```
but a boy. Then he sat back in his chair, with a merry twinkle in his eyes, and watched carefully to see if I had brains enough to understand the full significance of what he had said to me. When he saw that I had grasped the idea, he asked if I would be willing to spend twenty years or more, preparing myself to take it to the world, to men and women who, without the secret, might go through life as failures. I said I would, and with Mr. Carnegie's cooperation, I have ept more that I might test and demonstrate the soundness of the formula, which gave him a stupendous fortune, ought to be placed within reach of people who do not have time to investigate how men make money, and it was his hope that I might test and demonstrate the soundness of the formula through the experience of men and women in even
calling. He believed the formula should be taught in all public schools and other young men of Mr. Schwab's type, convinced Mr. Carnegie that much of that which is taught in the schools is of no value whatsoever in connection with
e business of earning a living or ac- cumulating riches. He had arrived at this decision, because he had taken into his business one young man after another, many of them with but little schooling, and by coaching them in the use of this formula, developed in them rare leader- ship. Moreover, his coaching made fortunes for everyone of the organization of the giant United States Steel Corporation, as it was conceived and carried out by one of the young men through whom Mr. Carnegie proved that his formula was worth six hundred million dollars. These facts and they are facts well known to almo
st everyone who knew Mr. Carnegie-give you a fair idea of what the reading of this book may bring to you, provided you KNOW WHAT IT IS THAT YOU WANT. Even before it had undergone twenty years of practical testing, the secret was passed on to more than one hundred thousand men and women who have used it successfully in creating to you, provided you KNOW WHAT IT IS THAT YOU want.
      ny in their homes. A clergyman used it so effectively that it brought him an income of upwards of $75,000.00 a year. Arthur Nash, a Cincinnati tailor, used his near-bankrupt business as a "guinea pig" on which to test the formula. The business came to life and made a fortune for its owners. It is still thriving, although Mr. Nash has gone. The experiment was so unique that newspapers and magazines, gave it more than a million dol- lars' worth of laudatory
licity. The secret was passed on to Stuart Austin Wier, of Dallas, Texas. He was ready for it-so ready that he gave up his profession and studied law. Did he succeed? That story is told too. I gave the secret to Jennings Randolph, the day he graduated from College, and he has used it so successfully that
                                                                                                                                                                                                                                                                                                                                                                     he is now serving his third term as a Member of Congress, with an excellent opportunity to keep on using it until it carries him to the Whité Ho
se. While serving as Advertising Manager of the La-Salle Extension University, when it was little more than a name, I had the privilege of seeing J. G. Chapline, Presi- dent of the University, use the formula so effectively that he has since made the LaSalle one of the great extension schools of the
                                                                                                                                                                                                                                                                                                                                                                            country. The secret to which I refer has been mentioned no fewer than a hundred times, throughout this book. It has not been directly i
                ns to work more successfully when it is merely uncovered and left in sight, where THOSE WHO ARE READY, and SEARCHING FOR IT, may pick it up. That is why Mr. Carnegie tossed it to me so quietly, without giving me its specific name. If you are READY to put it to use, you
                                                                                                                                                                                                                                                                                                                                                                                   ill recognize this secret at least once in every chapter. I wish I might feel privileged to tell you how you will know if you are ready
                                                                                                          very in your own way. While this book was being written, my own son, who was then finishing the last year of his college work, picked up the manuscript of chapter two, read it, and dis- cover
                                                                                                             apter two. When you read it, perhaps you will dismiss any feeling you may have had, at the beginning of the book, that it promised too much. And, too, if you have ever been discouraged
                                                                                                                                                                                                                                                                                                                                                                                        , if you have had difficulties to surmount which took the very soul out of you, if you have tried and failed, if you were ever h
                                                                                                          he Carnegie formula may prove to be the oasis in the Desert of Lost Hope, for which you have been searching. This secret was extensively used by President Woodrow Wilson, during the
                                                                                                                                                                                                                                                                                                                                                                                             Vorld War. It was passed on to every soldier who fought in the war, carefully wrapped in the training received before go
                                                                                                                                 e war. More than twenty years ago, Hon. Manuel L. Quezon (then Resident Commis- sioner of the Philippine Islands), was inspired by the secret to gain freedom f
                                                                                                                                                                                                                                                                                                                                                                                              or his people. He has gained freedom for the Philippines, and is the first President of the free state. A peculiar thing
                                                                                                                            os uccess, with but little effort, and they never again submit to failure! If you doubt this, study the names of those who have used it, wherever they have been me
                                                                                                                                                                                                                                                                                                                                                                                                ntioned, check their records for yourself, and be convinced. There is no such thing as SOMETHING FOR NOTHING! Th
                                                                                                                                    It cannot be had at any price by those who are not intentionally searching for it. It cannot be given away, it cannot be purchased for money, for the reason t
                                                                                                                                                                                                                                                                                                                                                                                                  hat it comes in two parts. One part is already in possession of those who are ready for it. The secret serves equally w
                                                                                                                                                                                                                                                                                                                                                                                                    t three months of schooling. The secret was passed on to a business associate of Mr. Edison. He used it so effect
                                                                                                                               d retired from active business while still a young man. You will find his story at the beginning of the first chapter. It should con-vince you that riches are not
                                                                                                                                                                                                                                                                                                                                                                                                      beyond your reach, that you can still be what you wish to be, that money, fame, recognition and happiness can be
                                                                                                                                                                                                                                                                                                                                                                                                      ear task of research, which I had undertak- en at Mr. Carnegie's request, I analyzed hundreds of well known men
IGLEY JR. JOHN WANAMAKER JAMES J. HILL GEORGE S. PARKER É. M. STATLER HENRY L.DOHERTY CYRU
                                                                                                                            ings? You should have the answer before you finish this book. You may find it in the very first chapter, or on the last page. While I was performing the twenty y
                                                                                                                                                                                                                                                                                                                                                                                                        BRYAN DR. DMTID STARR JORDAN J. ODGEN ARMOUR CHARLES M. SCHWAB HARRIS F. WILLIAMS DR. FRA
NK GUNSAULUS DANIEL WILLARD KING GILLETTE RALPH A. WEEKS JUDG
                                                                                                     DANIE
                                                                                                                                                                                                                                                                                                                                                                                                          ISON FRANK A. VANDER IP F. W. WOOLWORTH COL. ROBERTA. DOLLAR EDWARD A. FILENE EDWIN C. BA
                                                                                                  EDWARD W. BOK FRANK A.
                                                                                                                                                                                                                                                                                                                                                                                                          ENWALD STUART AUSTIN WIER DR. FRANK CRANE GEORGE M. ALEXANDER J. G. CHAPPLINE HON. JENNI
NGS RANDOLPH ARTHUR NASH CLARENCE DARROW These names represer
                                                                                                                                                                                                                                                                                                                                                                                                          o un- derstand and apply the Carnegie secret, reach high stations in life. I have never known anyone who was
                                                                                                                                                                                                                                                                                                                                                                                                          n of the secret. From these two facts I draw the conclusion that the secret is more important, as a part of the
                                                                                                                                                                                       ver known
                                                                                                                                                                                                                                                                                DUC
                                                                                                                                                                                                                                                                                            ATION, a
                                                                                                                                                                                                                                                                                                                                                                                                           as schooling is concerned, many of these men had very little. John Wanamaker once told me that what lit
                                                                                                                                                                                                                                                                                                                                                                                                           g to minimize the value of schooling, but I am trying to express my earnest belief that those who master a ge and stand boldly before you, IF YOU ARE READY FOR IT! When it appears, you will recognize it. Wheth
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                                                                                                                                                                                                                                 as it r
                                                                                                                                                                                                                                                                                 enry Ford never rea
                                                                                                                                                     kes on
                                                                                                                                                                                        , by "scoo
apply the secret will reach high stations, accumulate riches, and bargain wit
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ark t
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                                                                                                                                                                                                            at occasio
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                                                                                                                                                                                                                                                                                                                                                                                                            e, and to the story of my very dear friend, who has gen- erously acknowledged having seen the mystic s
and whose business achieve- ments are evidence enough that he turned do
                                                                                            wn a glass. As you
                                                                                                                                                                                       d the other
                                                                                                                                                                                                            rs. remen
                                                                                                                                                                                                                                 ber th
                                                                                                                                                                                                                                                                  at th
                                                                                                                                                                                                                                                                                                                                                                                                             rience. The problems arising from one's endeavor to earn a living, to find hope, courag
                                                                                                                                                      ory, an
                                                                                                                                                                                                                                                                                                                                                                                                             iiversal truth through which all who are READY may learn, not only WHAT TO DO, BUT ÁLSO HOW TO DO
                                                                                                                                                                                      h the boo
                                                                                                                                                                                                            that it de
                                                                                                                                                                                                                                 als w
                                                                                                                         , as you
                                                                                                                                                                                                                                                                                                                                                                                                             ich the Carnegie secret may be recognized? It is this-ALL ACHIEVEMENT, ALL EARNED RICHES. HAVE TH
                                                                                                   word of pre
                                                                                                                                                                                                            rst chapte
                                                                                                                                                                                                                                                                                                                                                                                                            r 1 Introduction THE MAN WHO "THOUGHT" HIS WAY INTO PARTNERSHIP WITH THOMAS A. EDISON 1
                                                                                                                                                                                                            gnize the o
                                                                                                                                                       e, you
                                                                                                                                                                                                                                                                  SIRE
                                                                                                                        s of pur
                                                                                                                                                                                                                                                                                                                                                                                                             A little more than thirty years ago, Edwin C. Barnes discovered how true it is that men really do THINK AND
                                                                                                                                                                                                                                                                                                                                                                                                           of Barnes' Desire was that it was definite. He wanted to work with Edison, not for him. Observe, carefully, th
                                                                                                                        with a B
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                                                                                                        ĬI have a
description of how he went about translating his DESIRE into reality, and you
                                                                                                                                                                                                                                                                                                ad to ri
                                                                                                                                                                                                                                                                                                                                                                                                           ught, first flashed into his mind he was in no position to act upon it. Two difficulties stood in his way. He did
not know Mr. Edison, and he did not have enough money to pay his railroad
                                                                                                        to Orar
                                                                                                                                                                                                                                                                                                ve disc
                                                                                                                                                                                                                                                                                                                                                                                                                           jority of men from making any attempt to carry out the desire. But his was no ordinary desire
He was so determined to find a way to carry out his desire that he finally dec
                                                                                                                                                                                                            an be de-
                                                                                                                                                                                                                                                                                                                                                                                                                       ns that he went to East Orange on a freight train). He presented himself at Mr. Edison's laborato
                                                                                                                                                                                                                                                                                                                                                                                                                           "He stood there before me, looking like an ordinary tramp, but there was something in the ex
                                                                                                                                                                                                           nes and E
                                                                                                                                                                                                                                                                                               r. Mr. Edi
                                                                                                                                                                                                                                                                                               with men.
                                                                                                                                                                                                                                                                                                                                                                                                                           en a man really DESIRES a thing so deeply that he is willing to stake his entire future on a sir
                                                                                                                                                                                                                                                                                                                                                                                                                           equent events proved that no mistake was made." Just what young Barnes said to Mr. Edisor
                                                                                                If, said so! It could not have been the young man's appearance which got him his start in the Edison office, for that was definitely against him. It was what he I
                                                                                                                                                                                                                                                                                                                                                                                                                            e sig- nificance of this statement could be conveyed to every person who reads it, there wou
be no need for the remainder of this book. Barnes did not get his partnership with Edison on his first interview. He did get a chance to work in the Edison offices, at a very nominal wage, doing work that was unimportant to Edison, but most important to Barnes, be ecause it can be expected as a chance to work in the Edison of this book.
                                                                                                                                                                                                                                                                                                                                                                                                                                 chologists have correctly said that "when one is truly ready for a thing, it puts in its a
went by. Apparently nothing happened to bring the coveted goal which Barnes had set up in his mind as his DEFINITE MAJOR PURPOSE. But something important was happening in Barnes' mind. He was constantly intensi- fying his DESI RE to become the busin ess associated as the constant of the covered goal which Barnes had set up in his mind as his DEFINITE MAJOR PURPOSE. But something important was happening in Barnes' mind. He was constantly intensi- fying his DESI RE to become the busin ess associated as the covered goal which Barnes had set up in his mind as his DEFINITE MAJOR PURPOSE. But something important was happening in Barnes' mind. He was constantly intensi- fying his DESI RE to become the busin ess associated as the covered goal which Barnes had set up in his mind as his DEFINITE MAJOR PURPOSE. But something important was happening in Barnes' mind.
                                                                                                                                                                                                                                                                                                                                                                                                                          But, he did say, "I came here to go into business with Edison, and I'll accomplish this end if
                                                                                                                                                                                                                                                                                                                                                                                                                         e time, but his bulldog determination, his persistence in standing back of a single DESIRE, was
                                                                                                                                                                                                                                                                                                                                                                                                                         abit of slipping in by the back door, and often it comes disguised in the form of misfortune, or t
                                                                                               son had just perfected a new offic e device,
                                                                                                                                                                                                                                                                                                                                                                                                                       e. They did not believe it could be sold without great effort. Barnes saw his opportunity. It had cra
                                                                                                                                                                                                                                                                                                                                                                                                                       I the machine. In fact, he sold it so successfully that Edison gave him a contract to distribute an
                                                                                                                                                                                                                       alliance ha s be
                                                                                                                                                                                                                                                                                                                                                                                                                     n money, but he has done something infinitely greater, he has proved that one really may "Think ar
                                                                                                                                                                                                                                                                                                                                                                                                                     pared with the greater asset he acquired in the form of definite knowledge that an intangible im
                                                                                                                                                                                                              ership with the g reat Ed
                                                                                                                                                                                                                                                                                                                                                                                                                  ED, AND THE DETERMINATION TO STAND BY THAT DESIRE UNTIL HE REALIZED IT. He had no mo
e of thought can be transmuted into its physical counterpart by the app
                                                                                                                                                                                                                                                                                                            une. He had nothing to start with, except the capacity to KNOW WHAT HE W
                                                                                                                                                                                                                                                                                                             est inventor who ever lived. Now, let us look at a different situation, and s
 the goal he was seeking. THREE FEET FROM GOLD One of the most co
                                                                                                                                                                                                                 temporary d efeat. Eve
                                                                                                                                                                                                                                                                                                              ime or another. An uncle of R. U. Darby was caught by the "g
                                                                                                                                                                                                                                                                                                                                                                                                               old fever in the gold-rush days, and went west to DIG AND GROW RICH. He had never heard that more
                                                                                                                                                                        when one is ov
                                                                                                                                                                                                                 vel. The goi ng was har
                                                                                                                                                                                                                                                                                                                                                                                                                          ore. He needed machinery to bring the ore to the surface. Quietly, he covered up the mine, retra
ced his footsteps to his home in Williamsburg, Maryland, told his relatives
                                                                                                                                                                                                            th e needed m a-chinery, h
                                                                                                                                                                                                                                                  ad it shi
                                                                                                                                                                                                                                                                                                                                                                                                                           d to a smelter. The returns proved they had one of the richest mines in Colorado! A few more
                                                                                                                                                                                                                                                                                                                                                                                                                         ot of gold was no longer there! They drilled on, desperately trying to pick up the vein again-all a little calculating. The engineer advised that the project had failed, because the owners were no
ars of that ore would clear the debts. Then would come the big killing in prof 👚 its. Dow
                                                                                                                                       Up went
o no avail. Finally, they decided to QUIT. They sold the machinery to a junk ma  n for a
                                                                                                                                                                                                          DRIL LING! That is exactly where it was found! The "Junk" man to
                                                                                                                                                                                                                                                                                                                                                                                                        mine, because he knew enough to seek expert counsel before giving up. Most of the money which went into the
                                                                                                                                                                                                                                                                                                                                                                                                     afterward, Mr. Darby recouped his loss many times over, when he made the discovery that DESIRE can be trans
                                                                                                                                     nev c ame from his relatives and neighbors, be
machinery was procured through the efforts of R. U. Darby, who was then a very y oung
                                                                                                                                                                                                                                                                                                                                                                                                  ple method of saying to himself, "I stopped three feet from gold, but I will never stop because men say v no' when I
                                                                                                                                              lion dollars in life insurance annually. He owes his "
sk them to buy insurance." Darby is one of a small group of fewer than fifty men who
                                                                                                                                                                                                                                                                                                                                                                                                    siness. Before success comes in any man's life, he is sure to meet with much temporary defeat, and, perhaps, some
 ailure. When defeat overtakes a man, the easiest and most logical thing to do is to QUI
                                                                                                                                                                                                                                                                                                                                      s ever k
                                                                                                                                                                                                                                                                                                                                                                                                  he author their greatest success came just one step beyond the point at which defeat had overtaken them. Failure is a
trickster with a keen sense of irony and cunning. It takes great delight in tripping one whe
                                                                                                                                                                                                                                                                                                                                                                                 gree fr
                                                                                                                                                                                                                                                                                                                                                                                                 om the "University of Hard Knocks, " and had decided to profit by his experience in the gold mining business, he had
                                                                                                                                   ccess is almos
he good fortune to be present on an occasion that proved to him that "No" does not neces
                                                                                                                                                                                                                                                                                                                                                                                                 ated a large farm on which a number of colored sharecrop farmers lived. Quietly, the door was opened, and a small c
                                                                                                                               ed up, saw the
                                                                                                                                                                                                                                                                                                                                                                                                 nammy say send her fifty cents." "I'll not do it," the uncle retorted, "Now you run on home." "Yas sah," the child re
                                                                                                                                                                                                                                                                                                                                               ked up a
                                                                                                                                                                                                                                                                                                                                                                                               r still standing there, he yelled at her, "I told you to go on home! Now go, or I'll take a switch to you." The little girl sai
 yas sah," but she did not budge an inch. The uncle dropped a sack of grain he was about to pour i
                                                                                                                                                                                                                                                                                                                                                                                               ce that indicated tro ´uble. Darby held his breath. He was certain he was about to witness a murder. He knew his u
                                                                                                                                                                                                                                                                                                                                                                               orward
                                                                                                                                                                                                                                                                                                                                                                                                                       up into his eyes, and screamed at the top of her shrill voice, "MY MAMMY'S GOTTA HAVE THAT
                                                                                                                                                                                                                                                                                                                                        quickly stepp
                                                                                                                         oor, put his hand
                                                                                                                                                                                                         ust take
                                                                                                                                                                                                                                                                                                                                                                              ome t
                                                                                                                                                                                                                                                                                                                                                                                                                                 the first time in all his experience that he had seen a colored child deliberately master ar
                                                                                                                                                               cile as a lamb? Wh
                                                                                                                                                                                            at str
                                                                                                                                                                                                                                                                                                                                                                                                                                   r over her superior? These and other simi- lar questions flashed into Darby's mind, bu
                                                                                                                                                                                                                                                                                                                                                                                                                                      e uncle took his whipping. Strangely, too, I had devoted nearly a quarter of a centur al conquest, and finished by asking, "What can you make of it? What strange pow
                                                                                                                         sual experience
r to the study of the power which enabled an ignorant, illiterate colored child to conquer an intellige
                                                                                                                          man. As we st
                                                                                                                                                                                                                                                                                                                                                                                                                 nu- su
er did that child use, that so completely whipped my uncle?" The answer to his question will be f
                                                                                                                             ound in the
                                                                                                                                                                                                                                                                                                                                                                                                             nable anv
tumbled upon. Keep your mind alert, and you will observe exactly what strange power came
                                                                                                                                                             e o
                                                                                                                                                                                                                                          catch a glimpse of this power in the next chapter. Somewhere in the book you will find an idea that will quicken you
                                                                                                                                                                                                                                                                                                                                                                                                                                           ce at your command, for your own benefit, this same irresistible power. The aw
                                                                                                                                                                             f the c
                                                                                                                                                                                                                                                                                                                                                                                                         ve powers, and pla
                                                                                                                                                                             uent c
                                                                                                                                                                                                                                          It may come in the form of a single idea. Or, it may come in the nature of a plan, or a purpose. Again, it may cause you to go back in
                                                                                                                                                                                                                                                                                                                                                                                                                                            of failure or defeat, and bring to the surface some lesson by which you can reg
ain all that you lost through defeat. After I had described to Mr. Darby the power unwittingly used by the little colored child, he qu
                                                                                                                                                                                                                                      years of experience as a life insurance sales- man, and frankly acknowledged that his success in that field was due, in no small degree, to the lesson he had learned from
                                                                                                                                                                                                                                                                                                                                                                                                                                            the child. Mr. Darby pointed out: "every time a prospect tried to bow me out, wi
                                                                                                                                                                                                                                    r portion of all sales I have made, were made after people had said "NO'." He recalled, too, his mistake in having stopped only three feet from gold, "but," he said, "that expe
er how hard the going may be, a lesson I needed to learn before I could succeed in anything." This story of Mr. Darby an
                                                                                                                                                                                                                blored child and the gold mine, doubt-less will be read by hundreds of men who make their living by selling life insur- ance, and to all of these, the author wishes to offer the suggestion
                                                                                                                                                                                                                                                                                                                                                                                                                                          hat Darby owes to these two experiences his ability to sell more than a million do
llars of life insurance every year. Life is strange, and often imponderable! Both the successes and the failures have t
                                                                                                                                                                                                   oots in simple experiences. Mr. Darby's experiences were commonplace and simple enough, yet they held the answer to his destiny in life, therefore they were as important (to him) as life itself. He
                                                                                                                                                                                                                                                                                                                                                                                                                                         profited by these two dramatic experi- ences, because he analyzed them, and four
 the lesson they taught. But what of the man who has neither the time, nor the inclination to study failure in searc
                                                                                                                                                                                                                                                                                                                                                           epping stones to opportunity? In answer to these question
                                                                                                                                                                                                                                                                                                                                                                                                                                         s, this book was written. The answer called for a de- scription of thirteen principle
 but remember, as you read, the answer you may be seeking, to the questions which have caused you to ponder
                                                                                                                                    as. Before we d
                                                                                                                                                               o any further in our approach to the description of these principles, we beli
                                                                                                                                                                                                                                                                                                                                                                       ed to receive this im portant suggestion.... WHEN
NCE, THAT ONE WONDERS WHERE THEY HAVE BEEN HIDING DURING ALL THOSE LEAN YEARS. This
                                                                                                                                                                                                                                                                                                                                                                                                                                        d long. When you begin to THINK AND GROW RICH, you will observe that riches be
gin with a state of mind, with definiteness of purpose, with little or no hard work. You, and every o
                                                                                                                                                                                                                                                                                                                                                                                                                    twenty-five years in research, analyzing more than 25,000 people, because I, too, wanted to know "ho
                                                                                                                                     r person,
                                                                                                                                                                                                                                                                                                                                                                        act riches. I spen
                                                                                                                                                                                                                                                                                                                                                                         1929, and contin
fice. Then the de- pression began to fade into nothingness. Just as an electrician in a theatre
                                                                                                                                                   s the lights so gradually that darkness is transm
                                                                                                                                                                                                                                                                                                                                                                          ou realize it, so
                                                                                                                                                                                                                                                                                                                                                                                                                                   did the spell of fear in the minds of the people gradually fade away and become faith.
                                                                                                                                                                                                                                                                                                                    efore v
                                                                                                                                                                                                                                                                                                                                                                                                                                         e knows all the things which CANNOT be done. This book was written for those w
ho seek the rules which have made others successful, and are willing to stake everything
                                                                                                                                   e rules. A great many years ago I purchas
                                                                                                                                                                                                                                                                                                                     ionary
                                                                                                                                                                                                                                                                                                                                                                              The first thi
                                                                                                                                                                                                                                                                                                                                                                             ves to becom
                                                                                                                                                                                                                                                                                                                                                                                                                                        FAILURE CONSCIOUS. The object of this book is to help all who seek it. to learn
                                                                                                                      ESS. Another weakness found in altogether too mar
                                                                                                                                                                                                                                                                                   ple, is the h
                                                                                                                                                                                                                                                                                                              abit of measurin
                                                                                                                                                                                                                                                                                                                                                                              nd everyone
                                                                                                                                                                                                                                                                                                              ese unfortunate p
                                                                                                                                                                                                                                                                                                                                               ople remind me
                                                                                                                                                                                                                                                                                                                                                                               of a prominer
                                                                                                                                                                                                                                                                                    d impresse
                                                                                                                                                                                                                                                                                                              d him as being th
                                                                                                                                                                                                                                                                                                                                                                              characteristic o
                                                                                                                                                                                                                                                                                                                                                                                                                                       slant," BECAUSE THEY ARE NOT THE SAME AS OUR OWN. Millions of people look
our eves are off slant!" What do we say about the Chinese? We refuse to believe that which we do not understand. We foolishly
                                                                                                                                                                                                                                                                                   e the propo
                                                                                                                                                                                                                                                                                                                                                                               other fellow's ev
                                                                                                                                                                                                                                                                                                              r meas- ure of limit
                                                                                                                                                                                                                                                                                                                                               ations. Sure. the
at the achievements of Henry Ford, after he has arrived, and envy him, because of his good fortune, or luck, or genium
                                                                                                                                                                                                                                                                                                                                                                                thousand knows
                                                                                                                                                                                                                                                                                                                                                                                                                                       of Ford's success, and those who do know are too modest, or too reluctant, to spea
                                                                                                                                                                                                                                                                                                              rhaps one persor
k of it, because of its sim- plicity. A single transaction will illustrate the "secret"
                                                                                                                                                                                                                                                                                                              to build an engine
                                                                                                                                                                                                                                                                                                                                               with the entire eig
                                                                                                                                                                                                                                                                                                                                                                                                               in one bloc
                                                                                                                                                                                                                                                                                                                                                                                                                                       k, and instructed his engineers to produce a design for the engine. The design was
                                                                                                                                                                                                    ine block ir
                                                                                                                                                                                                                                                                                                                                                                                                                                         and stay on the iob until you succeed no matter how much time is required." The
                                                                                                                                                                                                                                                Another six months passed, and still nothin
engineers went ahead. There was nothing else for them to do, if they were to re
                                                                                                                                                                                                                                                                                                                                                                                                                                       y out the orders, but the thing seemed out of the question; "im- possible!" At the en
                                                                                                                                                                                                                                                                                                                                               ngineers tried eve
                                                                                                                                                                                                                                                                                                                                                                                ry conceiv- able
                                                                                                                                                                                                                                                                                                                                                                                                              vered. The Ford DETERMINATION had won once more! This story may not be described with minute accurs of success. One of these is DESIRE: knowing what one wants. Remember this Ford story as you read, a
                                                                                                                                                                             "Go rig
                                                                                                                                                                                                   ht ahead," said Ford, "I want
                                                                                                                                                                                                                                                  it. and I'll have it." They went ahead, and
d of the year Ford checked with his engineers, and again they informed him they
                                                                                                                                             out his orders
                                                                                                                                                                                                                                                                                                              then, as if by a stro
                                                                                                                                                                                                                                                                                                                                               ke of magic, the s
                                                                                                                                                                                                                                                                                                                                                                                ecret was disco
acy, but the sum and substance of it is correct. Deduce from it, you who wish to THINK AND GROW RICH, the s
                                                                                                                                                                                                   s, if you can. You'll not have
                                                                                                                                                                                                                                                    to look very far. Henry Ford is a success
                                                                                                                                             ecret of the For
                                                                                                                                                                            d millior
                                                                                                                                                                                                                                                                                                              because he unde
                                                                                                                                                                                                                                                                                                                                               rstands, and app
                                                                                                                                                                                                                                                                                                                                                                                lies the principle
                                                                                                                                                                                                                                                                                                                                                                                                               alling for which you are suited. YOU ARE "THE MASTER OF YOUR FATE, THE CAPTAIN OF YOUR SOUL,
nd pick out the lines in which the secret of his stupendous achievement have been described. If y
                                                                                                               ou can do this
                                                                                                                                               if you can lay y
                                                                                                                                                                            our fing
                                                                                                                                                                                                   er on the particular group of
                                                                                                                                                                                                                                                       principles which made Henry Ford ri
                                                                                                                                                                                                                                                                                                             ch, you can equal
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                                                                                                                                                                                                                                                                                                                                                                              s in almost any c
BECAUSE... When Henley wrote the prophetic lines, "I am the Master of my F
                                                                                                                                                                                                                                                                Masters of our Fate, the Capt
                                                                                                                                                 y Soul," hé sh
                                                                                                                                                                                                   ve informed us that we are the
                                                                                                                                                                                                                                                                                                                                                                                                                    ntrol our thoughts. He should have told us that the ether in which this little earth floats, in which we
                                                                                                                                                                             ould ha
                                                                                                                                                                                                                                                                                                              ains of our Souls.
                                                                                                                                                                                                                                                                                                                                               because we hav
                                                                                                                                                                                                                                                                                                                                                                              e the power to co
move and have our being, is a form of energy moving at an inconceivably hig
                                                                                                                                                                                                                                                                   ersal power which ADAP
                                                                                                                                                                                                                                                                                                             TS itself to the nat
                                                                                                                                                that the ether
                                                                                                                                                                                                                                                                                                                                                                                                                           our minds; and INFLU- ENCES us, in natural ways, to transmute our thoughts into their physic
                                                                                                               e of vibration, a
                                                                                                                                                                                                               with a form of univ
                                                                                                                                                                                                                                                                                                                                                                              uahts we hold in
al equiva- lent. If the poet had told us of this great truth, we would know WHY
                                                                                                       IS t hat we are the Mas
                                                                                                                                             ters of our Fate, th
                                                                                                                                                                             e Capta
                                                                                                                                                                                                                ins of our Souls. He
                                                                                                                                                                                                                                                                        should have told us,
                                                                                                                                                                                                                                                                                                                                                                            s, that this power
                                                                                                                                                                                                                                                                                                                                                                                                                           makes no attempt to discriminate between de- structive thoughts and constructive thoughts, th
                                                                                                                                                                                                                                                                                                             with great emphasi
at it will urge us to translate into physical reality thoughts of poverty, just as
                                                                                                                                                                                                                ches. He should hav
                                                                                                                                                                                                                                                                         e told us, too, that o
                                                                                                                                                                                                                                                                                                                                                                                                                          e domi- nating thoughts which we hold in our minds, and, by means with which no man is fami
                                                                                                   ckly as it will influence us
                                                                                                                                             to act upon thoug
                                                                                                                                                                             hts of r
                                                                                                                                                                                                                                                                                                             ur brains become
                                                                                                                                                                                                                                                                                                                                                                            magnetized with th
iar, these "magnets" attract to us the forces, the people, the circumstances
                                                                                                        which harmonize with
                                                                                                                                              he nature of our d
                                                                                                                                                                             ominati
                                                                                                                                                                                                                ng thoughts. He shoul
                                                                                                                                                                                                                                                                            d have told us, tha
                                                                                                                                                                                                                                                                                                             t before we can ac
                                                                                                                                                                                                                                                                                                                                                                            cumulate riches in
                                                                                                                                                                                                                                                                                                                                                                                                                           great abundance, we must magnetize our minds with intense DESIRE for riches, that we must
be- come "money conscious until the DESIRE for money drives us to create
                                                                                                                                                                                                                                                                                                                                                                                                                           eaving those who followed him to interpret the philo- sophical meaning of his lines. Little by lit
                                                                                                        ans for acquiring it.
                                                                                                                                             ut, being a poet, a
                                                                                                                                                                             nd not a
                                                                                                                                                                                                                 philosopher, Henley co
                                                                                                                                                                                                                                                                                                             y stating a great tr
                                                                                                                                                                                                                                                                                                                                                                           uth in poetic form.
tle, the truth has unfolded itself, until it now appears certain that the princip
                                                                                                                                                                                                                                                                                                                                                                          f these principles. M
                                                                                                                                                                                                                                                                                                                                                                                                                           aintain a spirit of open-mindedness, and remember as you read, they are the invention of no o
                                                                                                            in this book, hold t
                                                                                                                                                                                                                our economic fate. We ar
                                                                                        les described
                                                                                                                                             he secret of mast
                                                                                                                                                                             ry over
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                                                                                                            who actually accu
                                                                                                                                                                                                                                                                                                                                                                         without influence. The
                                                                                                                                                                                                                                                                                                                                                                                                                           principles worked for these men. You can put them to work for your own enduring benefit. Yo
ne man. The principles were gathered from the life experiences of more tha
                                                                                                                                             mulated riches in
                                                                                                                                                                                                                ounts; men who began in p
                                                                                                                                                                                                                                                                                ov- erty, with b
                                                                                                                                                                                                                                                                                                             ut little education.
                                                                                                                                                                             uge am
u will find it easy, not hard, to do. Before you read the next chapter, I want
                                                                                                                                                                                                                                                                                                                                                                                                                            ges of stupendous proportions to two people described. I want you to know, also, that the rel
                                                                                                              that it conveys
                                                                                                                                             actual in- formation
                                                                                                                                                                                                                  might easily change your enti
                                                                                                                                                                                                                                                                                                              estiny, as it has so
                                                                                                                                                                                                                                                                                                                                                                         definitely brought cha
                                                                                                                                                                                                    so. One of them has been my closest persona
ationship between these two men and myself, is such that I could have tak
                                                                                                             s with the facts
                                                                                                                                             even if I had wish
                                                                                                                                                                             ed to do
                                                                                                                                                                                                                                                                                   I friend for a
                                                                                                                                                                                                                                                                                                              Imost twenty-five
                                                                                                                                                                                                                                                                                                                                                                        ears, the other is my o
                                                                                                                                                                                                                                                                                                                                                                                                                       wn son. The unusual success of these two men, success which they generously accredit to the pr
                                                                                                                                                                                                   of this principle. Almost fifteen years ago, I delivere
                                                                                                                                                                                                                                                                                                                                                                                                               lem. West Virginia. I emphasized the principle described in the next chap- ter, with so much intensity that
nciple described in the next chapter, more than justifies this personal refe
                                                                                                                                                                                                                                                                                                             encement Address
                                                                                                                                                                                                                                                                                                                                                                          at Salem Col- lege, Sa
                                                                                               e as a me
                                                                                                             ans of emphasiz
                                                                                                                                             ing the far-flung
                                                                                                                                                                             power
                                                                                                                                                                                                                                                                                  d the Comm
                                                                                                                                                                                                   g man is now a Member of Congress, and an important f
one of the members of the graduating class defi- nitely appropriated it, an
                                                                                                                                                                                                                                                                                                                                                                                                              is book went to the publisher, he wrote me a letter in which he so clearly stated his opinion of the principl
                                                                                               de it a pa
                                                                                                                                             n philosophy. T
                                                                                                                                                                             he youn
                                                                                                                                                                                                                                                                                   actor in the
                                                                                                                                                                                                                                                                                                              present administr
                                                                                                                                                                                                                                                                                                                                                                         a- tion. Just before th
e outlined in the next chapter, that I have chosen to publish his letter as an
                                                                                                                                              apter. It give
                                                                                                                                                                                                    idea of the rewards to come. "My dear Napoleon: "My serv
                                                                                                                                                                                                                                                                                                                                                                                                              nsight into the problems of men and women, I am writing to offer a suggestion which may become helpful
                                                                                                                                                                           s you an
                                                                                                                                                                                                                                                                                    ice as a Me
                                                                                                                                                                                                                                                                                                             mber of Congress
                                                                                                                                                                                                                                                                                                                                                                          having given me an i
to thousands of worthy people. "With apologies, I must state that the sugg
                                                                                                                                                                                                   will mean several years of labor and responsibility for you, b
                                                                                                                                                                                                                                                                                                                                               the sugges serve the p
                                                                                                                                                                                                                                                                                                                                                                           tion, because I kno
                                                                                                                                                                                                                                                                                                                                                                                                                                       ve for rendering useful service. "In 1922, you delivered the Commencement addres
                                                                                                             estion, if act
                                                                                                                                                                           ed upon,
                                                                                                                                                                                                                                                                                    ut I am en-
s at Salem College, when I was a member' of the graduating class. In that ad
                                                                                                            you planted i
                                                                                                                                                                          n my mind
                                                                                                                                                                                                                            ch ha
                                                                                                                                                                                                                                           s been respon- sible for
                                                                                                                                                                                                                                                                                     the opport
                                                                                                                                                                                                                                                                                                             unity I now have to
                                                                                                                                                                                                                                                                                                                                                                            eople of my State, a
                                                                                                                                                                                                                                                                                                                                                                                                                                       sponsible, in a very large measure, for whatever success I may have in the future. '
                                                                                                                                                                         em College,
The suggestion I have in mind is, that you put into a book the sum and substance of the address you delivered at Sal
                                                                                                                                                                                                                                                                                                                                                                                                                                       ociation with the men who, by their greatness, have made America the richest natio
                                                                                                                                                                                                                                                 ive the people of Am
                                                                                                                                                                                                                                                                                    erica an o
                                                                                                                                                                                                                                                                                                             pportunity to profit
                                                                                                                                                                                                                                                                                                                                                by your ma
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                                                                                                                                                                                                                                                                                                                                                                                                              nce and ass
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n on earth. "I recall, as though it were yesterday, the marvelous description you gave of the method by which Henry Ford,
                                                                                                                                                                                                                                                                                                              ntial friends, rose t
                                                                                                                                                                                                                                                                                                                                                                             ts. I made up my m
                                                                                                                                                                                                                                                                                                                                                                                                                                       en before you had finished your speech, that I would make a place for myself, no m
                                                                                                                                                                       with but
                                                                                                                                                                                                    little schoo
                                                                                                                                                                                                                                                                                     h no influe
                                                                                                                                                                                                                                                                                                                                               o great heigh
atter how many difficulties I had to surmount. "Thousands of young people will finish their schooling this year, and within the n
in life. You can tell them, because you have helped to solve the problems of so many, many people. "If there is any possible way that
                                                                                                                                                                                                                                                   one of them will b
                                                                                                                                                                                                                                                                                                                                                                                                                                        received from you. They will want to know where to turn, what to do, to get started
                                                                                                                                                                                                                             very
                                                                                                                                                                                                                                                                                     e seeking
                                                                                                                                                                                                                                                                                                              iust such a messa
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                                                                                                                                                                                                                                                                                                                                                                                                              as the one I
                                                                                                                                                                                                                                                                                                                                                                              ou include with e
                                                                                                                                                                                                                                                                                                                                                                                                                                       y book, one of your Personal Analysis Charts, in order that the purchaser of the bo
                                                                                                                                                                                                                                                      render so great
                                                                                                                                                                                                                                                                                     a service,
                                                                                                                                                                                                                                                                                                              may I offer the su
                                                                                                                                                                                                                                                                                                                                               agestion that v
ok may have the benefit of a complete self-inventory, indicating, as you indicated to me years ago, exactly what is standing in the way of success. "Such a servi
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                                                                                                                                                                                                                                                         this, provid
                                                                                                                                                                                                                                                                                    ing the rea
                                                                                                                                                                                                                                                                                                              ders of your book
                                                                                                                                                                                                                                                                                                                                                with a complet
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                                                                                                                                                                                                                                                                                                                                                                                                                                       ure of their faults and their virtues, would mean to them the difference between suc
                                                                                                                                                                                                                                                                                                                                                                                                                                        people would wel- come the opportunity to tell you their problems, and to receive
cess and failure. The service would be priceless. "Millions of people are now facing the problem of staging a come-back, because of the depres- sion, and I spea
                                                                                                                                                                                                                                                                                    sonal expe
                                                                                                                                                                                                                                                                                                              rience when I sav.
                                                                                                                                                                                                                                                                                                                                               I know these ea
your suggestions for the solu- tion. "You know the problems of those who face the necessity of beginning all over again. There are thousands of people in Amer
                                                                                                                                                                                                                                                                                                                                                                                                                                       now how they can convert ideas into money, people who must start at scratch, wi
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                                                                                                                                                                                                                                                                                                                                                                                     e to k
out finances, and recoup their losses. If anyone can help them, you can. "If you publish the book, I would like to own the first copy that conies from the press, p
                                                                                                                                                                                                                                                                                                                                                                                                                                       u. "With best wishes, believe me, "Cordially yours, "JENNINGS RANDOLPH" Chapt
                                                                                                                                                                                                                                                                                                                    utogra
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                                                                                                                                                                                                                                                                                                                                                                                     by yo
er 2 Desire: The Starting Point of All Achievement The First Step toward Riches WHEN Edwin C. Barnes climbed down from the freight train in Orange, N. J., more tha
                                                                                                                                                                                                                                                                                                                                                                                                                                       ve resembled a tramp, but his thoughts were those of a king! As he made his way f
                                                                                                                                                                                                                                                                                  ty yea
                                                                                                                                                                                                                                                                                                                    rs ago,
om the railroad tracks to Thomas A Edison's office, his mind was at work. He saw himself standing in Edison's presence. He heard him- self asking Mr. Edison for an opportu
                                                                                                                                                                                                                             nity t
                                                                                                                                                                                                                                                                                                                                                     e one
                                                                                                                                                                                                                                                                                                                                                                                     CON
                                                                                                                                                                                                                                                                                                                                                                                                                                       SUMING OB- SESSION OF HIS LIFE, a BURNING DESIRE to become the business a
ssociate of the great inventor. Barnes' desire was not a hope! It was not a wish! It was a keen, pulsating DE- SIRE, which transcended everything else. It was DEFINITE. The desire wa
                                                                                                                                                                                                                                                                                                                                                                                                                                    Edison. It had been Barnes' domi- nating desire for a long time. In the beginning, whe
                                                                                                                                                                                                                                                                                                                    en he a
                                                                                                                                                                                                                                                                                                                                                     pproa
n the desire first appeared in his mind, it may have been, probably was, only a wish, but it was no mere wish when he appeared before Edison with it. A few years later, Edwin C. Barnes agair
                                                                                                                                                                                                                                                                                                                                                                                                                           e office where he first met the inventor. This time his DESIRE had been translated into reality
                                                                                                                                                                                                                                                                                d before
                                                                                                                                                                                                                                                                                                                                                                                     e sam
He was in business with Edison. The dominating DREAM OF HIS LIFE had become a reality. Today, people who know Barnes envy him, because of the "break" life yielded him. They see him in the da ys of goal, placed all his energy, all his will power, all his effort, everything back of that goal. He did not become the part- ner of Edison the day he arrived. He was content to start in the most menial work, as long as
                                                                                                                                                                                                                                                                                                                                                                                                                  the trouble to inves- tigate the cause of his success. Barnes succeeded because he chose a definit
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                                                                                                                                                                                                                                                                                                                    h. with
                                                                                                                                                                                                                                                                                                                                                      out ta
                                                                                                                                                                                                                                                                                                                                                                                                         ke even one step toward his cherished goal. Five years passed before the chance he had been seeking made
                                                                                                                                                                                                                                                                             provided an
ts appear- ance. During all those years not one ray of hope, not one promise of attainment of his DESIRE had been held out to him. To everyone, except himself, he appeared only another cog in the Edison business wheel, bu
                                                                                                                                                                                                                                                                                                                                                                                             PARTNER OF EDISON EVERY MINUTE OF THE TIME, from the very day that he first went to work there. It is a remarka
e illustration of the power of a DEFINITE DESIRE. Barnes won his goal, because he wanted to be a business associate of Mr. Edison, more than he wanted anything else. He created a plan by which to attain that purpose. But he B
                                                                                                                                                                                                                                                                      URNED ALL BRID
                                                                                                                                                                                                                                                                                                                   GES BE
                                                                                                                                                                                                                                                                                                                                                                                HIM. He stood by his DESIRE until it be- came the dominating obsession of his life-and-finally, a fact. When he went to Orange, he di
                                                                                                                                                                                                                                                                                                                                                     HIND
d not say to himself, "I will try to induce Edison to give me a job of some soft." He said, "I will see Edison, and put him on notice that I have come to go into business with him. He did not say, "I will work there for a few months, and if I get no encouragement
                                                                                                                                                                                                                                                                                                                                                     quit an d get a job somewhere else." He did say, "I will start anywhere. I will do anything Edison tells me to do, but before I am through, I will be his associ- a
te." 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." He said, "There is but ONE thing in this world that I am determined to have, and that is a business association with Thomas A. Edison. I will burn all bridges behind me, and stake my ENTIRE FU- TURE on my ability to get what I want." He left himself no possible way of retreat. He had to win or perish! That is all there is to the Barnes stor
y of success! A long while ago, a great war- rior faced a situation which made it necessary for him to make a decision which insured his success on the battlefield. He was about to send his armies against a powerful foe, whose men outnumbered his own. He loaded his soldiers into boats, sailed to the enemy's country, unloaded soldiers and equipment, then gave the order to burn the ships that had carried them. Addressing his men before the first battle, he said,
You see the boats going up in smoke. That means that we cannot leave these shores alive unless we win! We now have no choice-we win-or we perish! They won. Every person who wins in any undertaking must be willing to burn his ships and cut all sources of retreat. Only by so doing can one be sure of maintaining that state of mind known as a BURNING DESIRE TO WIN, essential to success. The morning after the great Chicago fire, a group of merchants stood wins to success. The morning after the great Chicago fire, a group of merchants stood wins to success.
on State Street, looking at the smoking remains of what had been their stores. They went into a conference to decide if they would try to rebuild, or leave Chicago and start over in a more promising section of the country. They reached a decision-all ex- cept one-to leave Chicago. The merchant who decided to stay and rebuild for leave Chicago and start over in a more promising section of the country. They reached a decision-all ex- cept one-to leave Chicago and start over in a more promising section of the country. They reached a decision-all ex- cept one-to leave Chicago and start over in a more promising section of the country. They reached a decision-all ex- cept one-to leave Chicago and start over in a more promising section of the country. They reached a decision-all ex- cept one-to leave Chicago and start over in a more promising section of the country. They reached a decision-all ex- cept one-to leave Chicago and start over in a more promising section of the country. They reached a decision-all ex- cept one-to leave Chicago and start over in a more promising section of the country. They reached a decision-all ex- cept one-to leave Chicago and start over in a more promising section of the country. They reached a decision-all ex- cept one-to-leave Chicago and start over in a more promising section of the country. They reached a decision-all ex- cept one-to-leave Chicago and start over in a more promising section of the country.
other merchants, be- cause it is the same difference which distinguishes Edwin C. Barnes from thou- sands of other young men who have worked in the Edison organization. It is the same difference which distinguishes practically all who succeed from those who fail. Every human being who reaches the age of mind that becomes an obsession, to the purpose of mon- ey, wishes for it. Wishing will not bring riches. But desiring riches who fail. Every human being who reaches the age of mind that becomes an obsession, to the purpose of mon- ey, wishes for it.
hen planning definite ways and means to ac- quire riches, and backing those plans with persistence which does not recognize failure, will bring riches. The method by which DESIRE for riches can be transmuted into its financial equivalent, consists of six definite, practical steps, viz: First. Be definite as to the amount of money you desire. It is not sufficient merely to say "I want plenty of money." First. Be definite as to the amount of money. There is no such reality as "something for nothing.) Third. Establish a definite date when you intend to give in return for the money you desire. (There is no such reality as "something for nothing.) Third. Establish a definite date when you intend to give in return for the money you describe clearly the plan through which you intend to accumulate it. Sixth. 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. It is important that
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