



The Path to Personal Power

Or;

The White Papers on Secrets of Self Empowerment.

Dan White

Tel 1-905-668-4816

Fax 1-905-668-3617

E-Mail dw@911taxes.com

Dan White

Speaker, Trainer and Consultant

PROFILE

Dan White is an author, professional speaker, trainer and consultant, with extensive business and training experience. Dan teaches professional development skills for individuals, corporations, small business, and educational institutions.

Dan's approach to self-improvement attracts considerable media attention because of his human nature approach to learning. This is particularly evident in his role as "Master of the Mess" or "The King of Clutter." He has been featured as a radio and TV guest on numerous programs. Such as the Dini Petty Show, CFTO Eye On Toronto, Channel 11 New Attitudes, CBC Radio Noon, CTV Homestyles, CBC 5:30 Live, Cable 10 Time For Business, CFRB the John Stoll Show and the Allen Meyer Show, CIUT, FAN 1430, etc. Dan has also been featured in numerous publications across the country.

Many individuals use Dan's services as a mentor/coach to enhance their career and business skills.

Assertiveness is a skill necessary to maintain one's self respect, to survive in this world one requires "Assertiveness Skills" defined as that happy balance between aggression and timidity, the ability to not be stomped on. Through Dan's training numerous people now feel better about themselves, and say "no!" where it's appropriate.

Experience includes being a Dale Carnegie Associate, and Accomplished Toastmaster. He has a strong business background, having held senior positions in various companies in Canada. He was involved in an advisory capacity to education in Ontario, is the President of Tax Audit Solutions, a high end tax solutions company.

I CHOOSE TO BE ME



It's my right to be successful and respected. I assert my rights. I seek opportunity ... not security. I do not wish to be a kept citizen, humbled and dulled by having others walk on me, or to set my goals for me. I set my own goals, and I take the calculated risks and assert my rightful position in life: To dream and to build my own future, to fail and to succeed. I refuse to barter my self-respect in the name of being "nice." I prefer the challenges of life to the guaranteed existence: The thrill of fulfillment to the stale calm of an unquiet peace. I will not trade my self-respect or dignity for a job, or for others wishes or desires. I will never cower before any master nor bend to any threat. It is my heritage to stand erect, proud and unafraid. It is up to me to think and act for myself. When I assume my personal power, only then can I enjoy the benefits of my creations and to face the world boldly and say, this I have done.

Your growth to personal power could be this book where you follow the path of understanding of who you are versus who you want to be.

In self-knowledge there is personal power, I invite you to take the journey of self-understanding by traveling the path of the pages herein.

Dan White

PARADE OF MASKS



DON'T BE FOOLED BY ME

"Don't be fooled by me.
Don't be fooled by the face I wear.
For I wear a thousand masks, masks that I'm afraid to take off,
And none of them are me.
Pretending is an art that's second nature with me,
But don't be fooled; for God's sake don't be fooled.
I give the impression that I'm secure,
That all is sunny and unruffled with me,
Within as well as without
That confidence is my name and coolness is my game
That the water's calm and I'm in command,
And that I need no one.
But don't believe me. Please.

My surface may seem smooth, but my surface is my mask
Beneath this:
Dwells the real me in confusion, in fear and aloneness,
I panic at the thought of my weakness and fear of being exposed.
That's why I frantically create a mask to hide behind,
A nonchalant, sophisticated facade
To help me pretend, to shield me from the glance that knows.
But such a glance is precisely my salvation. My only salvation,
And I know it.
That is if it's followed by acceptance, if it's followed by love.
It's the only thing that will assure me of that I can't assure
myself - that I am worthy.

But I don't tell you this. I don't dare. I'm afraid to.
I'm afraid your glance will not be followed by acceptance and love.
I'm afraid you'll think less of me, that you'll laugh at me
And your laugh would kill me.
I'm afraid that deep down I'm nothing, that I'm no good
And that you will see this and reject me.
So I play my game, my desperate game,
With a facade of assurance without, and a trembling child within.
So begins the parade of masks. And my life becomes a front.

Who am I, you may wonder? I am someone you know very well.
For I am every man, I am every woman you meet."

----author unknown and it has been published in a number of books and on the web.

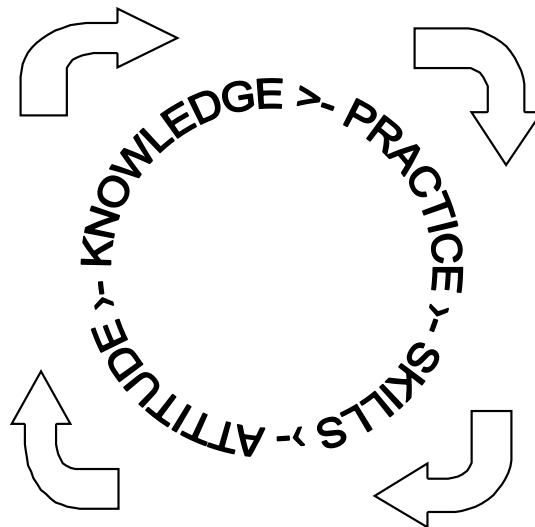
Let us begin with a simple lesson about personal power:

THE POWER OF THE QUESTION

?

The most powerful tool of assertiveness is the question.
With the power of the question,
You can be in control.

Cycle of Self-Development



Needs, Desire, Knowledge, Application = Skills

Please begin this book with the understanding that those who question are those who hold the ultimate power of persuasion. Use the question wisely and begin the self-exploration within. When you question and change what is within you, only then can you create the exterior image of who you are.

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Things You Can Do to Create a More Positive Image

1. Become Genuinely Interested in Other People - Regardless of the physical assets your company may have, it's the *people* who will make you successful. They are your key assets and getting to know them should be as natural as knowing the technical aspects of your job. Being genuine is the key here. Don't play games by getting to know others only for your own personal gain. Getting to know each other should be mutually beneficial.
2. Smile - Whether you're pleasant to be around or not depends not on the situation, but on you. Image is created by such seemingly minor considerations.
3. Remember that a Person's name is to that Person the Sweetest and Most Important Sound in Any Language - This is crucial when dealing with those you don't see very often. An executive's image can be based on such a simple thing as remembering a person's name and using it frequently.
4. Be a Good Listener - Encourage Others to Talk about Themselves. Executives run on information and what a better way to find out what's going on than to follow this principle. Listen with everything you've got. HOW you listen says volumes about where your thoughts are.
5. Talk in Terms of the Other Person's Interest - We are all thinking about ourselves most of the time. Why not create a stronger executive image by putting away our own concerns for a while and talking about that others are thinking.
6. Make the Other Person Feel Important - And Do It Sincerely - "Make dealing with you important to me, and I will work hard for you". Much of our executive image rests with our co-workers. When our dealings let them see that we appreciate their contributions to what is achieved, we are building a strong bond that will withstand the pressures of day-to-day struggles.
7. Give up on the need to be right. For therein lies the limit of your growth and confidence. When one needs to be right they are weak and defensive.
8. Learn to love to be wrong. For therein lies the absolute height of self worth and confidence. Ask for help in being wrong and you will learn that which you were unaware.

TIPS FOR BUILDING SELF ESTEEM

Look In, Look Up, Look Out

1. HAVE FAITH IN A HIGHER POWER.
As long as your are alive, anything can and will happen.
2. THE POWER KEYS:
 - (A) Get to know and hunt for your inner voice.
 - (B) Respect, Value and Trust yourself.
 - (C) Be able to move on by letting go of the past.
 - (D) Take the responsibility “that everything that happens to you is as a result of choices you have made.
 - (E) Strengthen your will to make things happen.
 - (F) Strengthen your ability to “Be” alone.
 - (G) Strengthen your ability to motivate yourself.
 - (H) Build your spiritual power.
 - (I) Learn to inspire yourself
 - (J) Build your awareness of that which you are unaware.
3. Define the person you want to be.
4. Do the things that this person would do.
5. Understand that your inner “voice” is your wiser self.
6. Develop your “awareness” and your “awareness of your un-awareness.”
7. Cut off negative people from your life. They damage your self-esteem.
8. Get physically fit. Be in the shape you desire to be in, to avoid wasting energy on feeling bad about your shape (e.g. weight)
9. When your inner voice shouts “Don’t do it!” Listen to it. Do not drown it out with rationalizations.
10. Take time to pamper yourself.
11. The inner voice, is the guardian of the self.
12. Don’t worry about whether it is your imagination or your inner voice speaking.
13. Be true to yourself. Find out how to make a living doing what you want. (Determine that which you love to do.)
14. Do not avoid doing what you love.
15. Educate yourself on how to do what you love.

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16. Remember your life's diversions helped to educate you.
17. To get back on track, do more of what you love.
18. One way to find your path is to remember what you wanted to do when you were younger.
19. Look for solutions, not for problems.
20. Picture yourself on your death bed. Replay your life, how should you have lived it?
21. Remember this is your opportunity to live your life as it should be lived.
22. You have good self-esteem when you are free to live your life without fear, guilt or shame. When you can maintain your happiness in the moment, you have the opportunity to be happy. When there are no dark clouds over you, the golden rays of the sun can shine down into the very centre of yourself. You can not have good self-esteem in the past or the future. Good self-esteem is happiness in the present.
23. Self-Esteem is a good estimation of yourself.
24. To have good self-esteem you have to love yourself.
25. To improve your self-esteem you have to change your "self reputation" You have to change what you think of yourself.
26. Your self-image was created based on what others thought of you.
27. Reprogram what you think of yourself, and you will have re-programmed your self-esteem.
28. List all your accomplishments, and good traits.
29. Define a perfect person and compare yourself. You will get an immediate boost when you realize how close you are to perfect.
30. Set your own standards and live up to them.
31. TO BUILD SELF ESTEEM.
 - (A) Face your problems.
 - (B) Be action oriented.
 - (C) Find a small goal, and succeed in it.
 - (D) Challenge your negative thinking about yourself.
 - (E) Understand your darker moods.
 - (F) Get in physical shape.

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- (G) Be generous; contribute to the world around you.
- (H) Have a mentor
- (I) Stand up for your rights.
- (J) Read inspirations.

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RESPONSIBILITY:

Responsibility begins with saying you are responsible for everything that happens to you. For you are the creators of your own destiny.

Responsibility is not burden. It is not fault, praise, blame, credit, shame or guilt. Responsibility is taking responsibility for the future results of the present actions.

It is taking responsibility for “what you are doing right now is what you do in these circumstances.”

In responsibility, there is no evaluation of good or bad, right or wrong. It is simply the way it is. It is what that is so, and what is your stand on the matter.

Being responsible starts with the willingness to deal with a situation from the point of view that you are the generator of what you create, what you have and what you are. This is not about the truth, but it is about a place to stand.

Others cannot make you responsible, nor can you impose responsibility on someone else. It is a grace you give yourself, it is an empowering context that leaves you with a say in the matter of your life and control of your destiny and having sound self-esteem.

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Some thoughts about Self Esteem

Remember the Serenity Prayer:

God give me the strength to change the things I can,
Give me the serenity to accept the things I cannot change,
And give me the wisdom to know the difference.

Be in control of yourself

Achieving accomplishments that lead towards long-term goals develops a sense of positive self.

Develop the power of choice:

Understand that everything that happens to you is as a result of choices you make.

Give up on the need to be right:

So long as you feel a need to be right, you are open to attacks that can affect your self-esteem. Needing to be right leads to defensiveness. Not needing to be right leads to curiosity and learning.

Love to be wrong:

In so doing you keep your personal power and open your mind to new information.

Be open minded:

Remember that the need to be right limits your open mindedness. If you need to be right then you may hesitate to explore new ideas or new thinking.

Open your reality filters:

Once we develop a viewpoint we often close ourselves off to new information. We only accept information that supports our current views and beliefs. Our "reality filters" filter out information that contradicts that which we believe to be true.

Accept yourself:

If you love yourself first, you will become more loving of others. Those who show love for others get love reflected back at them. This in turn accelerates the circle of continuous improvement of self worth.

Separate the person from the position:

If you feel a sense of self worth because of your job position, then you have just signed over your self-esteem to your job and those who would judge you by your position at work.

Accept your power of choice:

Remember that you are the one in charge of your moods, attitudes and behaviour. You are not your behaviour, just the person who is directing it.

Accept your creative power:

Our ability to create something from nothing is the thing that makes us god-like.

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When we stop to realize all the things that we can create, we can experience a very empowering feeling.

Talk to God:

If you talk to God, you will learn his mysterious ways of listening and answering.

Don't judge God:

Do not try to judge God based on your worldly experience and learning. For no one can know that which they have no access to. The rules and perimeters of God or how God makes decisions based on whatever, is not common knowledge.

I am sure God does not operate based on our earthly judgements of right wrong and reasonable.

Natural laws:

Everything that happens is a result of a natural law reaction. For every action there is an equal and opposite reaction. Energy develops energy. Therefore before deciding on an action, ask your self; "what natural law will I invoke, and what will the reaction be?"

Examine power brokers:

If you subject yourself to the judgement of others who sit in positions of perceived power, then you give up your self-esteem. Simply say; "well, their opinion is very interesting." Only you and God can be the ultimate judge of who you are.

Learn the cost of non-forgiveness:

So long as you feel the need to hate, dislike, or attach negative thinking or energy to someone that so desperately needs to have the living ---- choked out of them, then you can never be happy. They own your feelings. When Jesus said love your enemies, what was to be learned is; that is the cost of freedom. When you can truly love your enemies, then you can be free to think loving thoughts of others including yourself. There has never been a person so bad in the world that it is worth selling your soul for and committing to a life of unhappiness. To engage in hating someone is in effect selling your soul to the process of hating. This is where you engage in the never-ending circle of hate and personal bitterness as a way of being.

Live in the moment:

When you can be aware of the moment and be committed to being happy in the moment, then you can begin the process of happiness. To fail to understand this most important point is to have happiness become a constantly vanishing point. For every moment that you can be happy is a moment that no one can take away from you.

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Be one with God:

To understand what this means is to understand that we are all connected. Every single person who is or ever was is inextricably connected to God. We are all one. God is the creator of the universe, and just as a mother is forever connected to the children she bears. So too are we connected through God with the universe. When we are one with the universe, then we are one with God.

Ask yourself, "what lesson is there to be learned?"

The universe commits us to committing the same mistakes over and over again until we learn our lessons. Therefore whenever something goes wrong, ask yourself; "what lesson is there here for me to learn?"

Change how you feel and you can find happiness:

If you are not as happy as you would like, consider the fact that happiness does not happen, it is created. To program yourself for happiness, you must understand; first comes the thoughts, then comes the words, then comes the actions, and then becomes the reality. If you think happy thoughts, say happy words, do happy actions, then you will become happy.

Happiness threatens the misery of others:

Remember that if you act happy the world abounds with people who would take it away from you. If you need their acceptance and approval, they can take your good feelings away from you. These unhappy souls want you to join them in their misery. Simply say you would have preferred that they share your good feelings, but if they prefer not to join you that is their choice, not yours.

About guilt:

Guilt is just aspirations that have missed the mark. To allow yourself to feel guilty is to condone the false belief that you did not do the best you could at the time. We all do the best we can at each respective moment. If we fall short of our own expectations, we just find ways to improve on our aim. Guilt is a destructive control practice by those who would hold power over you.

Don't sweat the small stuff:

It is all small stuff. Don't allow yourself to fill your worry and fret basket with petty little things. 98% of the things we get upset about are petty little things.

See the glass as half full:

It is not how full the glass really is, rather it is how you see the glass that will determine your reality.

PROJECT AUTHORITY & CREDIBILITY THROUGH YOUR APPEARANCE

1. Dress to be included.
2. Dress for the position you want not the position you have.
3. Less is more.
4. Dress consistently.
5. Dress for comfort, function, and mobility.
6. Update your image.
7. Finishing touches do make the difference.

BUILDING SELF-ESTEEM

This book is not intended for casual reading. It is actually a “work book” for those who are sufficiently unhappy with their present life style to spend the time and effort required gaining peace and happiness.

The material presented in this book will enable the reader to cast off the false and destructive concepts, values, beliefs and assumptions. Assumptions that trap one in a quagmire of self-rejection, condemnation, shame, guilt and remorse and keep them from enjoying the beautiful and tantalizing “here and now” - the only living time there is. We hide, we repress, and we try desperately to escape from what we perceive to be a chaotic, destructive and “evil” world. Through conscientious study of this material, however, you can revolutionize your life and make it work the way you want it.

If you are to attain the potential benefits, it is necessary that you thoroughly study and thoughtfully question this material with as analytical and unprejudiced a mind as you can muster. It is packed with ideas vitally important to your “feeling good”.

I propose no new system of belief or speculative philosophy. Despite any appearances to the contrary, I excuse no one from paying the price for their self-destructive or anti-social behavior, since ignorance does not alter the adverse effects of one’s hurtful acts - or relieve them of responsibility for any cause and effect relationships they set in motion. I condone nothing, neither do I condemn nor make critical judgements. I do not propose what one should or should not do. I simply observe human behavior and report what I perceive to be its actual operating principles. These perceptions are based on years of study and research, including a probing exploration and, to the best of my ability, an objective evaluation of my own and others’ conduct.

The efficacy of the following ideas and techniques in increasing our awareness and in enabling us to build sound self-esteem has been thoroughly tested in my own life and the lives of thousands of others who have worked with this material. The results have conclusively proven that it is possible to achieve the tremendous benefits of sound self-esteem through this re-educational program.

OUR BASIC NEED

Our basic need and urge is to “feel good” about ourselves, mentally, physically and emotionally. This need is responsible for our ultimate motivation. For regardless of our immediate objective, everything we do is to achieve a sense of total well being. Unfortunately, few if indeed any of us have sufficient awareness to always know what will make us feel really good about ourselves. Herein lies our crucial need for good self-esteem. For we cannot possibly feel good and be at peace with ourselves without a significant sense of adequacy and self-worth.

All our goals, hopes and aspirations are based on this fundamental need. The more limited and distorted our awareness, the more misleading and unfulfilling are our efforts. For example, we drink, we smoke, we take drugs, and we pursue and worship sex in all its phases as if it were some kind of god. We have compulsive needs to win, to be “better than”, to avoid mistakes, to help others, to straighten people out, to accumulate wealth we can never use, to gain power and prestige, to eat all the rich expensive foods we can stuff into our stomachs, or whatever. We have a desperate urge to love and to be loved, to be accepted and approved, to be respected and looked up to, on and on, ad infinitum. And if we examine the ultimate motivation back of such needs and urges we find it is our universal need to “*feel good*”.

Thus, the only true measure of success is the degree that one actually does “feel good” about themselves, despite their particular degree of material prosperity or prestige. Our only limitation to achieving this ultimate objective is our limited and distorted awareness. The test, of course, is our peace of mind and overall sense of well being. And this is what self-esteem is all about. For whether or not we realize it, practically our every endeavor is an indirect attempt to gain a sense of self-worth so that we can approve and “feel good” towards ourselves.

LIFE CAN BE A BALL!

A happy zestful life, is indeed an attainable goal. It is not what happens to us, but how we handle it that determines our misery or well being.

Practically all self made misery, all our emotional turmoil and suffering, is the product of limited and distorted awareness - of erroneous values, concepts and assumptions, and of their ugly offspring, low self-esteem.

Our adverse experiences handicaps and misfortunes are but the focus of our pain and unhappiness. The actual cause is how we perceive and react to them. It is our false or distorted perception and lack of understanding, our warped needs and goals and the unwise means by which we attempt to achieve them, that cause our self-rejection and hurting. We can successfully deal only with what is - not with what we wish or want, when this is contrary to reality.

I find the fundamental block to personal happiness and harmonious loving relationships to be lack of awareness of the factors that influence our individual behavior. If you can scrutinize these ideas with a mind bent on discovering the truth, rather than on confirming your own conditioned concepts. Then I am confident that you will conclude, as I have been forced to, that all anti-social and harmful acts are the result of one's limited and distorted *awareness* and their resulting self-rejection and hurting.

Awareness, as we use the term, is the degree of clarity with which we perceive and understand both consciously and non-consciously all factors that effect our lives. Next to life and death our awareness is the most vital factor in our human existence. It determines our needs and how we fulfil them, how we feel towards ourselves, i.e., our self-esteem, and how we relate to our family and fellow people. In fact, our individual degree of awareness is the only limiting factor as to how wisely and harmoniously we act and react, both at work and "at play". Thus, it actually determines our degree of well being, happiness and zest for living, for it is responsible for every choice and decision we make!

Inadequate self-esteem is basically a problem in awareness. It results from a mind that has been programmed (i.e. conditioned) by false and distorted concepts and has thus developed a life style that perpetuates and augments one's feelings of inadequacy, futility, and sense of personal unworthiness. Adherence to distorted values generates a desperate and compulsive need to be "better than" - a compulsion that is the root of our personal and social problems.

IMPORTANCE OF SOUND SELF-ESTEEM

Self-esteem is literally a matter of life and death. For although we may continue to walk around and function in a purely minimal way, we are emotionally alive only to the degree that we accept the fact; that we are each the most important person in our world. And that we exercise our innate authority to discharge our prime responsibility, which is our own development and well being. Only through sound self-esteem can we eliminate the debilitating and disastrous sense of inadequacy and emotional turmoil that keeps us from functioning in a harmonious and effective manner.

A healthy self-esteem is therefore absolutely essential to personal happiness and a rich enjoyment of life. We may experience a fleeting happiness and elation over a happy event or sense of achievement, this meeting of a long-sought goal, etc. But genuine and lasting inner peace and happiness is only possible to the degree that we accept and feel good about ourselves, in spite of our human mistakes and failures.

Only when we stop denying and ignoring ourselves - when we are free to give precedence to our own needs and desires - can we become whole and independent beings. And only to the degree that we acknowledge our unique importance and serve our own basic needs, are we able and eager to concern ourselves with the needs and problems of others, to be genuinely warm and loving, truly understanding and compassionate - especially to members of our own family.

We cannot genuinely love others when we dislike or hate ourselves. The opposite of love is isolation and indifference - hate is an emotional involvement, actually a distorted love. Thus, when many of us follow Jesus' admonition to "love our neighbor as ourselves" we literally "*hate*" our neighbor as we hate (or dislike) ourselves. How could governments sustain war if we actually *did* love our neighbor as ourselves? And this is what we will do *automatically*, when we genuinely appreciate, accept and feel warm and loving *toward ourselves* - when we achieve sound self-esteem!

A most damaging effect of low self-esteem is that it is too often passed from generation to generation - from great grandparent to grandparent, from parent to child, ad infinitum, increasing in both number and severity in a tragic chain reaction.

Case histories document that suicidal tendencies also, as one might expect, follow family lines. Thus our own low self-esteem may cripple the yet unborn, unless we as parents, take effective measures to break the vicious spiral.

Low self-esteem contaminates our offspring like a deadly virus, for we are the models for our children. They quickly sense our lack of self worth. A child is liable to think: "I feel that my parents are 'losers' - inadequate and unworthy. How then, can I possibly be any good?" Parents, moreover, inculcate in their children the same false and distorted concepts, values and assumptions that generated their own low self-esteem. Thus they subject their offspring to the same damaging attitudes and behavior.

Many doctors and psychologists accept the relationship between severe emotional turmoil, such as that generated by low self-esteem, and serious physical ailments.

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Parents, as role models for innocent offspring, can generate through their own attitudes and trauma the same calamitous results.

Deliberately and conscientiously building self-esteem is the *only way out* of this disastrous dilemma. The more we perceive and understand the all encompassing effects of low self-esteem, the more we will realize that it is actually the root of practically all our social ills - a major cause of mental illness, of alcoholism, suicide, drug addiction and crime. And on a global scale, it is responsible for the seeds of war itself. Discerning observation discloses that low self-esteem is the major cause of our appallingly high divorce rate, and, in fact, almost all human relation problems.

SELF-ESTEEM, WHAT IS IT?

Self-esteem, on a subtle and often unconscious level, is how one actually *feels* about themselves, based on their individual sense of personal worth and importance.

Since it is usually a subtle or non-conscious feeling that has been formed and fixed in our awareness for many years, generally from childhood, it is extremely difficult to change as it entails a revision of certain non-conscious factors of our awareness.

High self-esteem results primarily from one's accepting complete responsibility for their individual well being and taking full charge of their own life. It is rooted in unconditional acceptance of themselves, despite their mistakes, defeats and failures, as an innately worthy and important being.

EVALUATING YOUR SELF-ESTEEM

The first thing you will probably want to determine is your current degree of self-esteem, so that you can better tell how much time and effort is justified in improving it. You will find as you continue that a sound self-esteem is indeed of crucial importance to one's well being and happiness. Thus, in order to obtain an indication of your prevailing self-esteem; score the following statements as follows:

"0" If not true

"1" If somewhat true

"2" If largely true

"3" If true

TEST FOR SELF-ESTEEM

Score	Statement of Present Condition or Action
	1. I usually feel inferior to others.
	2. I normally feel warm and happy toward myself.
	3. I often feel inadequate to handle new situations.
	4. I usually feel warm and friendly towards all I contact.
	5. I habitually condemn myself for my mistakes and shortcomings.
	6. I am free of shame, blame, guilt and remorse.
	7. I have a driving need to prove my worth and excellence.
	8. I have great enjoyment and zest for life.
	9. I am much concerned about what others think and say of me.
	10. I can let others be "wrong" without attempting to correct them.
	11. I have a strong need for recognition and approval.
	12. I am usually free of emotional turmoil, conflict and frustration.
	13. Losing normally causes me to feel resentful and "less than".
	14. I usually anticipate new endeavours with quiet confidence.
	15. I am prone to condemn others and often wish them punished.
	16. I normally do my own thinking and make my own decisions.
	17. I often defer to others on account of their wealth or prestige.
	18. I willingly take responsibility for the consequences of my actions.
	19. I am inclined to exaggerate and lie to maintain a self-image.
	20. I am free to give precedence to my own needs and desires.
	21. I tend to belittle my own talents, possessions and achievements.

TO OBTAIN YOUR SELF-ESTEEM INDEX: Add the individual scores of all *even* numbered statements. From this total, subtract the sum of all *odd* numbered statements. This *net score* is your *current* self-esteem Index, or SEI. The possible range of one's self-esteem Index is from -75 to +75. Yours will fall somewhere in between the two. Do not be concerned about your SEI, no matter how low, or even *negative*. Remember, your self-esteem simply is what it *IS*, the *automatic* product of your heritage and total life experience; and thus, nothing to be ashamed or embarrassed about. It is important, however, that you be honest with yourself in order to obtain as valid a score as possible. For this score is a beginning reference point in gauging your progress in building self-esteem. Also remember, that no matter how low your present SEI may be, you can bring it up to any desired value by conscientious effort.

You may find comfort in the fact that lack of sound self-esteem is practically a universal problem that varies only in degree. It is, however, often so well camouflaged by false fronts and other protective devices that only a trained observer can detect it.

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SOME CLASSIC SYMPTOMS OF LOW SELF-ESTEEM

TYPICAL PHYSICAL CHARACTERISTICS: A person who has one or more of the following characteristics: is grossly overweight, has a slack and wilted handshake, a weak uncertain voice, a careless sloppy appearance in both person and apparel, has a humped and sagging posture, a sharply turned-down mouth and lackluster eyes, a habitually tense unhappy countenance, a reluctance or inability to meet another's direct gaze, definitely suffers from low self-esteem.

COMMON PERSONALITY TRAITS: One who is timid, withdrawn and self-effacing or arrogant and domineering, aggressive and directly competitive, who wears protective masks, hides behind self-erected barriers or a synthetic jovial front, is boastful, who "comes on" much too strong or not at all, who is desperate to dominate the conversation or situation, is a compulsive "perfectionist", a confirmed "people pleaser" and "name dropper", a compulsive smoker, talker, drinker, hobbyist, or a professional "helper-outer", one who is unable to pass up an opportunity to "straighten out" others, despite their own faults and shortcomings, a procrastinator, one who does not do first things first, a person who is impatient, harsh and demanding, excessively critical and condemnatory of both self and others, who is resentful and complaining, rebellious against authority, reluctant or unable to admit their mistakes and inadequacies, and lastly, one who tries to make themselves "right" or "better than" by endeavouring to make others "wrong" or "less than", also suffers from a low sense of self-worth.

SOME PSYCHOLOGICAL CHARACTERISES: One who is anxious, vacillating and unsure of themselves, absorbed in their own problems and sense of inadequacy, who think of themselves as a loser or "no damn good", who is jealous, envious and suspicious of others and their motives, who dislikes and rejects, hates or despises themselves, who is ridden with shame, blame, guilt, and remorse, who has an aching need for money, power and prestige, has a desperate need to win, to be liked and accepted by everyone, who must be "right" every time, who has a compulsive need to fulfill other's expectations of them, has an aching hunger for recognition and approval, for admiration and praise - to love and be loved, to be respected for their "sterling character" and "achievements", for their family, home and possessions, who lives vicariously through sports heroes, TV and movie stars, through their children and their accomplishments, marks themselves as one having low self-esteem.

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TYPICAL SOURCES ARE:

- ❑ Parents own low self-esteem is the model for the child.
- ❑ Child's lack of recognition and appreciation by parents and others as an intrinsically valuable and important individual, e.g., "A child should be seen and not heard", "Mother knows best", etc. Child's needs, feelings, desires and opinions not given due consideration.
- ❑ Child's parents, family or friends make adverse comparisons with their peers or a favorite brother or sister; this, combined with child's own self-deprecating comparisons with those of their own age whom they admires for their strength and ability, and their popularity, self-confidence or achievements can overpower the child with a devastating sense of inferiority.
- ❑ Child feels inadequate because they are not encouraged and motivated to be independent, to do what they can for themselves - to take responsibility for their own needs and well-being to the greatest extent of their ability as they increase in age and experience. Children not taught to think for themselves.
- ❑ The false concepts, values and reactions of child's parents, teachers, and peers cause child to identify with their actions. For example, Johnny, whose mother has a severe migraine, is a "bad boy", because he slammed the door. Whereas, in reality it was only the child's natural exuberance and lack of awareness that caused the act. Identification with our actions rather than recognizing that our actions are but the means we choose to fulfill our needs, causes our mistakes to make us feel inadequate, unworthy and inferior, or - worse still - loads us with self-condemnation, shame, guilt and remorse.
- ❑ Harsh and demanding parents set unreasonable standards, often raising them before the child had developed the ability to meet them. Parents may also subject their children to unreasonable, harsh criticism and undue and/or inconsistent punishment. Such actions cause early frustration, defeatism and a destructive sense of inadequacy and inferiority.
- ❑ A child being pushed beyond their capacity by parents' vicarious need to achieve a sense of worth and importance through the child's achievements often causes a deep feeling of inadequacy and unworthiness in the child.
- ❑ Rivalry and unsuccessful emulation of an extremely bright or gifted brother or sister, or of an exceptionally talented and prominent parent often generates a deep sense of hopelessness and inferiority.
- ❑ Child's unflattering physical appearance and/or "odd" apparel, plus perhaps physical, mental or emotional handicaps damage their sense of self-worth.

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- ❑ Child is raised on the basis of “reward and punishment,” rather than being motivated through understanding and allowed to make their own mistakes and to accept and resolve, or suffer the consequences.
- ❑ Adverse economic, social, cultural or ethnic position of parents and family often invite depreciation and ridicule.
- ❑ Over-possessiveness, over-permissiveness and over-control, exercised by one or both parents nurtures a feeling of unimportance and lack of esteem in the child.
- ❑ One’s material wealth or affluent background frequently induces a serious sense of guilt.
- ❑ High values placed on money, achievement and *things* rather than on the individual and their innate worth, can preclude or destroy one’s self-esteem.
- ❑ Repeated defeats and failures can destroy one’s self-worth and result in one or two extremes. Child may become a dropout from school or society, or they may become a compulsive “over-achiever” in a desperate attempt to “prove them selves.
- ❑ Procrastination and lack of self-discipline, taking the path of least resistance tend to demolish one’s self-respect and sense of self-worth.
- ❑ Lack of a sense of meaning and purpose in life, of clear goals and objectives preclude sound self-esteem.

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HOW WE PERPETUATE LOW SELF-ESTEEM

The following are significant factors of awareness that not only cause low self-esteem, but more important, insure a crippling sense of inadequacy, anxiety and frustration. Recognition and understanding, however, make it possible to eliminate or revise these undesirable traits. We perpetuate low self-esteem:

- ❑ By lack of FAITH, both in ourselves and in an ordered, beneficent and purposeful Universe.
- ❑ By lacking a sense of meaning and purpose in life and thus, clear-cut goals and objectives to motivate and guide our decisions and endeavors. Thus we lack a sense of progress or accomplishment.
- ❑ By depending on others for a sense of importance and realness.
- ❑ By failing to accept complete responsibility for our life and well being. By not taking full charge of our own life and directing it into constructive channels.
- ❑ By self-indulgence and doing what comes easiest; by reacting instead of thinking and acting for ourselves.
- ❑ By failing to recognize and exercise our own innate authority to do anything we ourselves see fit. By depending on others for what we can and need to do for ourselves. By requiring the “permission”, confirmation and agreement of others.
- ❑ By adhering to false concepts, values and assumptions that engender condemnation, blame and guilt and thus destroying any remaining vestige of self-esteem.
- ❑ By identifying with our actions, by not differentiating between “who we ARE” and “what we DO”. By indulging in self-blame, shame, guilt and remorse.
- ❑ By failing to develop our inherent capabilities and talents in order to make the most of our innate potential.
- ❑ By not allowing ourselves the right and freedom of full expression - to make mistakes, to “goof off,” to fail.
- ❑ By making comparisons with others a gauge of our own worth and importance - by feeling we are required to “prove” ourselves “better than” - not realizing that what another does, or does not do, has no valid bearing on our own worth and importance.
- ❑ By neglecting to take any appropriate action within our capabilities, no matter how small or seemingly unimportant, that will enhance our sense of self-worth.
- ❑ By resisting, by being fearful and anxious about things we can do nothing about, instead of facing up to and accepting the reality of “what is”.
- ❑ By being impatient, harsh and demanding with ourselves.

PROCEDURE FOR BUILDING SELF-ESTEEM

Since one's self-esteem is a *feeling* rather than an intellectual inventory of our assets, changing it entails a revision of the factors of our awareness that caused this feeling of inadequacy and inferiority.

The method we have developed for replacing these false and unsound factors of our awareness with sound concepts and then acting in accordance with them has proven very effective. It consists of three separate and distinct approaches, all of which are essential to our success in building sound self-esteem.

THE FIRST APPROACH: EXPANDING YOUR AWARENESS

We have already stressed the crucial importance of increasing our awareness, not only to building sound self-esteem, but also in enabling us to achieve more harmonious, effective and happier lives.

WHAT WE MEAN BY AWARENESS

It is essential to your understanding the following principles of human behavior that you keep clearly in mind what we mean by "Awareness". To repair, as we use the term, our AWARENESS is the degree of clarity with which we perceive and understand, both consciously and non-consciously, all the factors that affect our lives.

ITS NATURE: Our awareness is the *automatic* product of our heritage, i.e., everything we brought into the world with us of a nonphysical nature, and our total life experience, which has been directly responsible for all our conditioning. While our awareness is being constantly expanded by the cause and effect relationships we experience, if so motivated, we ourselves can deliberately increase it. We are all in the process of "becoming" - of becoming more aware. However, at any given time our awareness is what it is - the automatic product of our total conditioning, both conscious and unconscious, our innate intelligence and our intuition. Thus, while one is indeed fortunate if they have a high degree of awareness, logically they can no more take credit for it than they could be blamed for having a clubfoot. Neither has one any basis for embarrassment or shame because they have an extremely limited and distorted awareness.

Everyone is unique in their or her degree of awareness, for no two people in the world have exactly the same heritage and life experience, and thereby the same conditioning. Thus, no one can be a valid reference as to what another "should" or "should not" be or do in any situation or circumstance. We are each the beneficiary or victim, as the case may be, of our individual awareness. How wisely or unwisely we may act is completely determined by the relevant factors of our prevailing awareness, for it is the pertinent

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factors of our awareness that determines our every choice. To the degree that our perception and understanding of “what is” is limited and distorted will our actions, as well as our needs, be distorted, inappropriate and destructive.

ITS SCOPE: “Awareness” is a very comprehensive term. It incorporates many factors, including everything we perceive with our five senses as well as everything we perceive instinctively, both consciously and non-consciously. It is the product of the total conditioning of our entire life experience, plus our innate intelligence and intuition. It is responsible for our insights, inner urges, emotional reactions, and every decision we make.

Our awareness includes the following specific factors:

1. Our intellectual acumen, our individual ability to observe, analyze, correlate and evaluate all experience, both negative and positive, and to accurately anticipate the total cost and benefits of any decision or action we might take.
2. Our conscious, our intuition, i.e., our access to “inner wisdom,” and our instinctual and subconscious drives and urges.
3. Our total conditioning, both conscious and unconscious, resulting from our entire life experience, from time of birth to the present instant. For it is our total life experience that has formed our concepts, assumptions, values, ideals, beliefs, convictions, learned knowledge, memories, skills, etc.
4. The effects of our conditioning, our moods, attitudes, emotional reactions, prejudices, habits, desires, anxieties, fears, aspirations, goals and most important of all, how we feel deep down about ourselves, our sense of personal worth and importance in the scheme of things.

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ROADBLOCKS TO INCREASING YOUR AWARENESS

- ❑ To the degree that the following statements are true for you, will you experience difficulty in consciously expanding your awareness.
- ❑ Reluctance or fear to accept responsibility for our own life and well being.
- ❑ Insufficient motivation to spend the necessary time and effort - lacking recognition of the crucial importance of increased awareness to our inner peace and happiness.
- ❑ Our conditioned plane of reference, our biased, closed and rigid minds - resistant to new ideas and change.
- ❑ Inability to recognize and accept our own innate authority to question and examine accepted values, concepts and assumptions, and then draws our own conclusions.
- ❑ Self-condemnation and recrimination that prevents a deep probing into our emotional reactions and mistakes, into our distorted needs and unacceptable motivations.

REVISING YOUR CONCEPTS OF HUMAN BEHAVIOUR

Personally, I am deeply convinced of the truth of the following concepts. I perceive them to be the actual operating principles of human behavior. If, however, they are to be meaningful, and therefore of significant benefit to you, it is essential that you conscientiously check their validity in your own behavior and that of your associates. Before we proceed with our investigation, however, it is essential that we have a clear understanding of just what we mean by “motivation,” since everything we do hinges on our *motivation*.

Contrary to popular opinion, everyone is always motivated. For we can do nothing we are not motivated to do. Everyone, sick or well, active or lazy, *is* motivated, e.g. the people sitting dozing in the sun is motivated to sit and doze in the sun. Otherwise they would be doing something else. We can do only what we are motivated to do; consciously or un-consciously - e.g., we cannot even get up out of a chair unless we are so motivated.

. People are motivated by rewards, the more immediate the reward the more powerful the reward system works. When you find the “reward” then you have found the motivation.

$$\frac{\text{Reward}}{\text{Resistance}} = \text{Motivation Factor}$$

WHAT WE MEAN BY MOTIVATION: To be “motivated” is to want to do a specific thing more than we want to do anything else at that particular time. Even though we may not be aware of the specific desire, motivation is what we most want to do, in the sense of what we would rather do than not do. If we will probe deeply into our own and others’ specific actions, provided that we can withhold all value judgements during the process, we will find that there is simply no other reason possible for doing anything, great or small, even though we may not always be aware of our reason for so acting.

There are many things that motivate us. Probably the greatest handicap to understanding motivation is our conditioned concept that we “want” to do only what we find pleasure in doing, i.e., only what we enjoy doing. Such is not the case.

Let us look behind “motivation”. When we do so, it is apparent that every human act is a response to a personal need or desire. Now our basic need is to be comfortable, physically, mentally and emotionally. Thus, our fundamental motivations, in a total sense, is to “feel good”, or at least to feel as good as the existing conditions will allow.

To go a step farther, it is also apparent that our unfulfilled needs generate tensions. Thus, to “feel good”, i.e., be comfortable, we must resolve or satisfy these tensions. Such tensions may be generated by fear, cold or pain; our hunger for food or sex; our need for attention, to win, to succeed; our need for confirmation and agreement, for

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acceptance and approval, to be liked or loved; our fear of what others may think or say; or any type of force or coercion. For example, I may have a strong value against bearing arms and killing my fellow people. If, however, I am faced with the alternative of personal disgrace or of going to prison, or possible of getting shot, I might well be motivated to bear arms. The deciding point would be my willingness or unwillingness to pay the price demanded for not going to war.

Unless I perceive how I can benefit my particular need by the proposed act or endeavor, I will continue with what I am currently doing. For instance, for me to get up out of bed in the morning, I must perceive that by so doing I am fulfilling a personal need. Such need may be to get some food into my stomach, to meet my personal commitment to be active and productive, to keep from losing my job, or simply to maintain the approval of my neighbors. I normally, of course, operate under several non conflicting motivations at any given time, such as a desire to achieve material success, improve my golf game or make my wife happy.

In the final analysis, motivation is simply a matter of perceiving that the potential benefits of a given action outweigh the price demanded, and that it is the most desirable alternative available for meeting the need in question. Only the relevant factors of our prevailing awareness can determine how accurate is our perception and how wise or unwise the resulting action. Most personal confusion and conflict stem from not clarifying our motivation - from not making a total decision to pay or not to pay the price demanded for our competing desires.

To *change* our motivation we must become aware, wither of a greater need, or of a more beneficial means of fulfilling our existing need. Such change in our awareness may come about through our own or other's efforts, or simply the force of circumstances. It is essential, however, that if the change is to come through our own conscious efforts that we ourselves have the awareness to be motivated to make such efforts. To say one should, or should not, do a certain thing is therefore quite meaningless if the individual does not have the awareness to be so motivated.

Now here are the concepts, or as I see them, the relevant facts of human behavior:

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THE PRINCIPLES OF HUMAN BEHAVIOUR:

NOTE: A clear understanding of the following concepts is the single most important requirement for building sound self-esteem.

1. Every human act is a response to a personal need - the more intense the need, the more intense the response or motivation.
2. Our ultimate or basic need is to “feel good” - to have a satisfying sense of self-worth and innate importance, regardless of our mistakes and what others may say or think of us.
3. Both our supporting needs and their intensity are determined by our current state of awareness.
4. Our actions are but the MEANS that we choose to fulfill our needs. Such means are determined by our awareness.
5. Inspection discloses that we are each solely responsible to our own life and well being. We therefore have the innate authority to do whatever we see fit.
6. There is, however, a PRICE exacted for everything we do. If we are to act harmoniously we must know the price in order to decide intelligently if we are able and willing to PAY it.
7. Such price is determined by the unwanted consequences of our proposed act, including the expenditure of any time, money, emotional and/or physical energy, plus having to forego any competing needs or desires.
8. Although we can do anything we want, what we most want, what we would rather do than not do, i.e., our MOTIVATION, is determined by our awareness.
9. A searching examination of our actions discloses that we can do only what we most want to do - i.e. only what we are MOTIVATED to do. There is no other reason possible for doing anything!
10. Our exercise of “free will” is therefore limited to what others or we can motivate ourselves to do.
11. Since our motivation is determined by our awareness, and since we can do only what we are motivated to do, everything we do is literally *dictated* by our awareness.
12. Moreover, since we can do only what we most want to do, “will power” is *per se*, nothing more or less than “desire power”, actually an intensified motivation. For example, I cannot stop smoking, not because of a “weak will”, but because my “will power” to smoke is so strong it outweighs my desire to stop smoking.
13. Now, although our awareness is in a continual state of change, at the instant of any decision it is “what it is” - as fixed and rigid as a steel bar.
14. And since our awareness determines our motivation, at any given instant there is one, and *only one*, decision we can possibly make.
15. Everyone, therefore, does the only thing they can possibly do at the time. For we can do only what our prevailing awareness dictates.
16. Thus, everything one does is the *best* thing they can possibly do at that particular instant.

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17. Although we don't have to like what we or others do, and even though it may not be the "right" or "fair", there is absolutely no rational justification for condemnation, shame, blame, guilt or remorse. For *no one* can do better than their "best."
18. Furthermore, all moral admonitions and all "oughts", "shoulds" and "musts" are irrelevant to our conduct if our prevailing awareness does not permit us to comply. For example, to "know better" is not sufficient to "do better" if we have a conflicting need so intense that it outweighs an accepted value to "do better".
19. Likewise, there can be no valid justification for punishment as such (for pride or reward). For our awareness is but the automatic product of our heredity and total life experience. It simply is what it is, at the time of the action. Thus everyone does what "they have to do" at the time, be it good, bad or indifferent.
20. Moreover, since we can do only what our prevailing awareness dictates, there is no logical basis for psychological resistance and resentment against an unwanted situation or another's conduct. For although we do not have to like it, and although it may not be "right" or "fair", it IS the REALITY of the moment - no *other* action was or is possible at the time.
21. Inspection also discloses that we are not our "actions" - that we are "that which acts" - that our actions are but the *means* we choose to fulfill our needs.
22. Thus one is not "bad", because they act "bad" - they but the victim of their limited or distorted awareness. (Charlie is not a "bad" boy because they slam the door when their mother has a bad headache. He is simply not sufficiently aware).
23. Everyone has the innate authority and freedom to make mistakes, for although we are responsible for our individual well being, we can do only as well as our prevailing awareness motivates us to do.
24. Furthermore, since we are not our actions, there is no justification for us to feel ashamed, guilty or "less than" for our mistakes.
25. From the foregoing statements it is evident that there *is* a rational basis for empathy and compassion for those who act in an unwise and hurtful manner, regardless of how injurious their actions prove to be.
26. Since we can do only what our awareness permits us to do, there are only "wise" and "unwise" acts.
27. Consequently "good" and "evil" can be no more than descriptive terms, reflecting one's current state of awareness.
28. Nevertheless, no matter how limited and distorted our awareness, everyone is inescapably responsible for their actions, both wise and unwise, for we inevitably benefit or suffer according to the consequences of our every act.
29. It is evident that we are not our awareness, but we are that what we are aware of. No one, therefore, is "bad", intrinsically less worthy or inferior because they have an extremely limited and distorted awareness.
30. The foregoing facts indicate that everyone is innately "good", but in varying states of awareness - in different stages of learning and growth - that regardless of nationality, race, creed or color, all people are intrinsically *equal*.
31. It follows from the foregoing that everyone's prime responsibility is their own learning and growth - the expansion of their individual awareness. For we each invariably

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profit or suffer according to the wisdom or lack thereof, of our every thought and action.

32. Our only limitation is our LIMITED awareness!

HOW ABOUT THE CONSEQUENCES?

It is not always apparent that one “suffers” the consequences of their anti-social and hurtful acts. One can, in fact, betray their wife or friends, gyp their neighbors, swindle the public, take advantage of widows and orphans and commit various nefarious acts and seem to get away “Scot free”. Such, however, is not the case.

We do not have to observe the “law of compensation” - “It is done unto us as we do unto others” - to know that we inevitably “pay the price” for our injurious acts to others.

As stated earlier, our basic need is to “feel good” about *ourselves*. And when people are so negatively self directed that it is impossible for them to “feel good” toward themselves when they knowingly injure another. They may refuse to recognize their hurtful act, to “harden their heart” and turn off their conscience. Everyone, however, is innately good and has a deep urge, however hidden, warped or beaten down, to be “godlike” - to express goodness and love. When this drive is thwarted through their limited awareness and misdirected need to “feel good”, their conscience goes underground and gnaws at their self-worth and obscured sense of rightness, thus keeping them from long enjoying the fruits of their injurious acts. And, their ability to “feel good” toward themselves long since gone down the drain, they continue to pay an ever increasing price in emotional turmoil. Self-disgust and loathing as their misdeeds mount in a continuing attempt to achieve their distorted need for money, power and prestige - for approval and acceptance - actually, their desperate need to “prove their worth” so that they can become acceptable *in their own eyes*.

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INCREASING YOUR AWARENESS THROUGH SELF-EXPLORATION

If so motivated, you can greatly enhance your awareness by considering yourself a “human research laboratory”, and then exploring your every experience and reaction to see what it can yield toward self-discovery - by accepting the *challenge* to learn who you *are*, and how and why you function as you do. Once you actually become seriously involved in self-exploration, you will find there is no adventure more exciting or more rewarding! You will never become bored if you maintain an active interest in self-discovery.

The most fruitful areas for self-exploration are your thought, speech and desires; your actions and the needs which generated them, your inner urges and compulsive drives; your emotional reactions; your moods and attitudes and what triggered them; your values, concepts and assumptions.

PREREQUISITES FOR SELF-EXPLORATION

The first requirement for rewarding self-exploration is to recognize, accept and exercise your own innate authority, to question EVERYTHING and to draw your OWN conclusions, based on the available evidence.

The second requirement for successful self-exploration is to stop all self-recrimination and condemnation - to refuse to accept any blame, shame or guilt, regardless of what undesired characteristics or motivations you discover in yourself. Otherwise you will become too uncomfortable to proceed with your inner search. For you would then “turn off”, deny, rationalize, lie or alibi, in order to avoid the discomfort or pain of honest self-inquiry. You would thus be unable to probe deeply enough to find significant answers. Only when you feel completely free to confront yourself, despite your unwise or “despicable” actions, only when you are aware that you have always done the best you possibly could at the time, regardless of the magnitude of your mistakes, can you truly discover how and why you act and react as you do. Only then can you make meaningful progress in expanding your awareness.

The third requirement for productive self-exploration is to program yourself to maintain an awareness of yourself - of your thoughts, speech, needs, actions, emotional reactions, moods and attitudes.

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GENERAL PROCEDURE FOR SELF-EXPLORATION

1. Observe, question and think.
2. Analyze, correlate and evaluate.
3. Draw your own conclusions.
4. Confirm your conclusions by checking and rechecking them against observable facts, both now and later.

Explore the following:

1. *Your Thoughts and Mental Images:* If you are to take charge of your life, you must be conscious of and in control of your thought and mental images. For all action is preceded by a thought and an image, conscious or not.

What are the needs and desires, the fears, hopes and aspirations, the values, concepts and assumptions behind your thoughts and mental images? What initiated your thoughts and where are they leading you?

2. *Your Speech:* Everything you say is significant, probably much more than you realize. Watch what you say. Ask yourself, "Why did I say that?" Was it a request for information or advice? Was it to impress - to boast? Was it a demand for confirmation? Or was it simply to share an opinion or some interesting information? Was it your hunger for approval and acceptance? Was it to belittle, criticize or condemn another? Was it a veiled plea for help, or perhaps a threat? Was it to express joy, anger, hate, or resentment? Did it indicate envy, jealousy, suspicion or whatever? In other words, what is the need behind everything you say? Examine any non-routine speech honestly and carefully, no matter how "bad" or "unacceptable" you may consider it.
3. *Your Needs and Desires and Objectives:* Your needs, desires, objectives and their implications can perhaps tell you more about yourself than any other area. Examine them honestly and carefully in a manner similar to the method outlined above for exploring your speech. Are they valid? Are they distorted, based on false values, concepts or assumptions? Are they constructive or destructive? Where will they take you? What are your life goals and aspirations? Will fulfillment of this particular need be compatible with them? Do your proposed actions contribute to your life's objectives?
4. *Your Actions and Motivations:* What are the needs and desires behind them? Why did you just do as you did? What was your apparent motivation - your real motivation? Is the proposed action the best alternative available for meeting your current need? Exactly why do you act or react differently to your spouse, sweetheart, boss, janitor, servant, waitress, clerk, minister, a prominent public figure or your fishing buddy?
5. *Your Emotional Reactions:* Your emotional reactions can be most revealing if you will take the time and effort to honestly examine them. Remember, however, you must

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first stop all value judging if you are to achieve optimum results. Just why did you get angry, hurt, resentful, excited, “up-tight”, etc? What is the basis for your disappointment, frustration, conflict, shame, pride, resistance, resentment, and rebellion, for your joy, exhilaration, happiness or relief? Get in touch with yourself through recognizing and accepting the reality of your emotions. Do not hide, ignore or repress them. What do they tell you about your concepts, values, beliefs and assumptions? What triggers them? Do you repress or express your emotions? Why?

6. *Your Moods and Attitudes*: Explore these in a manner similar to the way you explore your emotional reactions. Just why are you exhilarated, tense, depressed, confident, nervous, enthusiastic, apathetic, joyful, arrogant, co-operative or unco-operative, proud, judgmental, defensive, cynical or subservient? Why are you rebellious, resistant, defensive, antagonistic and hostile, anxious, fearful, hateful, kind and loving, unhappy, sad, aggressive, friendly, open or suspicious; accepting, calm, optimistic, domineering, critical and condemnatory? Why do you feel vulnerable, “put down”, insulted, “less than”, betrayed?
7. *Your Values, Concepts, Beliefs and Assumptions*: Exploration of the preceding items has no doubt revealed your values, concepts, etc. Your job now is to carefully examine and check them against observable reality. Are they valid or invalid? Why? Have you made them yours by a probing examination, or were they uncritically accepted from your parents to others? Remember one can cope only with reality. False and unreal concepts, values and assumptions cause nothing but problems and heartache.
8. *Your Mistakes and Defeats*: Ask yourself, where did I go wrong? How can I do better next time? What are the pertinent factors? Are they within my control? Do I allow myself to make mistakes without self-recrimination, guilt and feeling “less than?” If I cannot, why?
9. *Your Problems*: The first question to ask yourself is, “Is this really *my* problem?” Or, “Am I taking on someone else’s problem? If so, why?” You need to define the problem before you can solve it. What is the origin or basis of the problem? What are the pertinent factors? What can you learn from it? Are you perhaps trying to deal with symptoms rather than causes?
10. *Your Compulsions*: All compulsive actions are indicative of faulty conditioning and a prime symptom of a crippling self-esteem. As yourself - why am I compulsive about this? What specific conditioning is responsible for this compulsive action? How can I stop it? Are any compulsive actions justified? Why can I not choose to act simply on the merits of a proposed action?
11. *Your “Oughts,” “Shoulds,” and “Musts”*: Nothing will throw more light on your concepts, values and assumptions than these. Analyze such terms in the context in which they are used in order to see how relevant and significant they are. Remember we can only do what we “should” “ought” or “must” if we are motivated to so act. Otherwise such admonitions only serve to create confusion, conflict, frustration and guilt.

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In the ultimate analysis just who is responsible for you? Who is your authority? Who but you has the right to direct and control your own life? Even superior or boss is but exercising the authority *you* delegated to them when you accepted the job. And if you are willing to pay the price you can withdraw such authority any time *you* see fit.

12. *Your Tension Headaches:* What is the origin of your headache? How can you resolve the problem and release the tension?

Certainly the more we strive to know and understand ourselves, the greater will be our awareness of human behavior, and thus the more gentle, kind and loving will we be to both *ourselves* and *others*.

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WHO AM I?

A sculptor, asked how they sculpted such a beautiful elephant, answered, "I just chipped away all the marble that did not look like an elephant." In a similar way we can, perhaps, find our real selves by eliminating what is not truly us. Let us examine the possibilities:

Am I my actions? No, I am not my actions; I am that which acts. My actions are but the means I choose to fulfill my needs. They are but manifestations of my prevailing awareness, for both my needs and how I choose to fulfill them, are determined by my awareness.

Am I am body? No, I am not body for I can lose arms and legs, as well as many other parts, without being diminished as an individual. My body is merely the instrument or means through which I function in this material phase of my existence. Even though my body may be wasted away to the point of death, I am still *me* - as much as I ever was.

Am I my mind? No, I am not my mind. For my mind is but a human computer that receives the data of my five senses. My mind is the instrument through which my awareness functions.

Am I my awareness? No, I am not my awareness. I am that which is aware. My awareness is but the automatic product of my heritage and total life experience, including my total conditioning. My awareness acts as my deputy self, my commander-in-chief, for I function through my awareness. If I *were* my awareness I would cease to be every time I fell into a dreamless sleep.

Am I my ego? No, I am not my ego. My ego is but my innate drive to fulfill my basic need - my fundamental need to "feel good", physically, mentally and emotionally. It responds to the tensions generated by my desires, no matter how distorted or destructive such desires may be, owing to my limited and often distorted awareness. The greater my self-esteem, the better I feel toward myself, the less need I have for my ego to manifest itself.

Then what am I? I am a unique and precious being - a nonphysical essence. My awareness tells me, "I am" - of this I have no doubt. Therefore I must be a nonphysical essence, a part of all Life. My awareness shows me that I am unique, for no one has exactly the same heritage, background and awareness as I. All my experience, especially my problems and mistakes, is continually adding to my awareness. Since life is of ultimate importance, *I am* a unique and precious being, ever learning and growing. And the greater my awareness, the greater is my capacity for love and enjoyment of life. And the more richly I enjoy life, the more eager and able I am to contribute to the well being of those around me.

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INCREASING YOUR AWARENESS FROM OUTSIDE SOURCES

Investigating Your Environment

To the degree that you are alert, observant and curious about your total environment, and especially the individuals you contact in your day-to-day activities, will you expand your awareness outside yourself.

Why do certain people react to you as they do? What needs do their conduct indicate? What is their state of awareness, their degree of self-esteem? Why do you react to them as you do? Why do you dislike some, like or have a neutral reaction to others? What can you learn from specific experiences, situations and social conditions? What “good” can come from resisting and resenting things you cannot change? What “bad”?

Motion Pictures, TV, Plays, etc

If you carefully watch and question the player’s actions and reactions, their attitudes and prejudices, you can heighten your awareness comparable to what you can by observing and questioning the actions of real-life individuals - perhaps even more, for you can often see such situations in better perspective.

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Books, Lectures, etc.

These are excellent sources for increasing your awareness if you will but explore the ideas presented, with a free and open mind - if your motive is to learn, rather than to pass judgement. The following books cover subjects vitally important to expanding our awareness.

RECOMMENDED READING	
Man Against Man	Karl Menninger
I Say Sunrise	Talbot Mundy
Discover Yourself	Paul Brunton
Arise And Walk	Daniel Boone Herring
First And Last Freedom	J. Krishnamurti
The Book	Alan Watts
Varieties Of Religious Experience	William James
Wake Up And Live	Dorothea Brande
Psycho-Cybernetics	Maxwell Maltz, M.D.
The Art Of Selfishness	David Seabury
Freedom Not License	A.S. Neill
A Guide To Rational Living	Albert Ellis & R. Harper
Jonathan Livingson Seagull	Richard Bach
The Prophet	Ruth Montgomery
A Search For Truth	Kahlil Gibran
All That You Are	Mary
Breakthrough To Creativity	Shavica Karagulla, M.D.
Swan On A Black Sea	Geraldine Cummins
The Unobstructed Universe	Stewart Edward White
There Is A River	Thomas Sugrue
Many Life Times	Denys Kelsey & Joan Grant
A World Beyond	Ruth Montgomery
The World Of Serendipity	Marcus Bach
Three Magic Words	U.S. Anderson
Edinburgh Lectures	Thomas Troward
Emerson's Essays	Ralph Waldo Emerson
The Job Of Living	Stewart Edward White
Cosmic Consciousness	R.M. Bucke
In Tune With The Infinite	Ralph Waldo Trine
You Are Not The Target	Laura Huxley
Many Wonderful Things	Huffman And Specht
Ena Twigg: Medium	Ena Twigg & Ruth Brod
Psychic Discoveries Behind The Iron Curtain	Ostrander & Schroeder
20 Cases Suggestive Of Reincarnation	Ian Stevenson, M.D.
Your Child's Self-Esteem	Dorothy C. Bridges
Between Parent And Child	Haim Ginott

THE SECOND APPROACH:

REPROGRAMMING YOUR AWARENESS

EXPLANATION OF THE PROCESS

Everything we feel, everything we do is a reflection of the pertinent factors of our awareness. It is impossible consciously to achieve anything we do not have an awareness of attempting. Even to get up out of a chair or move across the room requires an awareness of accomplishing such an act - even though our intent and mental image is often on a non-conscious level.

Consequently, if we are to have more than an intellectual concept of the realities of our human behavior, we must integrate these principles and their logical implications into our awareness. Since our conditioned concepts and their *implications* are almost entirely on a non-conscious level, we must integrate these new and revised concepts into a similar level of our awareness. Only thus, can we replace our faulty concepts so that we act and react in alignment with "What IS".

We have found from our Foundation workshops that an effective way to do this is by verbal or mental affirmation of the new concepts and their implications while our mind is in a relaxed, quiet and receptive state. The following procedure describes how to achieve such a stilled and open state of mind and how to effectively use the appropriate affirmations to achieve greater awareness and self-esteem.

THE PROCEDURE

The key word of this procedure is "*relax*", not "concentrate", for concentration induces strain, not relaxation. Follow the instructions and simply let yourself "*relax*" into an easy, comfortable state. For your ease and comfort breathe normally between instructions.

Your mind is naturally in a relatively open and receptive state just before going to sleep at night and on awakening in the morning. Providing you can keep from falling asleep, you can do your affirmations while lying relaxed and comfortable in bed. This is an excellent time of the day for most people. any quiet time, however, that you can manage, even for a few minutes at a time can be very productive - the more often the better.

There is no need to make a "big deal" of these affirmations; the procedure is very simple. Just do them any time, and as many times during the day that you can *find* the time. Your every sincere effort will pay most welcome dividends. Naturally, the more often you do them, the sooner you will realize the results of a sound and healthy self-esteem.

It is desirable before beginning this program, to "tape" the following instructions and affirmations, in a calm, commanding voice, so that you will not be distracted by reading or trying to remember them.

Begin with the affirmations, "Realities of Your Existence" beginning on page 26 and stay with each group of five until you sense they have become an integral part of your awareness - until you spontaneously act and react according to their implications.

Starting with Group #1, slowly and meaningfully repeat each affirmation three to five times at each station, depending on what you feel is best for *you*. Sense the

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affirmation and its implications as vividly as you can - feel how you *would* feel if the statement and its implications were already fully integrated into your awareness.

Instructions: Now here is what you do prior to repeating the affirmations: (Italics are to indicate greater emphasis when speaking)

1. Take a deep breath, and while inhaling, stretch as hard and fully as you can possibly manage. As you begin to exhale, start relaxing and as you relax, sense all your tensions, both physical and emotional, *draining away - falling away*, just as water fall off a duck.
2. As you finish relaxing, get your body into as comfortable and relaxed a position as possible. A good way is to sit erect in a straight chair, with feet flat on the floor (never cross your knees or feet), your buttocks pressed lightly against the chair back, and your head, neck and upper body in a relaxed vertical line, so that you do not strain against the pull of gravity. Now take another deep breath, and while exhaling, *feel any remaining tensions draining away*, leaving you completely relaxed and comfortable. Imagine yourself as limp and relaxed as a wet wash cloth.
3. Now focus your eyes upward as far as you can without strain or discomfort, probably at about 45° or more. Close your eyelids lightly while maintaining your eyes in this easy upward position.
4. Now take another deep breath and, while exhaling, feel a deep peace flooding through your entire being. (You may like to imagine yourself in the most pleasant and relaxed situation you have ever experienced.) As you exhale, relaxing more and more all the time, imagine deeply sense and mentally affirm - "I am *peaceful* and *relaxed*." Repeat this exercise three times. Each time you will feel *more* peaceful and *more* relaxed and at a *deeper* level of awareness.
5. Should you feel a still deeper level of awareness is desirable, count down, slowly from ten to one; at each count feel yourself going into a *deeper* and *deeper* level of awareness. You are now in a *completely relaxed state*, both *physically* and *mentally*.
6. Now imagine and *sense* your mind as *stilled* and *open* to new ideas. Take another deep breath and as you exhale, sense and mentally affirm, "My mind is *quiet* and *receptive*." Do this three times, each time your mind becomes *more quiet* and *more receptive* - even more *quiet* and *receptive* than you had thought possible.
7. You are now so *fully* relaxed, *physically*, *mentally* and *emotionally* that your daily cares seem far away and unimportant. You are now in an exceptionally *pleasant*, *detached* and *receptive* state of mind.
8. Now state earnestly and confidently, "I seek greater awareness."
9. The affirmations that you will now quietly sense, as you mentally repeat them (if taped, otherwise aloud) will *go deep* into your awareness, gradually *canceling* out and *replacing* all ideas and beliefs to the contrary. You are now ready to begin your affirmations.

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10. Repeat each selected affirmation three to five times according to your personal preference (See the following affirmations).
11. After each affirmation session, count slowly from one to five to bring yourself back into your normal state of awareness. Count slowly, “one, two, three, four”; say to yourself, “At the count of five I will open my eyes and feel *relaxed* and *rested*, *better* than I felt before”.

You will find this a very restful and energizing exercise.

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AFFIRMATIONS: REALITIES OF YOUR EXISTENCE

Notes: An affirmation is a powerful tool for programming the mind. I, myself, have achieved remarkable results and have also observed how exceptionally others have benefited from them. Some have found affirming only the “basic affirmation” to be amazingly helpful in increasing your self-esteem, especially when they identified with it and acted “as if” the affirmation were already an actuality.

Feel free to formulate your own affirmations or to change these to suit your own personal needs or taste. The more comfortable you feel with an affirmation, the better it will work.

Basic Affirmation: I feel warm and loving toward myself, for I am a unique and precious being, ever doing the best my current awareness permits.

Group #1

- I am solely responsible for my own life and well being. (If I am not happy and at peace with myself, it is up to me, and me alone, to discover the causes and take appropriate action.)
- I have the innate authority to take full charge of my own life - to think, say and do anything I choose.
- There is a price exacted for everything I do. It is up to me to determine such price and intelligently decide whether or not I am able and willing to pay it.
- I am inescapably responsible for everything I do for I inevitably benefit or suffer according to the consequences of my every act.
- I have the right and freedom to make mistakes, to be defeated, to fail, for I can do only as well as my current awareness permits.

Group #2

- My every act is a response to a personal need.
- Both my needs and their intensity are determined by my prevailing awareness.
- My awareness is the degree of clarity with which I perceive and understand, both consciously and non-consciously, all the factors that affect my life.
- I have no cause for either pride or shame for my awareness, for it is but the automatic product of my heritage and total life experience.
- I can do anything I want, but what I want, is determined by my awareness.

Group #3

- My fundamental motivation is to “feel good”, mentally, physically and emotionally - to resolve or satisfy my unfulfilled needs and desires.
- My exercise of “free will” is limited by my current awareness, for I can do only what my awareness permits me to do.
- My prevailing awareness literally dictates my every action and decision, for I can do only what my current awareness motivates me to do.
- “Will Power” is nothing more nor less than intense motivation. (I can attempt no new endeavor without sufficient motivation to give up what I am currently doing, or planning to do).

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- ❑ All “oughts,” “shoulds” and “musts” are irrelevant and meaningless for any action my prevailing awareness does not, or cannot, motivate me to take.

Group #4

- ❑ I am not my actions - I am that which acts. My actions are but the means my awareness selects to fulfill my needs.
- ❑ Since I am not my action, I cannot possibly “prove my worth” by my actions. (I am not “bad” if I act “bad.”)
- ❑ I invariably do the best I can possibly do at the time.
- ❑ There is no valid justification for condemnation. I am free of any shame, blame, guilt or remorse.
- ❑ There is no rational justification for punishment or reward - for credit, pride or adulation. (The reward is in the “feel good” of the act - the punishment in the “feel bad”.)

Group #5

- ❑ Since one can do only what their awareness permits, all my acts are simply “wise” or “unwise”.
- ❑ There is no “good” or “evil” for these terms can be no more than descriptive terms for wise or unwise acts.
- ❑ We must pay a “price” for our every act, whether “good” or “bad”. (Such price is determined by the unwanted consequences of the act.
- ❑ There is no valid basis for resistance to anything I cannot change. (Such resistance causes only turmoil and resentment).
- ❑ It is foolish to resent another’s actions or behavior for they can do only what their current awareness dictates.

Group #6

- ❑ I can act only as harmoniously and effectively as my current awareness permits. (If I am to act “better”, I must first undergo a change in my awareness).
- ❑ One cannot deliberately increase their awareness unless they are consciously motivated to improve it.
- ❑ “Right” and “wrong”, “fair” and “unfair” are but descriptive terms reflecting one’s current state of awareness.
- ❑ I have empathy and compassion for social outcasts and criminals, for everyone “has to do” what their current awareness dictates, regardless of the consequences.
- ❑ Worry, resistance and resentment are both futile and destructive to one’s well being.

Group #7

- ❑ I am the centre of my universe; my world revolves around me.
- ❑ I am the most important, interesting and challenging person in my life.

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- ❑ The meaning and purpose of my life is the expansion of my awareness. (All my experience is but a means to this end).
- ❑ My fundamental responsibility in life is to increase my awareness.
- ❑ I am a genuine “success” to the degree that I feel warm and loving toward myself.

Group #8

- ❑ No one in the entire world is one iota more or less worthy than I am.
- ❑ I have no need to “prove” myself since my very existence proves my innate worth and importance.
- ❑ I am no less worthy or important than one with a much higher degree of awareness than I do.
- ❑ My mistakes contribute to my learning and growth. (They cannot make me feel ashamed, guilty or “less than”).
- ❑ I can be limited only by my degree of awareness.

Group #9

- ❑ No one can possibly put themselves in another’s place as a valid point of reference, for no one else in the entire world has the same degree of awareness.
- ❑ Comparing myself with another’s personality, conduct or accomplishments as a gauge of my worth is absolutely meaningless. (For no two people have had the same heritage and total life experience).
- ❑ To be motivated I must perceive desirable benefits arising from the proposed action.
- ❑ To be wisely motivated, I must determine my real need, the anticipated benefits of available alternatives, the total price demanded for each, and whether or not I am able and willing to pay it.
- ❑ My physical well being is of critical importance to my emotional well being. (Otherwise I would not have the energy to support my motivation, however wise it might be.)

Group #10

- ❑ I am not my awareness - I am that which is aware.
- ❑ I am not my mind - my mind is but the human computer that receives and evaluates the data of my five senses, my instincts and intuition.
- ❑ I am not my body - my body is but the instrument or vehicle through which I expresses myself in this material phase of my existence.
- ❑ I am not my actions - I am that which acts. My actions are but the means I choose to fulfill my needs.
- ❑ I am a nonphysical essence - a unique and precious being, inviolable, invincible and eternal, ever doing the best I can, every growing in wisdom and love.

THE THIRD APPROACH: DIRECT ACTION PROGRAM

PURPOSE

The purpose of this “Direct Action Program” is to:

1. Consciously generate positive feelings of self-esteem that will replace or cancel out old feelings of inferiority and inadequacy that have been accumulating at a non-conscious level since your earliest childhood.
2. Provide a new life style that generates, nourishes and maintains sound self-esteem, and that will thus make you a far happier, more effective and tranquil individual.

This action program is of vital importance - in fact; it is absolutely essential to building really sound self-esteem. For it is our self-directed constructive actions, rather than our intellectual concepts, no matter how sound, that produce the positive feeling reactions required to cancel out and replace our accumulated feelings of inadequacy, inferiority and lack of worth.

In fact, even if we did not have a realistic perception of how and why we behave as we do, we could still achieve a significant measure of self-esteem simply by conscientiously conforming to the following “action statements”.

The most positive and direct esteem-building endeavor we can possibly undertake is to assume full responsibility for our own lives and to deliberately direct our every non-routine thought and action, i.e., take full charge of our life and affairs and act accordingly.

It is rather ironic to recognize that we actually are in charge of our own lives and affairs even now, for we cannot possibly escape the consequences of our actions. Owing, however, to our limited awareness, most of us fail by “default”, by merely reacting and drifting into whatever is easiest, most attractive and readily available. Such witless and self-indulgent conduct corrodes any remnant of self-esteem like strong acid corrodes iron.

Laying out an intelligent course of action for self-improvement and then conscientiously following it will pay rich reward in augmenting our self-esteem. Such self-discipline, however, can be successfully exercised, only by perceiving potential benefits that will outweigh the cost involved in following such a program. We cannot actively take charge of our own life if we do not realize the benefits that would accrue from such action.

We cannot deliberately feel warm and friendly (or loving) towards ourselves like we would turn on a water faucet. We can, however, achieve this objective by doing the things that keep us from feeling that way. Specifically, we can alert ourselves to our critical, belittling and condemnatory attitude and consciously stop being so harsh and demanding toward ourselves.

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The following "action statements" are to be used in three ways:

1. First and foremost, they are to be *acted out* at every opportunity, during every day of your life. You will experience a surge of self-esteem every time you convert one from a desired action into an actuality. And the more difficult the specific action is to accomplish the greater your gain in self-esteem.
2. They are to be used as affirmations to reinforce and support the desired action in a manner similar to the one you used in affirming "The Realities of Your Existence".
3. They are to be used in evaluating your progress in converting a given action into a way of life. They also indicate the areas in which you need to do the most work.

PROCEDURE

1. Choose the statement or groups of statements you feel are most needful for your own growth in self-esteem. An initial scoring of all fifty statements best does this. Then, starting with the top of the list, work with each low score statement, or group of statements, as you prefer. When you can honestly score yourself a "3" or a strong "2", you are ready to proceed with the next statement or group, as the case may be.
2. Affirm your selection statement to bolster the desired action. It is usually more practical to affirm more than one statement at a time. Since they are short and direct, it is likely that you can effectively affirm five to ten statements in one session.
 - (1) Before each affirmation session, earnestly and expectantly state to yourself, "I seek sound self-esteem."
 - (2) Vividly imagine exactly how you *would feel* if actually acting in the stated manner. Feel the victorious surge of self-esteem generated by such action. As far as possible bring all your five senses into the act. Not only imagine how you would *act, look and feel* but in your imagination, also note and sense how other interested parties would look and feel. Sense the TOTAL effect as clearly and deeply as you possibly can. Watch their eyes and expressions - their surprise and/or pleasure in your poise and confidence.
 - (3) Mentally rejoice in your sense of victorious accomplishment derived from taking active charge of your own life.
 - (4) Seize every opportunity to affirm the statement or statements on which you are currently working. Affirm any time and every time you can manage, with or without benefit of the full procedure. Every affirmation will help appreciably in accomplishing the desired action.
 - (4) Occasionally review all statements to better fix them in your awareness and to ascertain where your attention and efforts are most needed.

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- (6) Work out your own affirmation schedule, whatever is best for you personally. Actually, as you get more familiar with the program, you will be surprised at how many odd times during the day you can effectively affirm these statements. You do not have to be in a special place or time. The main thing is to maintain your awareness of them and their importance, and to put them into *action* at every available opportunity.

It will no doubt encourage you to remember that the harder it is to comply with a given statement the greater your surge of self-esteem when you finally succeed.

Be happy and grateful for even the *slightest* evidence of improvement in your sense of self-worth. This is fully justified and of crucial importance to your success. It is any progress that counts. Above all, do not be harsh and demanding with yourself.

Remember that building sound self-esteem is a three-step program and each step is vitally important to your success. Changing your life style by making these statements the foundation of your personal and inter-personal behavior is, however, absolutely crucial to nourishing and maintaining sound self-esteem.

CAUTION: This Direct Action Program is NOT merely and “exercise” in building esteem. It must actually become a “Way of Life” if you want to enjoy the rich rewards of sound self-esteem! Conformance with every statement is vital to a healthy sense of self-worth.

ACTION STATEMENTS

Score your compliance with these statements as follows:

- “0” If you are unable to act in the stated fashion (in which case fortify yourself with more frequent strong affirmations)
- “1” If you comply only a little
- “2” If you comply most of the time
- “3” If you comply practically all the time

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SCORE	GROUP #1
	1. I am my final authority for everything I do.
	2. I accept full responsibility for the consequences of my actions.
	3. I allow myself the freedom to make mistakes, to be “wrong”, to fail.
	4. I analyse and benefit from my mistakes.
	5. I make my own decisions and willingly accept the consequences.
	GROUP #2
	6. I think for myself and speak and act with deliberation.
	7. I stand up for my own opinions and convictions.
	8. I do not vacillate - I make the best choice I can at the time.
	9. I do not accept condemnation, “put-downs”, or insults.
	10. I do not condemn or belittle myself for my mistakes and shortcomings.
	GROUP #3
	11. I do not blame others for my problems, mistakes, defeats or handicaps.
	12. I take deep satisfaction in doing my work conscientiously and well.
	13. I do not lean on others for unjustified financial or moral support.
	14. I face reality and resist nothing I cannot change.
	15. I refuse to accept any condemnation, blame, shame or guilt.
	GROUP #4
	16. I refrain from no endeavour for fear of unsatisfactory results.
	17. I do not procrastinate; I do first things first.
	18. I give precedence to my own needs and desires as I see fit.
	19. I accept every problem and goal as a challenge to my awareness.
	20. I purge myself of any blame, shame, guilt or remorse.
	GROUP #5
	21. I do not depend on others for confirmation or approval.
	22. I do not accept advice against my better judgement.
	23. I am patient, kind and gentle with myself.
	24. I discipline myself in line with my life objectives.
	25. I do nothing to excess - I avoid self-indulgence.
	GROUP #6

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	26. I fulfil all commitments both to others and myself.
	27. I follow all undertakings through to a logical conclusion.
	28. I take the initiative in personal contacts and relationships.
	29. I freely express any emotion I see fit.
	30. I readily admit my mistakes and shortcomings.
	GROUP #7
	31. I walk erect and look everyone in the eye with a friendly gaze.
	32. I do not deny my needs, feelings or opinions to please others.
	33. I do not exaggerate, rationalise, lie or alibi.
	34. I do not allow personal comparisons to affect my self-esteem.
	35. I do not require others' agreement to do as I see fit.
	GROUP #8
	36. I do not criticise, belittle or condemn others.
	37. I do not demand confirmation and agreement.
	38. I am warm and friendly toward all I contact.
	39. I recognise everyone as innately "good".
	40. I treat everyone with consideration and respect.
	GROUP #9
	41. I feel warm and loving toward myself.
	42. I am authentic, true to my own needs, values and convictions.
	43. I am poised and confident, the "captain of my ship".
	44. I am invulnerable to the reactions and criticism of others.
	45. I do not indulge in self-pity.
	GROUP #10
	46. I defer to no one on account of their wealth, power or prestige.
	47. I do not fear others' pronouncements, attitudes and opinions.
	48. I am frank and open with everyone I contact.
	49. I count my blessings and rejoice in my growing awareness.
	50. I make the most of every day of my life.

FURTHER THOUGHTS ON SELF-ESTEEM

People's Natural State of Being

People's natural state is inner peace and joy for their many blessings, for the beauty and wonder all about them. But when we are absorbed in our own problems, our feelings of inadequacy, inferiority and lack of worth, we are too involved and tense to perceive the "goodness" of life. The utter simplicity of life is, itself our greatest block to appreciation and understanding, for owing to our lack of a sense of importance and "realness" we have a need for complexity and turmoil to assure us that we are really alive, i.e., "I 'hurt', therefore I am."

Good and Evil

There is nothing inherently evil or malevolent in life. There are only the consequences of our wise or unwise acts, be they "good" or "bad", harmonious or inharmonious. The law of cause and effect is immutable; "as ye sow so shall ye reap." "Sin" is no more than a synonym for a mistake and "evil" no more than its inharmonious consequence. Our only basic problem in life is our *lack of awareness!*

Human Nature vs. Human Conditioning

One of our greatest challenges in self-exploration is to determine how much of our behavior is due to "human nature" and how much is due to "human conditioning." We can change our conditioning through the motivation induced through clear understanding. But human nature is not so easy to change. Fortunately, we will find when we really look, that our adverse behavior is almost entirely due to faulty conditioning. The better aspects of behavior, such as our deep need to love and to be loved, to be "good", to commune with our creator, are part of our "human nature". Greed, hate, compulsive competition, arrogance and aggression are typical products of our human conditioning.

Responsibility

No matter our misfortunes, handicaps or how much we have been kicked around, we are still responsible for our individual lives and well being. It is up to us, the choice is ours and despite our wishful thinking, we can only start from *where we are*. It is not what has happened to us that is of paramount importance. It is what we do about it that determines our degree of well being.

One's limited and distorted awareness does not constitute "permission" or a license for committing immoral, anti-social or destructive acts - it merely *explains* their nature and origin. Understanding the basic cause of such acts permits us to focus our awareness on the crux of the problem, and thus better equips us to effectively deal with the particular situation.

Character

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A person's character is but an outward manifestation of their state of awareness. Thus, a "strong character" merely means that one's awareness is such that the motivations generated by it are harmonious and constructive, and highly acceptable to society. On the other hand, the motivations stemming from the limited and distorted awareness of a "weak character" tend to be inharmonious, ineffective, destructive and unacceptable by society's arbitrary and often unrealistic standards.

Self-discipline

Self-discipline is a matter of one's motivating themselves to do what seems to be desirable owing to their own or other's values. In case one is unable to motivate themselves by weighing the pros and cons of such a desired actions, it is better that they deliberately decide to forgo the particular action and pay whatever price is demanded for their refusal. Otherwise they handicap both their effectively and self-esteem by indecision, conflict and self-recrimination.

The "Easy Way"

Although lack of self-esteem generates an intense driving motivation for one to achieve surpassing wealth, power and prestige, owing to their compulsive need to prove themselves "better than" - there is an "easy way" to material success, one more rewarding and much less damaging to the individual and to society, but equally effective. Everyone has a deep innate urge to express, to fulfill their potential talents and capabilities. This urge can be satisfied harmoniously and effectively when one is able to express few of the crippling emotional tensions and blind spots stemming from self-hate and rejection. One *can* achieve prosperity and respect without the fierce aggressive competition that breeds high blood pressure, ulcers and migraine headaches, without the neglect of their inner needs and alienation from their fellow people through achieving greater awareness and a healthy self-esteem.

Inner Freedom

The most precious “freedom” is one *inner* freedom, which arises from their realization of what they are and how they function as they do. This awareness is actually of ultimate significance in their life.

Humility

Humility is the ability to accomplish things without taking credit for them. It stems from one’s realization that they can do only what their prevailing awareness enables and motivates them to do, and that their awareness is but the automatic product of their heredity and total life experience. One who is truly humble has no need to say, or even to think, “I am humble.”

Reward

The reward is in the act. If the self-satisfaction and gratification, the “feel good,” derived from a given action is insufficient reward for the “doer”, they cannot help but feel disappointed and cheated when they are not repaid in kind. If, however, one wants to be a free and independent individual it behooves them to find their reward in their actions, or else refrain from such action. Otherwise, the “doer” is no freer than the “receiver” who has a compulsive need to return the favor.

Importance of Physical Health

We often overlook the vital importance of health and physical fitness to our overall well being. The fact is that a high degree of energy is essential, both for optimum decisions and to implement our constructive motivations. No matter how exemplary one’s desires, they count for little if the individual does not have the energy and stamina to carry them out. Moreover, one can get emotionally depressed simply by becoming overly fatigued.

Value Judging

The greatest handicap to harmonious human relations, marital or otherwise, is our tendency to impose our values on others, and then to get resentful or angry because they, owing to their different awareness, are unable to comply, Nothing precludes open communication or destroys potentially meaningful relationships like value judgements.

Resistance and Resentment

Resistance and resentment result from one's inability to recognize and accept the reality of the moment, and like worrying and fearing, they are both futile and destructive. Would one resist the rising of the sun and resent that it would not stop in its appointed course?

Letting Go

When we can let go and "let it happen" it not only takes the sting out of grief and other unwanted experiences, but it releases the tensions that prevent us from "tuning in" to the inner wisdom ever waiting on the threshold of our consciousness.

We Describe Ourselves

One unconsciously describes their own negative characteristics when they are critical of others, for they see in them those qualities they most dislikes in themselves. This principle operates in our Puritanical moralizing. When one points their finger at another they have three fingers pointing back at themselves.

Self-Acceptance

One cannot be genuinely kind and loving toward others when they are harsh and demanding toward themselves. How can one accept others when they cannot approve and accept themselves? One cannot but express their inner turmoil and hurting. How can we have a peaceful society when we are at war within ourselves? Does not one's countenance often resemble a battlefield?

Parenting

"Reward and punishment" is an extremely simply and easy way of raising children. Our children, however, pay a price they can ill afford for such raising. Since reward and punishment literally forces us to identify with our actions, we cannot help but feel inferior and unworthy whenever we make a mistake. Taking the time and effort to advise our offspring of the costs and benefits of the alternatives available for meeting their specific need or objective, and then allowing them to make their own decisions (within their current capabilities); and to then accept the consequences, involves some risk and *is* considerably more difficult and time-consuming. This method, however, pays rich dividends, for it builds self-reliance and self-esteem. Good self-esteem is the most precious gift a parent can give their child.

Self-Sufficiency

Every time we do something for someone that they are capable of doing for themselves, we literally *steal* from their self-esteem. The more we love a person the more it behooves us to see that we do not cheat them of any opportunity to benefit

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from *thinking and doing* for themselves, even though they may suffer defeat and physical and/or emotional hurting in the process.

Emotional Dependency

We cannot live another's life or bear their burdens, no matter how much we love and care for them. The best thing a parent can do for their child is to release them emotionally and allow them to become a whole and self-reliant person, free of a binding emotional dependency. The basic responsibility of parents is to assist the child to make a smooth transition from the utter dependency of an infant to being a strong, self-reliant individual when they leave the parental nest. If the child stumbles and falls in the process, they will be the better for it.

Moral Admonitions

Moral values can be used as guides for the less aware, but when we bear others and ourselves "over the head" with them; we cause only destructive guilt, self-rejection and rebellion. Rather than indulging in moral admonitions, it is much more constructive to simply explain to the individual the advantages accruing from acting in the desired "moral" manner, and then allowing them the freedom to act as they see fit. They will then benefit from the consequences, even if they are "bad", for instead of inducing guilt in one not motivated to comply with a particular moral admonition, this procedure will actually enhance their self-esteem. Thus, we will encourage "moral" action without loss of the individual's esteem. The most effective teacher is the one who teaches by their own example rather than by their words.

Self-Realization

When one stops identifying with their actions, they realize that their very existence proves their innate worth and importance in the scheme of things - that they cannot be one *iota* more or less worthy, more or less important than another. Is not the "dignity of people" rooted in this realization?

Our Learning and Growth

Our every experience contributes to our learning and growth. And when we are hurting the most we are growing the most, even though such growth may be on an “incubating” rather a conscious level.

Releasing Emotional Turmoil

If, when we are anxious, frustrated, discouraged or defeated, we can pause to contemplate what is of ultimate importance in our lives, all our problems will fall into place, and our fears and worries will shrink to their true size and relative unimportance.

“Me and Mine”

When one recognizes that they are a nonphysical essence, they realize that the word “mine” can only denote “stewardship” - that otherwise they would take “it” with them when they die. What *can* one take with them other than an expanded awareness?

Arguments

An “argument” is the demand for confirmation and agreement, whereas a “discussion” is the sharing of information and opinions.

Loneliness

Loneliness is primarily an effect of low self-esteem, for if we felt truly warm and friendly toward ourselves we would not always be trying to avoid or escape from facing and communicating with a self we disliked and rejected. In fact, when one genuinely appreciates their innate worth and uniqueness instead of harboring a sense of personal inadequacy, unworthiness and guilt, they enjoy being alone with themselves, even for protracted periods. Then, instead of berating themselves for their lack of worth and importance, their mistakes, their defeats and shortcomings, they communicates with their inner self as an old and valued friend.

An Ordered Universe

When we look up at the sky on a clear night, we see perfect order as the heavenly bodies proceed on their appointed courses. Astronomers can predict the exact movement of the planets for hundred of years. If there is chaos and happenstance here on earth, exactly at what level or altitude does the transition to harmony take place? Can we have perfect order in the heavens and chaos on earth - must it not be all one or the other? Is it not our mistakes and lack of awareness manifesting through the immutable law of cause and effect that generates our seeming happenstance and chaos? And if there *is* order must there not *also* be purpose?

What Happened in the Interim?

Did you ever stop to think, when viewing a mean and embittered countenance, what has transpired in that person's life to effect such a change from an originally sweet and lovable infant? Has it not been largely the effect of their faulty conditioning and the resulting destruction of their natural self-esteem?

PERIODIC EVALUATION OF YOUR PROGRESS

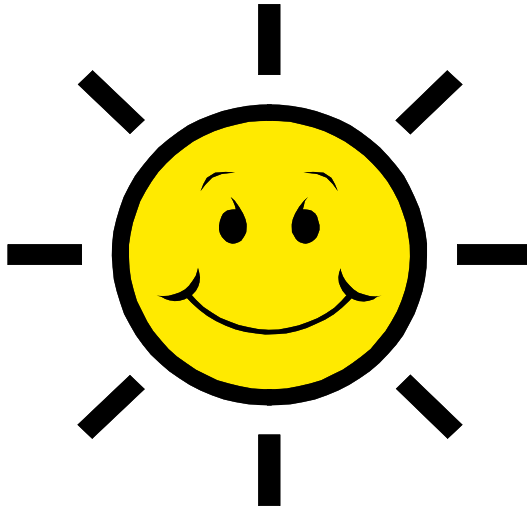
In order to determine your "current" degree of self-esteem; check your progress by scoring yourself approximately every month on the "Esteem Evaluation Test". If you are conscientious and diligent in your efforts on all three approaches you will be pleasantly surprised at your progress.

Periodically checking your progress in building self-esteem will prove a distinct help. Any evidence of progress will give you a victorious sense of accomplishment that will boost your self-esteem immeasurably, and thus motivate you to keep working.

This program, if followed in its entirety, will create a life style that generates, nourishes and maintains sound self-esteem, thus insuring for you a harmonious, productive and happy life.

SETTING THE STAGE

SMILE



A smile cost nothing, but gives much.

It enriches those who receive without making poorer those who give.

It takes but a moment, but the memory of it sometimes lasts forever.

None is so rich or mighty that they can get along without it,

And none is so poor but that they can be made rich by it.

A smile creates happiness in the home, fosters good will in business, and is the countersign of friendship.

It brings rest to the weary, cheer to the discouraged, sunshine to the sick and is nature's antidote for trouble.

Yet it cannot be bought, begged, borrowed or stolen,

for it is something that is of no value to anyone until it is given away.

Some people are too tired to give you a smile.

Give them one of yours, as none needs a smile so much as they who have more to give.

PROJECT AUTHORITY & CREDIBILITY THROUGH YOUR APPEARANCE

1. You can dress anyway you want, but it comes at a price. The price is bottom line results on your income, those who dress up earn upper incomes. Through many surveys and tests and experience, I've totally convinced myself ... people judge your worth, background, and income earning value much higher when you dress up.
2. Dress to be included, dress appropriately, never under dress.
3. Dress for the position you want, not the position you have. It is an established fact the sharp dressers move up the corporate ladder more quickly than those who chose to dress as they choose.
4. Less is more; conservatism is the choice in most cases.
5. Dress consistently, establish your image and maintain it.
6. Dress for comfort, function, mobility, always dress in good value attire. Expensive is not necessarily the wise choice.
7. Update your image, don't be out of date, and remember conservative attire will stay in style longer.
8. Finishing touches do make the difference, keep the jewelry to a conservative minimum.
9. Don't fall victim of that career killer idea that company functions are a time to let your hair down and let loose. There is permanent image damage done at company functions, be wise ... act and look your best for the best results in your career.

Building a More Positive Image

1. Become Genuinely Interested in Other People - Regardless of the physical assets your company may have, it's the *people* who will make you successful. They are your key asset and getting to know them should be as natural as knowing the technical aspects of your job. Being genuine is the key here. Don't play games by getting to know others only for your own personal gain. Getting to know each other should be mutually beneficial.
2. Smile - Whether you're pleasant to be around or not depends not on the situation, but on you. Image is created by such seemingly minor considerations.
3. Remember that a Person's name is to that Person the Sweetest and Most Important Sound in Any Language - This is crucial when dealing with those you don't see very often. An executive's image can be based on such a simple thing as remembering a person's name and using it frequently.
4. Be a Good Listener - Encourage Others to Talk about Themselves. - Executives run on information and what better way to find out what's going on than to follow this principle. Listen with everything you've got. HOW you listen says volumes about where your thoughts are.
5. Talk in Terms of the Other Person's Interest - We are all thinking about ourselves most of the time. Why not create a stronger executive image by putting away our own concerns for a while and talking about what others are thinking.
6. Make the Other Person Feel Important - And Do It Sincerely - "Make dealing with you important to me, and I will work hard for you". Much of our executive image rests with our co-workers. When our dealings let them see that we appreciate their contributions to what is achieved, we are building a strong bond that will withstand the pressures of day-to-day struggles.

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TWELVE POWERS OF PERSUASION

In order to convince people you have to get them in the right frame of mind, the following are twelve ways you can influence people to your way of thinking or doing.

1. **The Only Way to Get the Best of an Argument is to avoid it** - An argument is 90% emotion and 10% nonsense. A mature executive avoids an argument as they would avoid losing a proposition.
2. **Show Respect for the Other Person's Opinion. Never Say, "You're Wrong"** - This is a direct insult to a person's intelligence. It can cause rancor and shrinks the channels of communications. Respect his or her opinion and simply ask why they feel that way.
3. **If You Are Wrong, Admit It Quickly and Emphatically** - A mature and self-assured executive shows these qualities by following this principle.
4. **Begin in a Friendly Way** - If we don't, winning others to our way of thinking is nearly impossible.
5. **Get the Other Person Saying, "Yes, Yes" immediately** - It's important to begin by agreeing on something. Then, the challenging ideas will be more readily accepted.
6. **Let the Other Person Do a Great Deal of Talking** - Not only will that person share information, but might "talk him or herself" into the decision you wanted in the first place!
7. **Let the Other Person Feel that the Idea is theirs** - What is right, not who is right, is what is important. By following this principle, you will be building another person's confidence and willingness to share other profit making ideas and strengthening your executive image at the same time.
8. **Try Honesty to See Things from the Other Person's Point of View** - Another's point of view is based on their perception of the situation and may be clearer than yours.
9. **Be Sympathetic with the Other Person's Ideas and Desires** - This is a sure way of keeping the channel of communication open.
10. **Appeal to the Nobler Motives** - Experience has shown that most people will work very hard for ideals and the higher aims of society.
11. **Dramatize Your Ideas** - A unique idea should have a "unique" package. Expressing your ideas in different, unexpected ways enhances their appeal to everyone.
12. **Throw Down a Challenge** - Most of us have a competitive side. Challenging us to action very often produces unexpected results.

TWELVE PATHS TO POSITIVE THINKING

1. Don't criticize, condemn or complain.
2. Become genuinely interested in other people.
3. Smile.
4. Remember that a person's name is to that person the sweetest and most important sound in any language.
5. Be a good listener. Encourage others to talk about themselves.
6. Co-operate with the inevitable.
7. Expect ingratitude.
8. Do not imitate others, be yourself.
9. Be true to yourself.
10. Do the best you can, and appreciate that you did.
11. Walk the walk of enthusiasm.
12. Be creative, use the right side of your brain for the right results.

HANDLING COMPLAINTS

Before we consider ways of dealing with complaints, we must differentiate between the "chronic" complainer and the customer with a legitimate complaint. The chronic complainer complains simply for the purpose of complaining, with little factual information or evidence to support the complaint.

In this course, we are concentrating on the legitimate complaints every organization receives from time to time and the ways in which we might improve our abilities to handle such complaints in a professional and gracious manner.

No one likes to deal with complaints because they are emotional and often reveal errors the organization or an individual has made. Often, we are put in a position of "taking the heat" from a person with a complaint when we have had no direct influence on what caused the complaint in the first place.

When we do find ourselves in that position, there are certain things we might do.

Are complaints only "bad news"? Most people or organizations don't really like to get complaints. However, this doesn't mean complaints do not serve a vital purpose. Experience has shown that for every complaint voiced by a customer, between ten and twenty go unreported. We may have serious problems that are adversely influencing our customers and may never know they exist until someone takes the trouble to share the problem with us.

Only when someone shares a complaint with us do we have the opportunity not only to "save" a customer by resolving the complaint, but also to change our procedures so the same complaint doesn't surface again. In other words, complaints provide us with growth opportunities!

Being able to deal effectively with a complaint helps strengthen us for future difficult situations. It is relatively unchallenging when everything is going along well and there are no problems to face. We may become out of practice in dealing with difficult situations if we are not exposed to them. In fact, it has been observed that those who do not have some exposure to difficult situations have trouble handling them when they do arise. Therefore, for those involved, the practice is of great benefit in building confidence.

We view a complaint as having three distinct parts: the factual side, the emotional effect on the customer, and the emotional effect on those representing the organization.

The factual side of the complaint is usually dealt with by using appropriate policies and procedures of the organization that have been developed for such situations.

The emotional part has to do with the person expressing the complaint, if we don't dispel the complainant's negative emotions, which they may share with others without our knowledge, causing an unwanted and unwarranted opinion of the organization.

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Both sides are equally important. Our experience has shown that most people are adept at utilizing the organization's policies and procedures in handling the factual side of a complaint. It is on the emotional side that most people need additional training.

The third part has to do with a tendency for those representing the organization to take complaints personally. In the vast majority of cases, the representative had nothing whatever to do with causing the complaint. Those with complaints, however, vent their anger on the person who answers. The representative should realize this and exercise understanding and helpfulness.

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Planning for Complaints

1. Respect: Get in step with complainer "I understand that you have a reason to be upset, now what is it you want me to do?" Don't be a door stop for complaints it will drain you, it is not necessary to listen to an angry person who wants to vent their frustration of the world on you. Get them to the point, what it is they want you to do, once they realize you are there to help them, and they are thinking of solutions rather than what's wrong, their attitude will change and they will appreciate the results almost as much as if you listened to them vent for twenty minutes, and you will feel a lot better.
2. Listening: Hear what the complainer is saying, and acknowledge it.
3. Appreciation: I understand - say so!
4. Sympathy: Indicate your care. State "I will do everything I can to resolve the problem".
5. Name: Use the person's name it is the sweetest sound in any language
6. Resolution: Let's examine the facts - offer solutions
7. Not personal: 3rd Party. Deal with the facts

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THEORIES OF BEHAVIORAL SCIENTISTS

Behavioral scientists have advanced many theories of human effectiveness.

1. DOUGLAS MCGREGOR'S classic theory holds that the style of managing reflects the manager's assumption about people. He feels that the THEORY "X" manager assumes certain ideas about people, and that the THEORY "Y" manager has contrasting ideas in assumptions about people.

THEORY "X" ASSUMPTIONS

People by nature

1. Lack integrity
2. Are fundamentally lazy and desire to work as little as possible
3. Avoid responsibility
4. Are not interested in achievement
5. Are incapable of directing their own behavior
6. Are indifferent to organizational needs
7. Prefer to be directed by others
8. Avoid making decisions whenever possible
9. Are not very bright

THEORY "Y" ASSUMPTIONS

People by nature

1. Have integrity
2. Work hard toward objectives to which they are committed
3. Assume responsibility within their commitments
4. Desire to achieve
5. Are capable of directing their own behavior
6. Want their organization to succeed
7. Are not passive and submissive
8. Will make decisions within their commitments
9. Are not stupid

ABRAHAM MASLOW defines human effectiveness as the function of matching the individual's opportunities with the appropriate position on the hierarchy of needs, enabling humans to progress upward. The Primeval Human for example, was concerned with the lower order of needs for survival, reproduction, finding food and shelter and escaping hazards of the environment. In other words, survival was the sole concern.

As civilization progressed and human beings became able to satisfy these physical needs, their status and social needs assumed relatively greater importance. People then became increasingly concerned with predominant higher-order needs for growth, achievement, responsibility and recognition.

WINDOW ON THE WORLD OF THE
DIFFICULT PERSON

This window gives insight into the personalities of difficult people. The further to the right they are, the more aggressive they are. Higher up on the window means they are more task-oriented, lower down means they are more people-oriented.

TASK

Complainer		Tank	
ANALYZER	No Person	Sniper	RULER
Passive Person		Know-it-all	
PASSIVE Yes Person		AGGRESSIVE Grenade	
RELATER	Maybe Person	Sniper	ENTERTAINER
Passive Person		Think-they-know-it-all	

PEOPLE

"STRATEGIES"

	RULER	RELATER	ANALYZER	ENTERTAINER
VALUES:	task	people	task	people
POSITIVE INTENT:	get it done	get along	get it right	get it noticed
BEHAVIOR:	dictatorial	agreeable, personable, friendly, caring, helpful	attentive to details, systematic	creative, warm, charismatic, energetic
NEEDS:	to be in control	to be liked	to be correct	to be recognized, applauded
COMMUNICATION STYLES:	direct and to the point	indirect and considerate	indirect and detailed	direct and elaborate
STRENGTHS:	decisive, gets things done, confident	likable, loyal, team player, steadfast, patient	accurate, fast, finder, precise, organized	people-oriented, persuasive, verbal skills, optimistic
WEAKNESS:	intimidates and alienates people	indecisive, wastes time, gullible	stubborn, boring, aloof, unimaginative	egotistical, lacks follow-through, "flaky"
UNDER PRESSURE:	yells, blows up, bullies, throws tantrums and potshots, arrogant	submits, accommodates, gunny-sacks, passive-aggressive	becomes silent, flees or withdraws, becomes autocratic	talks louder and faster, complains
HOW TO DEAL WITH THEM:	support their goals, get to the point, be business-like, be task-orientated	be casual and sincere, listen, slow down, set goals, emphasize self development	go step by step, use facts, logic and structure, tie new ideas to old ones	use flexibility, be enthusiastic, let them talk, use demonstration

Look at their past actions to predict the future.

HOW TO RECOGNIZE TENDENCIES BASED ON OFFICE DECOR

DOMINANCE RED	Mounted weapons on wall. Trophy for individual performance. Diplomas of personal achievement. Action slogans (It's better to be the stomper than the stompee). Office is functional ... designed for practicality.
INFLUENCING YELLOW	Group or team pictures. Pictures of famous people. Informal furniture, conference table. Door open, people in and out. Phone ringing. They take interruptive calls, are disorganized, have a cluttered desk (maybe), and do not know where everything is.
SYSTEMATIC BLUE	Book shelves - plenty of books and magazines. Cluttered desk, stacks of papers, but only <u>THEY</u> know where everything is. Travel pictures or landscapes. Either antiques or very contemporary furniture if they designed the decor their self. Pink slips on their desk of unanswered phone calls. Probably a gadget of some kind on the desk to start conversation with. Family pictures.
CONSCIENTIOUS GREEN	Neat desk. Office sparsely furnished, traditional. Charts or graphs on wall, calendars. Traditional art. An air of order and balance. Probably a clock on wall or desk clock. Calculator - maybe even more than one.

APPROACH FOR EACH COLOUR

RED

Be authoritative, impose your will on them.

D

Red on Red - Win. Be aggressive, action-oriented.

Appeal: Lead with the benefit. Keep demonstrations short. Avoid chatter. Avoid theory, talk in terms of what it IS, not why? who? when? Be direct and to the point. Practicality and immediate results.

YELLOW

Be friendly, easy going. Sell yourself first. You are the product or service. Use enthusiastic approach. Be informal and use plenty of examples.

I

indirect example.

Appeal: Use "bandwagon: psychology. Talk in term of who? Who else? Appeal to need for approval from others.

BLUE

Be low-key, empathetic. Identify with them. Research their needs. They will ask about theory and concept. Avoid superficiality and games (they see through them).

S

Appeal: Appeal to their self-interest. Use reasonable approach. You must be informed about Why? questions. Appeal to problem solving.

GREEN

C

Be sensible, steady, logical and systematic. They will probably have their mind set when you talk to them. Give them time to analyze (maybe even call back on them).

They like systems and rules.

Appeal: Appeal to their efficiency. They are cost conscious. Make sure they understand how they will get value for their investment.

Explain how it works.

STRATEGIES FOR BLENDING AND CAPITALIZING

<p>DOMINANCE - "RED"</p> <p><u>Remember High D's Want</u></p> <p>Authority, challenges, prestige, freedom, varied activities, difficult assignments, logical approach, opportunity for advancement</p> <p>*****</p> <p><u>Provide</u> direct answers be brief and to the point <u>Ask</u> "what" questions, not how <u>Stick</u> to business <u>Outline</u> possibilities for person to get results, solve problems, to be in charge <u>Stress</u> logic of ideas or approaches <u>When</u> in agreement agree with facts and idea, not person <u>If</u> timelines or sanctions exist, get them into open, but relate them to end results or goal.</p>	<p>INFLUENCE - "YELLOW"</p> <p><u>Remember High I's Want</u></p> <p>Social Recognition, popularity, people to talk to, freedom of speech, freedom from control and detail, favourable working conditions, recognition of abilities, to help others, chance to motivate people.</p> <p>*****</p> <p><u>Provide</u> favourable friendly environment <u>Provide</u> chance for them to verbalize about ideas, people and their intuition <u>You</u> provide ideas for transferring talk to action <u>Provide</u> testimonials of experts on ideas <u>Provide</u> time for stimulating and fun activities <u>Provide</u> details in writing, but don't dwell on them <u>Provide</u> democratic relationship <u>Provide</u> incentives for taking on tasks</p>
<p>SYSTEMATIC - "BLUE"</p>	<p>CONSCIENTIOUS - "GREEN"</p>

<u>Remember a High S Wants</u>	<u>Remember a High C Wants</u>
Status quo, security of situation, time to adjust, appreciation, identification with group, work pattern, limited territory, areas of specialization	Security, no sudden changes, personal attention, little responsibility, exact job descriptions, controlled work environment, status quo, reassurance, to be part of a group
*****	*****
<u>Provide</u> a sincere, personal and agreeable environment <u>Provide</u> a sincere interest in them as a person <u>Ask</u> "how" questions to get their opinions <u>Be</u> patient in drawing out their goals <u>Present</u> ideas or departures from status quo in a non-threatening manner - give chance to adjust <u>Clearly</u> define roles or goals and their place in the plan <u>Provide</u> personal assurances of support <u>Emphasize</u> how their actions will minimize their risk	<u>Take</u> time to prepare your case in advance <u>Provide</u> straight pros and cons of ideas <u>Support</u> ideas with accurate data <u>Provide</u> reassurance that no surprises will occur <u>Provide</u> exact job description with precise explanation of how it fits big picture <u>Provide</u> step by step approach to a goal <u>If</u> agreeing, be specific <u>If</u> disagreeing, disagree with facts not person <u>Be</u> prepared to provide many explanations in a patient, persistent manner

ACTION DIRECTED	OUTER
DIRECTED AGGRESSIVE	
ADVENTUROUS	
COMPETITIVE	ENTHUSIASTIC
DECISIVE	FLEXIBLE
FRANK	FRIENDLY
PRACTICAL	GROUP MINDED
TASK ORIENTED	
YOUR UNFEELING	I'LL KNOCK HEAD OFF
ARBITRARY	CARELESS
OPINIONATED	
ARGUMENTATIVE	
DICTATORIAL	
OVERCONFIDENT	
HIGH-HANDED	MEDDLESOME
IMPULSIVE	
PRESUMPTUOUS	
IRRITABLE	REBELLIOUS
OVERBEARING	

HOW THIS PERSON PERFORMS UNDER PRESSURE

HIGH "D"	HIGH "I"
HIGH "S"	HIGH "C"

POOR ME
INDECISIVE
PASSIVE
PROCRASTINATING
SCHEMING
TOO EMOTIONAL
WITHDRAWN
IMPRACTICAL

NARROW- MINDED
OVER CONTROLLING
PICKY
RIGID
STUBBORN
SUSPICIOUS
UNFRIENDLY

MOTIVATIONAL FACTORS

STATEMENTS THAT MOTIVATE HIGH "D" - DOMINANT RED

1. No doubt you'll want to try it out. You're the type of person who will make it work.
2. While it is difficult to accept just anything, you'll be able to see both the advantages and disadvantages.
3. Other people can carry on with the program once you have explained it. You're the person who will get the credit. After all, you are the one making the decision.
4. This is totally new - really there is nothing that will compare to this idea.
5. The nice thing about this plan is that you don't necessarily have to do it all yourself.
6. In a few minutes you can see the way it will serve your needs.
7. This program sells itself. In just a few words I can demonstrate the practical advantages.
8. This will provide an opportunity to get credit for what you can do. It is something you can call your own.

MOTIVATIONAL FACTORS

STATEMENTS THAT MOTIVATE HIGH "S" - BLUE

1. I feel you are open to a number of possibilities and I want to recommend this plan of action
2. There is so much potential success here in what you can do. It is something to keep abreast of what others are doing.
3. Make some calls to others that have anticipated a similar change. I have a comprehensive list that will assist you in this activity.
4. While you will not change just for the sake of changing, you can readily see how this will add to your already effective system.
5. I'll come in to have you view the way in which I work with the plan. That will provide you with an opportunity to get some additional clarification.
6. By accepting this system, you are really buying insurance for yourself and your family. There is a great deal of security involved.
7. A number of individuals and organizations have already found the system to be very reliable. Here is a list of these groups.
8. The factual information and the conclusions arrived at will be of real interest to you. Check it over to see how it works.

<u>TYPE</u>	<u>SEES THE STRENGTH</u>	<u>MAY INTERPRET AS</u>
RED	"I" FRIENDLINESS	TOO TALKATIVE
HIGH "D"	"C" SYSTEMATIC	TOO RIGID
DOMINANT	"S" REFLECTIVE	WISHY WASHY
YELLOW	"D" ACTIVE-DIRECT	UNFRIENDLY
HIGH "I"	"S" STEADY	PASSIVE - DOESN'T CARE
INFLUENCING	"C" CONSCIENTIOUS	INFLEXIBLE STUFFY
GREEN	"D" DECISIVE	IMPATIENT
HIGH "C"	"S" LOYAL	TOUCHY - OVER SENSITIVE
CONSCIENTIOUS	"I" FLEXIBLE	GULLIBLE
BLUE	"D" FORCEFUL	INSENSITIVE, BLOWS PEOPLE AWAY
HIGH "S"	"C" ACCURATE	COLD, TOO FACTUAL, UNEMOTIONAL
SYSTEMATIC	"I" TEAM BUILDER	MANIPULATIVE

MOTIVATIONAL FACTORS

STATEMENTS THAT MOTIVATE HIGH "I" - YELLOW

1. Looking at the comparisons I've made will help you decide. You're the one who will decide which is better between the two approaches.
2. You will want to delegate some of these tasks to others since your time is valuable. In fact, that's the purpose of the program.
3. Many people recognize the need. You would be the first person to recognize that. But one individual has to lead the way, and I'm sure they can rely on your judgment.
4. By combining this idea with what you are presently doing, you have a combination for future profits, and you will be building on your present success.



HOT BUTTONS

- ☺ **GREED**
- ☺ **LOVE**
- ☺ **LUST**
- ☺ **FEAR**
- ☺ **VANITY**
- ☺ **DESIRE FOR POWER**
- ☺ **SECURITY**
- ☺ **HEALTH**
- ☺ **SAFETY**
- ☺ **LONGEVITY**
- ☺ **CONVENIENCE**
- ☺ **WEALTH**
- ☺ **HAPPINESS**

COMMUNICATION

SOME BARRIERS TO COMMUNICATION:

1. Not being fully aware of our own assumptions, viewpoints and feelings.
2. Not being fully aware of the assumptions, viewpoints and feeling of those with whom we seek to communicate.
3. Lack of a climate in which people feel free to speak up and offer suggestions and ideas.
4. Failure to listen carefully to what others have to say before offering comments or suggestions.
5. Failure to listen to the emotional content of what others are saying.
6. Lack of mutual trust, respect and confidence.
7. Writing or speaking above the comprehension of the people with whom we are communicating.
8. Not speaking in their vernacular.
9. Failure to evaluate the effectiveness of our communication.
10. Failure to involve subordinates in creative-type conferences and motivate them to contribute their ideas.
11. Failure to give recognition to ideas of others.

FOR EFFECTIVE COMMUNICATION

1. State what you think you heard
2. Acknowledge you understand how they feel
3. Say how you feel
4. Our interpersonal communication is a major factor affecting our interpersonal communication.
5. Both persons define relationships.
6. Each person is responsible for the nature of the relationship.
7. Relationships change when communications change.
8. To change a relationship requires persistence.
9. Whoever has the most options has the best odds of getting what they want.

Communication is most effective when it reflects our intentions for the relationship.

SOME COMMON MISTAKES IN COMMUNICATION:

1. We talk too much and listen too little.
2. We are unaware of such non-verbal communication as facial expressions, mannerisms and the like.
3. We assume the real problem is one thing, when it may be something quite different.
4. We do not recognize the importance of the communication process.
5. We make the mistake that all people behave in uniform ways, and we ignore their individuality.
6. We fail to realize that most management problems can be traced to poor communication.
7. We often forget that it is not just what we say that communicates our thoughts to others, but what we do. Always keep in mind Emerson's words: "What you are shouts at me so loudly, I cannot hear what you say."

* **Don't Allow Put Downs ...** Stop the offender immediately. Ask why they said what they did, and have them justify it - bring out the truth.

How to Avoid Being Manipulated

The problem with manipulation occurs when a Difficult Person learns how to twist your psychological arm and then overuses that knowledge. And, after we have helped them a little, it is even harder to say "No". Unfortunately, the "favours" may become so time consuming that we don't finish our own work. The result is that we feel worse than if we hadn't done the favour in the first place.

What to do:

1. Know your own limits (work load, time restraints) and your priorities.
2. Don't agree to anything you are even faintly concerned about. Buy the appropriate amount of time.
3. Get all the facts. Don't allow yourself to be caught doing something when your reason for being involved is still vague. Ask for specifics: time, location, how long will you be needed, what is the exact cost, when is the information due? Tell when you can have it finished.

What Are Your Negative Hot Buttons?

How to know them:

Write down everything that gets to you and keep track of how often the situation arises in your normal routine. The first step in controlling difficult situations for yourself is to be aware of what they are and when they are most likely to occur. Use your stomach to alert you. If your stomach tightens -someone is pushing your buttons.

How to control them:

1. Recognize potential problems. If a certain person always pushes your hot buttons, then avoid them at the company picnic.
2. If you get upset, try to remove yourself from the environment. Excuse yourself to the bathroom or to take care of an urgent call.
3. Calm yourself down before going back or resolving any conflict.
5. Reward yourself every time you deal with a potentially awkward situation in a suitable manner.

**When Nothing Else Works,
Remember that you always have a choice!**

Most of what happens to us is as a result of choices we make.

You can chose other careers, significant others, and friends. Your relatives are for life. You have to strategize these.

How to encourage people who hate their jobs:

1. Start a job share program.
2. Change their schedule.
3. Award surprise bonuses.
4. Send a thank you after a completed project.
5. Have a company picnic.
6. Send "Keep Up the Good Work" notes during projects.
7. Encourage their input for improvements and implement the good ideas.
8. Create an atmosphere of ownership. This will help initiate pride.
9. Suggest counseling.
10. Discuss their opportunities in the company and what it will take to achieve specific goals.
11. Alter the criteria of their job.
12. Transfer them to a more suitable position, or let them go.

ABOUT CREATIVE VISUALIZATION

Consider creative visualization is a useful process in your life. Whether you are conscious or not, you are already using it in your life every day. It is your God given talent.

In the past, many of us have used our power of creative visualization in a relatively unconscious way. Because of our own negative concepts about life, we have automatically and unconsciously expected and imagined lack, limitation, difficulties, and problems to be our lot in life. Often that is just what we get. The results of that which we think about.

Learning to use creative imagination in a more and more conscious way, as a technique to create what you truly want. All those things we believe those who are happy have in their lives; Love, fulfillment, enjoyment, rewarding relationships, satisfying work, self-expression, health, beauty, prosperity, inner peace and harmony. These are the things our hearts desire.

The use of creative visualization gives us a tool to tap into the natural abundance of life.

Our imagination is what sets us apart from the rest of the animal kingdom. It is our ability to create an idea or mental picture in our minds to create results. In creative visualization we use our imagination to create a clear image of something we wish to manifest. Then we continue to focus on the idea or picture regularly giving it positive energy until it becomes a reality.

Your goal can be anything you wish to have or to have happen. You might imagine yourself with any new possessions, more money, or of starting your own business, finding a wonderful lover, whatever. You may think of being at peace with the world and full of light and love.

You can use this to improve your relationships. Find that place where you like to go, after relaxing into a deep, quiet, meditative state of mind, you mentally imagine the two of you relating and communicating in an open, honest, and harmonious way.

Try to get a feeling in yourself that your mental image is possible; experience it as if it is already happening.

Repeat this short, simple exercise often, perhaps two or three times a day or whenever you think about it. If you are sincere in your desire and intention, and truly open to change, you will soon find that the relationship is becoming easier and more flowing, and that the person seems to become more agreeable and

easier to communicate with. Eventually you will find that the problem will resolve itself completely, in one way or another, to the benefit of all parties concerned. It should be noted here that this technique couldn't be used to "control" the behavior of others or cause them to do something against their will. Its effect is to dissolve our internal barriers to natural harmony and self-realization, allowing everyone to manifest in their most positive aspect.

To use creative visualization, it is not necessary to believe in any metaphysical or spiritual ideas, though you must be willing to entertain certain concepts as being possible. It is not necessary to "have faith" in any power outside yourself. The only thing necessary is that you have the desire to enrich your knowledge and experience, and an open enough mind to try something new in a positive spirit.

Creative visualization is magic in the truest and highest meaning of the word. It involves understanding and aligning yourself with the natural principles that govern the workings of our universe, and learning to use these principles in the most conscious and creative way.

Creative visualization works by interrelated principles: Our physical universe is not really composed of any "matter" at all; its basic component is a kind of force that we can call "energy."

Things that appear to be solid and separate from one another to the eye eventually all break down to a common denominator which is pure energy. Physically, we are all energy, and everything within and around us is made up of energy.

Energy vibrates at different rates of speed, and thus has different qualities, from finer to denser. Thought is a relatively fine, light form of energy and therefore very quick and easy to change. Matter is relatively dense, compact energy, and therefore slower to move and change.

One law of energy is that energy tends to attract energy of similar nature. Thoughts and feelings have their own magnetic energy that attracts energy of a similar nature. We can see this principle at work, for instance, when we "accidentally" run into someone we've been thinking of, or phone someone whom was "just thinking of us."

Thought is a quick light, mobile form of energy; it manifests instantaneously, unlike the denser forms such as matter.

When we create something, we always create it first in a thought form. A thought or idea precedes manifestation. "I think I'll make dinner" is the idea that precedes creation of a meal. "I want a new car" precedes going out and buying

one. An artist first has an idea or inspiration, then creates a painting. A builder first has a design, then builds a building.

An idea is like a blueprint; it creates an image of form, which then magnetizes and builds the physical energy to glow into that form and eventually manifests it on the physical plane.

The same principle holds true even if we do not take direct physical action to manifest our ideas. Simply having an idea or thought, holding it in your mind, as energy will tend to attract and create that form on a material plane. If you constantly think of illness, you will eventually become ill; if you believe your self to be confident you will be; if you act enthusiastic, you will become enthusiastic. Thus the law of radiation is "That what you put out to the universe shall be reflected back to you." Or "As you sow, so shall you reap." Meaning is ... we always attract into our lives whatever we think about the most, believe in the most strongly, expect on deepest levels, and imagine the most passionately. Learning to use creative visualization does not occur through mere positive thinking. It involves exploring, discovering, intense feelings and changing our deepest, most basic attitudes towards life. Learning to use creative visualization is a process of deep and meaningful spiritual growth. In the process of spiritual growth we often discover new ways to unleash our personal power. We discover our "success blockers." We learn to empower ourselves to greater achievements in life.

It is this through creative visualization that allows us to find and live our natural state of happiness, fulfillment, and love.

CONCLUSION

We are responsible for our individual lives. We have been imbued with a deep urge to express goodness and love and have been granted “free will” and the immutable law of cause and effect to lead us into ever greater awareness - so that we can become a whole person, a serene and self-loving individual who truly “loves their neighbor as they love *them self*.”

It is up to us what we do with our lives - whether we live in “fear and trembling,” in self-loathing and misery, or whether we embark on an ever more exciting and rewarding adventure, free of false and distorted concepts, conflict, futility and frustration of the inhibiting and debilitating emotional turmoil of a crippling low self-esteem.

In summary, we will achieve sound self-esteem to the degree that we realize the following: that we each have the sole responsibility, the authority, freedom and ability to direct our own life and affairs as we see fit; that people is innately “good,” worthy and important; a nonphysical essence, a unique and precious being; and that at their diving centre they are is inviolable, invincible and eternal; that no matter how badly we may err, how much we may stumble or slip backward in our torturous upward climb, we are each an inseparable part of a Common Source, varying only in our awareness; that regardless of how slow and uneven the rate, we are each ever-growing in wisdom and love; and that we have all the time there is for our personal growth - and that all our experience is but a means to this end.

The acid test for a truly high self-esteem is this: Do you, when you occasionally happen to focus your awareness on yourself, spontaneously experience a subtle surge of warmth and love, as you do perhaps, when you pause to think lovingly of your sweetheart, spouse or child? If you do feel this fleeting this sense of warmth and love toward *yourself*, you are one of those rare individuals who has a genuine appreciation and regard for their own intrinsic worth.

When you accept your own power of worth, then you will understand the nature of asserting yourself. You are God’s creation and absolutely must have your rights and space respected.

For good self-esteem is your responsibility, with it comes happiness. When you are happy and you know it, you will naturally be assertive.

Personal Power©

Thank you for reading this material.
For further information contact the author
Dan White
At
905-668-4816
Email dw@911taxes.com