I don't guess or assume anything: I only bank on what I've planned, conceived or created; I don't make decisions without nailing down the facts
- 2) I'm ready for problems before they and my boss are in my face; I set aside a timeline to plan before; I let everyone know how things are going through the entire process
- 3) I stand up and take responsibility when things go wrong; I learn from mistakes and won't let them happen again
- 4) I crank out more work than is expected of me; I let people know what and how I am doing; "Hard work doesn't kill people, boredom and disease do"
- 5) I compete fair and square. I want to win but never at the price of someone that I work with. I value fairness, hard work and loyalty.
- 6) I have serious goals and I work hard for them. I come in early for work, get what needs to be done, and I don't waste time.
- 7) I write lucid memorandum; I write in simple English and I get to the point quickly
- 8) I'm always on time
- 9) I get to know people in my business; I get to know everyone and they get to know me. "I read everything I can get my hands on; I don't do it to impress people, I do it because it's the only way to keep up
- 10) I fit in anywhere; I get along with people from everywhere; I know people from all walks of life
- 11) I understand boss speak
- 12) I'm looking for a career, I love the job you're interviewing me for and I love your company. I'm not a job hopper and I'm looking for a career. I just want to know that I am valued
- 13) I don't take myself too seriously; I see too many people that do. I have to think I have a great sense of humor and this makes me perform better.
- 14) I take a stand on big or pivotal issues. I compromise on smaller issues. I don't think it's worth winning at any cost
- 15) I get to know and learn what everyone is doing in our company especially the movers and shakers
- 16) I don't waste time settling scores; when I lose I keep my composure. I accept it with dignity; I don't scheme or plot but I plan thoroughly for the next time
- 17) I deliver on my process
- 18) I get the job done right and on time no matter what things go wrong; I want people to know that I come through and deliver on my promises, work hard, and persevere
- 19) I've got a good sense of time. I've got enough patience and discipline to wait for the right time to go after something, nearly every human endeavor is based on timing and feeling
- 20) I keep my mouth shut. I don't talk about our company to outsiders. It's none of peoples business.
- 21) I speak the truth; nothing in business has as much value as being credible and trustworthy
- 22) I turn out good work; I also innovate; What I turn out says a lot about me
- 23) I get along with co-workers and I make myself get along with my boss

"Think and Grow Rich" Napoleon Hill

- Success requires no apologies and failure permits no alibis
- Every failure brings with it the seed of equivalent successes
- Henry Ford, uneducated dream of going to work in a horseless carriage, now he's put more wheels on the earth than anybody
- Practical dreamers do not quit, they transform their dreams into actions
- Dreams are the seeds of reality
- Your only limitations are those that you set in your mind
- Desire backed by faith knows that no word means impossible
- Understand that nature never deviates from its laws
- All men become what they are because of their dominating thoughts and desires
- Self suggestions is the sole principle through which character is built
- Persistence, Determination, Poise and Self-Confidence describe me
- Will difficulties over take you, common people have commons sense
- Men who have accumulated great fortunes and received great recognition have for the most part been motivated by a woman... They had highly developed sexual natures
- Understand the emotion of sex is the most powerful mental stimulus
- Most men of great achievement are highly sexed, it's the creative energy

- Men is considered genius when it stimulates its mind so it draws its mind upon the sources available
- Men who truly succeed do not begin to do so before the age of 40 or 50 and exceptionally succeed until later
- The more good things you put in your mind, the more good things that will come out
- Know where to get information when you need it, and how to organize the knowledge into specific plans of action
- One
- Anything acquired without effort or cost is generally unappreciated
- The self discipline one received from a definite program
- Greatest public school system in the world, provided transportation, invested billions, one weakness of this system its free
- Strange things about human beings is they value only things that have a price
- Any person who has the ambition to give up his spare time to study at home has in him leadership qualities to be great
- It pays to know how to purchase college
- The way of success is the way of continuous pursuit of knowledge
- A lot of temporary adversities will end up being blessings in disguise
- PODCAST- No man is an island, no man is perfect
- Be sure that your purpose will bring hurt and headache to anyone, make it have peace and prosperity in mind
- I hope to profit from mistakes, gain strength from defeat
- Get up early and get things done! First things first
- Early to bed, early to rise, makes a man, healthy, wealthy, and wise
- If you conceive it and believe it, you can achieve it
- The more you think about what you want, the greater possibility it is that it has to happen
- "Place all your eggs in one basket, then watch your one basket and make sure no one kicks it over"
- You want to share your knowledge with people b/c eventually they'll start sharing your knowledge with you. Surround yourself around a lot of people who know a lot of things
- Knowing how to find motivated sellers is far more important than knowing 100 different ways to buy a house. Direct response marketing targets a specific group of most-desired prospects that you have defined as those most likely to respond to your offer (e.g. out-of-state homeowners, or expired listings), then it advertises for or delivers a message to only those people via a media (e.g. personal-looking hand-addressed #10 envelope mailed first class) that will reach them and get their attention. Once in front of the target, direct response delivers the following: 1) benefit-telegraphic headline 2) true marketing message 3) offer, or offers 4) reason to respond immediately 5) precise response instructions and mechanisms

"Wins, Losses, and Lessons Learned" Lou Holtz

- College opened up new worlds for me and the friends I made provided me with opportunities that I would never dreamed possible, opportunities that went far beyond my degree, cutting the path that would later become the road of my professional career.
- Everyone's life is a compilation of the people he meets, the things he does, and the decisions he makes.
- Life provides all of us with a series of choices. The choices we make determine how success we are.
- No one but you determines your success in life. Making the right choices paves the way
- If you meet a hundred people a day, a thousand people will make a judgment about you based on your appearance. 1st impressions are invaluable, so make yours a good one.
- It's not always fair, but it always has been true; appearances matter, so make yours a good one
- A Day without learning is a day without living
- Persistence is in my mind; the quality that is, is the most critical to success and happiness
- What I thought was a terrible setback, turned out to be one of the greatest things that ever happened to me.
- By compromising your quality expectations, you not only lower your own personal bar, you do a disservice to the person whose feelings you are afraid of hurting.
- Don't accept mediocrity in order to preserve peace and harmony
- On George H.W Bush "I'm still struck by how genuine and thoughtful he is in everything he does."
- Work isn't work if you love what you do
- Romans 5: 3-4: "We also rejoice in our sufferings, b/c we know that suffering produce perseverance, character, and character, hope."
- The time to worry is before you place your bet, not after they spin the wheel.
- Why should I suffer; my answer was simple, you work hard and suffer /c it makes you a better man.
- Internal rewards, the ones you gain from pain, sweat, and tears, stick w/u 4ever
- Greatness starts with belief, and total commitment
- If you want to keep from being embarrassed, do a better job of coaching and recurring
- Don't keep your eyes on the problem, look for solutions
- "Nothing breeds future successes like present successes" Vince Lombardi
- You can tell a lot about a person's character not by the mistakes he's made but how he he's handled those mistakes
- Discipline is not what you do to someone, but what you do for someone
- Hebrews 12:11 'No discipline seems pleasant at the time, but painful later on, however, it produces a harvest of righteousness and peace for those who have been trained by it
- It's critical to have goals in your life, and to work as hard as you can to achieve those goals, but in the end, the Lord works in mysterious ways

- Hard times will come, they always do. But when they do, remember that deep faith, hard work, and an unwavering commitment to your goals will turn today's tragedy into tomorrow's triumphs.
- When I first met him I thought he had to phony. Y instinct told me that nobody could be that nice, upbeat, and considerate all the time. The more I got to know him, it became clear he was one of the most positive, kind, considerate, and energetic people you will ever meet.
- Titles come from up above. Leaders are selected by those under you. They will follow if you have a vision and a plan
- I ask 3 things of you: 1) Do what is right 2) do your best 3) Treat others the way you want to be treated.
- Tradition never graduates, It is always under construction, and its yours to create or destroy
- Winners don't need to make excuses and they don't have time because they are too busy finding solutions
- If you there, no explanation is necessary. If you weren't there no explanation is satisfactory
- Being competitive meant winning, not coming close.
- There is no magic touch; hard work, discipline, and perseverance win more often than they lose
- Everyone needs 4 things in life:

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- 1) You have to have something to do. Prisoners serving life sentences sleep 12-14 hours a day because they have nothing in their life that compels them to get out of bed
 - 2) Have to have someone to love
 - 3) Have to have something to believe in
 - 4) Have to have something to look forward to
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- The ones who you demand the most from are usually the most appreciative later
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- The individual should have at least 6 friends so his wife doesn't have to hire pallbearers.
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- I never was interested in just "getting by"
- Sometimes I thought my dad went over the line with his criticism but he just wanted me to be the best I could be
- I succeeded b/c I was tougher, more disciplined, more confident, and better fundamentally than the others
- I learned more from my dad than I will ever learn from reading books or attending seminars
- When people listened to me, I wanted there to be no doubt about where I stood
- I wanted people to say 'that kid is the most disciplined kid I've ever met and I have no doubt he will be the most successful person I know'
- It was a moment I'll never forget and taught me the people I met at the White house, despite all their accomplishments, are no more important than the ones I met in the drugstore.
- I made a promise to treat all strangers as celebrities
- I don't want to be remembered for my successes. I want to be remembered as someone who helped others believe in themselves and someone who made this world a better place. When I die I hope someone says, he was significant to a lot of people

President George W. Bush by Beatrice Gormley

- Start your campaign early and campaign hard from the start
- Have a few clear, simple things to say and say them over and over
- I'm against crime, for education, for welfare reform and reform of legal system
- Be calm, cheerful and persistent
- Give audience impression that you like them and your glad to be talking with them
- Understand you have to appeal to moderates as well as conservative voters
- Let them know it's possible to be financially conservative and still help people in need
- My special gift is my ability to lead and to help opposing groups get along and work with each other
- People are starved for leaders who have ethical and moral courage
- You have to come across as friendly and relaxed in front of the camera
- If elected I will solve problems, bring people together and lead in a positive way
- We have remarkable consensus about important issues before us: excellent schools, retirement and health security, tax relief, strong military and more civil society

"In God We Trust" By Jon D. Bender

- The ability to control what we think and feel is the only thing that no other person can control
- If we have faith that somehow everything that we are going through right now is shaping and molding us for our ultimate purpose, we can have all that we are capable of creating and receiving
- You can bury someone's body, but their character will never be buried, it always lives on
- Remember that everything is God's to begin with and we are only managers, or stewards, of his things while here on earth
- You will eventually discover what seems to be the hard way is ultimately the easy way
- "Thoughts are things, things have gravity, and gravity attracts." What are you thinking?
- Being grateful reminds me that there is always an opportunity to learn from whatever happens to me.
- Don't focus so much on what feels good in the moment, rather focus on what makes you great in the end
- You may not always be able to control what happens to you, but you can control how you respond." Jon Bendel
- "Whether a job big or small, do it right or not at all, once a job has begun, see it through until it's done."

- Win with the cards you've been dealt, because you're not dealt another hand in life
- Don't do things to make yourself feel important or try to get famous, do them to support and encourage other people to feel important
- Each one of us has a purpose and our mission in life is to find that purpose and have courage to follow it.
- You must never accept what the world calls failure. Failure doesn't exist, only the thoughts of failure exist if you all them too.
- Who you are is God's gift to you; who you choose to become is your gift to God.

Real Estate Books

- The secret of success in life is for a man to be ready for his opportunity when it arrives.
- In real estate you make money by solving problems
- Security bond- bonds or insures payment in case of default
- A study of economics usually reveals that the best time to buy anything was last year
- There is a lot of power in pursuing a single profitable strategy over long period of time
- Offer to purchase is basically a short term option
- Whenever you fill out offer add words "and/or assign"
- This offer is subject to the inspection by my partner on or before closing
- Talent is cheaper than table salt. What separates the talented individual from the successful one is a lot of hard work
- When you buy a tax lien- you are paying someone else's property taxes
- 97% of tax liens are paid off in 2 years
- Make sure amount you investing back taxes isn't more than property
- This isn't brain surgery, you just got to give a crap
- Usually county assessed value is around 80-85% of FMV
- Always, always inspect every property you buy at a tax deed sale
- Have attorney file "quiet title action" to completely clear title
- Quit claim deed- gives no warranties
- #1 asset is your mind- protect
- You will become as small as your controlling desire, as great as your dominant aspiration." James Allen
- A Single conversation across the table with a wise man is worth a month's study of books
- If you can find just 2 customers out of every 100, you can build a fortune
- It's not about the money, it's about the lifestyle
- The chief cause of failure and unhappiness is trading what you want most 4 what you want at the moment.
- If you can't crack the code yourself, then notice who's pulling in the most fish and drop your hook into the feeding frenzy
- Every economic cycle brings a renewed feeding frenzy in real estate, timing is everything
- The real secret to creating residual income is to develop leaders in your down line, who because of their own self interest will have an incentive to grow your business as well
- Make a list of 21 sharp, opportunities, oriented people who might be interested in earning some extra income.
- Follow up is the most important step. It's the razors edge between success and failure.

"The 10 rules of Sam Walton"

- If it is to be it is up to me
- It's not easy when you strive to be the best, but in the long run its worth it
- If you will take care of your people, it is your people who will take care of your customers and the business will take care of itself
- Keep away from people who try to belittle your ambitions. Small people always do that, but the really great ones make you feel that you too, can become great.
- Good leaders add the human factor to all aspects of their business
- Get to know your people, their families, their problems, their hopes and ambitions
- When you provide average people with the chance of a lifetime, they realize how rare those chances are and don't squander them.
- "I do not choose to be a common man. It is my right to be uncommon. I seek opportunity... not security. I do not wish to be a kept citizen, humbled and dulled by having the state look after me. I want to take the calculated risk; to dream and to build, to fail and to succeed. I refuse to barter incentive for a dole. I prefer the challenges of life to the guaranteed existence; the thrill of fulfillment to the stale calm of utopia. I will not trade freedom for beneficence, nor my dignity, for a handout. I will never cower before any master nor bend to any threat. It is my heritage to stand erect, proud and unafraid; to think and act for myself; enjoy the benefits of my creations and to have the world boldly and say, this, with God's help, I have done. And this is what it means to be an entrepreneur."
- "If you think you are beaten, you are,
- If you think you dare not, you don't
- If you'd like to wink, but you think you can't
- It is almost certain you won't
- If you think you'll lose, you've loss
- For out in the world we find,
- Success begins with a person's will
- It's all in the state of mind
- If you think you're outclassed, you are

- You've got to think high to rise
- You've got to be sure of yourself before
- You can ever win the prize
- Life's battles don't always go
- To the stronger woman or man,
- But sooner or later he or she who wins
- Is the one who thinks they can!"
- Life is a self fulfilling prophecy. Things don't just happen in their lives, they make things happen by choosing a goal or destination worthy of their effort and commit to reaching it
- Winners make commitments, losers make excuses
- Life is about having opportunities and people believing in you. It's about making progress and never quitting.
- The glory is not in never falling, but in rising every time you fall
- Research is the work of champions
- His genius materialized out of painstaking trial and error, hard work, long hours, and an insatiable desire to achieve perfection
- Don't waste your time on what others are doing wrong, focus on what they're doing right
- What I lack in knowledge, skills, and ability, I was able to overcome with my never say die determination
- Remember- what you think about most of the time you will become
- Your trust and belief in people might provide all the inspiration you need
- Be an innovator but don't be afraid to imitate successful strategies of others
- Never be satisfied with business as usual
- Commitment is a choice. You're not born with it; everyone has an equal opportunity to make a commitment to achieve their full potential and to be the best they can be.
- Challenge yourself to be the best you can and always maintain a positive outlook and you'll find yourself accomplishing more than you ever thought possible
- The key to success is to do something each and every day to move yourself in the direction of achieving your goals.
- Never ask anyone to do something you're not willing to do
- Charm- quality that exerts an irresistible power to please and attract
- It doesn't matter what you are, it only matters what people think you are
- People will react based on how they perceive us to behave, no matter what our inner agendas may be.

"The Magic of Big Thinking" David Schwartz

- The size of your success is only limited to the size of your thinking
- Faith can move mountains
- Belief is like a thermostat that measures what you do in life.
- Others see in us exactly what we see in ourselves
- Remind yourself all the time that you're better than you really are
- Successful people are just ordinary people who believe in themselves
- Think big goals and win big successes
- Nobody is going to order someone to self development; nobody can do it for you
- Excuses are the difference between a person going places and person going nowhere
- I don't have enough time is an alibi for an excuse
- Success is a direct by product of extra effort
- I felt sorry for myself because I didn't have shoes till I met a man who didn't have feet
- Better to wear out then rust out
- I'm going to start now; my best years are ahead of me
- Interest and enthusiasm is all you need, not intelligence
- You can always find facts, but you can't always find positive thinking
- It's not the amount of intelligence you got; it's how you use it
- The ability to think is much more important than memorizing things; find new and better ways of doing things
- How big we think determines how big achievements we have
- Nothing worthwhile comes easily
- Don't concern yourself with trivial things
- Change is what brings about progress
- There is no one best way to do anything
- There are as many best ways as there are creative minds
- Successful business are always looking for new and better ways to do things
- The search for improvement is vital and never ending
- Absolute perfection in any Endeavour isn't always attainable
- If you want something done give it to a busy person
- All successful competent people are busy
- Listening gives us the information to make difficult decision
- Test your own views in the form of questions
- Concentrate on your assets; you're a lot better than you think you are
- See what can be, not just what is
- Man belongs where man wants to go

- Average should be defined as the best of the worst, and the worst of the best
- Traditional thinking is the enemy of creative thinking
- Do something new and different and expose yourself to new things
- Don't say "that's the way we did where I used to work so that's the way we should do it here"
- The search for improvement is vital, never ending, and absolute essential to success in any business
- Never turn down anything that looks like an opportunity
- Don't let tradition paralyze your mind, be progressive in everything you do
- Ask yourself every day, how can I do better, how can I do more, capacity is a state of mind
- All confidence is acquired; no-one is born with confidence
- Action cures fear
- The longer the action is postponed, the more your anxiety will increase
- Build your confidence and destroy your fear through positive action
- Ideas have value only when you act upon them
- Do what you fear doing and the fear of doing it disappears
- To get more enthusiastic about something, get more excited about it
- Success depends on the support of other people
- Introduce yourself to everyone at every opportunity

"Pilot Your Life" By Ron Shaw

- Never wait for someone else to give you permission to pursue your dreams
 - Key Business Traits- appreciate value of money and how it affects many people; understand how people view things by the way you comb your hair, wear your clothes, polish your shoes; learn that self confidence is one of the easiest and most important traits to acquire.
 - When you find yourself in difficult circumstances, remember that your environment may not seem to suit you, don't give up. Stay positive because what you don't like may well turn out to save your butt.
 - Don't accept something on face value; find out background and credentials of all parties involved before committing yourself to something
 - If you don't hook the audience quickly, you're dead
 - Even if you're scared to death, you can't show weakness or vulnerability. The audience will sense it and will be uneasy with you.
 - Follow your passions, play your strengths and stay open to opportunity
 - Be more obsessive than anyone else with growing and improving on what you do.
 - It's not enough to simply do well the things you have mastered, success is bread by constantly improving.
 - No matter if you have a million things on your plate; you have to make it appear that whatever it is the two of you are talking about is the most important thing in the world to you.
 - If you ever fall in love and decide to get married before you make it to the big time, get out of the business because it isn't going to happen.
 - Aggressively pursue every lead you're given and always be making time to pay your dues.
 - When failure happens, as it will, never allow it to get the best of you. Accept it. Figure out why you failed, and make sure it doesn't happen again.
 - The right attitude toward success and failure will ensure your persist ant effort spay off.
 - See opportunity when others see despair.
 - There are no guarantees when you own your own business but at least you know when things start going bad you will be the last one to walk out of the door.
 - The better you understand other people, the better choices that reflect them can be made.
 - Preparing for the worst is smart leadership.
 - In addition to setting your goals you need to create plans of action
 - It's a simple matter of pride in appearance that translates into confidence.
 - When you treat your employees well, there is no limit to the contribution they can make to your company.
 - Have a vision that extends beyond the ordinary and if that vision is true, you will reap huge financial benefits for the rest of your life.
 - Write your own introduction and give it to the person who will be introducing you. Keep it short and relevant and reserve mentioning your name until the end.
 - Relax! You're talking to a group of people who want to see you succeed.
 - If you look the part, doors will open that might otherwise remain closed.
- If you want to be taken seriously, let people know you take yourself seriously by presenting yourself with care. Appearance can be the key to how people perceive you. Give it your all. Make the effort to look good and speak well. You won't be sorry you did.
- A company's success depends on how it creatively deals with unforeseen circumstances.
 - Treat yourself like the best and you will become the best. Cut corners and it shows.
 - 1) Develop a vision for any major Endeavour
 - 2) Hold on to that vision with tenacity.
 - 3) Identify and recruit the best talent.
 - Create options when there appear to be none, and have the courage to push forward and make things happens when the result would be worth the risk.
 - Urge others to do more with their life and to go all out.

- We are all blessed with certain gifts, it is your job in life to find and exploit them; and don't forget, along the way to give something back.
- I hope he makes it, and even if he doesn't, at least he will know that he tried and won't have to live with the awful thought of "what if" hanging over his head for the rest of his life.

"Secrets of Superstar Speakers" Lilly Walters

- Believe in your dreams. Believe that the dreams that were put in your heart were put there by God and it's part of your purpose to fulfill them, and in doing that, you serve others. By having a loving relationship, you serve others by modeling that relationship. It's not selfish to love yourself. To care about others, to be involved in making a difference, in serving others. When you contribute, you feel better about yourself.
- Integrity is not something that comes with being an Aggie, wearing the ring, or earning the Buck Weiruss. It comes from truly believing in good, knowing that there is right and wrong, and physically/mentally/emotionally making the choice to live a life of it. To everything you can find a gray area, but never should you exist in it. And most importantly, beyond anything else, know that just living a life on integrity is not enough. Integrity goes beyond yourself, it means putting your neck on the line for what is right.
- There is a God. He's behind you, believes in you, and cares about you. He wouldn't have created you, and then left you alone. Just tune in, meditate, pray, ask for guidance, and give back through tithing and making a difference and reaching out in love.
- It all starts with the self. When you change yourself, then you can change the world a little bit. By expanding yourself awareness, becoming more familiar and intimate with the field of infinite possibilities that exists within you. Once you've become that, then you begin to change the world.
- 7 Habits
 - 1) be proactive, take the initiative and be responsible
 - 2) Begin with the end in mind
 - 3) Put 1st things 1st. Discipline yourself to subordinate feelings, impulses, and moods to your values
 - 4) Think win-win and seek mutual benefit
 - 5) Seek 1st to understand then to be understood
 - 6) Synergize. Value the differences
 - 7) Sharpen the saw. Take time to cultivate the 4 essential dimensions of your character: physical, mental, social/emotional, and spiritual
- It's a good thing for an uneducated man to read books of quotations
- "The greatest lesson in life is to know that even fools are right sometimes" Winston Churchill
- I worked very hard, to excel, to achieve, my goal was to do my best, which is all fine and well. But I'm inclined to be a perfectionist. And it's very hard, you know to try to control everything, surmount every difficulty, foresee every problem and realize every opportunity.
- Each of us has a unique assignment in this world given to us by a sovereign God; to love and to serve those within our own sphere of influence. We've been blessed to be a blessing; we've relieved that we might give.
- When you look back on your life, I believe what really matters won't be how much money you make, how many titles you held, or how much prestige you amassed. Instead you'll be asking "What did I stand for? Did I make a difference- a positive difference in the lives of others?"

"Made in America" Sam Walton

- How do you inspire a grandchild to go to work if they know they'll never have a poor day in their life?
- Every time we spend one dollar foolishly it comes right out of the customers pockets. Every time we save them a dollar; that puts us one more step ahead of the competition which is where we plan to be.
- I don't know what causes a person to be ambitious, but it is a fact I have been over blessed with drive and ambition from the time I hit the ground.
- I have always pursued everything I was interested in with a true passion, some would say obsession, to win.
- Exercising your ego in public is definitely not the way to build an effective organization.
- I expected to win, to go into tough challenges always planning to come out victorious.
- I learned early on that one of the secrets to campus leadership was the simplest thing of all; speak to people coming down the sidewalk before they speak to you.
- I wanted to be my own self. I didn't want to be anyone's prodigy.
- What really drove me was competition. I was always looking for a better way to do things
- By cutting your price, you can boost your sales to a point where you earn far more at the cheaper retail price than you would have by selling the item at the higher price.
- You will make your money by controlling your expenses
- I've always thought as problems as challenges and this one is no different
- The challenge at hand was simple enough to figure out; I had to pick myself up and get on with it, do it all over again, even better this time
- Two things that distinguished me; First, I got up everyday bound and determined to improve something. Second, I am less afraid of being wrong than anyone I've known. I just shake it off and head in the other direction.
- In many of my core values I'm a pretty conservative guy. But in business for some reason, I have always been driven to buck the system, to innovate, to take things beyond where they've been
- Let's be out front. Let's do it right. Let's get it done now and get on with it
- I not only liked to swim upstream, I liked to do it with weights strapped on just to show them I could do it.
- Look for the good. If you get one idea that's one more than you had before
- Just because they've won doesn't mean we have to do things their way

- I've always showed people I had my own way of doing things
- I've always the soul of an operator, somebody who wants to make things work well, then better, then the best they possibly can
- Anybody who has ever known anything about me knows I was never in anything for the short haul
- I was a master of taking the best cut of everything and adapting it to my own needs
- It's like the army. You can move troops all over the world, but unless you have the capacity to supply them with ammunition and food, there's no sense putting them out there.
- When I told someone I was going to do it, I knew I would make it happen
- What worried me is that someone might not have a good time I wasn't worried whether I would win. I knew there is no way in the world I would let myself lose. I had done and knew I would continue to do "whatever it takes" to win.
- One of his greatest strengths is he is always unpredictable. He is always his own person, totally independent in his thinking.

"How to become effective Communicator"

- Cultivate at communicating, improve and build your skills if you're willing to invest what it takes; only you can decide that you will do what it takes
 - 1) Must have a burning desire; you have to want to speak in a way that will move people into action
 - 2) Understand process of communication; we may talk in words but we think in images; challenge is to convey images exactly as you see thing
 - 3) Must master **certain** basic skills
 - a. Connect with audience
 - b. Convey message they can understand
 - c. Check their responses
 - 4) Spend time practicing
 - 5) **Patience and persistence**
- You must be willing to admit you failed and learn why; use mistakes as building blocks
- Pay attention to others and they will pay attention to you
- Talk about what is important to your listeners
- Do something to get audience involved
- Don't just talk to audience; talk with them
- Unless we have a dialogue we are not communicating
- Dialogue is effective to communication
- Discover what appeals to your audience then relate to them; Tell them what they want
- Always find out what turns on your audience
- Get to the pint and elaborate on details
- Turn them into benefits for the listener
- Be real; don't be afraid to let the real you come out
- Be enthusiastic, be animated, be lively, how can you expect audience to be excited if you're not
- Get personal with message; give audience something they can relate to
- The more you know about an audience the more you're equipped to speak to their needs
- Show people what they want and they will move heaven and earth to get it
- See the world through the eyes of your audience
- "That's a great idea" make people feel good about being involved
- Vivid descriptions are a powerful communication tool
- Choose images your audience can identify with
- Vividly describe your image so audience knows what you're talking about
- Goal of communicator is to obtain a desired response
- Repetition, reinforcement, feedback
- Repeat images again and again to audience,
- Tell them what you're going to tell them, then tell them again
- What I hear I forget, what I see I might remember, what I do I understand
- Stories help audience understand your message
- Timing is everything; involve your audience
- "So you see all of us can benefit from painful experiences
- To ignore the environment is to surrender to competition
- Every situation is different and every audience is unique
- Quickest way to connect with audience is get them to do something with you
- Animate your presentation they way you say things is more important than what you say
- Nothing communicates like enthusiasm
- Listening is greatest secret to effective communication
- Through listening we learn and connect with other people
- Active listening is the most loving thing you can do for another person
- Time is most generous asset you can give another person
- To be effective communicator you got to be better listener
- Conquer the temptation to interrupt the speaker
- Mastering art of listening is knowing when to be silent
- Target your audience, target the message and find right people for right message

- What makes you more valuable than other people
- Target audience that offers greatest return on investment
- Make sure your telling the audience that has power to give you what you want
- Target power is concentrated power and concentrated power is amplified power
- Most messages are like fine wine, they get better with time
- Results is the name of the game
- Actively seek audience feedback
- Peoples words may be deceiving but their actions never lie
- Feedback only has good value when its put to good use
- Turn every success into future successes
- Be concerned with what works best for you
- Goal isn't to be good, but be superb at what you do
- Personal attention opens doors to future opportunities
- Speech is divided into content and delivery, good speech starts with good content
- Examine your reasons for speaking to a certain audience
- Understanding why your speaking to group, helps you tailor it
- Convince audience you know what you're talking about
- To be a powerful speaker you must understand implications of what you're going to say
- Stage fright is normal; everybody gets it
- Best thing for it is preparation and practice
- 1st Impressions count, always look your best
- Humor is one of the most effective ways to keep audience involved
- Your audience will only be as lively as you are
- Stand up to be seen; act like you deserve the audience's attention
- Speak to be heard; believe what you say and use expression to get audience to believe
- Sit down to be appreciated, get to the point, tell it and then get out
- Be organized and entertaining and you will be effective
- Avoid saying "I" as much as possible
- Organize message in a way that best conveys your message
- Update then eliminate
- Money is a lot easier to replace than learning time

Leadership Characteristics of George W. Bush

- I'm not focused on good intentions. I'm focused on good results
- Simple in his speech, clear in his vision, confident in his ultimate success
- My enthusiasm for our mission is exceeded only by my confidence that we can succeed
- View knowledge and skills as more teachable, where as traits such as character, work ethic, basic intelligence, dedication to fulfilling commitments, and values were seen as more ingrained or inherent
- Ask a person to describe a time in their life when they've been flexible
- Practice listening to others. Listening will increase your persuasiveness because people love to be listened to.
- The best humor is about you and is relevant to the current subject and the people present
- I trust you, I rely on you. I'll set the agenda and time. I'll set the principle.
- Your judgment has a big influence on my decisions. I'll act decisively; I'll hold you accountable for your decision. I'll stand up to the critics.
- Secret to making things work is putting together a great team, and then demanding results
- To be conscious that you are ignorant is a great step to knowledge
- Team leaders need to design teams and create a safe environment that encourages everyone to participate and offer innovative ideas.
- Leadership is about making a difference. Creating positive change. It's about getting things done and getting rid of everything else that doesn't contribute. It's about encouraging, enabling and empowering every employee.
- Leadership is about trust and giving authority back where it belongs.
- "Coming together is a beginning, keeping together is progress, working together is success" Henry Ford
- George particularly enjoyed putting people who thought they were big shots in their place
- Reading is to the mind what food is to the body
- Don't make a rule you can't enforce
- Repetition without variation preserves the clarity of his message
- Ask questions that bring out realistic answers and give them what they need
- Education is vital to expand capabilities
- Act your way into a new way of thinking
- When you expand the audience, you get more knowledge
- Success depends on the people you choose
- Choosing the right people gives you that competitive advantage
- Set the standard and others will follow
- You can't be dependent on independent people
- We will resolve, we will do what's right regardless of what the critics say
- Nothing beats enthusiasm, passion, and caring for people, because if you're sincere about it, people recognize it

- If you get diverted to worrying about your opponent, you're losing your focus and there's nothing you can do about that
- You bring him a problem and he wants to know what the solution is
- He puts a premium on action and movement. He doesn't waste a lot of time. It's all about what were getting done and what were accomplishing. He holds us to high standards and that's all you can ask for.
- You have to appear strong. When you're in the middle of anything like this, you're leading an organization and everybody is looking at your face.
- The president listens, he acquires data. He is always interested in competing views, but then he decides. He doesn't get paralyzed. When we're good, we go.
- Do the best you can with the resources you have available
- Failure is a detour, not a dead end
- Think of your mind as the driver of your future, you better maintain it and fuel it with the right fuel

Master Apprentice: By Donald Trump

- His success was due not only to his relentless effort, but to his instinct for how far to push the envelope
- Other men like playing golf, I like buying apartments
- Donald worked harder and was more focused than anyone I have ever met
- He did whatever it took to make things end up where he needed them to be
- He thrived on conflict, the bigger the better. He loved it. People like him always do
- Like any good politician, he knew how to say thank you
- Of course he didn't know everything, didn't in fact know very much, but he had that air of confidence.
- It was how I managed to combined my political connections and advisors collective wisdom to out maneuver the competition.
- Donald was young, bright, and a pain in the ass
- He didn't question why things were the way they were. He sized them up and make them work for him
- Look for that extra element that catches peoples eye
- No matter the occasion, he was always competing, always concentrating on how to make whatever he was doing seem bigger and better than what anyone else had ever done. When he lost, he would say he won, when he won, he would say he won more.
- He's got a gift that is good in good times and really good in bad times. It's called bullshit, and he uses it unabashedly.
- It's not like I sit down and write goals. I don't worry and I don't give up. I'm a worker, not a worrier. Some people worry about things, but I get things done
- Unless you set out to take charge of your own destiny through an aggressive program that requires leadership, commitment, and care for our people, we will no longer be relevant 10 years from now.

"10 Days to More Confident Speaking"

- 86% of your message is communicated through the tone of your voice
- Pronounce your name slowly
- ½ of speakers or performers success is just showing up in the right place at right time
- Relax- sit relaxed in chair with back straight with hands dangling at your side; as you breathe in hold breath 3-4 seconds and exhale slowly
- The power the mind is truly amazing, and those who have a positive outlook experience success, which in turn builds confidence
- Preparation and rehearsal are the two most important things you can do
- Realize that people want you to succeed
- Force your body to move by walking as you speak
- The first step in creating a great presentation is to gather information
- To be an authority you should know at least 10x as much about your topic as your audience does
- The idea is to gather as much material as you can and start to record it and organize it into categories. The key is to collect as much data as possible, whether you use it or not
- Most listeners want to know "what's in it for me"
- The Conclusion- Review; highlight audience questions; "what's in it for me"
- Call to Action- tell audience what to do
- Closing Grabber- leave audience with at least one memorable thought
- Before you speak- think about the words you want to use
- Use the pause as an effective technique
- Allow your mind to catch up and think about what you want to say next
- Begin with the end in mind
- Prepare different versions of your speech- 1 min, 3min and 5 min versions
- No one cares about how much you know unless they know how much you care
- Most important thing you can do is learn how to connect with the audience
- Your audience tends to mirror your attitude as they perceive through their senses
- Stepping forward in a speech suggest your arriving at an important point
- Smile before you say your first words
- Your eyes convey a message to your audience
- When you start to visualize yourself as a success, you will succeed

- Hold your beverage in your left hand so you can shake hands with your right
- When asked a tough question- answer it by looking at someone else besides person who asked it
- “Remember the willingness to win is worth nothing unless you have the willingness to prepare, so prepare, prepare, prepare.”
- When responding to a question; start by thanking them and saying many others have asked that same question

“Speak Like Churchill, Stand Like Lincoln” by James C. Humes

- “Those who never quote are in return, never quoted” Benjamin Disraeli
- Good communication spells the difference between a leader and a manager
- “Our task is not to fix the blame for the past, but to fix the course for the future” JFK
- “No one can make you inferior without your consent” Winston Churchill
- When you share a bit of yourself with others, you win their trust and affections, and they will more readily buy into what you are promoting
- The greatest ruler acts as he speaks and tailors his speech to his actions.
- I just said good-bye to Winston, but you never say farewell to courage
- Bill Clinton survived and prevailed because of his superb skills of projecting sincerity and commitment. He did this not with what he said but how he said it.
- When you pause, you sound sincere, as if you’re trying to come up with the right words to express your thoughts.
- For any talk, little or long, take your typed speech and space it out in bite-size pieces
 - When you come to a comma cut the line off
 - If your subject is followed by its predicate, don’t separate them
 - When a preposition is succeeded by its object, don’t dissect the two
 - Never end a line with “a” or “the”
 - When you see a period, make sure to call it a halt
- The layout of your speech lets the key words and phrase leap out at you
- “This is not the end, nay; not even the beginning of the end, but it is perhaps, the end of the beginning.” Winston Churchill
- “There is only one answer to defeat and that is victory.” Winston Churchill
- If you would keep your secret from an enemy, tell it not to a friend.
- “Out of intense complexities, intense simplicities emerge. Humanity, not legality, should be our guide.” Winston Churchill
- “Injustice anywhere is a threat to justice everywhere” MLK
- If we’re going to make it work, do it right. The only real and right course is to keep our goals in sight.
- Be bold, act audaciously and dare to be different
- Make no mistake; much is at stake in this new venture
- There are no gains without pains
- “Always be prepared to negotiate, but never negotiate without being prepared.” Richard Nixon
- “God helps those whom help themselves” Benjamin Franklin
- Do you feel better off today than you did four years ago? Then vote for...., but if you don’t, vote for me
- A question forces the listener to react whereas a declarative sentence does not.
- Never ask a question if you are not sure of the answer
- When asking a question to audiences keep it to a single line and keep it simple.
- Pregnant pauses can turn even familiar words or phrases into compelling communication.
- In every statement you make, whether an announcement or brief remarks, introducing a product, identify a key word
- Passive voice is where the true subject, the doer of the action- either is not in the sentence at all or neglected to object of a preposition.
- The passive is for the “cover-your ass” types. But the active choice is for the take charge leaders.
- The active voice provides force to your speech, where as the passive voice sounds spineless and deadens your delivery.
- “I have nothing to offer but blood, toil, tears and sweat” Winston Churchill
- “And so, my friends, I say to you...”
- “Great is the art of beginning, but greater is the art of ending” Henry Wadsworth Longfellow
- Every time you open your mouth, your capability as a leader is judged
- Some of the best endings may come from your own experiences
- Dare to be different. Leaders don’t play it safe. Leaders don’t follow the scripted. They do the unexpected. They pull surprises.
- Communication is more than just the words you express. It’s also the impression you make
- It often takes a certain flair to dare to be different, to break precedent, to stray away from the script, to do the unexpected.
- An unconditionally display of courage can send an unusually strong message.

“Your Roadmap to Success” By John Maxwell

- True success isn’t a thing you acquire or achieve. Rather it’s a journey you take your whole life
- Success is available to anyone willing to learn a few practical principles and then follow through with them day to day.
- Possessions are at best a temporary fix. Success can’t be attained or measured that way.
- Power really is a test of character. In the hand of a person of integrity, it is of tremendous benefit; in the hands of a tyrant, it causes terrible destruction.

- Success is knowing your purpose in life, growing to reach your maximum potential, and sowing seeds that benefit others.
- You will never exhaust your capacity to grow toward your potential or run out of opportunities to help others.
- The only true measure of success is the ratio between what we might have been and what we have become.
- If you wish to accomplish great things you must be willing to sacrifice much.
- Success is waking up in the morning whoever you are, wherever you are, however old or young, and bounding out of bed because there's something out there that you love to do, that you believe in, that you're good at; something that's bigger than you are, and you can hardly wait to get at it again.
- A dream gives you direction, increases your potential, helps you prioritize, and adds value to your work.
- The great thing in this world is not so much where we are but in what direction we're going.
- Everyone gets an idea in the shower. But the successful ones get out of the shower, dry off, and do something about it.
- Complacency never brings success. You must desire positive change.
- Successful people have enough creativity to think it out and enough character to try it out.
- All the dreaming in the world won't do a bit of good unless you are ready to wake up and go to work.
- Success is achieved in inches, not miles.
- People have a desire to follow a leader with a great dream.
- Vision is the world's most desperate need. There are no hopeless situations, only people who think hopelessly.
- If you're not in position to win, you won't be lucky enough to win.
- When there is no faith in the future, there is no power in the present.
- Attract winners because big dreams draw big people.
- The greater the journey, the more committed you have to be to take it.
- When your attitude outdistances your abilities, even the impossible becomes possible.
- When you believe in yourself, you're free to focus on improving yourself and reaching your potential.
- Opportunities exist where you find them.
- Life is not a dress rehearsal. We get one chance, and if we don't make the most of it; we can do nothing to get our time back and try again.
- Your goals determine your priorities and your priorities determine whether you'll reach your goals.
- Shortcuts don't pay off in the long run. If you're going to reach your potential, you have to keep learning, growing and improving.
- The only way to improve the quality of your life is to improve yourself.
- When you remain teachable, your potential is almost limitless.
- Successful people get ahead during the time other people waste.
- Unless you do something beyond what you've already mastered, you will not grow.
- Keep moving forward on the journey, making the best of detours and interruptions, turning adversity into your advantage.
- The difference between greatness and mediocrity is often how an individual views mistakes.
- Failure isn't failure unless you don't learn from it.
- It's ok if you fall down as you learn something as you get up.
- Failure comes easily to everyone, but the price of success is perseverance.
- Detours can make a person better or bitter. The choice is yours.
- You pay a price for getting stronger. You pay a price for getting faster. You pay a price for jumping higher. But you pay an even bigger price for staying the same.
- Competitive excellence requires 100% all the time. If you doubt that, try maintaining your standards at 97%, or even 95%. People figure they're doing fine so long as they get somewhere near it. Excellence gets reduced to acceptable and before long; acceptable doesn't seem worth the sweat, if you can get by with adequate. After that, mediocrity is only a breath away.
- Quality is never an accident; it is always the result of high intention, sincere effort, intelligent direction and skillful execution, it represents the wise choice among many alternatives.
- It's easy to make a buck. It's a lot harder to make a difference.
- When you pay up front, you end up paying less, and rarely find yourself running short on time or resources unexpectedly.
- I want people on my team who make things happen. People who take something average and make it exceptional. These people never make excuses; they find a way to get things done.
- All leaders have two things in common. They're going somewhere and they're able to persuade others to go with them.
- Take others with you and help them change their life for the better. Nothing in life is more fun or has a greater return. You'll never regret the time you invest in people.

"100 Ways to Motivate People" By Steve Chandler

- Realize that if there is a problem, you might be the problem
- Leadership is the art of getting someone to do something you want done because they want to do it.
- Tell people what to do but not how to do it.
- Production is a direct result of your desire to produce
- Keep trying till you find a way
- Hold people accountable for their results and not how hard they're trying
- Look for what is possible instead of seeing just what is happening now

- How we see others is how they perform for us
- The less you focus on how you're coming across, the better you will come across.
- Great leaders don't produce followers, they create more leaders
- Clarity, Conviction, and Determination describe true leaders
- Do the worst first. The best way out is through the middle and rough stuff
- Can't manage time but you can always manage your priorities
- Experimentation never fails. If nothing else it makes you thankful for what you were doing before.
- Figure out what you want to do, what needs to be done to achieve it, and then Do It
- Know your people's strengths; it's far more effective to build strengths than focus on weaknesses
- Serve rather than sell and it will work for you.
- Winners make time to do what's important, losers try to find time
- 1st Responsibility of a leader is to define reality
- Communication solves all problems
- We either make ourselves miserable or not miserable. The amount of work is the same
- Don't know when to quit
- All you need to be great is concentration and relaxation
- The less of a quitter you are, the more of a motivator you will be
- Nothing great was ever created without enthusiasm
- Build Self Esteem in increments, a little bit everyday
- Pump up your emails; every email is an opportunity to fuel the contagious enthusiasm your team needs
- A boss creates fear, a leader creates confidence

Sold Out" By Bill McCartney

- "Whatever you do, work at it with all your heart" Colossians 3:23
- Only my stubborn tenacity to lay hold of God's best has enabled me to crawl back through the burn rubble of my neglect and failure to start over.
- God takes special interest in those who are impassioned toward him.
- My dad taught me that total, all-out commitment was the only way to live life.
- There is no doubt, they were the seeds and I am their legacy.
- With me, wildly positive feedback from parents and my peers only led me into a deeper commitment, a more eager embrace, a more strident work ethic. From a young age I was hooked, sold out.
- As I entered college my path seemed set. I was thoroughly invested. My jaws were clinched and my motives were clear.
- I had to tap new reservoirs of endurance and perseverance, and adopt a more thoroughly sold out attitude; one that definitely declared "I refuse to lose"
- I was a young man tracking his dreams with feverish intensity.
- It's a rare opportunity in life to contribute significantly to something much larger than yourself.
- I was selfish and distracted. I was immature and looking out for myself. My actions betrayed me. Lynn learned quickly what it was to be married to a man sold out and obsessed, but not to her.
- My dad and all the things he made me do taught me more about life than he ever taught me about baseball.
- "He who walks with the wise grows wise, but a companion of fools suffers harm." Proverbs 13:20
- Early on I approached each organization as a stepping stone to bigger things, a small key investment for the future.
- I was a sponge. I observed everything, focused on theory and different ways to do things, and pushed hard to make myself do things that didn't fit my personality.
- By doing this, both my confidence and my resume grew. I never tried to hide my ambition.
- It was my whole plan. It was the only way I knew how to claw out a career, taste some success, and feel good about myself. It had always worked. It now defined my identity.
- If you want to be in your children's memories tomorrow, you have to spend time win their lives today. If you still have the time, grab it and make the most of it.

"A Matter of Character" George Bush

- I'm not going to talk about what I did years ago. This is a game where they float rumors, force a person to fight off a rumor, and then they'll float another rumor. And I'm not going to participate.
- These things taught him how to delegate, look at the big picture, and then decide.
- What's the purpose of it? What is its goal? How does it measure success?
- A man's self duty is to secure a fortune and take care of his family
- I got "out conferred" and it won't happen again.
- I think government should be limited and efficient, that it should do a few things and do them well.
- The sky's the limit. That's meant for everybody, not just a few.
- He has a voracious appetite for information.
- He realizes there is a goal that needs to be accomplished, he got on his horse and did it.
- The right thing often times is to do what's best in the long run.
- Your administration will be only as good as the people who serve in it.
- "If you want peace, prepare for a war" Winston Churchill
- You can't legislate your way to any extreme. You have to find a balance.
- The impression that he's arrogant comes from knowing what he wants and doing it.
- Assume that everything you do or say will be on the front page the next day.

- Recognize dangers and confront them, don't wish them away.

"Power Training" With Jeff Olson

- Master the simple concepts
- The how to do part comes easy if you know how to think.
- Biggest gift you can give a business is consistency and persistency.
- Always learn from your downs so you can get better at your ups.
- #1 gift you can give yourself is personal development.
- When you walk in a room you brighten it or dim it. It's all in the power of your attitude.
- Key to successful is find something self evident before it becomes self evident.
- Be careful what you do because it will duplicate to the people below you.
- Begin with the end in mind.
- You want an organization that moves away from you; towards people you do not know.
- What's the key to success? "Double your failure rate"
- Biggest fear people have is the fear of rejection.
- Learn how to model people who are successful.
- You are a combined average of the 5 people you associate with the most.
- What you do today has everything to do with how tomorrow will go.
- The knowledge is out there; just find the people who want it.
- There will always be the negative and possible people. You have to consciously find the positive people.
- Believe God put you on this earth to have everything you want. He may put you through many trials and people in the way to see if you really deserve it.
- Plant seed, then you cultivate, then you harvest.
- You're not going to get an organization doing it if you're not doing it.
- If what your doing has no problem then there is not opportunity. There are going to be problems. Become a problem solver.
- Don't run away from problems; attack them.
- You determine the size of your check by the size of the problems you take on.
- Only know one attitude when it comes to things "Go for It."
- The meeting is everything. Do whatever you got to do to get fired up and have a positive attitude. "Shower, put on a new suit, and come out ready to kick butt. Treat it like a business.
- If you're treating it like a business you would be taking notes. If it really means something to you, wouldn't you like to remember what you learned and what was said?
- Increase people's knowledge and reduce their anxiety.
- Build a simple process that everyone can duplicate.
- Do the simple things over Andover and over and one day it will all click in.
- Take responsibility even when it hurts.
- Don't complain about what you allow.
- Successful people exercise simple disciplines over time.
- Before the race started we were all different at the starting line, but we all can get to the finish line.
- People will never begin a journey if they don't think they can finish it.
- Exercise simple disciplines. What you do matters!!!
- You have to do the opposite of the majority and most of the time you will be right.
- Successful people do the things unsuccessful aren't willing to do over and over and over. It matters, so do it!!!
- Here's how I look at it. There is a bigger price to pay for not doing it, than doing it.
- Goals
 - 1) Write them down
 - 2) Have a time element attached
 - 3) Have a plan just to get started, not necessarily finished; that will come in time.
 - 4) There is a price you will have to pay
 - a. Where are you putting your energy in life
 - 5) Look at it every single day.

"A Man of Faith" By David Aikman

- As my life has become more complicated, I treasure the basics: faith, family, and friends.
- "Loyalty, empathy, generosity, and caring are cords of a rope that bind us together into something far stronger than we can ever be individually.
- During this time he seemed to have two different personalities sometimes overlapping, but seldom fully integrated; snappy, and irreverent, cocky prankster on one hands, and serious minded, duty oriented, disciplined achiever on the other.
- As I studied and learned scripture took on greater meaning and I gained confidence and understanding in my faith."
- Midland is a town of risk takers a town that knows the value of hard work and having an optimistic vision.
- Dream it, you can do it, and realize you may be up one day and down tomorrow and what really matters is not what you got, but who you are, the content of your character.
- Don't make people feel guilty, make them feel loved. I felt different. I had more time to read. I had more energy. I became a better listener. Quitting drinking made me more focused and more disciplined.

- A charge to keep I have, A God to Glorify,
- A never dying soul to save, and fit it for the sky,
- To serve the present age, my calling to fulfill
- May if all my powers engage to do my Master's will.
- "You have given me more than I ever deserved. You have sacrificed for me. You have given me your unwavering loyalty and devotion. Now it is my turn to give back. I love you all.
- "When you walk the walk, people of faith will walk right with you."
- You can attain the impossible, cross the uncrossable, defeat the invincible. But the first step is faith.
- The most powerful resource of all is the ability to transform lives through faith.
- Faith is the framework for living. It gives you a spirit and heart that affects everything we do. It gives us hope each day. Faith gives us conscience to keep us honest, even when nobody else is looking. And faith changes lives.
- But the truth of the matter is, love comes not from the government. It comes from the hearts and souls of decent Aggies. Culture changes one act of compassion at a time. That's how culture change and each of us must participate.
- Judgments about heaven do not belong in the realm of politics or this world; they belong to a higher authority.
- "In order that I may boast on the day of Christ, that I did not run or labor for nothing." Philippians 2:16
- Aggie land, at its best, is a place where personal responsibility is valued and respected. Encouraging responsibility is a call to conscience.
- We cannot presume to know every design of our creator, or to assert a special claim on his favor. Yet, it is important to pause and recognize our help in ages past and our hope for years to come.
- Bush was an unfamiliar type of heavyweight. Words often failed him, his memory sometime betrayed him, but his vision was always strong and clear. And when he perceived new possibilities he had the courage to act on them!
- I like it that what really pushes his button is that he would like to be known as someone who inspired people to do their very best.
- Yet many Aggies don't want their leader to be just like them. They want him to be special, to lead the University in the direction of peace and prosperity and of leadership that will benefit not just current Aggies, but future Aggies as well.
- "Our differences are few compared to what we have in common. You and I are here because we care, because we want future Aggies to experience what we have."
- Fortunately our University is blessed with students who are willing to get involved and make their voices heard, and as importantly, to help a neighbor in need.
- Our school has plenty of advisors. What we need are some doers.
- My dream is to usher in what I call the "responsibility era" an era in which each and every Aggie understands we are responsible for the decisions we make; that each of us is responsible for making our families first, that we are responsible for loving other Aggies as we'd like to be loved ourselves, and we are responsible to future Aggies who will one day walk these grounds.
- We are all God's children. We are all bound by the power of faith. Faith can change lives. Faith can change A&M. Thank You and May God Bless You All!

"It's Not All About Me" by Max Lucado

- Life makes sense when we accept our place
- When our deepest desire is not the things of God, or a favor from God, but God himself, we cross a threshold.
- "Trust me in your times of trouble, and I will rescue you, and you will give me glory." Psalm 50:15
- You need to hear him say "I am here, I am strong. I have room for you. I can save you." Drowning passengers want the pilot to reveal his preeminence. That is why God boasts.
- God is total uniqueness. Everything about God is different than the world he has made.
- God knows your beginning and your end because he has neither.
- Change, like taxes, is necessary but unwelcome.
- God never signals a time out or puts prayer request from Russia on hold while he handles South Africa.
- God's plan; born in eternity; will withstand any attack of humanity.
 - Cemeteries interrupt the finest families
 - Retirement finds the best employees
 - Age withers the strongest bodies
 - With life comes change
 - But with change comes the reassuring appreciation of heaven's permanence. His "firm foundation stands" His house will stand forever.
- If it's all about you then it's all up to you. Your father rescues you from such a burden. While you are valuable, you aren't essential. You're important but not indispensable.
- "Whatever you do, do all for the Glory of God (1 Corinthians 10:31)
- God doesn't need you and me to do his work. We are expedient messengers, ambassadors by his kindness, not by our cleverness.
- Your salvation showcases God's mercy. It makes nothing of your effort but everything of his.
- "You are no longer your own. God paid a great price for you. So use your body to honor God." (1 Corinthians 6:20)
- "God owns the whole works. So let people see God in and through your body." (1 Corinthians 6:20)
- Your pain has a purpose. Your problems, struggles, heartaches, and hassles cooperate toward one end. The Glory of God
- Your faith in the face of suffering cranks up the volume of God's son.
- "True humility and fear of the Lord lead to riches, honor, and long life." (Proverbs 22:4)

- “Riches and honor come from you alone, for you rule over everything power and might are in your hand, and it is at your discretion that people are made great and given strength.” (1 Chronicles 29:22)
- “Pride goes before destruction and haughtiness before a fall.” (Proverbs 16:18)
- Your success isn’t about what you do. It’s all about him; his present and future glory.
- May we have no higher goal than to see someone think more highly of our father, our King.
- Everybody was aware of her good works and gracious acts of kindness. When she approached God he said to her “Well done, good and faithful servant” May God sustain you until you hear the same.

Rich Dad, Poor Dad By Robert T. Kiyosaki

- If you want to be rich you’ve got to read and understand numbers
- Financial Aptitude- what you do with the money once you make it, how to keep people from taking it from you, how long you keep it, and how hard that money works for you.
- “Remember the Golden Rule. He who has the gold makes the rules.”
- The fear of being different prevents most people from seeking new ways to solve problems.
- An intelligent person hires people who are more intelligent than they are.
- The greatest losses of all are those from missed opportunities.
- You often become what you study.
- The best thing about money is that it works 24 hours a day and can work for generations.
- Anytime people try to punish you, don’t simply comply, REACT
- If you know you’re right, you’re not afraid of fighting back.
- Often in the real world, it’s not the smart that get ahead, but the bold.
- Opportunities come and go. Being able to know when to make a quick decision is an important skill.
- Most of the time life doesn’t talk to you. It just pushes you around. Each push is saying “wake up” There’s something I want you to learn.
- If you learn life’s lessons, you will do well. If not, life will continue to push you around.
- True learning takes energy, passion, and a burning desire.
- Learn to use your emotions to think, not think with your emotions.
- Keeping using your brain, work for free, and soon your mind will show you ways of making money far beyond what you could be getting paid doing what you’re doing.
- It’s like planting a tree. You water it for years and then one day it doesn’t need you anymore. Its roots have gone down deep enough. Then, the tree provides enough shade for your enjoyment.
- Intelligence solves problems and produces money. Money without financial intelligence is money soon gone.
- It’s not how much you make, it’s how much you keep and how many generations you keep it.
- “So why do it? No one can answer that but you. Yet I can tell you why I myself does it. I do it because it is the most exciting time to be alive. I’d rather be welcoming changes than dreading changes. I’d rather be excited about making millions than worrying about not getting a raise. This period we are in now is a most exciting time, unprecedented in our world’s history. Generations from now, people will look back and remark at what an exciting era it must have been.
- Financial Intelligence is simply having more options.
- The single most powerful asset we all have is our mind. If it is trained well, it can create enormous wealth in what seems to be an instant.
- Every self made person started with a small idea, and then turned it into something big.
- It’s what’s in your head that determines what is in your hands.
- You and children’s future will be determined by the choices you make today, not tomorrow.
- Your genius lies within you and is waiting to come out.
- Choose your friends carefully. Learn from all of them and consciously make the effort to learn from them.
- Wise investors buy an investment when it’s not popular.
- The reason you want to have rich friends who are close to the inside is because that is where the money is made. It’s made on information. You want to be in before the next boom; get in and out before the next bust. The sooner you know the better your chances are for profits with minimal risks. That is what friends are for. And that is financial intelligence.
- People who lack internal fortitude often become victims of those who have self discipline.
- If you’re not tough inside the world will always push you around.
- A broker is your eyes and ears to the market. They’re there every day so you don’t have to be.
- Heroes do more than inspire us. They make things look easy. It’s the making it look easy that convinces us to just like them.
- There are powers in this world that are much smarter than we are. You can get there on your own but it’s easier with the help of the powers that be. All you need to be is generous with what you have, and the powers will be generous with you.
- If you have any desire of being rich, you must focus. Put a lot of your eggs in a few baskets.
- So how do you beat laziness? The answer is a little greed!
- Our world progresses because we all desire a better life.
- “What’s in it for me” attitude is the best cure for laziness.
- Use the fear of the bully to make you stronger.
- The more you work your mental money muscles out, the stronger they get.

- When you know you are ignorant in a subject, start educating yourself by finding an expert in the field or find a book on the subject.
- “Do it for yourself and the people you love. It’s the love that gets you over the hurdles and sacrifices.
- Without a strong reason or purpose, anything in life is hard.
- Just because you have no money, it shouldn’t be an excuse not to learn.
- All of us have a choice. I just choose to be rich, and I make that choice every day.
- A truly intelligent person welcomes new ideas, for new ideas can add to the synergy of other accumulated ideas.
- Most people never win because they’re more afraid of losing. We learn by making mistakes. We learn to walk by falling down. Winners aren’t afraid of losing. Failure is part of the process of success. People who avoid failure also avoid success.
- When you need advice, make sure you choose your advisors wisely.
- Seek work for what you will learn, not necessarily earn.
- The more specialized you become the more you are trapped and dependent on that specialty.
- It is communication skills such as writing, speaking, and negotiating that are crucial to a life of success.
- Work with people who are smarter than you are and bring smart people together to work as a team.
- The better you are at communicating, negotiating, and handling your fear of rejection, the easier life is.
- It’s how you handle failure that makes the difference in one’s life.
- Winning means being unafraid to lose.
- “It’s not that he wanted to lose, he just knew who he was and how he would take a loss. He would take a loss and make it a win.”
- Don’t bury your failures. Get inspired by them.
- Balanced people go nowhere. They stay in one spot. To make progress you first need to go unbalanced. Think about how you learned to walk.

“Today Matters” By John C. Maxwell

- Every great company has been built exactly the same way, bit by bit, step by step, little by little. There are not magic solutions to success.
- The 57 Rules of Success
 - 1) Deliver the Goods
 - 2) The other 56 don’t matter.
- When opportunity comes, it’s too late to prepare.
- It’s too late for yesterday and you can’t depend on tomorrow, so do something today.
- Hoping for a good future without investing in today is like a farmer waiting for a crop without ever planting any seed.
- Everyone has power to improve outcome of their life. The way to do it is focus on today.
- Each day of your life is merely preparation for the next.
- What you become is the result of what you are doing today.
- I simply look at reading and filing as a price I pay everyday to make tomorrow better. It’s a way of preparing to succeed.
- If you’re proactive, you focus on preparing. If you’re reactive you focus on repairing.
- The greatest gap in life is the one between knowing and doing.
- Success is a peace of mind, which is a direct result of self satisfaction in knowing you did your best to become the best you are capable of being.
- Possessing a great attitude in life is like having a secret weapon.
- Being positive with people prompts those to be positive with you and individuals who interact well with others have a leg up on those who don’t.
- If you want today to be a good day you need to take charge of the way you look at it.
- Think, Act, Talk and conduct yourself like the person you want to become.
- Things turn out best for the people who make the best of the way things turn out.
- It may not always be easy, but if you try hard enough, you can find something good, even in the midst of difficult situations.
- Make an obstacle and opportunity, make a negative a positive. If you can’t give 100%, you won’t make it. Never quit.
- “Guard your spare moments. They are like uncut diamonds. Discard them and their value will never be known. Improve them and they will become the brightest gems in a useful life.”
- You can’t change time, but you can change your approach to it.
- Prioritize your life and give focus and energy to those things that give the highest return.
- Your greatest possession is the 24 hours you have in front of you.
- The art of being wise is the art of knowing what to overlook.
- Evaluating where to invest your time: Value to team, natural ability, responsibility, timing, potential, mentoring fit.
- It is no exaggeration to say that a strong positive self-image is the best possible preparation for success in life.
- Neglect enough today’s, and you’ll experience the “someday” you’ve wanted to avoid.
- The only way to keep your health is to eat what you don’t want, drink what you don’t like, and do what you’d rather not.
- Discipline everyday maximizes your decisions of yesterday.
- “What is important is ideas. If you have ideas, you have the main asset you need and there isn’t any limit to what you can do with your business and life.”
- “All that a man achieves or fails to achieve is the direct result of his thoughts.”

- Different Types of Thinking: Big picture, focused, creative, realistic, possibility, strategic, reflective, questioning, shared, unselfish, and bottom-line.
- People forget how fast you did a job, but they remember how well you did it.
- Excellence means doing your best in everything, in every way. This kind of commitment will take you where ½ hearted people will never go.
- Anything worth having is going to be a struggle.
- “To bring one’s self to a frame of mind and to proper energy to accomplish things that require plain hard work continuously is one big battle that everyone has. When this battle is won for all time, then everything else is easy.
- “There’s always a way through things if you work hard enough and look closely. It all depends on your level of determination.
- Sacrifice today so you can have options tomorrow.
- The difference between the rich and poor is the rich invest their money and spend what’s left while the poor spend their money and invest what’s left.
- Greatest joy in making money is the privilege of giving it away.
- Earn all you can, save all you can, give all you can.
- Where there is no faith in the future, there is no power in the present.
- It’s a fact you become more like the people you spend time with.
- Faith is to believe what we do not see, and the reward of this faith is to see what we believe.
- All things being equal, the likeable person wins. But all things not being equal, the likeable person still wins.
- Worldly success depends on pleasing others.
- Appreciate your people as your greatest assets, and they will continually increase in value.
- People want to feel special = sincerely compliment them.
- People are selfish = speak to their needs
- People get emotionally low = encourage them
- People want to be associated with success = help them win
- Everyday make the conscious effort to deposit goodwill into your relationship with others.
- Give more than you expect to receive, love others unconditionally, look for ways to add value to others, and bring joy to your relationships.
- Walk slowly through the crowd, remember people’s names, smile at everyone, and be quick to offer help.
- Value your attitude because it gives you possibilities.
- Value your priorities because it gives you focus.
- Value your health because it gives you strength.
- Value your family because it gives you stability.
- Value your thinking because it gives you an advantage.
- Value your commitment because it gives you tenacity.
- Value your finances because it gives you options.
- Value your faith because it gives you peace.
- Value your relationships because it gives you fulfillment.
- Value your generosity because it gives you significance.
- Value your values because it gives you direction.
- Value your growth because it gives you potential.
- VALUES
 - MY FAMILY- to live a credible life so that my values are accepted by my family.
 - MY WORK- to influence as many people as possible in the shortest amount of time.
 - MY SELF- to die with satisfaction that I have served God, others, and my family.
 - COMMITMENTS
 - TO BE GOD’S MAN- no matter where my work takes me, I desire to be in the center of God’s will.
 - TO DEVELOP MY POTENTIAL TO THE BEST OF MY ABILITY- I will never allow myself to be lazy, indifferent, or noncommittal concerning spiritually lost people.
- “You only live once, but if you work it right, once is enough.”
- Try not to become men of success. Rather become men of value.
- The best way to help people is to be the best in them.
- The greatest deposit you can make in someone’s life is your personal interest in them.
- Generosity is changing one’s focus from self to others.
- The greater you’re giving, the greater you’re living.
- “You are not here merely to make a living. You are here in order to enable the world to live more amply, with greater vision, with a finer spirit of hope and achievement. You are here to enrich the world, and you impoverish yourself if you forget the errand.”
- Greatness is not defined by what a person is receiving but rather what a person gives.
- “No man becomes rich unless he enriches others” Andrew Carnegie
- “Do all the good you can, to all the people you can, in all the ways you can, as long as you can” D.L. Moody
- Give everyone a piece of the pie. If the pie is not big enough, make a bigger pie.
- The gap between knowing and doing is significantly greater than the gap between ignorance and knowledge.
- By choosing to embrace and practice good values every day, you may not always get what you desire, but will always be the person you desire to be.”
- “In order to do more, I’ve got to be more” Jim Rohn
- The only thrill worthwhile is the one that comes from making something out of yourself.

- If you desire to improve a little everyday and plan it that way, then we can make great progress over the long haul.
- Whenever you spend your time with great people, expect to learn great things from them.
- The greatest of all insights is that we can't be tomorrow what we do not do today.
- My parents taught me about responsibility, accountability, staying focused, accomplishing things, and using resources affectively. They gave me the platform for my life.
- "I have achieved much more than some expected. But there is so much more I want to do, so many things at this University that needs to be improved. Where many see obstacle, I see opportunity to make this place better.

You're Hired by Bill Ranic

- "All I knew was what I could expect of myself: to learn something new every day, to never make the same mistake twice, to surround myself with talented, experience people, and to make full use of their talents and experience, to soak in absolutely everything and become what people believed I could be."
- No one ever got bigger, faster, stronger, or better going up against the little guy.
- Your credibility is your greater asset.
- You are what you pretend to be.
- Keep your options open, and remember where there is no risk, there is no reward.
- If you don't drive your business, you will be driven out of business.
- When you stumble across a gold mine, be sure to retrace your steps so you can stumble across it again.
- Don't waste your time coveting your neighbor's assets. It's better to invest your time in the fruitful pursuit of your own goals.
- Learn the rules of the game, and reinvent them if they don't apply.
- In a negotiation, always be prepared to walk away from a deal.
- Help your partners discover their dreams and they'll help you discover yours.
- Don't sell yourself as someone you're not.
- There are no secrets to success, but working harder than the guy next to you, thinking smarter than the guy next to you, and wanting it just a little more than the guy next to you.
- Sometimes going that extra yard simply means you're willing to take on a job no one else wants or has thought of doing.
- Do the right thing, even if there's no one around to take not.
- Under promise and over deliver
- When all else fails, try something completely different.
- Don't be afraid to delegate, but do it alone if you must.
- Know what you're worth.
- Hire a racehorse... "Hit a mule and it just stands there, hit a racehorse and it takes off, no questions asked, no reasons needed. Surround yourself with racehorses and you'll jump out in front; harness their energy and enthusiasm and you'll stay there.
- The more ground you cover; the more likely you'll come across a good thing.
- When things don't go your way, never forget who you are, and always remember the bigger picture.
- Put your money where your mouth is.
- Think like a big fish in a small pond.
- If you're going to think anyway, you might as well think big.
- Do your job and do it well, and let your work speak for itself. Leave the office politicking to folks who need to call attention to their efforts.
- Keep your word and you will keep your contacts.
- Don't be afraid to make a bold move, just be sure you can back it up.
- Sweat the details, but don't sweat the outcome; do what you can and hope for the best.
- Surround yourself with smart, hardworking, self motivated people who share a common goal. If they happen to be people you wouldn't mind having a beer with, then so much the better. If they happen to be smarter, harder working, and more self motivated than you, then so much the better on these fronts as well. Let it elevate your game before you let it get you down.
- Improve on proven strategy.
- Break from the pack; if you fall in lockstep with everyone else, you'll never get ahead.
- Make each day count twice. Know that when you're sitting on your hands or twiddling your thumbs someone else is pushing the envelope and busting his butt.
- Keep learning and always remember there is no end to possibility.
- Know your limits. Recognize your opportunities. And put the two together to make a good fit.

"Good to Great" By Jim Collins

- Good is the enemy of great
- Curiosity- embark on a journey for answers you don't know
- It's possible to turn from good to great in the most unusual situations
- Greatness is not a function of circumstance. It's a matter of conscience choice.
- Get the wrong people off the bus, right people on and in the right seat. Then see where you want to drive it.
- When you have disciplined people you don't need hierarchy
- Build momentum until a point of breakthroughs.
- You're the judging jury, let the evidence speak. Never stop trying to get more qualified for the job.

- Go against conventional wisdom
- Dedication for making anything he touched the best; it could be because that's simply the only way he knew
- Set your successors up for success
- I want to see the University be even more successful after I leave.
- Have an incurable need to produce effective results
- Never wavered, never doubted, never 2nd guessed.
- Resolve to do whatever needs to be done
- Set the standard and don't settle for anything less

"What It Takes To Be #1" By Vince Lombardi

- Leaders aren't born, they're made. There has to be an inclination, a commitment, and a willingness to command.
- The good lord gave you a body that can stand anything. It's your mind you have to convince.
- Don't succumb to excuses. Go back to the job of making the corrections and forming the habit that will make your goal possible.
- Luck doesn't favor the lucky, it favors the prepared.
- It's time to stand up for the doer, the achiever, the one who sets out to do something, and does it. The one who recognizes the problems and opportunities at hand, and deals with them, and is successful, and is not worrying about the failings of others. The one who is constantly looking for more to do.
- The real difference between men is in energy. It is in the strong will, the settled purpose, the invincible determination.
- Leadership lies in sacrifice, self-denial, love, fearlessness, and humility
- Know yourself; you can't improve on something you don't understand.
- Earn your stripes; leaders manifest character and integrity and they get results
- You can't build a team that's different from yourself; so be honest with yourself and your team
- Link your goals to a purpose; a goal without a purpose is like a boat without an anchor
- The lord helps those who help themselves
- Watch your beliefs they become your thoughts
- Watch your thoughts they become your words
- Watch your words they become your actions
- Watch your actions they become your habits
- Watch your habits they become your character
- Your character is your legacy.
- While statistics are interesting, they are from the past
- Ego is a pride that pushes you to accept nothing less than your best.
- Everybody can like somebody's strengths and somebody's good looks. But can you like somebody's weaknesses? Can you accept him for his inabilities? That's what you have to do. That was love is. It's not just about the good things.
- Work and sacrifice, perseverance, competitive drive, selflessness, and respect for authority are the price that we must pay.
- Courage is the habit of mind that allows you to meet danger, opposition, or hopelessly long odds with poise and resolution.
- The harder you work, the harder it is to surrender.
- If you really want something, you can have it if you're willing to pay the price, and the price means you have to work better and harder than the next guy.
- Fatigue makes cowards of us all.
- Mental toughness is the willingness day in and day out, to keep the commitment to make to you.
- Actions that contradict your message will destroy trust and will be used as excuse for not taking you seriously.
- The objective is to win; fairly, squarely, decently, win by the rules, but still win.
- No one is perfect, boys, but making the effort to be perfect is what life is all about. If you'll not settle for anything less than the best, you will be amazed what you can do with your lives.
- Not everyone can be a winner all the time, but everyone can make that effort, that commitment to excellence.
- You owe something to these people who are coming out to see you today. When this campaign ends, I want them to say they were part of the greatest campaign ever assembled.
- I demand the best from all of you. I'm a perfectionist, and there's absolutely no excuse for anything other than that.
- Know your stuff and when the time comes, show that you know it.
- The real confidence builder is in preparation.
- Chase perfection; settle for excellence along the way.
- I think I'd be unhappy if I didn't have the added duties of... but I thrive on work. I'm restless, demanding, and sometimes impatient. For these characteristics, a full schedule is the best antidote.
- It is unwise to walk into a new job with a complete new staff.
- Be brilliant, but don't be stubborn about it.
- Discipline allows for creativity, which in turn allows for success.
- Motivate by demanding accountability and obtaining results.
- Counter expectations; sometimes the least expected motivational device is the best.
- The achievements of an organization are the results of the combined efforts of each individual.
- I'm here because we're going to win. You're here because you think we're going to win. Together we will win.
- Some of us will do our jobs well and some will not, but we all will be judged on one thing: the result
- "Do you know that all who run in a race, all indeed run. But only one receives the prize. So run to win" Corinthians

9:24

- Each of us, if we would grow, must be committed to excellence and to victory, even though we know complete victory cannot be attained, it must be pursued with all ones might. The championships, the money, the color, all of these things linger only in memory. It is the spirit, the will to excel, the will to win; these are the things that endure. These are the important things.
- Yesterday doesn't matter; we're only winners if we win today.
- Be careful what you wish for; you might get it.
- I don't know how else to live. Unless a man believes in himself, and makes a total commitment to his career, and puts everything he has into it, his mind, his body, and his heart, what is life worth to him?
- He did everything first class. He understood that each of these things, considered separately, was more or less trivial. Taken together, though they created an atmosphere of professionalism.

"Winning Everyday" By Lou Holtz

- You plan, you commit to excellence, and if it happens, if you achieve your highest goal, you have the reward of knowing it was by your efforts that you earned it. If you don't achieve your goal, be sure that it's not because you didn't give it everything you had.
- We didn't go out there and try to win a national championship. We went out there and tried to be the best we could be. And because you asked that our of yourselves and everyday you choose to do that after today for the rest of your life; you are and always will be a champion
- Being successful means more than being successful anyway, it means being successful by doing things the right way.
- He will go to any legitimate length to get an edge on his competitor
- Winning is never accidental; winners always have a strong game plan
- Everything happens as a result of the choices we make
- What you are capable of achieving is determined by your talent and ability; what you attempt to do is determined by your motivation; how well you do something is determined by your attitude
- Take pride in making sacrifices and having self discipline
- To be trustworthy, committed to excellence, and show care for others are the traits of highly successful people
- Every victory is won before the game is played; the power of attitude
- If someone says you can't accomplish something, it's an opinion and nothing more. It only becomes a fact when you tell yourself that you can't do a task
- As a leader you have an obligation to develop a positive attitude, one that inspires people around you to achieve the impossible
- Momentum is nothing more than a state of mind
- As long as your opponent has life, don't let the sucker up until he concedes
- It's not enough to overcome adversity, you must learn from it
- Everyday an ordinary person does something extra ordinary
- You must see obstacles as an opportunity
- Winners and losers aren't born; they are products of what they think
- We will win the minute all of us get rid of excuses as to why we can't win and stop wallowing in self pity
- I am only one, but I am one; I can't do everything, but i can do something, what I can do, I ought to do, and by the Grace of God I will do
- People don't care how rocky the ocean is, they just want you to bring the boat in
- You will never be indecisive if you know your purpose
- When you put in the time, you don't have to fret the results
- If you habitually do "that extra bit" you enjoy a great edge over your competition
- Business has always been like a game to me, everyday another chance to put points on the score board
- It is much easier to hide among the pack, than be the lead dog
- The standards you set for yourself are the real measure of dedication. You must be willing to give everything you got in everything you do. Do it because you respect yourself too much to accept anything less than your best effort.
- I don't condone everything he did, but no one questions his passion
- You must never settle for mediocrity nor associate with those who do.
- Why do that? I do it because someone might see me for the first time and I want them to remember I was different
- You won't change A&M, but A&M will change you
- Always feel that you have to be better prepared than anyone else
- Don't be afraid to hire people who are better than you, they will inspire you
- Discipline is not what you do to yourself; it's what you do for yourself
- When you are responsible for an organization, you don't make any short term decisions that could jeopardize long term gain
- When you concern yourself with the welfare of others. You engender loyalty and respect. You then create value and acquire power
- People don't care how much you know, until they know how much you care
- You can never put a price on friendship; you can never ignore the debts you owe to others
- Absence to love is like air to fire. A little bit stimulates it, but too much puts it out
- Don't wait for a crisis to show everyone how much you care, demonstrate your feelings at every opportunity
- Put your focus on where you're going, not where you've been
- When your best effort fails, don't waste time thinking what if
- Don't classify anything as good or bad until all the results are in

- I am not what I want to be, I am not what I ought to be, I am not what I am going to be, but thank God, I am not what I used to be
 - When you add a little risk to your life, you bolster your courage. You also begin to believe that all things are possible
 - From the time I entered coach, I had one objective, to become head coach at Notre Dame
 - We get out of life exactly what we expect out of it
 - Refuse to accept the status quo
 - There are a couple of opportunities like this in your life. If you possess the courage and self confidence to grasp them, they can change your life.
 - Never let anyone knows you are rattled. They will draw strength from your discomfort.
 - When you look good, you feel good; when you feel good you play good. When you feel good you perform better
- "Your name, you got it from your father, it was all he had to give
- So it's your to cherish as long as you may live, if you lose the watch they gave you it can always be replaced. But a black mark on your name, son that can never be erased. It was clean the day you took it, a worthy name to bear. When you took it from your father, there was no dishonest there. So make sure you guide for it wisely, after all is said and done. You will be glad the name is spotless when you give it to your son. If every action you take is honorable, everyone will trust"
- Learn how to swim with the sharks without being eating alive
 - The only thing that will change where you are today and where you want to be five years from now are the books you read and the people you meet. Dream, Believe, and Achieve

CLAYTON WILLIAMS MUSTER SPEECH

- People always ask how I run my company, I tell them just like Christopher Columbus did, When I started I didn't know where I was going, When I got there I didn't know what it was, and When I came back I didn't know how to get there again, and I did it all on borrowed money"
- One word that sticks out in "unique" something is unique or not unique, not maybe unique
- A&M is unique because of way we feel toward each other, about our school, and about our traditions
- In life we will be called to fight, and we must call on the things we learned here at A&M
- We have to do the right thing, even when it isn't easy to
- We have to keep fighting, even when others abandoned the cause
- Loyalty and Perseverance bind us to our values, that is what makes Aggies unique
- My challenge to you is to give, who will be next Rick Perry, What will your contribution be to the future of A&M
- We are restored by our memories, that a new generation of aggies will take their place in line
- This is the aggie spirit, this is the aggie family, and both will endure forever
- Jack--- How great the sacrifices; we get to pass to generations our hallmark of traditions

GEORGE BUSH (INTERN TALK)

- Talking about Clinton- We both love our country, although we have our differences, we were both there for the betterment of our country
- We've seen the very worse, we've seen the very best, and today I am proud to say I'm an aggie
- Example isn't just a way to teach, it's the only way
- I've learned that success is to be measured not so much by the position that one has reached in life as by the obstacles which one has overcome while trying to succeed
- If one advances confidently in the direction of his dreams and endeavors to live the life which he has imagined, he will meet with success unexpected in common hours

"THE FAITH OF GEORGE W. BUSH"

- Faith, Courage, A Valiant charge, a destiny to grasp, a legacy to fulfill
- Things my dad taught me about the game is a metaphor in life
- Lessons learned from his dad never left him
- If I try to destroy the opponent, then I don't win
- It might embarrass my father, that's why I decided to quit drinking
- Have discipline to serve a cause greater than yourself; have a purpose
- He found both the purpose and discipline to do something that nothing else in his life could induce him to do; sacrifice pleasure on that altar of a greater cause
- He watched, learned, countered when necessary, and remembered everything
- Best of the past should be made to serve the future
- Baseball gives you every chance to be great. Then it puts every pressure on you to prove that you haven't go what it takes
- It never takes away that chance, and it never takes away that pressure
- I'm not going to attack them; I'm going to treat them with respect and dignity. This is how were going to win, were going to kill them with kindness
- Set the vision, define the culture, fashion the team, set the boundaries, and stay out of the details
- Government can do certain things very well, but it can't put hope in our hearts or a sense of purpose in our heart
- He was doing what he had always done, morphing, adapting, improving on himself, letting failure motivate and teach
- It's time for change, we have endured rule by the "best and brightest" It's time for rule by common good. I'm the man to make it happen
- I will lead by example, pursue student's interest with courage, and speak for greater justice and compassion

- Prefers simple expressions that led to action than complex theories that he thinks will lead to perpetual debate
- Sense of defined purpose that propels the present to meet the challenges of its time
- He has no blueprint, no modern handbook for being both president and Christian, conservative, compassionate, fully human, and engaged in life all at the same time
- He's simple minded who clings to unexamined truths and makes the policy by an odd mixture of charm and arrogance
- I'm not after the votes. I am here, and I am in this room sharing concerns because someday I am going to stand before God, and I want to hear them say "We'll done my son" I hope that's why we are all here

Stanford Entrepreneur Podcast

- Do new things with old things.... Find new ways to do old things
- Book "Weird Ideas That Work"
- You can travel so much farther when you're standing on the shoulders of those who came before you
- There are times when ignorance is very valuable
- Sometimes it's better to not have read about that stuff
- Jack Welch made it clear that his people only need to do a few things, and were going to do them well
- You want to get money when you know you got a good product, or when you accomplish things is when you have the most leverage to get money... not when your desperate
- It's so important to be "real" about where you've been and where you've gone
- Don't show up on someone's door when you need money. Show up on their door and start building a relationship with them
- Have to have a time frame where you can say "I need it by ... or I have to move"
- You don't really find "opportunities" ... You create opportunities socially
- Do something that makes you stand out that makes you a story that the media would want to cover
- A Story in "Business 2.0" could be worth an awful lot to you
- Think ahead about who's in the market, who might come in, and how you can keep them out
- Your ability to broker the network makes you valuable...
- Raising money is a negotiation not a beauty pageant about your business plan
- Engage people in issues not about money, engage them for advice and other things b4 you ask them for money
- Fundraising is about having relationships with people and having those relationships before hand
- We are walking encyclopedias about ourselves whether we talk or not, based on how we talk, how we dress, who we associate with
- "There's always a risk when you persist" but what you do you have to lose when they already said no
- The lord is directing my steps so I don't try to question the steps along the way
- When you're tough on yourself life is infinitely easy on you
- You arrive on easy street by overcoming difficulties
- The gateway to heaven is narrow and small... Anybody can take the road to hell... It's road is long and wide
- You can't raise champions on a feather bed. Adversity develops character
- Do some of the tough things so you can enjoy more of the good things later in life
- People like people who take their work seriously but not themselves
- Yesterday is history, 2morrow is a mystery, and today's is God's gift, that's y it's the present
- I must more terrified of being bored than living in poverty
- "Don't save money on toilet paper or peanut butter" The only thing I can add to that is customer service... Don't cut back on that b/c it will end up hurting you in the long run
- "The early bird gets the worm, but the 2nd mouse gets the cheese
- I want to be big knowledge but small flexibility
- I know how to run a small business; I want to know how to run a 500 million dollar business

"Juiced" By Jose Canseco

- I'm looking to the rest of my life, not dwelling on what might have been
- He always had dreams of bettering himself; average was never acceptable
- The only thing that constantly went through my mind was "How can I become better"
- It was my father who taught me one thing; to take pride in my name
- But what happened that day at the ballpark was no accident; it was the result of hard work and dedication
- I was focused and determined to show everyone what I could do and the mistake they made
- I wanted to get to the only place and position where I could prove they were all wrong
- I wasn't taking anything for granted, I never thought like that
- If you let your adrenaline take over, everything seems too fast and to out of control
- But that only happened after years of soaking up as much information as I could, watching and learning, and soaking up as much information as I could
- Slumps are just a part of baseball, and all you can do is find a way to work through them
- There were so many aspects of my game I had to improve before I could live up to my ability
- That came with time, but it was a hard lesson, believe
- I was basically creating my own road as I went. There was no paved road for me to follow
- The mind is a very powerful thing, if you convinced yourself that you're a great player, and you have the basic ability, you're going to be a great player
- People always cite that example to prove I was ignorant. But who had the last laugh? I knew something the reporters didn't. I know that all my hard work would eventually pay off.

- He's a guy who doesn't fool around, he knows what he wants and he goes after it
- Upgrading your mental capability is central to success if you're chosen field
- It's an opportunity and not a danger, and those who are trying to make an issue of it are speaking from ignorance
- It took a strong leader to do what he did. He's quite a character, he's highly intelligent, has a real presence, and knows how to work the system to get people behind him 100%.
- In negotiation, you have to be shrewd and look for weakness in your opponent. Have the good sense to keep it simple though

"A Charge to Keep" By George W. Bush

- Rather you voted for me or not I will do my best to represent you and work relentlessly to gain your respect
- Always ask questions that get right to the heart of the matter
- 86,400 renewable seconds that you get everyday
- Make the most of every moment, discard reservations, throw caution to the wind and raise the challenges
- Hardest to be gracious in defeat, but keep working, reaching out and preparing for next time
- Defeat humbles you, you work, you dream, you hope people will see it your way, then suddenly its over
- We saw 1st hand that you could enter the arena, give it your best and leave with your integrity intact.
- Loyalty, empathy, generosity, and caring are cords of the rope that bind us together into something far stronger than we can ever be individually
- I've never plotted the various steps in my life, certainly never campaigned for one office to try to position myself for the next. I live the moments, seize opportunities, and try to make the most out of them. I do the right thing for the right reasons.
- The strength of a society should be measured in its values the people share
- Diversity is something to celebrate, not shrink
- Our diversity gives us new life, new energy, new blood, and we shouldn't fear it, and we should welcome it.
- History brings the past and its lessons to life, and those lessons can often help predict the future
- I could make friends, and make my way, not matter where I found myself in life
- I had seen our country culture change dramatically during my lifetime, so I am convinced it can change again
- When someone takes time to hear a candidate speak, that's a great compliment, and I don't ever take it for granted.
- I'm not interested in the status quo, I'm interested in different ideas and people who think outside the box to find and develop innovative solutions to our states problems
- To run for office you must stand for something, I believe in the value of hard work
- I believe... I believe results matter. Our leaders should be judged by results, not by entertaining personalities or clever sound bites
- I'm honored, I'm humbled and I'll work to always make you proud.
- Campaigning should be about ideas, and I had substantive ideas to change our state.
- Criticize your opponent's policy but never them personally
- Be able to laugh at yourself, if you make a mistake, admit it and poke fun at yourself.
- "I must be doing something right. I have my opponent worried. After all, she has called on one of the greatest speakers in modern history to make her case. I'm humbled and honored to follow the great Barbara Jordan. She is the epitome of a soldier for what is right. I just happen to disagree with her choice for governor.
- You have given me more than I deserved. You have sacrificed your time and efforts. You have given me unwavering loyalty and devotion. Now it's my turn. I am responsible to the people of Texas.
- The duties that I assume can be best met with the guidance of one greater than ourselves. I ask for God's help
- My guiding principle "will be government if necessary, not necessarily government"
- To be your governor is an unimaginable honor. Thank you for your confidence in me and God Bless.
- 1st Corinthians 4:2 "Now it is required that those who have been given a trust must prove faithful"
- Plan your attack to be successful and execute it successful, nothing else is acceptable
- You must not engage into a conflict unless you're committed to win
- Education is for a state what national defense is for the government
- We need to be I innovators and creative thinkers to achieve excellence
- Strong advocate of accountability. I believe in results, one of my jobs is to set clear and measurable goals
- The first challenge of leadership is to outline a clear vision and agenda, next challenge is to build a strong team of effective people to implement the agenda
- I wanted a flat organizational chart rather than traditional chief of staff. I wanted senior managers of different divisions in my office to report directly to me.
- My job is to set the agenda, tone, and framework, to lay out the principles by which we operate and make decisions, and then delegate much of the process to my team
- At A&M I got a glimpse of what can happen when you dare to set high goals and dream big
- I will bring new ideas and a different approach
- If I knew I had strong relations with the leaders I would have strong relations with their members
- Through patience, respect, listening we can all find common ground
- A Governors job is to set the agenda, articulate the vision and lead
- I didn't come to Austin to put my name in a place card holder on a table of Texas governors. I came to do what I thought was right for the state I love.
- I knew it was possible to fund essential priorities and cut taxes, and I intended to do just that
- It's hard to win votes for massive reform unless there is crisis
- The status quo is powerful, especially if the future is unknown

- I believe it's the responsibility of a president to reach out. I've done my best to put people from all walks of life in my cabinet.
- I think the President needs to have all options on the table before he makes his decision.
- My job is to lead and to solve problems.
- I'm dealing with these issues for the students; I'll let everyone else deal with the politics.
- I believe leaders have responsibility to send a clear message to our children: don't abuse alcohol, don't use drugs. Don't have a baby out of wedlock. Make smart and healthy choices
- When elected governor. I swore to uphold not only the laws of my state, but also the dignity and integrity of the office
- The political process is only as good as the people who are willing to enter it
- I pray for guidance. I do not pray for earthly things, but for heavenly things; for wisdom, patience, and understanding
- I am a decisive person. I get the facts, weight them thoughtfully and carefully, and then decide
- I support the death penalty because I believe if administered swiftly and justly; capital punishment is a deterrent against future violence and will save other innocent lives.
- Sometimes in life you have make decisions that aren't easy, but they should always be based on principle
- I select people who are qualified, who share my conservative philosophy and approach to government, and then I expect them to make calls as they see them
- You should worry if you didn't think this is a hard thing to do. It's a good thing, not a bad thing, that's this affects you this way.
- I take this action so that all Texans can continue to trust the integrity and fairness of our criminal justice system
- Base your decisions on principles that change. Do the right thing for the right reasons
- When my dad lost his re-election, He went around and shook every hand, thanking volunteers for their support and hard work
- When you are not happy with the direction of government, you can do something about it
- Our national will take care of those who cannot help themselves, but we must not reward people for idleness and we must purge the welfare rolls of those who try to cheat the system
- When someone attack your integrity, you have to respond
- A candidate needs to focus on the big picture, his message and agenda, and let others worry about most of the details
- The world knows George Bush as a master of personal diplomacy. I know him as the world's greatest dad
- In the public arena, if you don't define and promote yourself, someone else will define you
- I learned firsthand the importance of surrounding yourself with smart capable and loyal people, friends who are not afraid to tell you what they really think, and will not abandon ship when the water gets choppy.
- Voters are interested in what you have done, but more interested in what you will do
- Politics, like life, is a strange Endeavour. Things are sometimes not what they seem
- Do not shrink from those affected or from your decision. Stand tall and explain why you did what you did
- I had no wear the 80 mil it would take to purchase the team. I am, however, a hard worker who catches a dream and refuses to let go. I had knocked at the door and I would keep knocking.
- Nolan is the epitome of a Texas, a hardworking family man who is a fierce competitor on the field, and gentle and humble off
- Learn to overlook minor setbacks and focus on the long haul
- The foundation is laid, not it has to be build
- The choice we make today will determine whether tomorrow holds promise and opportunity for ever single Texan
- I want to be your governor because I want to seize the moment and usher in an era of excellence; responsibility and opportunity for every single one of our citizens. I stand before you with a sense of pride and purpose. Pride because so much has been accomplished and purpose because there is so much left to do.
- Self Esteem is not taught but earned by teaching children to read, write, add, and subtract
- To me that's like saying we shouldn't have laws, because some people will break them
- But I began to prepare to seek the most powerful office in the world. The President of the USA
- We live in the greatest and freest and most prosperous nation in the world.
- Apathy comes with a risk, because when the American dream is diminished for any one of us, it is diminished for all of us
- Each of us is a unique individual, with a heart, soul, and conscience. We are united by a common bond.
- The answer isn't found in yet another government program. The answer begins with each one of us assuming our responsibilities as students and Aggies.
- Give an honest day's work for an honest day's wage. Respect others, respect their property, and respect their. Don't lie, cheat, or steal. Extend a hand to a neighbor in need.
- When we find failure, we should give students different options.
- I didn't invent the phrase, but I adopted it and made it my own
- My philosophy trusts individuals to make the right decisions for their families and communities
- I believe government should be limited and efficient. Government closet to the people governs best. Government is neither the enemy nor the answer
- Federal Governments Purpose: defend our homeland, help keep peace in the world, secure retirement and health need our senior citizens, and help society confront human suffering
- I have many reasons to run for President and many things I want to accomplish for this University. I want to change the norm.
- You can't lead by dividing people. My campaign will be positive, hopeful and inclusive. I want to show that politics, after a time of tarnished ideals, can be higher and better.

- I am running hard, and I am running to win.
- People like you are the heart and soul and greatness of America. I am running for President because I want to do my part and seize the moment. America must lead. We must give our prosperity a greater purpose, a purpose of peace and freedom and hope. We are a great nation of good and loving people. And together we have a charge to keep

"How to Think like a Billionaire" By: Donald Trump

- Friends are good, family is better
- Treat each decision like a lover, carefully think about it, and get input about it from others
- Your home is reflection of how others see you.
- Everything is negotiable, and always negotiates first before anything takes place
- Never spend more than 25% of your salary if you are renting something.
- Don't let your gut instinct trick your brain.
- Timing is very crucial for success.
- Never accept someone's (contractors) first offer
- You're only as good as your surroundings (surround yourself with the best)
- You don't have to accept the hand you were dealt
- Don't take vacations (do something you love where you feel as though your work is a vacation) have a short attention span,
- Don't sleep any more than you have two. Donald sleeps five hours every night
- If you have something to say, look the person in the eye and say it, email is for wimps
- It's good to be underestimated
- Live a great life in a low key way
- It's more important to have people discover your accomplishments than you tell them about them, it's sometimes necessary to boast, but better to have others do it for you
- If you can't afford to lose it (money) play it safe
- Chase impossibilities
- Always question invoices, money needs maintenance and planning to grow
- Time is way more valuable than money
- Don't take on debt for regular expenses, only take it on if it can benefit you later on
- Wealth is a vehicle to achieve clearly defined goals and opportunity to create more wealth.
- Never renovate a property before you close the deal
- Small problems will eventually multiply
- You never know where the next great idea will come from
- Genius is the ability to assemble in a new form what already exist
- As you age minimize your exposure to stocks
- Your money should be at work all the time (no excuse for it sit in a savings account)
- Pinch your pennies; watch your bottom line
- Hate to pay retail; you'll be amazed what kind of discount you can get if just ask
- Be upfront and direct with people, and they will be the same way towards you
- If you can avoid altercation do so, because most altercations aren't worth your time and energy
- Learn how to say NO
- Distill language into a simple term (lawyers are great at this) In other words this means...
- Never publicly announce the desire to own something before you close the deal; you will end up paying a premium price because they know you want it.
- Think Big, stay focused, keep your guard up, and be passionate
- To be a Winner, you must think like one
- I like being..... (President) but I am just a (aggie) at heart
- If I am going to do something I want it to be great
- If I am asked a question, find a way to answer it on their level
- Versatility is always a great benefit
- Expand your range whenever possible
- The "look" certainly does mean something, so take advantage of it if you have it.
- It isn't bragging if you can back it up.
- To have the best, you have to be the best
- You're judged by your choices, even the smallest ones
- Whatever is best for you, is the best
- Prepare yourself for the one day when you will have a lot of money
- Never check your luggage when traveling on business trip
- Tip well; you will end up getting better service in the long run
- Never tolerate mess and filth
- Too many people are too shy to complain, if you don't like something at a hotel complain to the manager, and you're more likely to get discount or upgrade, just don't let it slide.
- It's never a good idea to be at a party you're really not welcome at
- Drinking too much and blabbing about stuff can put you someone's x-list
- When talking to someone ask questions that make the other person talk if you're shy
- No one enjoys being rude, but sometimes you have to be
- When it comes to gifts, never give anything; give something they will always remember

- I'm not running for office, I'm not here to please people, it's my decision, deal with it
- He's tricky, he's smart, and he will do just fine
- You never want to walk away from something and see someone else walk away with it that didn't deserve it
- 20% of your priorities will give you 80% of your productivity
- Time is more valuable than money. When you run out of money you can always start over. You can never go back if you run out of time.
- Debt should only be used to finance endeavors that can have a significant return to you
- Roth IRA- shelters you from capital gains tax
- Use wealth to fix things that need fixed and opportunity to engage in other opportunities and challenges
- Reward good work and encouraged more work
- Don't burden your children with wealth and them from wanting to gain their own wealth
- If you want to be the best you better be the best in all aspect
- Life is too short; don't stick around in a situation that isn't working.
- Life is difficult no matter what but hardworking and perseverance will go a long way.
- Promotion comes automatically from doing what your good at.
- In meetings you have to be precise and break things up. Require certain since of hustle.
- Look at the problem instead of the solution.
- Have an agenda; be prepared to gather necessary information in a short amount of time.
- Anger often indicated lack of intelligence.
- I get allot accomplished everyday and that's the bottom line.
- It takes money to make money and clothes are a good investment.
- Good grooming doesn't cost money, just a little time
- Billionaires never wish a way the minutes
- Success requires work 7 days a week
- Don't worry about balancing work and pleasure. Concentrate on making your work more pleasurable.
- I have an inherent work ethic that will never diminish.
- Never tolerate late arrivals or missed deadlines. Wasting people's time will lead to a bad impression.
- Your financial statement is your report card.
- Recipe for a good friendship- simple and solid; you have to invest yourself in the detail of your friends life, or there will be no bond.
- Either it will be stopped or will cost them a whole lot of money.

"Price of Loyalty" By Ron Susskind

- He ran on a particular platform that was very carefully developed, it's his program and it's his agenda and we have no intention of getting off course
- He not only cared about what you thought, he wanted to know how you got there
- You've got to pursue what you said you were going to, don't negotiate with yourself
- Your presence will be an enormous asset in the creation of sensible policy
- To really get an answer, get a group that represents a diversity of opinions, then sit down and have discussion
- We need to give the media what we want, not what they want, and we should run a strict system that does not permit free-lance leaks and backgrounders
- His cards, held close, were virtually never shown. He could seem reassuring, even sympathetic, but you couldn't gauge depth. It was easy to paint what you're hoped to see on Dick's concerned, pensive mind. But you couldn't be certain what he was thinking and what he would do
- Its important people know where you stand and what you're thinking
- This administration represented clarity and fortitude, always the 1st ones to work
- You can ask questions, gather information and not necessarily show your hand
- You must have the confidence to ask questions that reveal you don't know much, and you must be eager to learn
- Be at your best when the odds are the longest
- He's a pain in the ass, smarter than hell, but he's really done his homework, that's why I put him on my team
- On being credible; you only have that when you're bang together the strongest voices from opposite poles. If you want to be seen as open and honest, you've got to do the4 hard work of bringing combatants together
- The President needs to be clear about what he believes and why
- I know I'd have to be guided by the principles of sensible policy, not what the people expected
- The senate's failure had produced useful lessons to guide the next attempt; Keep it simple and make it balanced
- What would you attempt to do if you knew you couldn't fail?
- During Presidents engagements as synthesizer, provocateur, direction setter, clarifier, and in the end decision maker, he must display qualities of character and intellect
- It's far more important to act right, and then act quick
- The way to make really great progress, more quickly than people think is possible, is take away excuses
- You must be grounded and insightful in solving problems
- Those with high responsibility have to have high accountability
- Tell colleagues to be precise; separate fact, analysis, and opinion
- A ballooning deficit is a sign of causal thinking and tough choices not made
- It's a time when we have to think clearly about being fiscally responsible; about looking at real facts, and not theories of what might or might not happen
- It's very hard for an organization or institution to achieve more than the leader can imagine

- "If you're determined to run a 5 minute mile, you will never run a 4 minute mile"
- The leader sets the conditions as to what it is we aspire to do
- This is the way most meeting went; The President looked at you, you delivered, then it was next persons turn to deliver
- I wanted to take this opportunity to thank you all for your service and support and for granting me the privilege of working with all of you. I know this is the best team that has ever been assembled
- But hers the difference. I'm an old guy, and I'm rich. And there's nothing they can do to hurt me
- Conviction is something you need in order to act. But your action needs to be proportional to the depth of evidence that underlies your conviction
- Bush demands a standard of loyalty; loyalty to an individual no matter what that's the opposite of real loyalty, which is based on inquiry, and telling someone what you really think and feel

Coach K on Leadership

- Play to win in life, make sure you show leadership with class
- Your choices, not chances determine your destiny
- Draw upon your team for guidance and counsel
- Change your limits if you want to reach your goals, do things no one thinks you can
- When forming a team, make sure it is designed horizontally not vertical
- Always makes it a point to know and care about the people at low end of totem pole
- Two is only better than one, if the Two can play as one
- Important Factors for a Team to be Successful
 - Communication
 - Tell each other the Truth no matter what
 - You win and lose together
 - Take chances
 - Take Pride in what you do
- You don't become whole until you become something bigger than any individual
- So much of leadership is about values, you have to give credit to the ones who help you, and not take the credit
- Attitude is the one thing you have complete control of
- Very first step to solving a problem is recognizing the problem
- Define your own success- don't let others define it
- Don't let anybody knock you down, no time to be down, get up and keep trucking
- Have faith in something larger than you
- Key Factors for Success
 - Create environment conducive to success
 - Get the best from one another
 - You're not always going to win, but always give it your best shot
 - You can't do it alone, but always be in pursuit of your final goal
- If you pinpoint one thing then you're a loser, people make mistakes

"Becoming the Obvious Choice" By Bryan Dodge

- The obvious choice for promotions will be people who began their preparation long before the new jobs were even considered
- Decisions about your future are based on how you handle situations today
- It's your responsibility to know and understand your talents, values, and desires
- The more flexible you are in our job often determines how marketable you will be in the future
- Before pursuing your next position, the next step up; know yourself and your values
- Life is too short not be happy and too long not to do well
- The art of communication is not only to say the right thing in the right place, but to leave unsaid the wrong thing at the tempting moment.
- The time to learn how to master the art of connection is before you assume your advanced leadership role
- To connect is to empathizes, to put yourself in another person's place, to set the world through others eyes
- The modalities of connecting that will set you apart from your competition are speaking, writing, and listening
- The key to effective writing is being clear and concise
- Miscommunication occurs largely because we do not take the time to listen
- Other people judge how much you care by how attentive you are
- Genius is the ability to reduce the complicated to the simple
- The obvious choice is someone who taken the complexities, discovered the real facts, kept a cool head, followed a process, and solved the issue
- One key to unraveling is accepting total responsibility for the situation regardless of the circumstances that got you there
- Be solution oriented and focus on unraveling the problem and creating viable alternatives
- Create positive outcomes from the negative situations
- Sometimes if you want to see change for the better you have to take things in your own hands
- People make decision on your organizational skills by what they see around your workplace
- Get yourself organized so that you will convey a sense of control, confidence and pride that others would want to follow

- Do these things before you leave the office 1) clean your desk 2) plan tomorrow's activities 3) enter your next days to do list in your organizer
- Experience tells us we cannot improve without making some kind of change
- Doing things the way you always have and being warm and fuzzy in our comfort zones can be the greatest enemy to your potential
- The best time to make change is when things are going well rather than when you have a problem in sight
- The best time to change is when it seems least necessary. Why? Because you are able to deal with change with a clear mind rather than being distracted by your current issues
- If you wish to know the road up the mountain, ask the man who goes back and forth on it.
- The obvious choice is being an eager learner who is action oriented and thankful for the opportunities ahead, no matter what.
- You can tell a lot about a person by the books they read. Show me their library and that library will show me the philosophy and values of that person
- CEO'S of major companies are said to read 4 books a week, yet most American workers don't read 4 books in a lifetime
- The challenge is not finding the time. It's creating personal discipline
- It is when you focus on things outside your control that you lose control
- Taking action involves clearly defining your personal values and standing up for those values
- The more time you can spend looking to improve where you are instead of looking where you think you should be is key to success
- Focus on the facts of your situation, take control and accept responsibility to make things better
- Success is rehearsed long before it "suddenly appears"
- Be a person who understands things aren't always as they should be. Have the courage to do something to improve and change these things.
- Be a person who knows that life is good even when a situation appears to be the worst.

GOOD STUFF

- He works until he sleeps. No leisure time. I want to be in control of everything. I am to be responsible for everyone. Accountable to all.
- Be the one who changes how it's ever been done. I think I'm too relentless to succumb to failure
- Success comes with a plan and courage to follow it.
- Amazing what you can do when you ignore the status quo
- Problems don't solve themselves; it takes leaders with courageous vision to solve problems
- Make sure every day from now on holds hope and promise for all Aggies
- All people young or old possess the ability to shine
- There are no magic outside solutions to our problems. The real answers lie within us. We need to lend a helping hand and do our part to help forge a brighter future for our University.
- Don't believe everything you read in the paper, after all it only cost 25 cents
- You're not going to win the Kentucky Derby with a mule, you got to go out and get some race horses.
- Don't put off for tomorrow what you could get done today.
- 10 Traits of a Leader: have a concrete vision, be your own messenger, build a team ego, act with integrity, act decisively, be adaptable, be consistent, maintain focus, live for the future not in the past, act selflessly
- I'll explain this to you in terms of Robin Hood. "You're the sheriff of Nottingham, and I'm Robin Hood. You may be bigger and more powerful and have more troops, but it's a big forest, and knows where all your men are stationed. If you fuck with me again. I will make it my life's work to clean you out."
- You always want people in your corner to be good people and kind hearted, but when someone throws a beer bottle at you; you want your group to be ready to mount up. Sometimes there's no time to be rational. Sometimes you just got to get it done.
- Do not mistake my kindness or goodwill for weakness, because if you do, you're going to end up very surprised.
- Anticipate bad news and intellectually adjust if need be.
- What I really want is to live my life in as authentic a way as I can. Clarity to me is much more important than happiness.
- Refuse to take no for an answer.
- Success will come and go. Integrity, reputation and a good name should always be protected.
- At A&M you will have the opportunity to shine; this University has more people willing to help you out than any other place.

"Winning with Integrity" By Leigh Steinberg

- Effective negotiation is about exhaustive preparation, utter clarity, heartfelt communication, and a sincere, demonstrated desire to fully understand not just your own needs but the needs of the other party.
- Seek opportunities to combine your values with your passion.
- If you don't start preparing now, will be the least of your worries.
- He wanted to expand his horizons and make an impact on the world.
- Pg. 35--- Questions to ask a player before a negotiation
- Value is function of supply and demand and value is in the eye of the beholder.
- Do all you can before a negotiation to create as many options as possible to maximize your leverage.
- In a negotiation always take a more aggressive position than what you are actually looking to end up with.

- Convince the other party you have an option even if you don't
- Remember the manner in which money is paid is equally important to the amount being paid.
- Knowing when to launch a discussion is important as knowing how
- You are preparing to enter a war zone. A deep reservoir of energy will be required, as well as limitless stores of patience.
- You may or may not be in control of the environment you are about to enter, but you must do all you can to be in complete control of yourself.
- Balance is the key to most things in life. And Preparation
- Think ahead and be prepared for every possible eventuality, thinking all conceivable distractions so you will be free to focus on the process.
- We are far from being finished but the groundwork has been laid.
- Anything and everything you bring into a negotiation; from the information and argument you have assembled to your attitude and demur to the clothing you wear; should contribute to achieving the intended result.
- How you prepare your colleagues and your clients for a negotiation you plan to conduct will in large part determine their response when it is concluded.
- It's easy to feel overwhelmed when you are outnumbered.
- Don't allow yourself to be intimidated by their numbers. Your ground is the same size as theirs, no matter how many of you are standing on each side.
- Effective negotiation requires a conscious decision to ignore the reality of your needs and dependencies, to ignore your own deepest and darkest fears, and continue to fight for what you believe is fair.
- They will try to intimidate you, and to the degree that you are afraid, they succeed.
- By considering your deepest fears and imagining them as realities, rather than pushing them aside whenever they raise their hand, you may find out that they are simply not that frightening.
- It is important and its happening in these places, I want to know about it. For my business, I need to know about it!
- Such serendipitous connections make for meaningful breakthroughs and they are not really accidents if you are an individual armed with a comprehensive base of general knowledge.
- Come armed with knowledge and familiarity with as broad range of subjects and interests as possible.
- Never underestimate the person you are meeting.
- Honest begins with being yourself, presenting yourself as who you really are.
- The presentation is your foundation, the rock of reason on which you stand. If that rock is solid, if it's accurate, honest, and reliable, it will withstand any winds or storms or attacks that might come.
- The brightest, most talented people are sometimes the ones who have the most trouble listening to alternative ideas.

"LEADERSHIP" By Rudolph W. Giuliani

- Surround yourself with great people, have beliefs and communicate them.
- See things for yourself. Set an example. Stand up to bullies. Prepare relentlessly. Under promise and over deliver.
- There's no substitute for personal experience when it comes to dealing with problems.
- Inspiration must be taken wherever and whenever it comes, and sources of strength appear in unexpected places.
- My staff knew that they would see me at a specific time and place every day.
- One of the best lessons a leader can communicate to his or her staff is that encountering problems is to be expected. But failing to mention problems or worse, covering them up will not be tolerated.
- A confident leader won't hesitate to seek advice; publicly and privately
- The idea of sweating the small stuff as a way of not allowing minor issues to spiral into major disasters
- Biggest mistake lawyers make is assuming jury knows too much
- Preparation- thus eliminating the need to make assumptions; was the single most important key to success, no matter what field you are in. Leaders may possess brilliance, extraordinary vision, fate, even luck. Those help, but no one, no matter how gifted can perform without careful preparation, thoughtful experiment, and refusal to assume a damn thing.
- The discipline of preparing for the speech forced me to keep things moving.
- You don't want to micromanage or undermine the authority of good people you've hired, but on occasion there's no substitute for firsthand experience.
- The more planning you do, the more you will be ready for surprises.
- Relentless preparation means not just preparing for disasters but anticipating potential problems.
- Believe in creating a culture that values preparation, passing that ethic from the top down to the bottom of organization
- Practically everything a candidate does is in some way campaign related
- My aim was to solve the problem directly, to send the message that government could accomplish things.
- Nothing builds a stronger case for holding employees to a higher standard than a boss who holds himself to even higher ones.
- "I'm Responsible" I don't deserve all the credit or all the blame for what went wrong, but I do deserve to be held accountable for the results of my office.
- When hiring, make the sole criterion based on performance.
- Knowing too much about government would inhibit creativity in finding new ways to do things
- There was nothing in his background to suggest he was ready to run a large organization, except I knew him, and was sure he was perfect for the job.
- If highly driven people aren't sufficiently challenged, they can surrender to self satisfaction and arrogance, a sense of

"were better than you"

- I'm not afraid, so you shouldn't be either. I understand what you are going through. And if you have to be here, so can I.
- Making the right choices is the most important part of leadership
- Decision making would be easy if it were always a choice between good and evil, wrong and right. Leaders have to make decisions that are multidimensional
- Never be dishonest with yourself. Face your fears
- Pursue a course that prefers action to hesitation. You will be better lawyers, better people and better at everything else.
- It was my policy to underestimate anticipated revenue because it forced those who worked for me to contain cost.
- When you don't know the answer, you've got to be honest enough to say so.
- Great leaders lead with great ideas
- My goal was to move the agenda forward with every action, to back strong beliefs with specific plans of action
- Assigning too many people to a task significantly reduces quality of performance.
- A real leader, one who leads from a true heart and honest mind, won't deny an emerging belief simply because it makes him uncomfortable.
- Campaigning- the more you explain things, the more people will understand what you are doing and why you're doing it.
- Must better speaker when you "master the material, organize it, then throw the text away and just talk. Don't read a speech; Show them how you really feel.
- Any leader is only as good as his/ her word.
- People need to understand that you mean exactly what you say.
- Goal should be to ensure your message gets through loud and clear too as many people as possible. Tailor the message 2 listener
- Set an Example- you can't ask those who you work with to do something you are unwilling to do yourself.
- The most important elements of setting an example isn't attitude or diligence, but performing some of the tasks that you ask others to do.
- Part of any leader's responsibility is recognizing his limitations.
- Don't let critics set your agenda.
- While trying to retain humility, you must accept that the reason you are making these decisions and other people are not, is because, for now, you are in charge and there not.
- Although he required allot, yelled at me, hurt my feelings and annoyed me, his training prepared me for the rest of my life.
- As a leader you must be able to communicate, to explain, and be able to simplify.
- He was exceptionally well organized, always pressing, always expecting more from his staff than they suspected they could deliver. Yet he never asked others to work harder than he was willing to do.
- Embrace those who are attacked.
- Regan would risk his popularity because of his personal loyalty to people who stood by him, helped elect him, worked for him.
- Embracing those who are attacked serves two functions;
 - Reassures those who work for you and those you want to recruit to work for you, that you won't abandon them or betray them at the first sign of trouble.
 - Shows the world you'll hug a vilified employee that much closer, and removes incentive to attack
- The people who work for you deserve the benefit of doubt.
- It's not enough for a leader to give and receive loyalty. For loyalty to mean something it has to be established as a culture throughout the organization.
- As a leader you must be there to hear complaints and appreciate directness.
- Don't recite documents to a jury or audience, but digest the facts and deliver them in your own voice.
- When the chips are down, when someone you care about is struggling for answers or burying a loved one, that's when the measure of a leader is taking.
- Whenever someone how thinks he has the upper hand tries to force his views, I send a clear message that I won't stand for that kind of coercion.
- One of the benefits of winning without (big corporate) endorsements was that I was then free to do what I believed was best.
- Go Into a Fight with a Plan Stand Up to the Bullies
- When approaching a problem, seek a solution that is most favorable, but doesn't overreach.
- Any good leader must develop a substantive base. No matter how talented your advisors and deputies, you have to attack challenges with as much of your own knowledge as possible.
- A leader should have independently acquired understanding of the areas he oversees.
- Job as a leader is to make pieces fit in the way that best serves overall enterprise.
- Having your own knowledge gives you a frame of reference, helping you decide whether or not to trust the advice someone gives you.
- When they know you do your homework and expect you to bring your own knowledge to the table, they're less likely to try to mislead you.
- I believe if you read enough about something, you're going to unravel its mystery, and will ultimately understand the fundamentals
- Once the leader gives up, then everybody else gives up, and there's not hope

- It's up to a leader to instill confidence, to believe in his judgments and in his people even when they no longer believe in themselves.
- Finding the right organizational structure starts with a mission. Then you have to identify your aims, and what you should do to achieve them; find the right people for the right job, and constantly follow up to make sure everyone is sticking to the original purpose.
- City government's mission- too protect its citizens and provide opportunity for its citizens to excel
- A good leader establishes priorities and sticks with them. Sometimes best way to fulfill these priorities is to remove distractions and expenses that keep them from being fulfilled.
- When you make a deal, keep it.
- There are some people who should be completely avoided. Its' counterproductive to deal with them, and they just drag you down.
- Insist in dealing with people who kept their word. In the end that makes everyone operate at a higher standard.
- A big part of leadership is consistency.
- Our goal is to serve the students of this University, not ourselves, not each other.
- Surround Yourself With Great People!!!!

"Power of Nice" By Ron Shapiro

- Lack of confidence is mostly lack of knowledge. Knowledge is power. You will be armed with knowledge it takes to deal from strength.
- Participate- be open to change. Read, Reread, Question
- Engage- throw yourself into this Endeavour. Challenger yourself
- Personalize- relate what you learn to your career and your life
- All warfare is based on deception. If your enemy is superior evade him. If angry, irritate him. If equally matched, fight. If not, split and re-evaluate.
- Get the most of a good deal, not the least of a bad deal.
- In a negotiation, nothing is more valuable than information.
- Success is finding the right customers and keeping them.
- It's not the sale; it's the relationship that counts.
- Sales pay one time profits. Relationships pay dividends.
- Victory has very narrow meanings, and if exaggerated or misused can become a destructive force.
- In order to walk on water you have know where the rocks are, and I'll be damned if I can't find them.
- "When you win, nothing hurts" Joe Namath
- The earlier you know what their interests are, the greater your leverage will be.
- The best way to get what you want is to help others get what they want.
- Lower the price without sacrificing standards
- Good deals echo, they lead to more good deals.
- When people are under pressure. They revert to habits.
- Don't go into a meeting until you know everything you can about your position, evidence for and against you, comparable situations in the past and present, what you're aiming for, what you're willing to settle for, and all you can about the others side, its positions and views.
- It is as important to know your weaknesses going in as it is to know your strengths.
- Nature has given men one tongue but two ears, that we may hear from others twice as much as we talk
- The less you say the more you can concentrate on what others are saying. After all how much can you learn from what you say? Not much, you already know it.
- The less you say, the more others will remember.
- Sometimes imply hearing others sides issues may not only enable you to find a solution, it may be the solution
- Never stop listening. Everything you hear is information.
- When I am getting ready to reason with a man, I spend 1/3 of my time thinking about myself and what I am going to say, and 2/3 thinking about what he is going to say. Abraham Lincoln
- Preparations are like exercise. Sure you hate it and it's boring. But months later when you running a race and you don't get winded you will appreciate all that sweat.
- "Failing to prepare is preparing to fail" John Wooden
- It's what you learn after you know it all that counts.
- Yes you might do fine without preparation but why walk into a situation without giving yourself every possible advantage.
- Knowing precedents gives you the power of the past.
- You always take a risk when you negotiate, but the more prepared you are, the less risk.
- 7 Steps to Prepare: Precedent, Alternatives, Interest, Deadlines, Strengths and Weaknesses, Highest Goal/ Walkway Action, Strategy and Team
- The more prepared you are, the more confident you feel, the better you negotiate.
- Don't base your thoughts and proposals in your assumptions. You run a high risk of being wrong.
- The best answers are questions because they lead to more answers.
- Never make the first offer, nor immediately accept the first offer, but always aim high
- A low offer may suggest you try to achieve your goals creatively.
- The knowledge you gain by the other side opening the bidding is invaluable in determining the course of the negotiation.
- Negotiators, who often ask for more, get more.

- There's no reason to fear rejection. At worst, you'll be where you are now. At best. Who knows?
- By requesting help and putting it in the form of a question, you've created a non threatening "offer"
- Force a counteroffer bid. If it appears there's no way to go in a negotiation, ask the others side where they want to go.
- Set a range without making a first offer "We've heard houses in this area go for about 200k... Yes but we got a 25k kitchen in our house... So you can expect them to start in the 225k range.
- Increase the rewards of the transaction for the other side, this increases chances of making a deal.
- Whenever two people meet, there are six people present. There is each man as he sees himself, each man as the other person sees him, and each man as he really is.
- You can either ignore that reality or learn who they are, what makes them tick, and how to deal with them effectively.
- This is going to be a marathon, you better pace you.
- When you're upset, count to 10. If you're really upset count to 100.
- If you sail, you know if you want to move forward, you can't sail directly into the wind. You have to sail at angles to the wind, from side to side working your way forwards.
- Let others get emotional, but don't let their emotions get you emotional.
- Know what to do before situations occur and you will overcome the most difficult negotiations without reverting to becoming one of them.
- The best way to avoid emotional responses is to be ready for emotional tactics.
- First step to making the deal go your way is recognizing characteristics your up against.
- Start by aiming high. Put additional items in your proposal that you'll eventually give away.
- You don't know what pressure is until you play for \$5 with \$2 in your pocket. Lee Trevino
- Turn hard dollar deals into percentages of profit deals where you make more if they make more.
- When you feel weak or alone in your position, find others in a similar situation, join forces and gain negotiation clout.
- By working together we were able to influence the process to a great extent than any one of us could have, working alone.
- We were competitors, we were adversaries, but in this case we had one common interest: the game of baseball.
- When you look for allies, look beyond the obvious, those who share the overall goal; the business or Endeavour that feeds all of you. If you're successful; afterwards you can always go back to being enemies.
- If you act weak, you will be treated as if you're weak.
- Whether, you are confident or not, act that way.
- Conduct yourself with sureness, steadiness, and a sense of control.
- You'll get more confident by acting confident.
- Never let the competition see you sweat.
- There's nothing more dangerous than an idea if it's the only you have.
- When you're David, squaring off with Goliath, it's not a bad idea to bring more than one stone.
- Pre-empt complaints, offer alternatives. Overcome likely objections. Demonstrate flexibility. Approach the problem differently.
- None of us is as smart as all of us.
- The problem is never how to get new, imaginative thoughts into your mind, but how to get the old ones out.
- Above all, check your ego at the door. Don't feed it. Don't indulge it. It'll be finding. Nothing is better for an ego than a successful deal.
- The goal isn't the deal. The goal is the fruit of the deal. Don't pick rotten fruit and always be able to walk away from a deal.
- Don't get sucked into going below your bottom line and convincing yourself that circumstances will change and maybe it will work out.
- Don't get caught up in the competitive atmosphere and bid \$20 for a \$10 bill.
- Sometimes no deal is the best deal and at times it may lead to a better deal
- Resist today's deal for tomorrow's profit.
- The process is negotiation not "egotiation"
- When you need a friend, it's too late to make one. Mark Twain
- Relationships start with bonding; finding out what you have in common with the other party, rather than where you're at odds.
- The value of relationships is immeasurable...
- Bonding doesn't change the issues. It changes the tone with which you approach the issues. It enables you to find solutions.
- The best approach is to keep bonds active and they will be strong when you need them the most.
- One thing you don't have to spare is your time.
- Just as "someday" always comes, so does the day after, and the deals that come with it.
- You never know what the long term benefits of a relationship will be.
- Passing up instant gratification isn't any easy choice to make, but it is one that's often worth it.
- Negotiate, stall if you have to, explore alternatives, but never burn bridges.
- Despite the emotions in the air, neutralize your emotions, maintain self control, and don't take any of it personally.

"Winning the Future" By Newt Gingrich

- In order to reach new heights we have to be focused on values, on solutions, and on telling the truth even when it controversial.
- You better be prepared to boldly stand with the students and ignore the editorial writers and liberal commentators

who will scoff at your "simplistic" ideas.

- America cannot negotiate with Al Qaeda. We have no common ground with terrorist.
- Security should be viewed as an investment, not an expense.
- In order to be the best we need to change the way we think about things.
- Successful policy requires making the right decisions, communicating the right decisions, and implementing the right decisions.
- Prayer is real and we subordinate ourselves to a God on whom we call for wisdom, salvation, and guidance.
- History is vividly clear about the importance of God in the founding of our nation.
- Original intent of the founding fathers in adopting both the free exercise and establishment clause was to promote religious freedom, not suppress it.
- I may have lost many battles, but I won the war and that's what counted.
- Americans are learning to treat litigation as a lottery, to sue rather than settle and turn American civil life into one of conflict and suspicion.
- Citizenship needs to be studied and acquired, not merely a piece of paper to be granted.
- We have an obligation to help our fellow citizens, the poor, the disabled, and the deprived.
- There has to be a direct relationship between effort and reward.
- Faith provides hope, guidance and self discipline while bureaucratization and welfare encourage "passivity" and undermines and embitters people; their lives reduced and dependent status with no future and no hope.
- If you decide to change your life, your fellow citizens are here to help you. You have to make the first call and you will have to change, but we will do all we can to make that change a success so you can enjoy all the blessing of being an American.
- We must make learning profitable for the young by offering direct rewards for poor children who buckle down, do there h/w and learn.
- We should encourage people to work, to overcome their obstacles, to avoid dependency, and to live on their own rather than in institutions.
- Tax free capital gains will encourage greater risk taking and lend to more entrepreneurial behavior. This leads to more prosperity, a bigger economy, and better jobs.
- If we choose to avoid innovation and competition, we will have conceded the future.
- If there is a commitment to a balanced budget, each agency has to find better way to do things and more innovative ways to get things done.
- Overtime a balanced budget leads to a lower interest rate and less inflation.
- We can do more with less if we do it in quality system using information technology and modern communications.
- As a student, you have a right to get involved in student government and make sure that student fees are spent as much on bring conservative speakers on campus as in spent on bringing leftist.
- Discipline is the first key to an effective school.
- As an aggie, you're past is the best University in the nation. We owe it to the alumni, and future aggies that we do our part. If you want to win the future, don't complain and do something about it.

"Ten Minutes from Normal" By Karen Hughes

- In a Presidential campaign, the president must be relentless
- You can't be stuck in the status quo, because it's not working
- President of the US is the hardest job in the world
- Anything worth doing is worth doing it right
- Always learn something from everyone you talk to
- News mattered, it affected people's lives. We needed to pay attention. Have an eye for detail, and instincts for the big picture.
- I wanted to beat my competition, but I wanted to do so fairly, because I had outperformed them, not b/c I knew someone special.
- Politics makes a difference in people lives and I want to be part of it.
- The times you want to hide under your desk are the times when it is most important to communicate.
- George Bush talked fast, moved fast, and decided fast.
- We should strive for the best rather than brace for the worst
- He explores, and then carefully watches how someone reacts to his pointed questions, or orders with which they disagree. It's the way he evaluates how secure you are, how certain you are of your convictions. He wants to find out if you are willing to stand up for him, willing to argue for your point of view.
- Make you message relevant to people's daily lives.
- We all have different gifts, one of mine is joy
- Everything you do, go all out, never go 1/2 way
- People want to see their leaders in times of tragedy and want reassurance that their political figures care and are sympathetic.
- I knew he would listen, think it through and do the right thing.
- Bush led by setting a vision, then sharing credit for the success.
- Were a team, we sit here together and were going to hold our head up high and were going to win this
- I am a better candidate for having done these things. If you think our politics need a fresh start, a new beginning of idealism and integrity, come join our team?
- Merely doing things different isn't enough. You have to acknowledge you made mistake and explain how you are correcting it.

- A speech should have an introduction; 3 major points, then a peroration, call to arms, tugs on the heartstrings.
- On the campaign trail you have to do everything fast, including eat fast, or you will get left behind.
- In your speeches don't use passive verbs. They can't be too long or too short, but have to have enough information to get the point across and have meaning.
- If you ever need anyone to defend you I am a fierce advocate.
- I was furious with all the stuff that was being said, but I knew better to say anything like that. I swallowed my pride. I made myself say "we know it is well intended"
- A debate may not elect a presidential candidate, but a mistake can sure defeat one.
- Governor Bush always said he wasn't going to itemize irresponsible behavior as a young man because it prevents good people from getting involved in politics.
- Everybody makes mistakes and people should be forgiven.
- I made some mistakes. I drank too much. And I did on that night. I regret it happened but it did. I've learned my lesson.
- I was going to the White house to serve, the serve the President, to serve my country, would I succumb to the Washington's definition of power or rise above it.
- I knew if he wanted my advice he would seek. Access to power is power in Washington.
- Swallow your pride and love others even thought you might disagree with them.
- I believe in collaboration and don't like put people in a box, so I always encourage people on my staff to chime in with ideas
- There will be much that will be incredibly hard and frustrating, but the opportunity to participate and serve has no other match in our professional lives. The opportunity to make a difference in people lives both here and abroad will create emotions and experiences you will never forget.
- The President hates to wait, things must get done.
- President Bush would be the same person on the day he left this place as he was on the day we arrived, because he had his priorities straight.
- The President asked us to uphold highest standards of ethics and to serve the people with humility and respect.
- I want it said of us at the end of our service that promises made were promises kept
- I have become convinced that we have both a responsibility and urgent interest in sharing enormous fruits of America's resources with others around the world. And it's in America's interest to make sure citizens of other countries have opportunities to get educated and live productive lives.
- The greatest leaders inspire us by speaking eternal truths
- To win the war against terror, our country must do a better job of communication and extending our values, liberty, tolerance, and respect for others, dignity for everyday life. Best way to maintain the fine line between good and evil right and wrong, is to do our best to maintain and love each of our own lives.
- The real hallmark of a leader is how the team functions when he isn't around.
- He did so with discipline and mental toughness that belied the emotional price of the responsibility for these lives.
- When a crisis comes, rather than sagging under its weight, he springs to meet it glad that it is his team who is there to help deal with it.
- Work is what you do, it's not who you are.
- President Bush could talk for hours if he really wanted to. But why would he want to? President Bush gets to the point, straight and fast and direct. You know exactly where he stands.
- I am a Republican because I believe the Republican Party has the right understanding of the role of government and role of individuals. Government must act for the collective good in defending our country, enforcing laws, protecting the vulnerable; government must support the conditions and climate for individuals to serve appointments and pursue their dreams. But government that is too big crowds out individual initiative and ambition.
- We share a set of beliefs, and a conviction that our values and positions on issues can make life better for people in our communities and our country.
- Every election comes to down a choice and perfect isn't on the ballot.
- As aggies we bear certain responsibilities; we attend a great university, our freedoms aren't free, and the least we can do is participate.
- You should be measured by the quality of your work, not by how late the light is on at the office.
- To whom much is given, much more is expected. Because whatever we do for the least of these, also do for God.
- My life isn't normal, but I realized normal was never my destination in the first place.
- Whoever wishes to be the greatest must be a servant.

"Say What You Mean in Plain English" By Rudolf Flesch

- 10 Principles in Writing
 - 1) Answer Promptly
 - 2) Show you're Interested
 - 3) Don't be too short
 - 4) If it's bad news, say you're sorry
 - 5) If it's good news, say you're glad
 - 6) Give everyone the benefit of doubt
 - 7) Never send off an angry letter
 - 8) Watch out for cranks
 - 9) Appreciate humor
 - 10) Be careful with form letters
- If there are obstacles in the way which you have no control, complain to someone who has control. In any case, do

something

- "I understand how you feel" It's one of the most effective sentences in the English language
- The best way to deal with an embarrassing situation is simply admitting your embarrassment
- 8 Points to Remember
 - 1) Nothing is Self Explanatory
 - 2) Translate technical terms
 - 3) Go step by step
 - 4) Don't say too little
 - 5) Don't say too much
 - 6) Illustrate
 - 7) Answer expected questions
 - 8) Worn against common mistakes
- No textbook teaches itself. There has to be a will and eagerness to learn, which among the adult population, is normally absent.
- Look at the job from the other person's point of view, what seem very easy to you may be hard for them.
- Always study the incoming letter carefully and give the inquirer the answer to the question, but nothing else.
- 3 Essential parts to a report: Summary, Findings, Odds and Ends
- Complaint letters: 4 Steps: Take complaint seriously, explain what happened and why, don't shift the blame, don't just write, do something
- Part of good writing is inconsistency. Why not bend a rule in a special case? It won't do any harm and it'll do the job of showing Mr. Smith that the bank cares about his opinion.
- Good public relations are a precious asset
- Do what's necessary to repair the damage.
- Don't worry about what might happen in rare contingencies.
- Obey your generous impulses. It'll do wonders for public relations.
- Write the way people talk- at lunch, or over the phone.
- In this age of general pollution, clear, simple language is just as important as clean air, land, and water.
- Say what you mean in plain English!!!

Drew Rosenhaus Quotes

- When you're unique and do things your own way and blaze new trails, people are going to be jealous or they're going to be critical.
- I don't really buy into what other people's conceptions of me are, of what's right and wrong, except for my own morals. Other people misunderstand me, they fear me, and they dislike me and may hate me.
- If I can get my opponents to hate me, be emotionally distraught over me, I'm winning. I'm gaining an edge. I'm better than they are, and I welcome that. I'm being myself. And if someone doesn't like that, that's too bad.
- If there were 28 hours in a day, he would work all 28 hours. He never stops working. He is a whirlwind.
- Agents, do a better job. It's just that's simple, quit complaining, quit griping, quit being a wimp. Work and get it done the way I do it. If you can't hang with me, if you can't swim in waters with me, too bad"
- He's relentless and he will do anything to help his clients
- Deadlines create deals
- Not rhetoric, not talk, not persuasion. Hard work. Players want me because of my production
- It's not like I just jumped out of the sea. I'm not a magician or amazingly persuasive guy. I'm a hard worker who performs.
- You don't just luck into a billion dollars worth of contracts. I'm just giving you the facts."
- Words that describe Drew- workaholic, obsessively prepared
- Focus on what's in front of you, work hard, and ignore the stuff going on around, or being said about you

Karl Rove About Campaigns

Take the offensive and stay there. You are loyal to a fault to your friends, merciless to your enemies. You keep your candidates rhetoric sunny and uplifting, finding others to do the attacking. You study the details and learn more about your foes than they know about themselves. Never discuss political mechanics in public. But in fact everything is political and everyone is fair game. His approach sees politics is minutely targeted, upbeat when possible, apocalyptic, and needed.

Lincoln on Leadership

Donald T Phillips

Intro

- No set rules or formulas for leaders to follow; only guidelines and concepts, perceptions and ideas, abstractions and generalities. This is why the art of leading people is so difficult to master and teach, and why there's such great need for role models
- Studies of other well-known leaders suggest that certain factors in childhood can predispose a person to great leadership
 - (James MacGregor Burns) Most important influences on shaping of leaders lie "almost wholly in their early years"
 - (Burns) Also, "a strong attachment to one parent coupled with some intensely negative attachment to the other." Most leaders had/have close relationship with their mothers, who appeared to favor them over other siblings

- (Sigmund Freud) "...found that people who know that they are preferred or favored by their mother(s) give evidence in their lives of a peculiar self-reliance and an unshakable optimism which often seem like heroic attributes and bring actual success to their possessors."
- (Burns) some were forced to accept the mutual tolerance of others while growing up
- (Burns) virtually all of the outstanding leaders were "subject to feelings of insecurity and lack of self-esteem." Moreover, most developed a dynamic will to succeed, a driving ambition that lasted their entire lives
- Through his adolescence and into his adulthood, Lincoln masked his shyness by acting the clown and telling funny stories
- Qualities such as honesty and integrity, empathy for the common man, and devotion to the rights of individuals were products of his upbringing
- He was naturally inquisitive and learned rapidly, which led him to be extremely innovative
- Lincoln is the leader who genuinely has something new to offer contemporary business and political leaders

Part I: People

1 – Get out of the Office and Circulate Among the Troops

- "The masters of the use of attention are also not only master users of symbols, of drama, but master storytellers and myth builders." – Lincoln
- He realized that people were a major source of info and that to be a good leader he had to stay close to them
- His basic philosophy was that he would see as many people as often as he possibly could
- He spent 75% of his time meeting with people; no matter how busy, he always seemed to find time for those who called on him
- Casual contact with subordinates was as important as formal gatherings, if not more so, and today's leaders should take note of this style
- He preferred, whenever possible, to interact with people when they were in a more relaxed, less pressure-packed environment
- He was probably the most accessible chief executive the United States has ever known
- If subordinates, or people in general, know that they genuinely have easy access to their leader, they'll tend to view the leader in a more positive, trustworthy light
- (Anonymous) "...he's the very embodiment of good temper and affability. They will all concede that he has a kind word, encouraging smile, humorous remark for nearly all who seek his presence, and that few, if any, emerge from his reception room without being strongly and favorably impressed with his general disposition."
- "Everyone likes a compliment." – Lincoln
- "If they can stand it, I guess I can." – Lincoln
- (New York Times) "He goes at it (handshake) with both hands, and hand over hand he gives a good honest hearty shake, as if he meant it."
- His striking visible display of compassion and caring inspired trust, loyalty, and admiration not just from the soldiers but also from his subordinates
- He'd work with Congress if they supported his efforts, however, he would not tolerate delay or inaction. He was commander-in-chief and would direct and lead and Congress would not deter his quest to preserve the Union
- All leaders must seek and require access to reliable and up-to-date information
- There is a certain amount of value and effect in seeing people outside of the everyday business environment or out of the leader's office
- He wanted honest talk with people, he needed to know the truth
- He had an innate ability to perceive the truth
- He could receive information unbiased by filters and prejudices, process it, and then communicate it in the common man's vernacular so that everyone could understand
- He was there when it counted – decisively taking charge, as well as influencing, guiding, teaching, and directing
- He was doing what all leaders should do – acquiring new skills gleaned from his followers through frequent personal contact; he was learning while on the job
- One of the most effective ways to gain acceptance of a philosophy is to show it in your daily actions
- In order to stage your leadership style you must have an audience; by entering your subordinate's environment and establishing human contact you create a sense of commitment, collaboration, and community. You also gain access to vital info necessary to make effective decisions

Chapter I's Principles:

- i. It is important that the people know you come among them without fear
- ii. Be the very embodiment of good temper and affability
- iii. If your subordinates can stand it, so can you. Set a good example
- iv. You must seek and require access to reliable and up-to-date information

2 – Build Strong Alliances

- Lincoln gained the trust and respect of his subordinates by building strong alliances on both personal and professional levels
- He wanted them to get to know him, so that they would know how *he* would respond in any given situation. If they knew what *he* would do, they could make their own decisions w/o asking him for direction, thereby avoiding delay and inactivity
- (Warren Bennis et al) leaders "have the ability to trust others even if the risk seems great."

- “One war at a time” – Lincoln
- The two men whom Lincoln became the closest with during his Presidency were also the two who had originally thought the worst of him
- (Talking about trust) Often he would sign stack after stack of military commissions that he didn’t bother to read – he looked only for his Secretary of War’s signature, for if Stanton had approved them they must be alright
- Simply spending time together and getting to know one’s subordinates can overcome mountains of personal differences and hard feelings
- If followers can learn their leader is firm, resolute, and committed in the daily performance of his duty, respect can be gained, and trust will soon follow
- It hurt Lincoln to not have formed successful links with certain individuals, but at least he could stand firm knowing he maintained his integrity
- Simply cannot give up attempting to build strong alliances
- He gained commitment and respect from his people b/c he was willing to take time out from his busy schedule to hear what people had to say
- People are much more likely to trust a leader if they know he is compassionate and forgiving of mistakes; and trust, of course, is the essential building block for successful relationships
- If modern leaders don’t intuitively understand human nature as Lincoln did, they should at least make an effort to attempt to learn more on the subject

Chapter II’s Principles:

- i. Wage only one war at a time
- ii. Spend time letting your followers learn that you are firm, resolute, and committed in the daily performance of your duty. Doing so will gain their respect and trust
- iii. Invest time and money in better understanding the ins and outs of human nature
- iv. Human action can be modified to some extent, but human nature cannot be changed
- v. When you extinguish hope, you create desperation

3 – Persuade Rather than Coerce

- Leadership, by definition, omits the use of coercive power
- On Lincoln’s life – his mastery of the art of persuasion that brought him much of his success
- “Discourage litigation. Persuade your neighbor to compromise whenever you can.” – Lincoln
- “If you would win a man to your cause, first convince him that you are his sincere friend.” – Lincoln
- He provided as much support, both moral and monetary, as he possibly could
- He was smart enough to know that he could not do it all
- He exercised competent leadership – he delegated responsibility and authority, and empowered his subordinates to act on their own
- He knew the value of making requests versus issuing orders
- It’s not called the “art of persuasion” for nothing. This intangible, often elusive, skill was a mainstay in Lincoln’s interaction arsenal
- Understanding the nuances of various positions and building rapport with a variety of workers allows you to take the most effective path to success w/o damaging relationships

Chapter III’s Principles:

- i. Use force only as a last resort
- ii. Delegate responsibility and authority by empowering people to act on their own

Part II: Character

4 – Honesty and Integrity are the Best Policies

- Popularity and honesty don’t always make a business run
- Talking about Lincoln and his partner’s general store business large debt left for Lincoln when his partner died – it took him *many* years, but pay it back he did, every penny
- He was honest beyond question, and this is without a doubt one of the major qualities that made him a great leader
- The architecture of leadership, all the theories and guidelines, falls apart w/o honesty and integrity
- The best, most aggressive, and successful organizations were the ones that stressed integrity and trust
- (Peters) “Managers do things right. Leaders do the right thing.”
- Integrity must be sincere
- Through an individual’s words, deeds, and actions, integrity can be judged to be genuine
- The possession and preaching of wide-ranging, appealing goals and values will result in broad support from the masses
- Values motivate.
- Any successful organization, whether a business or a country, must possess strong shared values
- It is the sole responsibility of the leader to instill these values by constant preaching and persuasion; it’s their role to lift followers out of their everyday selves up to a higher level of awareness, motivation, and commitment
- He appealed to everyone’s sense of decency and integrity
- He was a “sharing leader”, one who “perceives their role as shaping the future to the advantage of groups with which they identify, and advantage they define in terms of the broadest possible goals and the highest possible levels of morality.”
- Trust, honesty, and integrity are exceedingly important qualities b/c they so strongly affect followers

- He always did the right thing, or at least attempted to do so
- He simply did not deal with people he knew to be dishonest
- “Stand with anybody that stands right. Stand with him while he is right and part with him when he goes wrong.” – Lincoln
- “Never add the weight of your character to a charge against a person without *knowing* it to be true.” – Lincoln
- He would become disdainful and enraged whenever dishonesty, in whatever form, reared its head
- Leaders who tell their subordinates the truth, even when news is bad, gain greater respect and support for ideas than their less virtuous counterparts
- Those who questioned his upbringing and education, or even his political affiliation, tended not to doubt his integrity

Chapter IV's Principles:

- i. When you make it to the top, turn and reach down for the person behind you
- ii. You must be consistently fair and decent, in both the business and the personal side of life
- iii. It is your duty to advance the aims of the organization and also to help those who serve it

5 – Never Act out of Vengeance or Spite

- He understood that to actively engage in slander and malicious dealings would simply eat up far too much of his time, which he used in securing positive end results rather than negative ones
- Whenever he had doubts, and there were many, he fell back on the foundation of his personality: honesty, integrity, compassion, and mercy
- Invariably, an organization takes on the personality of its top leader, providing that individual is in touch with the members of the organization

Chapter V's Principles:

- i. Never crush a man out, thereby making him and his friends permanent enemies of your organization
- ii. People will be more willing to seek an audience with you if you have a good reputation
- iii. You should be very unwilling for young people to be ruined for slight causes

6 – Have the Courage to Handle Unjust Criticism

- He had faith and confidence in himself and didn't need ego stroking or constant reinforcement to know that his course of action was proper
- Every man of courage must, sooner or later, deal with unjust criticism
- He handled it all with a patience, forbearance, and determination uncommon of most men
- He had no time for it (unjust criticism). He was too busy trying to win a war
- “If they turn their backs to the fire and scorch their rear, they'll find they have to sit on the blister.” – Lincoln
- It is a tribute to him that he could view unjust slander and criticism with amusement rather than anger
- He had an overwhelming confidence in his own ability to know right from wrong; this gave him great strength to combat this unjust criticism
- He wasn't intimidated when so many others took a position that he considered to be morally unjust. Neither would he back down in the face of harsh accusations against his own beliefs
- “It often requires more courage to do right than to fear to do wrong”; “He who has the right needs not to fear”; “truth is generally the best vindication against slander.” – Lincoln
- You must have stamina, fortitude, and self-confidence. You must believe in yourself. But, in addition, a certain style and routine must be developed in dealing with harsh criticism
- Every leader will encounter such slander simply by virtue of the position held. It is how you let it affect you that makes the difference in whether or not you succeed
- Ignore most of the attacks if they are petty, but fight back when they are important enough to make a difference
- Always look at the lighter side of life by keeping your sense of humor
- Maintain grace under pressure. Know right from wrong. And have courage

Chapter VI's Principles:

- i. Refrain from reading attacks upon yourself so you won't be provoked
- ii. Do the very best you know how – the very best you can – and keep doing so until the end
- iii. The probability that you may fall in the struggle ought not deter you from the support of a cause you believe to be just

7 – Be a Master of Paradox

- He was a father figure to many people of his day
- He tended to be strikingly flexible while at the same time a model for consistency
- During the four years of his Presidency, he was remarkably consistent
- He was extremely consistent in how he treated people
- He was a leader who would not and did not limit himself.
 - “My policy is to have no policy. I shall not surrender this game leaving any available card un-played.” – Lincoln
- His adept handling of paradox has been confirmed by leadership studies as an essential skill for all leaders
- Paradoxes of his leadership style that are easily identifiable:
 - He was charismatic yet unassuming
 - Consistent yet flexible

- Victim of vast amounts of slander and malice, yet also immensely popular with the troops
- Trusting and compassionate, yet could also be demanding and tough
- Risk-taker and innovative, yet patient and calculating
- Seemed to have a “revolving door” of generals whom he often removed and replaced, yet, in reality, he gave them ample time and support to produce results
- Claimed to not have controlled events, that his policy was to have no policy when, in actuality, he did control events to a very large degree by being aggressive, taking charge, and being extraordinarily decisive
- He mastered these paradoxes in so formidable a manner that, by being proactive rather than reactive, he actually controlled the outcome of events
- While able to capitalize on his own strengths, he was also able recognize his shortcomings, compensate for them, and play down his darker side
- Though once in awhile he would blow up and lose his temper, he usually did so in private. In which case he would sit down and write lengthy letters that he generally did not send. Sometime later, after cooling off, he would again address the problem, in a less emotional frame of mind
- “Let minor differences, and personal preferences, if there be such; go to the winds.” – Lincoln
- A man has not time to spend half his life in quarrels
- “No man resolved to make the most of himself, can spare time for personal contention.” – Lincoln
- In many ways, mastering paradox is nothing more than having good common sense

Chapter VII's Principles:

- i. Remember that it is not best to swap horses when crossing streams
- ii. Don't surrender the game leaving any available card un-played
- iii. Avoid major conflict in the form of quarrels and arguments. You simply don't have time for it

Part III: Endeavor

8 – Exercise a Strong Hand – Be Decisive

- In truth, he was so decisive that he left no stone unturned. He took advantage of nearly every situation at hand
- Future presidents would cite his actions as justification for their own
- “Well, I'm not in favor of crushing anybody out! If there is anything that a man can do and do it well, I say let him do it. Give him a chance.” – Lincoln
- He had the will and ability to make tough decisions when necessary. And he did not hesitate once he was convinced that swift action had to take place
- He employed a classic decision making sequence of events that began with an understanding of all the facts that were involved, often obtaining this info himself by venturing into the field
- He set his goals, preached his vision, and accomplished his mission
- The best, most decisive, leaders are those who have a set purpose and the self-confidence to accomplish that objective
- In a corporation with decisive leaders the atmosphere is dynamic and vibrant. People move with a spring in their step and purpose in their vision
- Opportunity seeks out the company, and the well focused firm almost always succeeds

Chapter VIII's Principles:

- i. Take advantage of confusion, desperation, and urgency to exercise strong leadership
- ii. Try ballots first; when ballots don't work, use bullets

9 – Lead by Being Led

- There's much evidence that Lincoln stood alone when it came to making major decisions during his Presidency
- He alone bore the responsibility and would answer to the American people for his actions
- He had the enviable quality of being able to listen to people and be guided by them w/o being threatened himself
- Rather than ordering or dictating, he refined his ability to direct others by implying, hinting, or suggesting
- He obtained the results he wanted while seeming to be almost naïve in his actions
- He simply got everybody together to talk it out
- Getting people together can avoid destructive thinking that tends to build on people's misgivings and apprehensions about others and their departments
- He always gave credit where credit was due, and accepted responsibility when things went wrong
- This idea of “leading while being led” encouraged innovation and risk taking b/c his subordinates knew that if they failed, he would not blame them
- If leaders do enough of praising good work and encouraging more of the same, then eventually they will be able to relax and let their subordinates do most of the work
- He had great confidence in his own competence and ability to perform
- He was not insecure and did not feel threatened by others
- He was flexible, open minded, and willing to let his subordinates take all the glory for victories
- He gave people the impression that they were leading him

Chapter VIII's Principles:

- i. If your commanders in the field can't be successful, neither can you or your executive staff
- ii. Never forget that your organization does not depend on the life of any one individual
- iii. The greatest credit should be given to those in your organization who render the hardest work

10 – Set Goals and be Results Oriented

- Leadership requires aggressive individuals – those who accept a “take charge” role
- Leaders, in general, are self-starting and change-oriented. They achieve results as opposed to only carrying out activity
- Lincoln was a tireless worker, campaigner, and public speaker
- As a young man. He tended to be overly ambitious
- His unyielding drive and aggressiveness was part of his genetic makeup
- Many great leaders, in their early years, demonstrated active ambition and an inclination toward attaining a higher station in life
- Lincoln “thirsted” and “burned” for distinction. Yet, even though he often became depressed at failure and setbacks, he developed the enviable ability to persevere and learn from his own failures
- His entire life prepared him for his future executive leadership role
- Establishing goals and gaining their acceptance from subordinates is crucial for effective leadership
- Lincoln constantly set specific short-term goals that his generals and cabinet members could focus on with intent and immediacy
- He took one battle at a time rather than trying to win them all at once
- Always, he was working towards achieving goals and objectives
- Like all great leaders, he was driven. He was results-oriented
- He did not shun conflict
- Studies in leadership have noted that effective leaders are “reliable and tirelessly persistent” and that they are “the most results-oriented people in the world”
- Lincoln created a contagious enthusiasm among followers by demonstrating a sense of urgency toward attainment of his goals
- No one should have to worry about lighting a fire under great leaders. They don’t need it if they are like Lincoln. His fire was always burning

Chapter X’s Principles:

- i. Sometimes it is better to plough around obstacles rather than to waste time going through them
- ii. Leave nothing for tomorrow which can be done today
- iii. Your war will not be won by strategy alone, but more by hard, desperate fighting
- iv. Your task neither be done nor attempted unless you watch it every day and hour, and force it

11 – Keep Searching Until you find your “Grant”

- In all things, Lincoln took charge
- He began a quest that all leaders must embark on – he started looking for a chief subordinate who craves responsibility, is a risk-taker, and, most importantly, makes things happen
- If your chief subordinates do not move and get the job going, then you should act, decisively and w/o hesitation. Set the tone and give your people a message
- If your followers see you leading the fight there will be no mistaking what you want them to do
- He would make mistakes, as all leaders do, but the alternative of never winning was unacceptable
- His roving leadership style was ubiquitous
- One thing is certain: it was his courage, stamina, fortitude, and persistence that led the way to the preservation of the nation
- He demanded action and promoted the generals who achieved results
- All leaders should realize that they can’t do everything on their own. They simply must have people below them who will do what is necessary to ensure success

Chapter XI’s Principles:

- i. Choose as your chief subordinates those people who crave responsibility and take risks
- ii. Go out into the field with your leaders, and stand or fall with the battle
- iii. Do not forget that aggressive leaders tend to choose employees in their own image
- iv. Let the *thing* be pressed

12 – Encourage Innovation

- Genuine leaders are not only instruments of change, they are catalysts for change
- Lincoln adopted a “more than one way to skin a cat” attitude and would not be consumed with methodology
- He essentially treated his subordinates as equals; they were colleagues in a joint effort
- He had enough confidence in himself that he was not threatened by skillful generals or able cabinet officials
- Rather than surround himself with “yes” men, he associated with people who really knew their business, people from whom he could learn something, whether they were antagonistic or not
- The best leaders never stop learning
- Innovative thinking actually increases an organization’s chances of survival
- He showed that everyone, from foot soldier to President, can contribute to the nation’s (organization’s) success
- He realized that, as an executive leader, it was his chief responsibility to create the climate of risk-free entrepreneurship necessary to foster effective innovation

Chapter XII’s Principles:

- i. Don’t lose confidence in your people when they fail

- ii. Remember that the best leaders never stop learning

Part IV: Communication

13 – Master the Art of Public Speaking

- Lincoln could recall facts and figures on a moment's notice and was also capable of using appropriate anecdotes and humorous stories
- He prepared himself thoroughly for his public speaking engagements
- "Even though much provoked, let us do nothing through passion and ill temper." – Lincoln
- "Let us have faith that right makes right, and in that faith, let us, to the end, dare to do our duty as we understand it." – Lincoln
- He possessed a true gift when it came to communicating his feelings and emotions
- He was an intelligent communicator; he was careful about what he said, and he thought before he spoke
- Messages are more often "heard" when the communicator is honest, sincere, and succinct
- He built credibility by being consistent and clear when speaking to others. But he did it with more than words; his actions mirrored what he said
- You must be clear and confident in what you have to say, and then you must follow through

Chapter XIII's Principles:

- i. Use a variety of body language when you speak
- ii. Prepare yourself thoroughly for your public speaking engagements

14 – Influence People through Conversation and Storytelling

- Lincoln could talk to anyone, brilliant scientist, wily politician, visiting head of state, or simple backwoods farmer
- Conversation was his chief form of persuasion and the single most important and effective aspect of his leadership style
- One on one, Lincoln could convince anybody of just about anything
- As it turned out, he had an overwhelming inventory of anecdotes, jokes, and stories
- He was a master of the art of storytelling, and he used that ability purposefully and effectively when he was President of the United States
- His humor was a major component of his ability to persuade people. He knew the effect it had and used it to the utmost
- Laughter gave him a momentary break from his troubles
- "I laugh because I must not weep – that's all, that's all." – Lincoln
- He realized the persuasive effects stories had on people
- "I have learned from long experience that plain people, take them as they run, are more easily influenced through the medium of a broad and humorous illustration than in any other way..." – Lincoln
- "I often avoid a long and useless discussion by others or a laborious explanation on my own part by a short story that illustrates my point of view." – Lincoln
- As a communicator he liberally utilized stories and anecdotes, colloquial expressions, and symbols and imagery in order to influence and persuade his audience
- One of the great paradoxes about Abraham Lincoln is that he could tell an off-color joke to a group of farmhands and have them in hysterical laughter, and he create and deliver the Gettysburg Address, one of the most magnificent works of American Literature
- Every leader must realize that the power to motivate followers resides almost solely in the ability to communicate effectively
- Chatting informally with one or two employees will allow the leader to pick up more subtle nuances of how people actually feel and think and loyalty is more often won through such personal contact than in any other way
- A person with a great deal of talent must be capable of expressing it

Chapter XIV's Principles:

- i. When you meet with an individual, try not to part with any unpleasant impression on either side
- ii. Speak in simple and familiar strains with people, w/o any pretension of superiority. Leave people with the feeling that they've known you all their lives
- iii. Loyalty is more often won through private conversation than in any other way

15 – Preach a Vision and Continually Reaffirm It

- One of the major factors that distinguishes leaders from mere managers: *vision*
- You have to know where you're going. To be able to state it clearly and concisely. And you have to care about it passionately. That all adds up to vision
- In short, Lincoln provided grass-roots leadership
- His vision was simple and he preached it often
- He saw to it personally that the word got out
- He symbolized for many people the realization of the American dream
- Over time, as values decay and incentives dwindle, leaders must constantly provide a rejuvenating process
- When effecting renewal, he called on the past, related it to the present, and then used them both to provide a link to the future
- The process of renewal releases the critical human talent and energy that is necessary to ensure success

Epilogue

- Lincoln was extraordinarily self-confident and possessed great persuasive and political skills that were developed over his lifetime
- He cultivated passion and trust in all of his followers – delegating rather than trying to do it all himself, coaching rather than dictating
- He is a “transformational leader” – one that rejects the use of naked power and instead attempts to motivate and mobilize followers by persuading them to take ownership of their roles in a more grand mission that is shared by all members of the organization
- Lincoln knew that true leadership is often realized by exerting quiet and subtle influence on a day-to-day basis, by frequently seeing followers and other people face-to-face.
- He treated everyone with the same courtesy and respect, whether they were kings or commoners
- He lifted people out of their everyday selves and into a higher level of performance, achievement, and awareness
- He obtained extraordinary results from ordinary people by instilling purpose in their endeavors
- His eminent integrity was reflected in his ability to make tough decisions
- He knew that character is the very foundation of leadership and that, if the foundation has cracks in it, the entire structure can come crumbling down
- He also tempered his unusually intense drive to achieve with an equally strong capacity to care. Many leaders are unable to combine these two principles effectively
- Abraham Lincoln was the essence of leadership

PEOPLE BUY YOU

Jeb Blount

Foreword

Bob Beaudine – CEO Eastman & Beaudine

- On Jeb Blount – “there was something that differentiated him – it was his people skills...he liked people and it showed!”
- On most all other sales books – “they ignore the fact that people matter most”
- It wasn’t my pitch, my product, or even my company that landed my first big sale. It was my willingness to listen

About the Author

- CEO of salesgravy.com – the most visited sales website on the internet
- Most downloaded sales expert in iTunes history – podcasts downloaded 4+ million times
- He has a passion for growing people and the unique ability to see potential in everyone

1 – From Information to Empathy

- If you want to know what your single most competitive edge is, just look in the mirror
- When all things are equal – and in the competitive world we live in today they almost always are – *people buy you*
- When you fully accept and adopt the *people buy you* philosophy, your confidence will go up and you will perform at a higher level
- What really matters most in business is how well you do in getting others to like you, trust you, and believe in you
- The myriad of new schemes more often than not ignore the basic principles of human interaction that drive everything in our lives
- My first sales manager taught me that selling is governed by basic rules and principles, he coached me to focus intensely on these basics at all times
- Today more than ever, business professionals have become specialists in their fields and industries; *it is very difficult for someone in software sales to move into medical-device sales on a whim*
- With the trend toward specialization, business pros have to rely more on their personal brands and relationships than at any other time in recent history
- (Tim Sanders) The more likable you are, the greater the probability that you will be happier, healthier, and have more friends and success
- Paradox of technology is that it has removed barriers that for so long made communication slow, cumbersome, and expensive, while it has erected barriers that inhibit interpersonal interaction
- In many ways we have moved into an era of instant communication and delayed response. Technology has removed the need to actually speak to other people or even meet with others face to face
- In less than two decades we removed human interaction from many of our day-to-day activities!
- Workers who have the ability to be empathetic and interact with others will have the competitive and economic edge in the coming decades
- Jobs that can be boiled down to process have been shipped to other countries where cheap labor and technology do the work at a lower cost
- The jobs that are left require human interaction and empathy
- Sales is the most recession-proof and lucrative profession on earth

2 – Friends Buy from Friends and other Urban Myths

- Only sometimes do friends buy from friends. Most times they do not, and it sure is easy to run out of friends or, more likely, watch them run from you
- Making new friends is not easy. It is inefficient and, frankly, you can only manage a finite number of friends in your life

- Though it is true that your friends can and will help you get what you want, the vast majority of people you deal with in business will not and never will be, your friends
- If you want to succeed in business, you have to get the people who are not your friends to buy from you, too
- People don't necessarily buy from people they like. They buy from people who solve their problems
- Don't think you can substitute charm for substance
- Don't get me wrong, it works sometimes, that's why I continue to do it. Problem is, it doesn't work most times, and to be successful, I need better batting averages
- Many people count on charm, charisma, and the gift of gab to pull them through
- Eventually these salespeople get the reputation for "all talk and no action"
 - In Texas they say "big hat, no cows" – ha!
- Being likable is critical if you want people to buy you, but it is not enough
- It is not about selling or convincing, it is about connecting and solving
- **A truth: people don't buy from people they don't like**
 - Your customers buy your products and services and keep coming back to buy more b/c they like your employees
 - They will find sales/service people who give them a feeling of emotional well-being about their purchase
 - Your salespeople, marketing, and advertising may get prospects emotional enough to buy once; but if they don't like the support team, CS reps, or others they deal with, you will lose them as customers in the long term
- (Gitomer) People **love to buy** but they hate to be sold
- Most people prefer to buy on their own terms
- The harder you try to sell yourself to others, the more you push them away
- When pressed, experts who are quick to tell you to sell yourself, are unable to explain exactly how to do it
- You cannot sell yourself to others; you have to get others to buy you on their terms
- Even if you are preceded by a great reputation and others are anticipating meeting you, your attempts to sell yourself can backfire
- When they choose to buy you for their reasons, it creates a powerful connection and a relationship that makes almost anything possible
- One of the core principles at the foundation of the people buy you philosophy is a universal law of human behavior : *people act first (or buy) on emotion and then justify those actions with logic*
- At the core, sales and business is simply one person solving another's problem
 - to solve someone's problem you must first get them to tell you what their problems are. You start by being likable
 - being likable opens the door to an emotional connection
 - the more connected people feel to you, the more comfortable they feel sharing info that reveals their problems
- people are extremely loyal to people who solve their problems
- you must take careful steps to build trust through your actions and reinforce their emotional connection and trust in you with *positive emotional connections*
- **Five Levers of People Buy You**
 - Be likable – if others don't find you likable, then it is virtually impossible to form a profitable business relationship
 - Connect – likability leads to connecting. Unlike "building rapport" which can be manipulative and uncomfortable, connecting tears down walls that tend to get in the way of real communication and understanding. Strong connections are hard to break and are the foundation of truly prosperous, long-term business relationships
 - Solve Problems – when you give to others you are rewarded tenfold. Problem solvers are the champions of the business world. It is impossible to solve problems you do not know about, which is why connecting is so critical. A solved problem is the value that buyers pay for, and is most important lever in this philosophy
 - The most successful business people take problem solving to the next level; constantly looking problems they can solve – even if it has no direct impact on their business. They live by the motto "by helping others get what they want, I will get what I want"
 - Build Trust – trust is the glue that holds relationships together; the foundation on which all long-term relationships rest. It means going the extra mile in everything you do. In a world where most people are doing just enough to get by, those who consistently do more than they have to will stand out
 - Create Positive Emotional Experiences – these anchor your relationships. They leave people wanting more of you. When you do this for others, you take advantage of the law of reciprocity that opens the door for others to create these same experiences for you
- I don't care how gifted you are at building relationships; in sales, activity drives everything – that's the law. Activity is the hard work of sales and it is the price you pay for your commission checks
- The fact is, if you have enough activity, you will at least sell something, even if you do everything else wrong. If you have no activity, but you do everything else right, you will sell nothing

3 – Be Likable

- Being likable is not a guarantee that you will get the sale, promotion, or business deal
- Likability is, however, the first and most important step to get people to buy you
- If you're not likable, others won't give you the opportunity to connect; if you are not likable you have virtually no chance to build a relationship

- When people find you likable, the wall comes down just enough to allow for a conversation
- If, at some point, your customer finds you unlikable, your business relationship will eventually disintegrate
- Being likable and remaining likable is sort of like “relationship glue”
- Likability affects their desire to give you second chances when inevitable mistakes and service issues occur. Likability makes the difference in how you and your message are received by others
- How long does it take for others to judge you as either likable or unlikable? An instant!
- When first meeting new prospects it is critical that you control the behaviors that impact likability
- Some people are naturally likable. When they show up, the room lights up. They have appeal to a wide range of people. Others naturally gravitate to them and they make friends easily
- These rare and gifted people, more often than not, have no idea why they are so likable. They have God-given talent and operate from pure instinct. They are naturally pleasant, have friendly facial expressions, and are talkative but not arrogant
- We all, to some extent, have characteristics that make us naturally likable to others
- In business we don’t always get to choose the people we interact with – many of the people we encounter will not naturally be attracted to us
- There are, however, behaviors that are in our control. Behaviors that make us more likable, help us neutralize the biases and open the door with a wide range of people who might otherwise not find us likable
- Unless you have a natural God-given talent for being likable, you will have to work at and consciously practice these behaviors
- You must develop the self-discipline to remain consciously aware of your behaviors and be prepared to adjust those behaviors to the people with whom, and environments in which, you find yourself
- Changing natural behaviors is never easy, no matter what the endeavor. The vast majority of people in the world walk through life allowing their natural behaviors to negatively impact their current and potential relationships

Likable Behaviors

- Smile
 - “frown and you frown alone, but smile and the whole world smiles with you”
 - From the moment we are born we learn that smiling is the fastest way to get others to pay attention to us. Smiles attract, frowns repel
 - Numerous scientific and psychological studies have concluded that the smile is a universal language recognized across cultures and ethnicities across the globe.
 - Smiling is social – we smile far more with other people than we do when we are alone
 - The smile has the ability to convey meaning depending on its intensity
 - The smile is the most effective way to be likable. Period
 - Your sincere smile says “I mean no harm. I’m open”
 - When you are smiling, people are more willing to help you. Gatekeepers and receptionists are more likely to give you information or connect you to a decision maker
 - When you are smiling, people are more forgiving of mistakes and more understanding of your faults
 - A sincere smile humanizes business relationships and conveys authenticity. “The shortest distance b/w two people is a smile”

People Respond in Kind

- Try this experiment – when people look at you, smile at them. I’ve found 9 of 10 times they’ll smile right back. When that happens, for just a moment you have an instant connection
- When it comes to likable behaviors such as smiling, politeness, respect, and kindness, people tend to respond in kind. Because of this, you have the opportunity to control the tone of most of your interactions with others
- You can influence the emotions of prospects/customers feel when meeting with you by simply managing your own behavior

Why Don’t People Smile?

- They’re thinking about something else – usually themselves
- When we’re not prompted to smile by the people around us, it’s natural for our attention to revert back to our own problems and ourselves
- The fact is, you’re thinking about yourself as much as 95% of the time
- When people aren’t smiling, most often, it’s not b/c they’re unhappy, but b/c they’re lost in thought
- When you’re lost in your own thoughts you’re not that likable. This isn’t such a problem for a mailroom clerk or bookkeeper, but it’s a huge deal for salespeople

Put a Smile on Your Face

- It’s natural to be lost in thought and focused on your own wants/needs
- As you walk into your client’s office, all eyes are on you. What will they see? How will people perceive you?
- You control these perceptions, and perceptions have a tremendous impact on your likability
- B/c smiling isn’t a natural state outside of social situations, you must consciously make the effort to put a smile on your face when meeting others, same goes for picking up the phone
- Smiling in social situations is easy; doing it in the real world so that it appears spontaneous and sincere takes practice
- Thinking about something pleasant helps you relax and improves your confidence – two keys to smiling naturally

- “When you greet people with a smile you’ll have a good time meeting them and they’ll have a good time meeting you”
- Eventually with the firm guidance of our mothers’ we learned etiquette and how to behave properly around others
- Almost everyone knows right from wrong, rude and polite, and how to be respectful to others. Yet, many people choose to be self-centered and focus only on themselves and their own needs
- It seems rude people are everywhere. Rudeness and impolite behavior have become so prevalent that often it’s just accepted as normal
- No one says “Did you see how rude John was? What a jerk! I hope he comes by again soon so we can spend more time with him”
- With so many impolite people walking around, there’s real opportunity for polite, nice business people to make a great impression
- These days, good manners seem so rare that when you are consistently kind and polite people notice and remember you
- All you need is a little self-disciplining to focus on those around you rather than on yourself
- Being polite only to people that matter demonstrates lack of character and is disingenuous. Besides, you never know who’s watching
- “We will be kind to everyone, no matter what”
- Salespeople in particular have the reputation for being pushy, and especially with gatekeepers and support staff
- Being nice does not mean you can’t be assertive. You don’t need to roll over in order to be kind
- You should **never forget** that someone you’ve been less than kind to may be just the person you’ll need help from in the future
- I guarantee that your reputation as a professional will grow in the wake of your kindness
- “Everyone likes a compliment” – Lincoln
- Developing awareness about others will help you notice things about them to compliment
- Put your own self-centered thoughts aside and become genuinely interested in other people
- Compliment clothes, handsome kids, awards, children’s artwork, or personal traits
- If you know them well or have done research in advance of meeting them, compliment accomplishments
- Respect and manners go hand in hand. I grew up in the South where “Yes sir and No sir” was proper dialect; b/c this practice so clearly demonstrates respect, it has served me well all over the world b/c it is a tangible demonstration of my respect
- Stand up when someone walks into a room. Shake hands and make eye contact. Walk on the sidewalk rather than through your client’s landscaping
- Consistently showing respect for others is one of the fastest tracks to promotions, raises, customer retentions, increased sales, and likability
- There is an ongoing tug-of-war b/w sales and gatekeepers. My assistant’s most important job is to protect my time so that I remain focused on the most critical tasks of my business
- B/c they don’t know how to deal w/gatekeepers, many salespeople become so frustrated that they begin to experiment with tricks that too often make them look foolish. These schemes are why so many gatekeepers would rather have teeth pulled than see you
- There are no secrets that’ll get you past gatekeepers; brutal reality in sales is that only a select few will ever get through the gates. But it’s crucial to understand that gatekeepers are people just like you. Your success in getting through depends on a combo of good manners, likability, and savvy business acumen
- You’re guaranteed to fail if you’re rude, pushy, or ill-mannered. Always leave them with a positive impression of you and your company
- The single most powerful technique to get past gatekeepers is to use please, twice
 - Ex “Could you please connect me to Bill, please”
 - This is powerful and works because it shows respect and good manners
- Always provide full info about yourself – who you are, full name, and name of your company
 - Full disclosure makes you sound like a professional and like someone worthy enough to pass through the gates
- You may not get through the first time, but your honesty will be appreciated and remembered, and will play a huge role in your chances of getting through next time
- Cell phone calls interrupt conversations
- “Wherever you are, be there” – Rohn
- Develop the self-discipline to shut everything else out and remain completely focused on the person in front of you
- Enthusiasm and confidence go hand in hand b/c both are external manifestations of inward beliefs, feelings, and attitudes
- Enthusiasm in the right measure is infectious. Confidence in the right measure provides others with a sense of security that you know how to solve their problems
- We generally find enthusiastic people likable, and we’re more likely to accept their point of view
- “A salesperson w/o enthusiasm is just a clerk”
- One of the fastest ways to become enthusiastic is to find something about your company, product, service, or career that excites you
 - If there is absolutely nothing about your situation that you can be enthusiastic about, I suggest you find something else to do quickly
- “If you are not fired with enthusiasm, you will be fired with enthusiasm” – Lombardi
- You might have to fake it ‘til you make it by demonstrating the enthusiastic attitude that you’d like to create

- When you act in a certain way long enough, subconsciously those actions eventually define who and what you become
- Do you enjoy being around people who lack confidence? Neither do your customers and prospects
- Self-confidence is a balance
- Arrogant people, though sometimes successful, are turn-offs and eventually crash and burn. Confident people are likable
- We like to be around and associate with confident people b/c confident people look successful
- **Confident people have an underlying belief in themselves that transcends situational issues**
- This core confidence is a belief that no matter what happens, they will find a way to succeed
- “Whether you think you can or think you can’t, you are right” – Ford
- The good news is you have the power inside you right now to develop confidence, even if you don’t feel particularly confident at this moment
- You choose to invest in yourself – mind, body, and spirit
- It’s alright to feel afraid, it’s just not alright to let fear hold you back
- Keep track of your accomplishments to build your self-confidence
- To remain confident and enthusiastic you must take time to reenergize and build your positive attitude
- People who continually exercise their intellect are happier, more motivated, more confident, and, invariably, more likable than their peers
- They read constantly and are rarely caught w/o a book
- Major studies have proven that regular exercise improves mental clarity, and the capacity to bounce back from inevitable rejection. When you look good, you feel good.
- Prospects and customers judge you by your physical appearance. They want to do business with winners and winners look and feel confident
- Highly successful people, all from different backgrounds, believe that there is something bigger than them themselves working in their lives
- Investing in your spirit is, in essence, an investment in a strong belief system
- If you believe that everything happens for a reason, your perspective and attitude on potentially negative events will be optimistic.
 - Instead of whining “Why me?” you ask “How can I learn from this?”
- It’s often tempting to pretend to be someone or something you are not – this is your ego speaking
- Insecurity is at the heart of a lack of authenticity
- Authenticity is the child of confidence. When you develop and maintain self-confidence, you overcome the temptation to pretend to be something or someone you are not in order to stroke your own ego
- It does not require effort to tell the truth
- Business settings require a higher level of professionalism. Being yourself does not mean acting the way you would with a bunch of college buddies
- You need to balance being a real human being with interpersonal skillfulness that allows you to be sensitive and diplomatic
- Likability can be fleeting
- First impressions are turned into lasting impressions when your behavior remains consistent
- You must never forget that you are always on stage and being observed by others
- The longer and more connected your relationship becomes, the more forgiveness and leeway you will be given. This does not mean you can take these relationships for granted

4 – Connect

- Real connections are usually those long-term, lasting relationships with a spouse, best friend, or family members. These types of connections are personal and different from business relationships. However, the principles are the same
- The more connected you feel to another person, the more you are willing to reveal your true feelings and problems
- Connecting opens the door to problem solving – and ultimately trust

The Problem with Rapport

- Rapport is a popular and ubiquitous concept in sales. Despite this, rapport is among the most misunderstood and misapplied concepts in business. Few people really understand the concept
- Rapport is essentially being in sync with another person to the extent that you are able to influence their behavior
- According to the experts, when you truly have rapport with someone, you have the ability to lead them and change their behavior patterns
- The problem with rapport is that it is just too hard and complex to get into sync with someone enough to influence their behaviors
- The reality is, despite promises from experts, these techniques are far too complicated for normal people
- The more we have in common with others, the easier it is for them to like us
- The quest for common ground in the guise of rapport building is often awkward, cheesy, and manipulative
- If you want people to buy you, forget about rapport. Remove the word from your vocabulary. Instead, focus on connecting

The Real Secret to Connecting

- “If you would win a man to your cause, first convince him that you are his sincere friend” – Lincoln
- Rapport is designed not to develop trusting relationships, but rather to influence behavior
- Rapport, in its purest form, is manipulative

- Connecting, on the other hand, is designed to win others over through a focus on them
- The most effective strategy for winning others over is to start and end by helping them get what they want
- The most insatiable human desirable, our deepest craving, is to feel valued, appreciated, and important. The key to connecting and winning others over is to make them feel important
- Quite simply, the more you listen, the more connected others will feel to you. When you listen, you make people feel important, valued, and appreciated
- Unfortunately, no one is really listening
- Why? Because we would rather think about and talk about ourselves, our wants and needs, our accomplishments, and our problems
- The vast majority of people, especially salespeople, never make the effort to sincerely listen to others
- Much of the time when they are not talking they are thinking about what they are going to say next
- Trust me; you are your own favorite person. It's not your fault; it is part of being human, but it is a roadblock to building connections with others – especially in business
- Although truly listening to another person requires self-discipline, selflessness, practice, and patience, it is not complicated or complex
- Unlike the complexity of rapport, connecting requires only that you listen to your prospect, customer, client, boss, or peer

Ask Questions

- “A question you ask is more important than anything you will ever say” – Thomas Freese
- Questions start conversations, reveal problems, and demonstrate that you are paying attention and listening

Ask Easy Questions

- The key is starting conversations with questions that are easy for your prospect to answer and that your prospect will enjoy answering
- When they start talking, give them your undivided attention. That is most critical. When people get your undivided attention it makes them feel good
- This reinforces answering your questions with a positive reward (a behavior that receives a positive reward tends to repeat itself)
- The more closely you pay attention to the other person and become genuinely interested in what they are saying, the more valuable and important they will feel
- What are easy questions? They are questions that are not too personal or probing that, at the same time, gives the other person something real to talk about
 - Note that the question must be sincere
 - Ex: “How long have you been working here?”
 - 20 years – “I bet you’ve seen a lot of changes around here!”
 - 6 months – “What made you decide to work here?”
- Common ground is another source of easy questions
- Trust me, people don’t want to listen to you talk, they want to listen to themselves talk
- When discussing a subject that you have in common with your prospect, try not to use statements to demonstrate your knowledge of the subject. Instead, ask your prospect intelligent questions related to the subject so they do the talking
- Never forget that a question is far more important than anything you say

Be Prepared

- When you are afforded the opportunity, prepare in advance of your meeting by researching the person(s) you are meeting with. Look for accomplishments or events that they will be proud to talk about but that are not too personal or deep
- All people have a deep need for approval of their actions and accomplishments
 - This need is ongoing and never satisfied for long
- “People who continually seek opportunities to express approval are welcome wherever they go” – Brian Tracy

Listening

- Almost every book on sales admonishes that listening is the key to real success. Yet time and again in conversation after conversation, messages get scrambled and there is disagreement
- A breakdown in communication is actually a breakdown in listening
- Despite all that we have been taught and all that we know, listening is still the weakest link in human interaction
- It seems no one is listening to anybody. Everyone is frustrated
- The reason we don’t listen is that listening requires effort and focus whereas not listening is easy
- It is very, very hard to turn off our own thoughts long enough to really pay attention to another person
- We spend about 95% of our time thinking (or talking) about ourselves and listening to our thoughts. The other 5% of the time we are trying to get rid of problems so that we can go back to thinking about ourselves
- The answer is simple: pay attention to the other person
- In other words, *be there*
- You have developed the habit of being self-absorbed over the course of a lifetime. To turn everything in your head off, become genuinely interested in another person, give them your undivided attention, and really hear them will be the hardest habit you will ever break
- When you make the commitment to give others your complete attention and really listen, your career will prosper and your sales will soar. You will know exactly what your customers really want

- When you take time to concentrate, turn off your own thoughts, and really pay attention to another person, you will quickly find that people are willing to do anything for you

The Art of Listening

- Active listening is essentially a set of behaviors that are designed to demonstrate to the other person that you are listening
- Active listening behaviors will serve you well
- These behaviors include making eye contact, acknowledging with verbal feedback and body language, summarizing and restating what you've heard, and utilizing pauses and silence before speaking
 - The misconception about active listening is that by practicing these behaviors you will actually *be* listening
 - Note, though, that acting like you are listening is far better than having the other person feel that you are not listening
- Turning listening into a connection that leads to problem solving, and then into a long-term relationship, however, requires you to actually listen
- Before each meeting, make a commitment to yourself to turn off your own thoughts, desires, and impatience and place all your attention to the other person
- After each conversation, evaluate how well you paid attention, acknowledge your shortcomings, and renew your commitment. When you do this consistently, you will find that listening becomes easier
- One thing you will find over the course of your career is that *people never complain about people who listen*

Eye Contact

- Controlling your self-centered thoughts is the key to being there mentally. Controlling your eyes keeps you there physically
- Wherever you point your eyes is what you will concentrate on
- Whether face to face or on the phone, avoid the burning desire to multitask
- The moment you make the mistake of looking away, you'll not only lose concentration, but you will offend the other person
 - One trick is to look at the other person's eyes and make note their eye color. When you do this it forces you to make solid and genuine eye contact in the critical, first few seconds of a conversation

Listen Deeply

- (Tim Sanders) "Listening deeply" – listening as an eyes, ears, and emotional experience. Watch the speaker's body language and expression, and step into the speaker's shoes empathetically
- Since people communicate with far more words, opening up your other senses affords you the opportunity to analyze the emotional nuances of the conversation
- When you listen deeply, you are looking for emotional cues
- It is easy to keep people engaged when they are talking about themselves
- Unlike statements that tend to stall conversations, questions keep them flowing. Questions also slow down the pace and allow you to clarify your understanding, which is very important for uncovering problems
- The more the other person is talking, the more connected they feel to you

Keep them Talking

- One sure way to kill a conversation is to blurt out your next question or statement or, worse, talk over the speaker before they have finished speaking
- When you think the other person has finished speaking, pause and count to two before speaking again
- The bottom line is that listening requires that you give your attention to the other person
- Listening requires you to have faith that when you are listening you are in control and by listening you connect and win others over
- When you develop the habit of listening, your network and friendships will grow and your likability, reputation, income, and career will soar
- Nurturing connections requires vigilance
- Learn and remember the names of their spouses and children and make note of and acknowledge special days like birthdays, anniversaries, graduations, weddings, and other events that are important to them

Remember and Use Names

- The one word we respond to and long to hear above all others is our own name. it sounds beautiful to us
- Forget about the old excuse "I'm terrible with names." You cannot afford the luxury of this excuse
- Frankly, most people don't remember names because remembering names requires work. It is easier to be lazy.
 - Being terrible with names is a choice. *Choose* to develop a system to remember names
- **How to remember names:**
 - Commitment - a choice only you can make
 - Concentration – paying attention when someone says his/her name. if you miss the name, don't let the moment pass w/o asking them to tell it to you again
 - Repetition – repeating the name to yourself until you seal it into memory
 - Association – associating the name with something else that is easy to remember
- Remembering names is a win-win way to initiate and maintain connections

Staying Connected with E-Mail and Voicemail

- With these communication tools it is not so much what you say but how you say it
- E-mails, text messages, and voicemails that others find offensive can be easily forwarded
- The main problem with these is that the other person can't see or hear you

- When others are unable to associate the words they are reading with the context of your voice tone and facial expressions, they assign their own meaning to the emotions they read into the words
- If the receiving party does take offense they can play your voicemail over and over, which only serves to rub salt in the wound
- **How to Manage them to Your Advantage:**
 - Never express negative emotions. Never criticize – even if the other person has asked for your critique. Negative emotions and criticism should only be dealt with live, either on the phone or in person
 - Express positive emotions: e-mail, voicemail, and texting are fantastic tools for praising, complimenting and expressing gratitude to others
 - Just give the facts. Used in this manner, they become assets that allow you to get more done in less time
 - Pause before pushing send: once you push send you cannot get your message back. Develop the discipline to pause before pushing send. Check the tone to ensure that you are expressing either positive emotions or facts. Proofread. Stand in the receiver's shoes and consider how you would feel if you were on the other end of the message. NEVER, ever, ever, send a message when you are angry or frustrated
 - When in doubt, pick up the phone: the most effective way to communicate is in real time. No matter how brilliant you believe your communication skills to be, you cannot win an argument or carry on a conversation via e-mail. You will always do more harm than good attempting to clarify misunderstanding with messaging tools
 - In virtually all cases, a short phone call clears things up and leaves both parties feeling heard, appreciated, and understood
- Connecting opens the door to problem solving. Rapport building is a convoluted behavior, connecting is about building an emotional bond with another person so that they feel comfortable discussing their real problems with you
- Listening is the real secret to connecting
- The more people talk, the closer they will feel to you

5 – Solve Problems

- “You’re right. We all are the same but we don’t have to be”
- “Let’s get to work. Tell me something, if you could the perfect program for your company, what would it look like?”
- “Here is what it sounds like we need to do to solve your problems once and for all”
- “Are we on the right track?”
- “If we can do this will we get your business?”
- When you ask questions you find problems, and when you solve problems you close business

The Problem with Pump and Dump

- Corporate buyer on salespeople – “There are some salespeople who I really like working with, but the vast majority bore me to death”
- (Kelly Robertson) It may sound simple, but most salespeople don’t get it. They still believe that selling means talking at great length about their company, their product, or their service. However, truly effective selling is all about asking the prospect the right questions and demonstrating that you can help them solve a particular problem or issue

The Conflict of Objectives

- Solving problems is about helping other people get what they want. When you help them get what they want you will get what you want
- In personal relationships, having long conversations about whatever subject comes to mind is no big deal, however, in business relationships the reason you are having the conversation is business
- The difference b/w these is that business conversations have an objective
- You should never enter into a business conversation w/o a clear objective for the outcome of that meeting

Five Rules of Questioning

#1 – People won’t tell you their real problems until they feel connected to you

#2 – Ask easy questions first

- To get people to reveal their problems, you need them to talk. The more they talk the more problems they will reveal
- Once they feel comfortable talking, you can begin asking deeper, more strategic questions that will reveal their real problems

#3 – People communicate with stories

- In conversations, people don’t spit out facts. Instead, they use stories
- The clues that lead to their real problems are buried inside these stories

#4 – Be empathetic – follow emotional cues to problems

#5 – Never make assumptions

- Many salespeople assume that they know exactly what their prospect needs
- They dump features and benefits and explain how their product or service is the perfect match
- No one likes to be told that he or she is not unique

Empathy and Problem Solving

- “Some people think only intellect counts, but the functions of intellect are insufficient without...empathy” – Dean Koontz
- Empathy gives you insight into the perspective of the speaker and helps you overcome the habit of assuming you know what is best for them

- Regardless of how common a problem may be, each person views their own problems as special

Look Out for Icebergs

- The tip of the iceberg is only a small portion of the total mass, which is hidden below the surface
- In sales, our customers and prospects are just like icebergs, revealing to us just a fraction of the info we need
- Until you get beneath the surface, you have no way of knowing if you are addressing the most important issues for your client
- It is not the nature of buyers to show sellers the problems below the surface

The Transition from Connecting to Problem Solving

- As you move from connecting to solving, resist the urge to pitch your product
- Maintain your connection by focusing acutely to the other person and keep them talking by asking easy questions
- Since people tend to communicate in stories, listen deeply to pick up unsaid feelings and emotions
- You don't have to be an expert in body language to see obvious clues
- It is the ability to be intellectual while remaining empathetic that makes you a superstar
- Most salespeople use a linear questioning process. There is no connection, only a simple conveyance of facts

About Questions

- Fact: the more questions you ask, the more sales you will close
- Most salespeople and business professionals don't ask enough questions
- Most training programs are effective in teaching you the difference b/w open- and closed-ended questions, but ineffective in teaching you how to apply questioning skills in the real world
- To be effective at questioning, you have got to be able to ask questions as smoothly as an actor delivers lines in scene of a play
- Your questions have to be scripted and practiced so that they sound natural
- Questions also have to be engrained in your memory so that you can access them in a nonlinear way, based on the specific situation and client
- Develop 'go-to' questions and general questions like 'worry' questions. Worry questions will not work unless you have established a connection
 - Ex: "When you lay your head on your pillow at night and this 'situation,' what do you worry about?"
- You also need an inventory of questions that are specifically relevant to your product/service/mgt situation
- Find out what questions top salespeople in your company ask, in which situations, to which people
 - Are there different variations of the same questions that are more effective than others?
 - What are the anticipated answers?
- Practice. Practice on real customers in real time. It will be awkward and you will make mistakes. By sticking with it, day in and day out, though, it will become second nature and you will start sounding authentic

Overcoming Questioning Roadblocks

- There are certain people who have their walls up so high that they are nearly impossible to engage
- When decision makers are sitting behind their desks, they are in a position of power
- When you get them out of their offices and walking around, it is much easier to connect

Connect the Dots

- We should not forget that selling is a process
- As the complexity of sales increases, so do the sub steps
- On which selling methodology Jeb thinks works best – "The one that works for you"
- Solving problems is where process meets emotion
- Uncovering problems is the most difficult part of the sales process
- You need to show your customer how your solution will create value or benefit them
- **The best process for this is:**
 - Articulate your customer's unique problem
 - Recommend a solution
 - Show them the planned result (value)
- Once you know your customer's problems, it should be fairly easy to develop solutions
- Never forget that each person sees their problems, no matter how common, as unique

What about Closing?

- Don't waste your time learning closing tricks and techniques. The people who want to learn these are just looking for shortcuts so they don't have to do the hard work of building relationships and following the sales process
- There's no magic closing pill
- The fact is, if you have connected, uncovered real problems, presented well thought out solutions that are personalized to your clients, and built some trust along the way, you don't have to worry about closing

- Solving problems is the foundation of the People Buy You process
- When you help others get what they want you will get what you want
- The key to uncovering and solving problems is questioning and listening deeply

6 – Build Trust

- Cool intro of this chapter:
"The medical device industry is populated by a group of very intelligent sales professionals. These individuals have the talent to relate to doctors and their staffs. They must understand complicated medical terms, become familiar with

complex procedures, and have intimate knowledge of the product they sell. It is an industry where the vast majority of these elite sales professionals work face to face with the medical professionals they serve

- “I want them to know I’m going to take very good care of them. Anything they need – I’m on top of it.”

Foundation of Trust

- When you’re your customers rely on you to deliver promises, they are putting themselves in a vulnerable position with their money and time
- Suspicion and skepticism are uncomfortable feelings. Trust feels good. Trust is stability – a state of well-being we long for
- Most people, given enough consistent evidence that you keep your word and do what you say you’ll do, will begin to trust you
- (Covey) You build trust by making regular deposits (consistent evidence that you’re trustworthy) in another person’s emotional bank account
- I believe that 21st century business relationships begin in the *red*. Until trust is established, each party in the relationship is suspicious of the motivation of the other party. B/c of this you are starting off in a hole – especially in sales
- Trust is the foundation on which the business relationships you build rest. Without trust there is no relationship without trust there is no loyalty. There will be no repeat business. Without trust your reputation suffers
- Bottom line: no matter how likable or connected you are, how many problems you solve, or how many nice things you do, you absolutely, positively cannot do business without trust

Status Quo is King

- “Don’t fix what isn’t broken”
- For salespeople, the status quo is and always will be the most formidable competitor
- Remember that people prefer stability (status quo) over instability (the unknown)
- Although a few decisions are completely risk free, trust plays a key role in reducing fear and minimizing risk for decision makers
- Trust, above all things, trumps status quo

You are Always on Stage

- A trap many salespeople fall into early on in a business relationship is assuming they have more trust in the emotional bank account than they really do
- Most people want to find reasons to trust you
- You are being observed to see if your actions are congruent with your words
- Your actions are being compared to the others on the stage. Judgments are being made about how much to trust you
- It is essential that you control the behaviors you allow others to observe. You must exert a tremendous amount of self-discipline to manage every behavior, promise, and action
- This is where the rubber meets the road. This is where emotion collides with logic
- In most cases, the status quo is a lower risk than buying something from you. Therefore, your imperative is to reduce the fear your buyer feels by demonstrating with your actions that buying from you will solve their problem and be a low-risk decision

Going the Extra Mile

- Coach Pat Dye, former head football coach at Auburn
“There are two parts of anything you do in life: *the first mile and the extra mile*. Most people do a good job in the first mile. They work hard and do the right things. But it is what you do in the extra mile that makes you special. In the extra mile you go beyond just being good. You give more, work harder, hustle, practice longer, overcome obstacles, and do the things that others are unwilling to do”
- People who go the extra mile always give more
- Going the extra mile is a commitment to excellence. It is the willingness and discipline to do the right thing even when no one is watching. People who go the extra mile put their customers before commissions
- Going the extra mile sets you apart from 90% of your competitors
- “There are no traffic jams on the extra mile”
- It is realizing that most contests are won by small margins, and that the winner is almost always the competitor who maintained the self-discipline to give more in the face of adversity and exhaustion
- It is something that happens on the inside first and then manifests itself in your external actions

Sweat the Small Stuff

- When it comes to trust, little things make a big difference
- You simply cannot afford the luxury of a slip up

Perfection is the Winning Edge

- It happens every day in sporting events and business – most contests are won and lost by very thin margins, but the difference in the reward for winning or the penalty for losing is large
- In business, there are always tough competitors, there is a great deal at stake, and the margin of victory is almost always slim
- In sales, a loss most often means walking away empty-handed. The winner, most often, is the person who does more things perfectly, refuses to take shortcuts, and has the self-discipline to go the extra mile
- To win, you must be perfect in everything
- Every detail, from the way you dress, smile, walk, talk, the cleanliness of your car, organization of your materials, and your manners must be perfect
- Although you may never know what the winning edge is, you can always be sure that the winner does more things perfectly than the loser

Leverage your Support Team

- There are few lone wolves in business these days
- The most successful sales professionals have learned how to leverage their support teams to build trust with prospects and customers
- By involving a diverse group of people who have specialization in key areas, they are able to offer more robust and relevant solutions to their customers' problems. Because they delegate key tasks to their support staff, they have more time to spend developing the relationship
- No matter what works best for you, planning and organizing by asking and answering key questions up front is critical
- Once you have your team engaged, you must provide consistent and ongoing communication
 - "In God we trust, everyone else we follow up on"
- Regular communication also gives you the opportunity to provide positive feedback and appreciation
- B/c you get the commissions, you bear the responsibility to consistently communicate and follow up – not the other way around
- Remember that the people on your support team are just like you
- Take the time to get to know the people on the support team individually
- Be sure to thank them for the work they do
- You must take responsibility and accountability for their actions. This requires both strategic planning and leadership

Response

- Few people expect you or your company to be perfect
- They realize sooner or later things will go wrong
- But if they do not expect perfection they do expect a rapid and timely response
- When people call you for help, they have an opportunity to observe you in action

Admit When You are Wrong and Apologize

- Apologies and admitting where you have been wrong provide others with the opportunity to observe your character
- Sincere apologies demonstrate your integrity
- Often, apologies make relationships stronger when approached the right way
- The keys are humility, timeliness, and sincerity
 - A little humor or creativity, especially in an embarrassing situation, can go a long way

Consistent Behavior

- Inconsistent behavior is a red flag when it comes to trust
- When you are unpredictable, it is hard for people to trust you
- When you act out of character it affects your clients' trust in you
- You control what others are allowed to observe
 - Think before you speak
 - Learn to pause and consider the consequence of rash action
- You are always on stage
- Without trust you cannot effectively conduct business
- It is the foundation on which all relationships rest
- You must provide *consistent* evidence that you can be trusted
- You are always on stage
- It is essential that you control the behaviors you allow others to observe

7 – Create Positive Emotional Experiences

The Law of Reciprocity

- Is one of the greatest truths of life, b/c the more we give the more we receive
- Approaching reciprocity as a transaction – I give value to you, therefore, you give equal or greater value back – does not work. Doing so will leave you jaded and frustrated
- What does work is creating positive emotional experiences for others b/c you sincerely want to give them joy with no expectation for anything in return
- Many salespeople view their prospects, customers, and peers as paychecks. They consider business relationships as a means to an end
- The one thing I can tell you with certainty is that what goes around, comes around
- For everyone and everything, eventually the scales will balance

Anchoring

- The Law of Reciprocity is your ally b/c you can use it to anchor your relationships
- In relationships, an anchor creates an emotional bond b/w you and another person
- Relationships that are ignored eventually go adrift
- As soon as you forget to appreciate your client, someone else will
- The reality is that, when you close a deal, there are ten more salespeople standing behind you selling the same or similar products or services. Never forget your customer bought *you*. Products can be duplicated but you cannot
- Always leave them wanting more
- You must strive in every interaction to leave others wanting more
- Many buyers would rather spend an hour in a dentist's chair getting a root canal than an hour with a salesperson

- You must never create positive emotional experiences for others with the expectation of a direct payback
- The more powerful obligation that others give in return for the nice things you do for them is loyalty
- Loyalty locks competitors out. Loyalty forgives mistakes. Loyalty generates referrals. Loyalty gives you inside information. Loyalty goes to battle for you

Develop a Disciplined System

- Many people have the intention to create positive emotional experiences. Few have the discipline to follow through
- Good intentions mean nothing

Customer Relationship Management Systems (CRMs)

- Salesnexus.com, landslide.com, salesforce.com, ACT – all capable of managing this for you
- Take copious notes and record everything in your program
- Become systematic and self-disciplined in collecting and recording data that supports your efforts to create unique, personalized, positive emotional experiences

Assistants

- Can perform miracles when it comes to creating positive emotional experiences, while allowing you to remain focused on high-value activities
- If you do not have a company-provided assistant, consider hiring a virtual assistant
 - Virtual assistants work by the hour, are relatively inexpensive, and will take care of many of the little things that make a big difference over time
- You get back after you give. If you don't take action you get nothing

Positive Emotional Experiences

- What we experience is what we remember
- The more emotional the experience, the deeper it is branded in our thoughts
- The creative opportunities to add joy to lives of your prospects, clients, managers, and peers abound
 - Handwritten Thank You's – HUGE
 - Framed newspaper or magazine clipping of a client receiving an award or article about them receiving praise
 - An unexpected gift commemorating a special occasion
 - Concert tickets with special VIP access
 - Unique meals
 - Getting a client access to drive a race car
 - Helping a client's child get an interview, a golf lesson, meeting with an important person, etc
- The opportunities are endless

Sales Tip: Handwritten Notes

- It's the real thing
- In our technology-obsessed world, your simple, handwritten note will stand out. Your customers will remember you. They will associate you with the good feeling they received when they pulled your note out of their stack of junk mail
- For the cost of a postage stamp, a note card, and five minutes of your time, you can create a positive emotional experience that will be appreciated and remembered
- Develop the habit of carrying note cards and stamps with you at all times
- Set a goal of sending 3-5 handwritten notes each day
- Note cards should be sent within 24 hours after a meeting, event, or if you are thanking the recipient for something specific
- Make it a habit to send a handwritten note after every meeting with a customer or prospect
- Your unique, personalized notes will send the message that you go the extra mile in everything you do. Develop a correspondence schedule, ensuring that customers, prospects, friends, and your professional network are touched several times each year
- In today's competitive marketplace you simply cannot afford to be like everyone else. Handwritten notes do require extra effort and discipline (which is why so few people send them)

8 – A Brand Called You

- Do you offer value or are you focused on taking value?
- Are you perceived as different or the same?
- The gap b/w how I believed people perceived me and how they actually felt about me was so large, I felt there was no way to close it
- Each person has a personal brand that has a profound impact on their success in business
- I had to learn new behaviors that were uncomfortable and awkward. In time, perceptions changed
- I was forced to acknowledge that my education, skills, talents, and accomplishments were not nearly as important as the quality of my interpersonal interactions

"A Brand Called You"

- Personal branding is the act of distinguishing one's self from others in the same industry or field by creating differentiation in the mind of the customer, prospect, peer, or manager
- The concept is simple, but implementing it is not
- We each must have a value proposition that others perceive as tangible value to their business
- Your personal brand is powerful when dealing with others b/c it replaces concerns about logical issues with the emotional decision to do business with you based on the belief that you, and only you, can truly solve their problems

Building a Personal Brand

- Is achieved primarily through actions. It is what you do versus what you say
- In every interaction with others, you're provided an opportunity to differentiate yourself
- Action alone is not enough though. You must invest in the ongoing process of managing your reputation and credibility
- You must develop consistent messaging, positioning, and packaging that allow you to manage how others perceive you
 - This means investing in both your online and offline presence

Interpersonal Relationships

- The quality of these will always have the greatest impact on your personal brand
- Word of mouth is far more powerful than billboards

Is Brand You Likable?

Do You Connect?

Are You a Problem Solver?

- Do you solve problems even if there is nothing in it for you?
- Do people feel that you genuinely want to help them get what they want, not b/c it is in your best interest, but b/c it is in their best interest?

Are You Trustworthy?

Do You Create Positive Emotional Experiences?

- If you and those who know you could answer yes, unequivocally, to these questions, you would be unstoppable
- The reality is, you are not perfect. You will never be able to answer yes to all these questions all the time. It is more important that you clearly understand and internalize that, in each interaction with another person, you have the opportunity to increase the value of your personal brand or to hurt it

Manage Labels

- Labels stick and have the ability to influence others who may have had no direct observation of those same behaviors
- The words that people use to describe you impact how you are perceived
- In some cases, no matter what you do, people will label you in a negative way. It is also unlikely that you will ever know all the labels people have given you
- Protecting your brand means controlling the things that are in your control
- Every move you make is being watched and judged by others
- If you want your brand to say "He has a commitment to excellence," go the extra mile in everything you do
- Never make commitments you cannot keep, and deliver on promises
- Sometimes you will be given a negative label unfairly. If this happens, make every effort to speak with the person who is negatively labeling you directly
- If you have been consistent in your behavior, most people will forget a single slip

Manage Your Professional Image

- This includes obvious things like your physical appearance. How you dress, the kind of car you drive, the organization of your office/car, the clubs and organizations you belong to, your educational background, and the people you associate with all contribute to the perception

Become an Expert

- One of the key characteristics of the most successful people is that they strive to become experts in their fields
- When you become an expert in your field, you will be a better problem solver, and your clients will look to you as a consultant
- As an expert, you will be given opportunity after opportunity to help others get what they want (solve their problems), which in turn will help you build a powerful personal brand
- Becoming an expert is much easier than you think. Study and absorb your subject matter. Get others to present you as an expert to others

Learn

Read for 15 Minutes a Day

- The average business book takes the average reader 3 hours to complete
- Everything you ever need to know can be found in a book. If you want to learn something or become an expert at something, all you have to do is read and study

Take Advantage of Free Training

- A great deal of free training is available online and on demand

Stay Current in Your Field and Attend Seminars

- To be seen as an expert in your industry you must stay current. Subscribe to and read your industry's trade magazines and publications, and go to seminars and events
- Many people find it impossible to take time out of their busy schedules to attend these events and do these things. The truth is, you cannot afford not to go

Turn Your Radio Off

- The average outside sales professional spends b/w 10-20 hours each week in their car
- Instead of wasting time listening to talk radio and music, listen to audio books and podcasts designed to improve your sales and business skills
- "Automobile University" – Ziglar. By just listening to audio programs in your car, you can gain the equivalent of a university education

Leverage Technology

- With just the click of a mouse, you have immediate access to an incredible list of top experts and thought leaders

Build Your Reputation as an Expert

- Understand that it is not about knowing the most or being the best, it is about having the courage to learn and then to demonstrate what you know in the service of others

Teach and Coach

- The people we admire the most and consider experts are teachers, trainers, and coaches
- There are endless opportunities to teach and coach others in informal and structured environments

Speak

- When you speak in public and do it well, the people in your audience instantly label you an expert
- Speaking allows you to showcase your knowledge
- It also gives you tremendous visibility and credibility
- Because so few competitors do it, it will set you apart
 - ***Think educational courses and the like that we can offer to nurses, surgical tech's, etc
- Meeting planners are always on the lookout for subject-matter experts to add to value to their programs
 - ***Think educational coordinators, OR directors/coordinators

Write

Manage Your Online Presence

- We live in the Age of Transparency. Anyone, anywhere, anytime can get a snapshot of you with a simple web search
- Your managers, peers, prospects, and people you meet *are* checking you out online
- Savvy prospects and customers are doing research on you before meetings. What are they finding when they Google you?
- If you ignore it, it will be at your own peril. You must control what people find when they search for you on the web
- Likewise, when people are unable to find anything about you, your personal brand is lost

Attack Yourself

- Nothing feels better than winning
- It is human nature, after we start winning, to take our foot off the success accelerator and just coast for awhile
- We allow old habits to reemerge. Do not leave the door open to failure
- "When you're in second place, attack the leader. When you're in first place, attack yourself!"
- There is no time for complacency. You cannot afford the luxury of letting up for even a moment
- Learn to take each win in stride and raise your own bar so you keep reaching higher
- It takes loads of self-discipline and the heart of a winner to break down a brilliant performance and then take action to make small adjustments and improvements that keep you ahead of the pack
- "The principle is competing against yourself. It's about self-improvement, about being better than the day before" – Steve Young
- Real winners constantly attack themselves
- It is the unwavering focus on constant improvement that separates the good from the great
- It requires constant vigilance to remain likable, to connect, to solve problems, to remain trustworthy, and to create positive emotional experiences for others

- People do not buy words, marketing campaigns, advertisements, sales pitches, products, services, or slick presentations. **People Buy You**

Blink

Malcolm Gladwell

Intro

- Our brain uses two different strategies to make sense of the situation
 - The conscious strategy: we think about what we've learned and eventually we come up with the answer. This strategy is logical and definitive, it's slow and it needs a lot of information
 - The second strategy operates a lot more quickly; it's really smart b/c it picks up the problem almost immediately. It has the drawback that it operates – at least at first – entirely below the surface of consciousness. It sends its messages through weirdly indirect channels, such as the sweat glands in the palms of our hands. It's a system in which our brain reaches a conclusion w/o immediately telling us it's reached a conclusion
- The part of our brain that leaps to conclusions like this is called the adaptive unconscious
- This adaptive unconscious is thought of as a kind of giant computer that quickly and quietly processes a lot of the data we need in order to keep functioning as human beings
- We toggle back and forth b/w our conscious and unconscious modes of thinking, depending on the situation
- We live in a world that assumes that the quality of a decision is related directly to the amount of time and effort that went into making it
- We believe that we are always better off gathering as much information as possible and spending as much time as possible in deliberation

- We really only trust conscious decision making. But there are moments, particularly in times of stress, when haste does not make waste, when our snap judgments and first impressions can offer a much better means of making sense of the world
- Simple fact: decisions made very quickly can be every bit as good as decisions made cautiously and deliberately
- Our unconscious is a powerful force. But it's fallible
- It can be thrown off, distracted and disabled
- Our instinctive reactions often have to compete with all kinds of other interests, emotions, and sentiments
- When our powers of rapid cognition go awry, they go awry for a very specific and consistent set of reasons, and those reasons can be identified and understood
- It's possible to learn when to listen to that powerful onboard computer and when to be wary of it
- Our snap judgments and first impressions can be educated and controlled. Just as we can teach ourselves to think logically and deliberately, we can also teach ourselves to make better snap judgments
- The power of knowing, in that first two seconds, is not a gift given magically to a fortunate few. It's an ability that we can all cultivate for ourselves
- *Blink* is concerned with the very smallest components of our everyday lives – the content and origin of those instantaneous impressions and conclusions that spontaneously arise whenever we meet a new person or confront a complex situation or have to make a decision under conditions of stress
- We pay too much attention to those grand themes and too little to the particulars of those fleeting moments
- The task of making sense of ourselves and our behavior requires that we acknowledge that there can be as much value in the blink of an eye as in months of rational analysis

1 – Theory of Thin Slices: How a Little Bit of Knowledge Goes a Long Way

The Love Lab

- To make an accurate prediction about something as serious as the future of a marriage – to make a prediction of any sort – it seems that we would have to gather a lot of information and in as many different contexts as possible
- John Gottman has proven that we don't have to do that. He has taught his staff how to read every emotional nuance in people's facial expressions and how to interpret seemingly ambiguous bits of dialogue
- A fifteen – minute conflict discussion ends up being translated into a row of eighteen hundred numbers. The notation "7, 7, 14, 10, 11, 11," for instance, means that in one six-second stretch, one member of the couple was briefly angry, then neutral, had a moment of defensiveness, then began whining
- On the basis of those calculations Gottman has proved something remarkable. If he analyzes an hour of a husband and wife talking, he can predict with 95% accuracy whether that couple will still be married fifteen years later. If he watches a couple for fifteen minutes, his success rate is around 90%. They later discovered that if they listened to only three minutes of a couple talking, they could still predict with fairly impressive accuracy who was going to get divorced and who was going to make it
- Gottman is a psychologist by training, but he also studied mathematics at MIT, and the rigor and precision of math clearly moves him as much as anything else
- There's nothing instinctive about his approach. He's not making snap judgments. He's sitting down with his computer and painstakingly analyzing videotapes, second by second.
- His work is a classic example of conscious and deliberate thinking. But he can teach us a great deal about rapid cognition known as thin-slicing
- Thin-slicing – the ability of our unconscious to find patterns in situation and behavior based on very narrow slices of experience
- When our unconscious engages in thin-slicing, what we're doing is an automated accelerated unconscious version of what Gottman does with his videotapes and equations

Marriage and Morse Code

- One of his findings is that for a marriage to survive, the ratio of positive to negative emotion in a given encounter has to be at least five to one
- A central argument in his work is that all marriages have a distinctive pattern, a kind of marital DNA, that surfaces in any kind of meaningful interaction
 - This is why he asks couples to tell the story of how they met b/c he's found that when a husband and wife recount the most important episode in their relationship, that pattern shows up right away
 - The sometimes sad truth is that troubling patterns in first interactions, the pattern persists throughout the relationship
- One way to understand what he is saying about marriages is to use the analogy of what people in the world of Morse code call a *fist*. Morse code is made up of dots and dashes, each of which has its own prescribed length.
- But no one ever replicates those prescribed lengths perfectly. When operators send a message they vary the spacing or stretch out the dots and dashes or combine dots and dashes and spaces in a particular rhythm. Morse code is like speech. Everyone has a different voice
- The key thing about fists is that they emerge naturally. They simply end up sounding distinctive, b/c some part of their personality appears to express itself automatically and unconsciously in the way they work the Morse code keys
- The other thing about a fist is that it reveals itself in even the smallest sample of Morse code. We have to listen to only a few characters to pick out an individual's pattern. It doesn't change or disappear for stretches or show up in only certain words or phrases
- What Gottman is saying is that a relationship b/w two people has a fist as well: a distinctive signature that arises naturally and automatically. That is why a marriage can be read and decoded so easily, b/c some key part of human activity has an identifiable and stable pattern. Predicting divorce, like tracking Morse code operators, is pattern recognition

- People are in one of two states in a relationship
 - The first is what he calls a positive sentiment override, where positive emotion overrides irritability. It's like a buffer. Their spouse will do something bad, and they'll say, 'Oh, he's just in a crummy mood.'
 - Or they can be in negative sentiment override, so that even a relatively neutral thing that a partner says gets perceived as negative
 - In the negative sentiment override state, people draw lasting conclusions about each other. If their spouse does something positive, it's a selfish person doing a positive thing
- It's really hard to change those states, and those states determine whether when one party tries to repair things, the other party sees that as repair or hostile manipulation
- On relationships and their states' – some go up and some go down. But once they start going down, toward negative emotion, 94% will continue going down
- They start on a bad course and they can't correct it. Gottman doesn't think of that as a slice of time. It's an indication of how they view their whole relationship

The Importance of Contempt

- There's something else that is very interesting about his system, and that is the way in which he manages to simplify the task of prediction
 - He's gotten so good at thin-slicing marriages that he says he can be in a restaurant and eavesdrop on the couple one table over and get a pretty good sense of whether they need to start thinking about hiring lawyers and dividing up custody of the children
- He's figured out that he doesn't need to pay attention to everything that happens
- He can find out much of what he needs to know just by focusing on what he calls the Four Horsemen: defensiveness, stonewalling, criticism, and contempt
 - Contempt being the one he feels as most important of all
- If he observes one or both partners in a marriage showing contempt toward the other, he considers it the single most important sign that the marriage is in trouble
 - "You would think that criticism would be the worst, b/c criticism is a global condemnation of a person's character. Yet contempt is qualitatively different from criticism"
- If I speak from a superior plane, that's far more damaging, and contempt is any statement made from a higher level. A lot of the time it's an insult: "You're a bitch. You're scum"
 - It's trying to put that person on a lower plane than you. It's hierarchical
- The presence of contempt in a marriage can even predict such things as how many colds a husband or wife gets; having someone you love express contempt toward you is so stressful that it begins to affect the functioning of your immune system
 - Contempt is closely related to disgust, and what disgust and contempt are about is completely rejecting and excluding someone from the community
- The big general difference with negative emotions is that women are more critical, and men are more likely to stonewall
 - But there isn't any gender difference when it comes to contempt. Not at all
- Contempt is special. If you can measure contempt, then all of a sudden you don't need to know every detail of a couple's relationship
- When we leap to a decision or have a hunch, our unconscious is sifting through the situation in front of us, throwing out all that is irrelevant while we zero in on what really matters
- The truth is that our unconscious is really good at this, to the point where thin-slicing often delivers a better answer than more deliberate and exhaustive ways of thinking

The Secrets of the Bedroom

- Our friends can describe us fairly accurately. They have a thick slice of experience with us, and that translates to a real sense of who we are
- If you want to know how animated and talkative and outgoing someone is, clearly, you have to meet him or her in person
- It's quite possible for people who have never met us and who have spent only twenty minutes thinking about us to come to a better understanding of who we are than people who have known us for years
- Our personal belongings contain a wealth of very telling information. A person's bedroom gives three kinds of clues to his/her personality
 - Identity claims – deliberate expressions of how we would like to be seen by the world: a framed copy of a magna cum laude degree from Harvard
 - Behavioral residue – the inadvertent clues we leave behind: dirty laundry on the floor, alphabetized CD collection
 - Thoughts and feelings regulators – changes we make to our most personal spaces to affect the way we feel when we inhabit them: a scented candle in the corner, a pile of artfully placed decorative pillows on the bed
- You can learn as much – or more – from one glance at a private space as you can from hours of exposure to a public face
- What you avoid when you don't meet someone face-to-face are all the confusing and complicated and ultimately irrelevant pieces of information that can serve to screw up your judgment
- What people say about themselves can also be very confusing, for the simple reason that most of us aren't very objective about ourselves
- A lot of people think they are more forthcoming than they actually are, or more negative than they actually are
- Gottman comes at the issue sideways, which, he has found, can be a lot quicker and more efficient path the truth than coming at it head-on

Listening to Doctors

- Believe it or not, the risk of being sued for malpractice has very little to do with how many mistakes a doctor makes
- Analyses of malpractice lawsuits show that there are highly skilled doctors who get sued a lot and doctors who make lots of mistakes and never get sued
- Patients don't file lawsuits b/c they've been harmed by shoddy medical care
- They file lawsuits b/c they've been harmed by shoddy medical care and something else happens to them
 - It's how they were treated on a personal level by their doctor
- It isn't necessary, then, to know much about how a surgeon operates in order to know his likelihood of being sued
- What you need to understand is the relationship b/w that doctor and his patients
- Recent medical study by Wendy Levinson
 - The surgeons who had never been sued spent more than three minutes longer with each patient than those who had been sued did (18.3 minutes vs. 15 minutes)
 - They were more likely to make orienting comments, such as "first I'll examine you, then we'll talk the problem over" or "I will leave time for your questions"
 - They were more likely to engage in active listening
 - Interestingly, there was no difference in the amount or quality of information they gave their patients; they didn't provide more details about medication or the patient's condition – the difference was entirely in how they talked to their patients
- Psychologist Nalini Ambady – took Levinson's taped conversations and zeroed in on conversations that had been just between surgeons and their patients
 - For each surgeon, she picked two patient conversations. From each conversation she selected two ten-second clips of the doctor talking, so her slice was a total of forty seconds. Then she content-filtered the slices, removing high-frequency sounds from speech that enable us to recognize individual words. What's left is a kind of garble that preserves intonation, pitch, and rhythm, but erases content
 - Using that slice alone, she did a Gottman style analysis. She had judges rate the slices of garble for certain qualities
 - She found that by using only those ratings, she could predict which surgeons got sued and which ones didn't
 - All they were using for their prediction was their analysis of the surgeon's tone of voice. In fact, if his/her voice was judged to sound dominant they tended to be in the sued group. If the voice sounded less dominant and more concerned, they tended to be in the non-sued group
- In the end it comes down to a matter of respect, and the simplest way that respect is communicated is through our tone of voice, and the most corrosive tone of voice that a doctor can assume is a dominant one

The Power of the Glance

- Thin-slicing is not an exotic gift
- We thin-slice b/c we have to, and we come to rely on that ability b/c there are lots of hidden fists out there that can tell us an awful lot
- For instance, different professions and disciplines have a word to describe the particular gift of reading deeply into the narrowest slivers of experience
 - Basketball – "court sense": player who can take in and comprehend all that is happening around them
 - Military, brilliant generals – "coup d'oeil", French for "power of the glance": ability to immediately see and make sense of the battlefield

2 – The Locked Door: The Secret Life of Snap Decisions

- Snap judgments are, first of all, enormously quick: they rely on the thinnest slices of experience. But they are also unconscious
- Snap judgments and rapid cognition take place behind a locked door
- I don't think we're very good at dealing with the fact of that locked door. It's one thing to acknowledge the enormous power of snap judgments and thin slices but quite another to place our trust in something so seemingly mysterious
- Clearly this is part of the reason why George Soros is so good at what he does: he is someone who is aware of the value of the products of his unconscious reasoning
- Our world requires that decisions be sourced and footnoted, and if we say how we feel, we must also be prepared to elaborate on why we feel that way
- If we're to learn to improve the quality of the decisions we make, we need to accept the mysterious nature of our snap judgments
- We need to respect the fact that it is possible to know w/o knowing why we know and accept that – sometimes – we're better off that way

Primed for Action

- Psychologist John Bargh – priming experiments show just how much goes on behind that locked door of our unconscious
- Priming is not like brainwashing
- I can't make you reveal deeply personal details about your childhood by priming you with words like 'nap' and 'bottle' and 'teddy bear'. Nor can I program you to rob a bank for me
- On the other hand, the effects of priming aren't trivial
 - A study had groups of students answer forty-two fairly demanding questions from the board game Trivial Pursuit
 - Half asked to take five minutes beforehand to think what it's like to be a professor – got 55.6% questions right
 - Other half asked to think about soccer hooligans – got 42.6% questions right

- Professor group didn't know more than soccer group, they weren't smarter or more focused or more serious. They were simply in a 'smart' frame of mind, and associating themselves with something smart made it easier to blurt out the right answer
- A more extreme version of this test used black college students and twenty questions taken from the GRE
 - When the students were asked to identify their race on a pretest questionnaire, that simple act was sufficient to prime them with all the negative stereotypes associated with African Americans and academic achievement – the number of items they got right was cut in half
- Even more impressive, however, is how mysterious these priming effects are
- The clues were pretty subtle. What is striking, though, is that even after people left the testing environment behaving much differently still weren't aware of how their behavior had been affected
- The results from these experiments are quite disturbing
- They suggest that what we think of as free will is largely an illusion: much of the time we are simply operating on autopilot, and the way we think and act – and how well we think and act on the spur of the moment – are a lot more susceptible to outside influences than we realize
- There is also significant advantage to how secretly the unconscious does its work
- If you had been on the lookout for possible patterns, there's no way you would have completed the task that quickly. You would have been distracted by simply looking for possible patterns
- Your unconscious simply tells your body: I've picked up some clues that we're in a particular environment and we should behave accordingly
 - It's taking care of all the minor mental details in your life, keeping tabs on everything going on around you and making sure you were acting appropriately, while leaving you free to concentrate on the main problem at hand
- Neurologist Antonio Damasio and his group have done some fascinating research on just what happens when too much of our thinking takes place outside the locked door
 - They studied patients with damage to a small but critical part of the brain called the ventromedial prefrontal cortex, which lies behind the nose
 - This area plays a critical role in decision making. It works out contingencies and relationships and sorts through the mountain of information we get from the outside world, prioritizing things that demand our immediate attention
 - People with damage to this area are perfectly rational. They can be highly intelligent and functional, but lack judgment
 - They don't have that mental valet in their unconscious that frees them up to concentrate on what really matters
- It's like drug addiction – addicts can articulate very well the consequences of their behavior. But they fail to act accordingly
- Damage in the ventromedial area causes a disconnect b/w what you know and what you do
- In high-stakes, fast-moving situations, we don't want to be as dispassionate and purely rational as ventromedial patients
- Sometimes we're better off if the mind behind the locked door makes our decisions for us

The Storytelling Problem

- Speed-dating has become enormously popular around the world over the last few years, and it's not hard to understand why. It's the distillation of dating to a simple snap judgment
- We don't need an entire evening. We really need only a few minutes
- It isn't just girls who are smart. When it comes to thin-slicing potential dates, pretty much everyone is smart
- Two professors from Columbia, Sheena Iyengar and Raymond Fisman, have discovered that if you make people explain themselves, something very strange and troubling happens. What once seemed like the most transparent and pure of thin-slicing exercises turns into something quite confusing
 - The only reason they got into speed dating is that they once had an argument at a party about the relative merits of arranged marriages and love marriages
 - Their studies are identical to standard speed-dating events, except their participants don't just date and then check the yes or no box
 - On four occasions – before the event starts, after it ends, a month later, and then six months later – participants have to fill out a short questionnaire that asks them to rate various qualities of what they're looking for in a potential partner on a scale from 1-10
 - In addition, at the end of every 'date', they rate the person they've just met, based on the same qualities
 - Then they have an incredibly detailed picture of exactly what everyone says they were feeling during the dating process
- What they find when they compare what speed-daters say they want with what they are actually attracted to in the moment is that those two things don't match
- There isn't a right answer
- The description that a person starts with is their conscious ideal: what they believe they want when they sit down and think about it
- But what they can't be as certain about are the criteria they use to form their preferences in that first instance of meeting someone face-to-face. That info is behind the locked door
- We have, as human beings, a storytelling problem. We're a bit too quick to come up with explanations for things we don't really have an explanation for
- This is the price we pay for the many benefits of the locked door. When we ask people to explain their thinking – particularly thinking that comes from the unconscious – we need to be careful in how we interpret their answers

- We learn by example and by direct experience b/c there are real limits to the adequacy of verbal instruction
- But in other aspects of our lives, I'm not sure we always respect the mysteries of the locked door and the dangers of the storytelling problem
- Research with priming and research with interrupters, and other experiments show that people are ignorant of the things that affect their actions, yet they rarely feel ignorant
- We need to accept our ignorance and say 'I don't know' more often

3 – The Warren Harding Error – Why we Fall for Tall, Dark, and Handsome Men

The Dark Side of Thin-Slicing

- I think that there are facts about people's appearance – their size or shape or color or sex – that can trigger very powerful associations
- Part of what it means to take thin-slicing and first impressions seriously is accepting the fact that sometimes we can know more about someone or something in the blink of an eye than we can after months of study
- But we also have to acknowledge and understand those circumstances when rapid cognition leads us astray

Blink in Black and White

- We make connections much more quickly b/w pairs of ideas that are already related in our minds than we do b/w pairs of ideas that are unfamiliar to us
- We don't even have to think about whether it's a masculine or feminine name. we all have a strong prior association b/w a name like John and the male gender, etc
- If you're like most people it takes you a lot longer to put the word 'Entrepreneur' into the 'Career' category when 'Career' is paired with 'Female' rather than 'Male'
- Most of us have much stronger mental associations b/w maleness and career-oriented concepts than we do b/w femaleness and ideas related to careers
- One of the reasons that the IAT has become so popular in recent years as a research tool is that the effects it is measuring are not subtle
- It's the kind of tool that hits you over the head with its conclusions
 - Turns out that more than 80% of all who have taken the test end up having pro-white associations, meaning that it takes them measurably longer to complete answers when they're required to put good words into the 'Black' category than when they're required to link bad things with black people
- What it means is that our attitudes towards things like race or gender operate on two levels
 - First we have our conscious attitudes – what we choose to believe. These are stated values, which we use to direct our behavior deliberately
 - The IAT measures something else. It measures our second level of attitude, our racial attitude on an unconscious level – the immediate, automatic associations that tumble out before we've even had time to think
- We don't deliberately choose our unconscious attitudes. We may not even be aware of them
- The disturbing thing about the test is that it shows that our unconscious attitudes may be utterly incompatible with our stated conscious values
- Of the fifty thousand African Americans who have taken the Race IAT so far, about half of them have stronger associations with whites than blacks
- You don't choose to make positive associations with the dominant group. But you are required to. All around you, that group is being paired with good things. You can open the newspaper and you turn on the TV, and you can't escape it
- It's also a powerful predictor of how we act in certain kinds of spontaneous situations
- Most of us, in ways that we are not entirely aware of, automatically associate leadership ability with imposing physical stature – examples given refer to heights of CEOs and Presidents compared to average heights of male/female persons globally

Taking Care of the Customer

- Being a successful salesman is a task that places extraordinary demands on the ability to thin-slice
- A salesman, if he/she is to be successful, has to gather all the information – figuring out, say, the dynamic that exists b/w a husband and wife, or a father and a daughter – process it, and adjust their own behavior accordingly, and do all of that w/in the first few moments of the encounter
- Salesmen may make a million snap judgments about a customer's needs and state of mind, but you should try never to judge anyone on the basis of his/her appearance
- Pre-judging is the kiss of death. You have to give everyone your best shot
- Most salespeople are prone to a classic Warren Harding error. They see someone, and somehow they let the first impression they have about that person's appearance drown out every other piece of info they manage to gather in that first instant

Spotting the Sucker

- If you're a salesman there's tremendous temptation to try to spot the sucker
- Try to treat every customer exactly the same – you need to be aware of just how dangerous snap judgments are when it comes to race and sex and appearance

Think About Dr King

- If there's a law on the books that says that black people can't drink at the same water fountain as white people, the obvious solution is to change the law. But unconscious discrimination is a little bit trickier
- If something is happening outside of awareness, how on earth do you fix it?
 - We're not helpless in the face of our first impressions

- Our first impressions are generated by our experiences and our environments, which means that we can change our first impressions – we can alter the way we thin-slice – by changing the experiences that comprise those impressions
- Taking rapid cognition seriously – acknowledging the incredible power, for good and ill, that first impressions play in our lives – requires that we take active steps to manage and control those impressions

4 – Paul Van Riper’s Big Victory: Creating Structure for Spontaneity

- When experts make decisions, they don’t logically and systematically compare all available options
- That’s the way people are taught to make decisions, but in real life that is much too slow

The Structure of Spontaneity

- Improvisation comedy is a wonderful example of the kind of thinking that Blink is about. It involves people making very complicated decisions on the spur of the moment, w/o the benefit of any kind of script or plot
- But the truth is that improv isn’t random and chaotic at all
 - *Spontaneity isn’t random*
- How good people’s decisions are under the fast-moving, high-stress conditions of rapid-cognition is a function of training and rules and rehearsal
- In life, most of us are highly skilled at suppressing action. All the improv teacher has to do is to reverse this skill and he creates very ‘gifted’ improvisers
- Bad improvisers block action, often with a high degree of skill. Good improvisers develop action
- If you can create the right framework, all of a sudden, engaging in the kind of fluid, effortless, spur-of-the-moment dialogue that **makes for good improv** theatre becomes a lot easier
- You must create the conditions for successful spontaneity

The Perils of Introspection

- Allowing people to operate w/o having to explain themselves constantly turns out to be like the rule of agreement in improv. It enables rapid cognition
- Recognizing someone’s face is a classic example of unconscious recognition. We don’t have to think about it. Faces just pop into our minds
- The act of describing a face has the effect of impairing your otherwise effortless ability to subsequently recognize that face
- Psychologist Jonathan W. Schooler pioneered research on this effect and calls it verbal overshadowing
 - Your brain has a part (left hemisphere) that thinks in words, and a part (right hemisphere) that thinks in picture
 - When you describe the face in words your actual visual memory is displaced
- The implications of **verbal overshadowing** carry over to the way we solve much bigger problems
- In short, when you write down your thoughts, your chances of having the flash of insight you need in order to come up with a solution are significantly impaired
- When you start becoming reflective about the process, it undermines your ability. You lose the flow
- Insight is not a light bulb that goes off inside our heads. It’s a flickering candle that can easily be snuffed out

When Less is More

- All the extra information isn’t actually an advantage at all; in fact, you need to know very little to find the underlying signature of a complex phenomenon
- What screws up doctors when they are trying to predict heart attacks is that they take too much information into account
- It doesn’t seem to make sense that we can do better by ignoring what seems like perfectly valid information
- (Psychologist Arthur Evans) Doctors think it’s mundane to follow guidelines. It’s much more gratifying to come up with a decision on your own
- Concerning doctors in the ER
 - They gather and consider far more information than is truly necessary b/c it makes them feel more confident – and with someone’s life in the balance, they need to feel more confident. The irony, though, is that that very desire for confidence is precisely what ends up undermining the accuracy of their decision
- Truly successful decision making relies on a balance b/w deliberate and instinctive thinking
- Deliberate thinking is a wonderful tool when we have the luxury of time, the help of a computer, and a clearly defined task, and the fruits of that type of analysis can set the stage for rapid cognition
- In good decision making, frugality matters
- To be a successful decision maker, we have to edit
- I think we get in trouble when this process of editing is disrupted – when we can’t edit, or we don’t know what to edit, our environment doesn’t let us edit
- If you are given too many choices, if you are forced to consider much more than your unconscious is comfortable with, you get paralyzed
- Snap judgments can be made in a snap b/c they’re frugal, if we want to protect our snap judgments we have to take steps to protect this frugality
- When we talk about analytic versus intuitive decision making, neither is good nor bad
- What is bad is if you consider either of them in an inappropriate circumstance
- The process draws you in. you disaggregate everything and tear it apart, but you’re never able to synthesize the whole
- It’s like the weather – a commander doesn’t need to know the barometric pressure or the winds or even the temperature. He just needs to know the forecast
- If you get too caught up in the production of information, you drown in the data

5 – Kenna’s Dilemma: The Right – and Wrong – Way to Ask People What They Want

- We can learn a lot more about what people think by observing their body language or facial expressions or looking at their bookshelves and the pictures on their walls than by asking them directly
- While people are very willing and very good at volunteering information explaining their actions, those explanations, particularly when it comes to the kinds of spontaneous opinions and decisions that arise out of the unconscious, aren’t necessarily correct
 - In fact, it sometimes seems as if they’re just plucked out of thin air
- Most of us don’t make a distinction – on an unconscious level – b/w the package and the product
 - The product is the package and the product combined
- The problem with market research is that often it is simply too blunt an instrument to pick up this distinction b/w the bad and the merely different
- Testing products or ideas that are truly revolutionary is another matter, and the most successful companies are those that understand that in those cases, the first impressions of their consumers need interpretation
- The truth is that for the most important decisions, there can be no certainty
- The gift of expertise is that it allows to have a much better understanding of what goes on behind the locked door of the unconscious
- The first impressions of experts are *different*. By that I don’t mean that experts like different things than the rest of us – although that is undeniable
- When we become expert in something, our tastes grow more esoteric and complex. What I mean is that it is really only experts who are able to reliably account for their reactions
- What happens is that we come up with a plausible-sounding reason for why we might like or dislike something, and then we adjust our true preference to be in line with that plausible-sounding reason
- Our unconscious reactions come out of a locked room, and we can’t look inside that room. But with experience we become expert at using our behavior and our training to interpret – and decode – what lies behind our snap judgments and first impressions
- All experts do this, either formally or informally
- Whenever we have something that we are good at – something we care about – that experience and passion fundamentally change the nature of our first impressions
- This does not mean that we are outside our areas of passion and experience, our reactions are invariably wrong. It just means that they’re shallow. They’re hard to explain and easily disrupted. They aren’t grounded in real understanding

6 – Seven Seconds in the Bronx: The Delicate Art of Mind Reading

Three Fatal Mistakes

- Perhaps the most common – and the most important – forms of rapid cognition are the judgments we make and the impressions we form of other people
- This practice of inferring the motivations and intentions of others is classic thin-slicing. It is picking up on subtle, fleeting cues in order to read someone’s mind – and there is almost no other impulse so basic and so automatic and at which, most of the time, we so effortlessly excel
- Ordinarily, we have no difficulty at all distinguishing, in a blink, b/w someone who is suspicious and someone who is not, b/w someone brazen and someone curious, and, most easily of all, b/w someone terrified and someone dangerous
- Mind-reading failures happen to all of us
- They lie at the root of countless arguments, disagreements, misunderstandings, and hurt feelings
- Mind-reading failures aren’t always as obvious and spectacular as other breakdowns in rapid cognition. They are subtle and complex and surprisingly common

The Theory of Mind Reading

- Much of our understanding of mind reading comes from two remarkable scientists, Silvan Tomkins and Paul Ekman
 - Tomkins was the teacher
 - He believed that faces held valuable clues to inner emotions and motivations
 - Ekman was then a young psychologist just out of graduate school, and he was interested in studying faces
- Was there a common set of rules that governed the facial expressions that human beings made?
 - Tomkins said that there was
 - Most psychologists said that there wasn’t
- The conventional wisdom at the time held that expressions were culturally determined – that is, we simply used our faces according to a set of learned social conventions
- Ekman didn’t know, so he traveled abroad many places and to his amazement, everywhere he went, people agreed on what those expressions meant
 - Tomkins, he realized, was right
- The face was a goldmine of information that everyone had ignored
- There are over ten thousand visible facial configurations. Most of these don’t mean anything, of course, but about three thousand do seem to mean something
- All of these combinations were ultimately assembled into the rules for reading and interpreting them – into the Facial Action Coding System (FACS)
- FACS takes weeks to master in its entirety, and only five hundred people around the world have been certified to use it in research. But those who have mastered it gain an extraordinary level of insight into the messages we send each other when we look into one another’s eyes
- Ekman recalled the first time he saw Bill Clinton, during the 1992 Democratic primaries

- "I was watching his facial expressions, and I said to my wife, 'this is Peck's Bad Boy. This is a guy who wants to be caught with his hand in the cookie jar and have us love him for it anyway. There was this expression that's one of his favorites"
- "I knew someone who was on Clinton's communications staff. So I contacted him – I told him I could teach him how not to do that in two to three hours. And he said 'Well, we can't take the risk that he's known to be seeing an expert on lying'"
- Ekman shrugged. "Unfortunately, I guess, he needed to get caught – and he got caught."

The Naked Face

- What Ekman is saying is that the information on our face is not just a signal of what is going on inside our mind. In a certain sense, it is what is going on inside our mind
- What they discovered is that expression alone is sufficient to create marked changes in the autonomic nervous system
 - What they were generating were sadness, and anguish. And when I lower my brows, raise the upper eyelid, narrow the eyelids, and press the lips together, I'm generating anger. My heartbeat will go up ten to twelve beats. My hands will get hot. As I do it, I can't disconnect from the system
- We take it as a given that first we experience an emotion, and then we may – or may not – express that emotion on our face
- We think of the face as the residue of emotion
- What this research showed, though, is that the process works in the opposite direction as well. Emotion can also start on the face. The face is not a secondary billboard for our internal feelings. It is an equal partner in the emotional process
- Ekman calls these fleeting looks 'micro expressions'
 - These are very particular and critical kinds of facial expressions
- Many facial expressions can be made voluntarily
- But our faces are also governed by a separate, involuntary system that makes expressions that we have no conscious control over
 - Few of us can voluntarily do the sadness sign – yet we raise our inner eyebrows w/o thinking when we are unhappy
- Whenever we experience a basic emotion, that emotion is automatically expressed by the muscles of the face
- (Tomkins) The face is like the penis!
 - What he meant was that the face has, to a large extent, a mind of its own
- Our voluntary expressive system is the way we intentionally signal our emotions. But our involuntary expressive system is in many ways even more important: it is the way we have been equipped by evolution to signal our authentic feelings
- We can all mind-read effortlessly and automatically b/c the clues we need to make sense of someone or some social situation are right there on the faces of those in front of us
- There is enough accessible information on a face to make everyday mind reading possible
- We make these kinds of complicated, lightning-fast calculations very well. We make them every day, and we make them w/o thinking

A Man, a Woman, and a Light Switch

- The classic model for understanding what it means to lose the ability to mind-read is the condition of autism
- When someone is autistic, they are 'mind-blind'
- People with autism find it difficult, if not impossible, to do all of the things that I've been describing so far as natural and automatic human processes
- They have difficulty interpreting nonverbal cues
- Their first impression apparatus is fundamentally disabled, and the way that people with autism see the world gives us a very good sense of what happens when our mind-reading faculties fail
- People with autism are obsessed with mechanical objects
- In anything less than a perfectly literal environment, the autistic person is lost
- When people talk, we listen to their words and watch their eyes in order to pick up on all those expressive nuances
- If you cannot mind-read – if you can't put yourself in the mind of someone else – then there's nothing special to be gained by looking at eyes and faces
- All of us gravitate toward things that mean something to us, and for most of us, that's people. But if people don't anchor meaning for you, then you seek something else that does
- What if it were possible for autism – for mind-blindness – to be a temporary condition instead of a chronic one? Could that explain why sometimes otherwise normal people come to conclusions that are completely and catastrophically wrong?
- Extreme visual clarity, tunnel vision, diminished sound, and the sense that time is slowing down. This is how the body reacts to extreme stress, and it makes sense
 - Our mind, faced with a life-threatening situation, drastically limits the range and amount of information that we have to deal with
 - Sound and memory and broader social understanding are sacrificed in favor of heightened awareness of the threat directly in front of us
- The optimal state of 'arousal' – the range in which stress improves performance – is when our heart rate is b/w 115 and 145 beats per minute
- Most of us, under pressure, get too aroused, and past a certain point, our bodies begin shutting down so many sources of information that we start to become useless
- Mind-reading allows us to adjust and update our perceptions of the intentions of others

- Arousal leaves us mind-blind

Running Out of White Space

- The second critical cause of mind-blindness: there is no time
- When you remove time you are subject to the lowest-quality intuitive reaction
- We don't often think about the role of time in life-or-death situations
- I think that we become temporarily autistic also in situations when we run out of time
- Under time pressure, people behave just as they do when they are highly aroused. They stop relying on the actual evidence of their senses and fall back on a rigid and unyielding system, a stereotype
- When we make split-second decision we are really vulnerable to being guided by our stereotypes and prejudices, even ones we may not necessarily endorse or believe
- Our powers of thin-slicing and snap judgments are extraordinary. But even the giant computer in our unconscious needs a moment to do its work
- If you have to rely on your reflexes, someone is going to get hurt – and get hurt unnecessarily
- If you take advantage of intelligence and cover, you will almost never have to make an instinctive decision

Something in My Mind Just Told Me I Didn't Have to Shoot Yet

- Split-second syndrome: an officer goes to the scene as quickly as possible. He sees the bad guy. There is no time for thought. He acts. That scenario requires that mistakes be accepted as unavoidable
- Our unconscious thinking is, no different from our conscious thinking: in both, we are able to develop our rapid decision making with training and experience
- Are extreme arousal and mind-blindness inevitable under conditions of stress?
 - Of course not
- Mind reading, as well, is an ability that improves with practice
- Stroke victims who have lost the ability to speak, for example, are virtuosos, b/c their infirmity has forced them to become far more sensitive to the information written on people's faces
- With even half an hour of practice people can become adept at picking up micro expressions
- This is the gift of training and expertise – the ability to extract an enormous amount of meaningful information from the very thinnest slice of experience
- Every moment – every blink – is composed of a series of discrete moving parts, and every one of those parts offers an opportunity for intervention, for reform, and for correction

Conclusion – Listening with Your Eyes: The Lessons of Blink

- Auditions are classic thin-slicing moments. Trained classical musicians say that they can tell whether a player is good or not almost instantly – sometimes in just the first few bars, sometimes even with just the first note

A Small Miracle

- We are often careless with our powers of rapid cognition
- We don't know where first impressions come from or precisely what they mean, so we don't always appreciate their fragility
- Taking our powers of rapid cognition seriously means we have to acknowledge the subtle influences that can alter or undermine or bias the products of our unconscious
- Too often we are resigned to what happens in the blink of an eye. It doesn't seem like we have much control over whatever bubbles to the surface from our unconscious
- But we do, and if we can control the environment in which rapid cognition takes place, then we can control rapid cognition

Afterword

- Being able to act intelligently and instinctively in the moment is possible only after a long and rigorous course of education and experience
- In the real world – when it comes to fast-moving, high-stakes situations like battlefields (or emergency rooms, or auditions, or late night shootouts in the Bronx) – that kind of formal, conventional analysis doesn't help that much
- It's the kind of wisdom that someone acquires after a lifetime of learning and watching and doing. It's *judgment*
- And what Blink is – what all the stories and studies and arguments add up to – is an attempt to understand this magical and mysterious thing called judgment
- Judgment matters: it is what separates winners from losers
- From experience, we gain a powerful gift, the ability to act instinctively, in the moment. But it is easy to disrupt this gift
- Understanding the true nature of instinctive decision making requires us to be forgiving of those people trapped in circumstances where good judgment is imperiled
- We live in a world saturated with information
- We have virtually unlimited amounts of data at our fingertips at all times, and we're well versed in the arguments about the dangers of not knowing enough and not doing our homework
- We have come to confuse information with understanding
- The key to good decision making is not knowledge. It is understanding
- We are swimming in the former. We are desperately lacking in the latter
- When should we trust our instincts, and when should we consciously think things through?
 - On straightforward choices, deliberate analysis is best
 - When questions of analysis and personal choice start to get complicated – when we have to juggle many different variables – then our unconscious thought processes may be superior

- Maybe that big computer in our brain that handles our unconscious is at its best when it has to juggle many competing variables
- (Sigmund Freud) When making a decision of minor importance, I have always found it advantageous to consider all the pros and cons. In vital matters, however, such as the choice of a mate or a profession, the decision should come from somewhere within ourselves. In the important decisions of personal life, we should be governed, I think, by the deep inner needs of our nature
- The best we can do I think, is to try to puzzle out the right mix of conscious and unconscious analysis on a case-by-case basis
- It is not enough simply to explore the hidden recesses of our unconscious. Once we know about how the mind works – and about the strengths and weaknesses of human judgment – it is our responsibility to act

