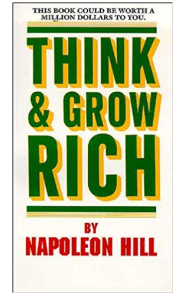


Think & Grow Rich

Napoleon Hill (1937)

*Notes by Bob Evely
Wilmore, Kentucky; 2019.*



When I was performing the twenty-year task of research which I had undertaken at Mr. Carnegie's request, I analyzed hundreds of well-known men. (xviii)

May I provide a clue by which the Carnegie secret may be recognized? It is this – all achievement, all earned riches, have their beginning in an idea. (xxi)

I spent 25 years in research, analyzing more than 25,000 people, because I wanted to know how wealthy men become that way. (13)

Thoughts

Thoughts are things, and powerful things at that, when they are mixed with definiteness of purpose, persistence, and a burning desire for their translation into riches, or other material objects. (1)

Persistence

Remembering that he lost a huge fortune because he had stopped three feet from gold, R. U. Darby profited by his experience in his chosen work. He said to himself, "I stopped three feet from gold, but I will never stop because men say no when I ask them to buy insurance." (7)

More than 500 of the most successful men this country has ever known told the author their greatest success came just one step *beyond* the point at which defeat had overtaken them. (8)

Ideas

Remember as you read – the answer you may be seeking to the questions which have caused you to ponder over the strangeness of life, may be found *in your own mind*, through some idea, plan or purpose which may spring into your mind as you read. One sound idea is all that one needs to achieve success. (12)

Success conscious

One of the main weaknesses of mankind is the average man's familiarity with the word *impossible*. He knows all the things which cannot be done.

Success comes to those who become success conscious. Failure comes to those who indifferently allow themselves to become failure conscious. (14)

Henry Ford once directed his engineers to design an engine with all eight cylinders cast in one block. They created the design, but all agreed it was simply impossible to actually cast the block in one piece. Ford told them, "Produce it anyway." And after persisting through continued pushback from the engineers, Ford's determination won. (16)

Step 1: Desire

Desire – the starting point of all achievement.

Edwin Barnes sought to be employed by Thomas Edison. His desire was not a hope. It was not a wish. It was a keen, pulsating *desire*. It was definite. He chose a definite goal, placed all his energy, all his power, all his effort, everything back of that goal. He created a plan by which to attain that purpose. He burned all bridges behind him. He stood by his desire until it became the dominating obsession of his life. He did not say, "I will keep my eyes open for another opportunity in case I fail to get what I want in the Edison organization." (22-4)

Create a definite plan for carrying out your desire, and begin at once, whether you are ready or not, to put this plan into action. Write out a clear, concise statement – and read your written statement aloud twice daily; once just before retiring at night, and once after arising in the morning. As you read – see and feel and believe yourself already in possession of the money you desire. (27)

There is one quality which one must possess to win, and that is definiteness of purpose, the knowledge of what one wants, and a burning desire to possess it. (30)

If the thing you wish to do is right, and you believe in it, go ahead and do it! Put your dream across, and never mind what “they” say if you meet with temporary defeat, for “they” perhaps do not know that every failure brings with it the seed of an equivalent success. (31)

Step 2: Faith

Visualization of and belief in attainment of desire.

Faith is a state of mind which may be induced, or created, by affirmation or repeated instructions to the subconscious mind, through the principle of auto-suggestion. (52)

Repetition of affirmation of orders to your subconscious mind is the only known method of voluntary development of the emotion of faith.

When men first come into contact with crime, they abhor it. If they remain in contact with crime for a time, they become accustomed to it, and endure it. If they remain in contact with it long enough, they finally embrace it, and become influenced by it. This is the equivalent of saying that any impulse of thought which is repeatedly passed on to the subconscious mind is, finally, accepted and acted upon by the subconscious mind. (53)

The subconscious mind will translate into its physical equivalent a thought impulse of a negative or destructive nature, just as readily as it will act upon thought impulses of a positive or constructive nature.

There are millions of people who believe themselves “doomed” to poverty and failure, because of some strange force over which they believe they have no control. They are the creators of their own “misfortunes.” (54)

Conduct yourself just as you would if you were already in possession of the material thing which you are demanding when you call upon your subconscious mind. (55)

Faith is a state of mind which may be induced by auto-suggestion. Faith is the “eternal elixir” which gives life, power, and action to the impulse of thought. (56)

One comes, finally, to believe whatever one repeats to one’s self, whether the statement be true or false. (57)

Any idea, plan, or purpose may be placed in the mind through repetition of thought. This is why you must write-out a statement of your major purpose, commit it to memory, and repeat it in audible words, day after day, until these vibrations of sound have reached your subconscious mind.

Your greatest weakness is lack of self-confidence. This handicap can be surmounted through auto-suggestion. (59)

Concentrate your thoughts for 30 minutes daily upon the task of thinking of the person you intend to become, thereby creating in your mind a clear mental picture of that person. Devote 10 minutes daily to demanding of yourself the development of self-confidence. Have a clearly written description of your Definite Chief Aim in life, and never stop trying until you have developed sufficient self-confidence for its attainment. (60)

The example of Charles Schwab

First; the huge United States Steel Corporation was born in the mind of Charles M. Schwab, in the form of an idea he created through his imagination.

Second; he mixed faith with his idea.

Third; he formulated a plan for the transformation of his idea into physical and financial reality.

Fourth; he put his plan into action with his famous speech at the University Club.

Fifth; he applied, and followed through on his plan with persistence, and backed it with firm decision until it had been fully carried out.

Sixth; he prepared the way for success by a burning desire for success. (68)

The most important and lasting thing Schwab did was the full-fledged, clear-cut program he laid down for the aggrandizement of steel. Until Schwab’s eloquence took J. P. Morgan to the heights from which he could visualize the solid results of the most daring financial undertaking ever conceived, the project was regarded as a delirious dream of easy-money crackpots. (71)

When Morgan asked Schwab if he could persuade Andrew Carnegie to sell, Schwab replied, “I can try.” Then, with persuasiveness, Schwab poured out the glittering promises of retirement in comfort, and of untold millions to satisfy Carnegie’s social caprices. Carnegie wrote a figure on a slip of paper, handed it to Schwab and said, “All right, that’s what we’ll sell for.” (76)

Step 3: Auto-Suggestion

The medium for influencing the subconscious mind. Auto-suggestion, or self-suggestion, is the communication between that part of the mind where conscious thought takes place, and that which serves as the seat of action for the subconscious mind. Through the dominating thoughts which one *permits* to remain in the conscious mind, the principle of auto-suggestion voluntarily reaches the subconscious mind and influences it with these thoughts. (80)

As you read aloud the statement of your desire, the mere reading is of no consequences; unless you mix emotion or feeling with your words. (82)

Ability to influence your subconscious mind will cost you everlasting persistence. You cannot develop the ability for a lower price. Your ability to use the principle of auto-suggestion will depend very largely upon your capacity to concentrate upon a given desire until that desire becomes a burning obsession. (83-4)

The subconscious mind takes any orders given it in a spirit of absolute faith, and acts upon those orders – though the orders often must be presented over and over again through repetition. (84)

Do not wait for a definite plan but begin at once to see yourself in possession of the money, demanding and expecting meanwhile that your subconscious mind will hand over the plan or plans you need. Be on the alert for these plans, and when they appear put them into action immediately. See yourself rendering the service or delivering the merchandise you intend to give in return for the money. (85-6)

Your skepticism will be replaced by belief, and this in turn will become crystallized into absolute faith. Then you will have arrived at the point where you may truly say, “I am the master of my fate, I am the captain of my soul.” (88)

Step 4: Specialized knowledge

Knowledge will not attract money unless it is organized and intelligently directed, through practical plans of action. Knowledge is only *potential* power. It becomes power only when, and if, it is organized into definite plans of action and directed to a definite end. (91-2)

You will require specialized knowledge of the service, merchandise, or profession which you intend to offer in return for fortune. Perhaps you may need much more specialized knowledge than you have the ability or inclination to acquire. If so, you can bridge your weakness through the aid of your Master Mind group. (94)

There is one weakness in people for which there is no remedy. It is the universal weakness of lack of ambition. People who schedule their spare time to provide for home study seldom remain at the bottom very long. Their action opens the way for the upward climb. (101)

The changed economic conditions following the depression made it necessary for thousands of people to find additional or new sources of income. For the majority the solution of their problem could be found only by acquiring specialized knowledge.

When a merchant finds that a certain line of merchandise is not selling, he usually supplants it with another that is in demand. The person whose business is that of marketing personal services must also be an efficient merchant. If his services do not bring adequate returns in one occupation, he must change to another where broader opportunities are available. (101)

The person who stops studying merely because he has finished school is forever hopelessly doomed to mediocrity, no matter what his calling. The way to success is the way of continuous pursuit of knowledge. (102)

One who was unemployed and with a knowledge of bookkeeping put his story together in a very attractive book, describing the advantages of a new system of bookkeeping. This book was used as a silent salesman through which the story of this new business was so effectively told that its owner soon had more accounts than he could handle. (104)

Step 5: Imagination

The workshop of the mind. The imagination is literally the workshop wherein are fashioned all plans created by man. (113)

Synthetic Imagination: Through this faculty one may arrange old concepts, ideas, or plans into new combinations. This faculty *creates* nothing. It merely works with the material of experience, education, and observation. (114)

Creative Imagination: The finite mind of man has direct communication with Infinite Intelligence. This is the faculty through which “hunches” and “inspirations” are received – new ideas. This faculty functions only when the conscious mind is vibrating at an exceedingly rapid rate, as when the conscious mind is stimulated through the emotion of a strong desire. The creative faculty becomes more alert in proportion to its development through use. Your imaginative faculty can become weak through inaction. (115-6)

Start your idea factory to work. (131)

It is not ordinary desire that survives disappointment, discouragement, temporary defeat, criticism, and the constant reminding of “waste of time.” It is a burning desire! An obsession! When [Carnegie’s] idea was first planted in [Hill’s] mind, it was coaxed, nursed, and enticed to remain alive. (132)

Step 6: Organized planning

The crystallization of desire into action. (134)

If the first plan you adopt does not work successfully, replace it with a new plan. If this new plan fails to work, replace it with still another, and so on, until you find a plan which does work. This is the point at which the majority meet with failure, because of their lack of persistence in creating new plans to take the place of those which fail. (136)

The major attributes of leadership. (140)

1. Unwavering courage based upon knowledge of self, and of one's occupation.
2. Self-control.
3. A keen sense of justice.
4. Definiteness of decision.
5. Definiteness of plans.
6. The habit of doing more than paid for.
7. A pleasing personality.
8. Sympathy and understanding.
9. Mastery of detail.
10. Willingness to assume full responsibility.
11. Cooperation with others.

The 10 major causes of failure in leadership. (144)

1. Inability to organize details.
2. Unwillingness to render humble service.
3. Expectation of pay for what they *know* instead of what they *do* with what they know.
4. Fear of competition from followers.
5. Lack of imagination.
6. Selfishness.
7. Intemperance.
8. Disloyalty.
9. Emphasis on the authority of leadership.
10. Emphasis on title.

Regarding #4 above, men receive more pay for their ability to get others to perform than they could possibly earn by their own efforts. An effective leader may, through his knowledge of his job and the magnetism of his personality, greatly increase the efficiency of others and induce them to render more service and better service than they could render without his aid.

Andrew Carnegie continually emphasized the necessity for harmonious conduct. He stressed the fact that he would not retain any man unless he worked in a spirit of harmony. He insisted on men being agreeable. (165)

The 30 major causes of failure. (167)

1. Unfavorable hereditary background. A deficiency in brain power. This can only be overcome through the aid of the Master Mind. Of the 30 causes of failure, this is the only one that is not easily corrected.
2. Lack of a well-defined purpose in life.
3. Lack of ambition to aim above mediocrity.
4. Insufficient education. The best educated people are often those who are self-educated. Education consists not so much of knowledge, but of knowledge effectively and persistently applied. It is what one does with what they know.
5. Lack of self-discipline. One must control all negative qualities.
6. Ill health. Many causes can be corrected and are caused by overeating of foods not conducive to health, wrong habits of thoughts and giving expression to negatives, wrong use of and over indulgence in sex, lack of proper physical exercise, an inadequate supply of fresh air due to improper breathing.
7. Unfavorable environmental influences during childhood, including improper associates.
8. Procrastination.

9. Lack of persistence.
10. Negative personality (will not induce cooperation).
11. Lack of controlled sexual urge.
12. Uncontrolled desire for “something for nothing” – the gambling instinct.
13. Lack of a well-defined power of decision. (Reach decisions promptly, and change them slowly, if at all.)
14. One or more of the basic fears.
15. Wrong selection of a mate in marriage.
16. Over-caution.
17. Wrong selection of associates in business.
18. Superstition and prejudice.
19. Wrong selection of a vocation (a line of endeavor one does not like).
20. Lack of concentration of effort. (The jack-of-all-trades seldom is good at any.)
21. The habit of indiscriminate spending.
22. Lack of enthusiasm. (Without enthusiasm one cannot be convincing. Enthusiasm is contagious.)
23. Intolerance (closed mind).
24. Intemperance (connected with eating, strong drink, sexual activities).
25. Inability to cooperate with others.
26. Possession of power that was not acquired through self-effort. (Quick riches are more dangerous than poverty.)
27. Intentional dishonesty.
28. Egotism and vanity.
29. Guessing instead of thinking.
30. Lack of capital.
31. Any other particular cause of failure from which you have suffered.

Step 7: Decision

The mastery of procrastination. (199)

Analysis of several hundred people who had accumulated fortunes well beyond the million dollar mark disclosed the fact that every one of them had the habit of reaching decisions promptly, and of changing these decisions slowly, if at all. (199)

Let one of your first decisions be to keep a closed mouth and open ears and eyes. (202)

Step 8: Persistence

The sustained effort necessary to induce faith. Will-power and desire, when properly combined, make an irresistible pair. (217)

Lack of persistence is a weakness common to the majority of men. It is a weakness which may be overcome by effort. The ease with which lack of persistence may be conquered will depend *entirely* upon the intensity of one’s desire. The starting point of all achievement is desire. Weak desires bring weak results. (218)

Those who have cultivated the habit of persistence seem to enjoy insurance against failure. No matter how many times they are defeated, they finally arrive up toward the top of the ladder. They take the punishment of defeat as an urge to greater effort. (221-2)

Persistence is a state of mind. Therefore, it can be cultivated. Like all states of mind, persistence is based upon definite causes, among which are ... (225-6)

1. Definiteness of purpose.
2. Desire – intense desire.
3. Self-reliance.

4. Definiteness of plans.
5. Accurate knowledge.
6. Cooperation with others.
7. Will-power.
8. Habit. (The mind absorbs and becomes a part of the daily experiences upon which it feeds.)

Symptoms of lack of persistence ... (227-8)

1. Failure to clearly define exactly what one wants.
2. Procrastination.
3. Lack of interest in acquiring specialized knowledge.
4. Indecision.
5. The habit of relying on alibis.
6. Self-satisfaction.
7. Indifference.
8. The habit of blaming others for one's mistakes, and accepting unfavorable circumstances as being unavoidable.
9. Weakness of desire.
10. Willingness to quit at the first sign of defeat.
11. Lack of organized plans placed in writing.
12. The habit of neglecting to move on ideas.
13. Wishing instead of willing.
14. The habit of compromising with poverty instead of aiming at riches.
15. Searching for all the short-cuts to riches.
16. Fear of criticism.

The only “break” anyone can afford to rely upon is a self-made “break.”

How to develop persistence ... (233)

1. A definite purpose backed by burning desire for its fulfillment.
2. A definite plan expressed in continuous action.
3. A mind closed tightly against all negatives and discouraging influences.
4. A friendly alliance with one or more person who will encourage.

Step 9: Power of the Master Mind

The driving force. (243)

Plans are inert and useless without sufficient power to translate them into action. Power may be defined as “organized and intelligently directed knowledge.” Organized effort is produced through the coordination of effort of two or more people who work toward a definite end in a spirit of harmony. (243)

The three sources of knowledge are ... (244)

1. Infinite Intelligence.
2. Accumulated experience.
3. Experiment and research.

No two minds ever come together without thereby creating a third, invisible, intangible force which may be likened to a third mind. (246)

Mr. Carnegie's Master Mind group consisted of a staff of approximately 50 men with whom he surrounded himself, for the definite purpose of manufacturing and marketing steel. (247)

Step 10: The mystery of sex transmutation

The switching of the mind from thoughts of physical expression to thoughts of some other nature. (254)

When driven by sex desire men develop keenness of imagination, courage, will-power, persistence, and creative ability unknown to them at other times. So strong and impelling is the desire for sexual contact that men freely run the risk of life and reputation to indulge it. When harnessed and redirected along other lines, this motivating force maintains all of its attributes of keenness of imagination, courage, etc. (255)

The great artists, writers, musicians, and poets become great because they acquire the habit of relying upon the “still small voice” that speaks from within, through the faculty of creative imagination. (262)

In his laboratory, Dr. Elmer R. Gates had what he called his “personal communication room.” It was practically sound-proofed and arranged that all light could be shut out. He kept a pad of writing paper on a small table. He would go into the room, seat himself at the table, shut off the lights, and concentrate upon the known factors of the invention on which he was working. He earned his living by “sitting for ideas” for individuals and corporations. (262-3)

The pages of history are filled with great leaders whose achievements may be traced directly to the influence of women who aroused the creative faculties of their minds through the stimulation of sex desire. The human mind responds to stimulation. (265-6)

When employing salesmen, the more capable sales manager looks for the quality of personal magnetism. (272)

Step 11: The subconscious mind

Every impulse of thought that reaches the objective mind through any of the five senses is classified and recorded, and thoughts may be recalled or withdrawn as letters are taken from a file cabinet. (286)

The subconscious mind works day and night. You cannot *entirely* control your subconscious mind, but you can voluntarily hand over to it any plan, desire, or purpose. (287)

The subconscious mind is the connecting link between the finite mind of man and Infinite Intelligence. (287)

All negative thoughts serve as stimuli to your subconscious mind, unless you master these impulses and give it more desirable food on which to feed. (289)

The subconscious mind is more susceptible to influence by impulses of thought mixed with feeling or emotion, than by those originating solely in the reasoning portion of the mind. (291)

The seven major positive emotions ... (292)

1. Desire
2. Faith
3. Love
4. Sex
5. Enthusiasm
6. Romance
7. Hope

The seven major negative emotions (to be avoided) ... (293)

1. Fear
2. Jealousy
3. Hatred
4. Revenge
5. Greed
6. Superstition

7. Anger

Positive and negative emotions cannot occupy the mind at the same time. One or the other must dominate. It is your responsibility to make sure that positive emotions constitute the dominating influence of your mind. (293)

Step 12: The brain

A broadcasting and receiving station for the vibration of thought. This happens in a fashion similar to that employed by the radio broadcasting principle. (298)

It is the agency of communication between one’s conscious or reasoning mind and the four sources from which one may receive thought stimuli. When stimulated or “stepped up” to a high rate of vibration, the mind becomes more receptive to the vibration of thought. This “stepping up” process takes place through the positive or negative emotions. (299)

Step 13: The sixth sense

The door to the temple of wisdom. The sixth sense is that portion of the subconscious mind which has been referred to as the Creative Imagination. It has also been referred to as the “receiving set” through which ideas, plans, and thoughts flash into the mind. The “flashes” are sometimes called “hunches” or “inspirations.” (308)

Draw freely upon your imagination. Then you will have felt the touch of that unknown “something.” (322)

The Imaginary Council (311-314)

I followed the habit of reshaping my own character by trying to imitate the nine men whose lives and life-works had been most impressive to me. These nine were Emerson, Paine, Edison, Darwin, Lincoln, Burbank, Napoleon, Ford, and Carnegie. Every night, over a long period of years, I held an imaginary Council meeting with this group whom I called my “Invisible Counselors.” Just before going to sleep I would shut my eyes and see, in my imagination, this group of men seated with me around my Council Table.

My purpose was to rebuild my own character so it would represent a composite of the characters of my imaginary counselors.

I called on my Cabinet members for the knowledge I wished each to contribute. “Mr. Emerson, I desire to acquire from you the marvelous understanding of nature which distinguished your life. I ask that you make an impress upon my subconscious mind of whatever qualities you possessed which enabled you to understand and adapt yourself to the laws of nature.”

In similar fashion I would call on the others ...

Napoleon for his marvelous ability to inspire men.

Mr. Lincoln for his keen sense of justice, his untiring spirit of patience, his sense of humor, his human understanding, and his tolerance.

Mr. Carnegie for his thorough understanding of the principles of organized effort.

Mr. Ford for his spirit of persistence, determination, poise, and self-confidence.

Mr. Edison for his marvelous spirit of faith with which he uncovered so many of nature’s secrets, and the spirit of unremitting toil with which he so often wrested victory from defeat.

How to outwit the six ghosts of fear

The six basic fears ... (325)

1. Poverty

2. Criticism
3. Ill health
4. Loss of love of someone
5. Old age
6. Death

The first three are at the bottom of most of one’s worries.

Fears are nothing more than states of mind. One’s state of mind is subject to control and direction. Every human being has the ability to completely control his own mind. (326-7)

Man’s thought impulses begin immediately to translate themselves into their physical equivalent – voluntary or involuntary. (326)

The fear of poverty (328-9)

If you demand riches, determine what form and how much will be required to satisfy you. You know the road that leads to riches. If you neglect to make the start, or stop before you arrive, no one will be to blame but you.

The fear of poverty paralyzes the faculty of reason, destroys the faculty of imagination, kills-off self-reliance, undermines enthusiasm, discourages initiative, leads to uncertainty of purpose, encourages procrastination, wipes out enthusiasm and makes self-control an impossibility. It takes the charm from one’s personality, destroys the possibility of accurate thinking, diverts concentration of effort; it masters persistence, turns the will-power into nothingness, destroys ambition, beclouds the memory and invites failure in every conceivable form; it kills love and assassinates the finer emotions of the heart, discourages friendship and invites disaster in a hundred forms, leads to sleeplessness, misery and unhappiness. The fear of poverty is the most destructive of the six basic fears.

Control your thoughts

You have absolute control over but one thing, and that is your thoughts. Your mind is your spiritual estate! Protect and use it with the care to which Divine Royalty is entitled. You were given a will-power for this purpose. (366)

The most practical of all methods for controlling the mind is the habit of keeping it busy with a definite purpose, backed by a definite plan. (368)

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