Yes, You Can...
Reach Your Goals and Achieve Your Dreams

by James E. Stowes
and Jack Jonathan
with Sheelagh Manheim PhD
JAMES E. STOWERS
As founder of American Century Companies, a multi-disciplined, global asset management firm, James E. Stowers is recognized as one of the country's top money managers. Since his humble beginnings in 1956, Jim has had a burning desire to help people. When Jim began his career in his mid-twenties, he took the time to honestly assess what he wanted to do and how he could help people understand the value of money and the advantages of long-term investing. He then created a strategy to achieve his goals. In *Yes, You Can... Reach Your Goals and Achieve Your Dreams*, Jim shares the processes he went through (including his 3x5 method) and how he used innovation and determination to rise to the top of the financial world.

As a follow-up to his autobiography, *The Best is Yet to Be*, Jim de-mystifies innovation and entrepreneurship and spells out why he believes anyone can be successful if they are disciplined and persistent.

This is Jim's fourth book. The first, *Why Waste Your Money On Life Insurance?*, simplified the complex world of life insurance. In 1992, he published his best selling book, *Yes, You Can... Achieve Financial Independence*. This award winning book continues to be recognized in the industry as one of the best written books of its kind.

Jim and Virginia, his wife, live in Kansas City, Missouri where they have used their fortune to create one of the most important projects of their lives, the Stowers Institute for Medical Research, to give hope for a better life to millions of people.
Twenty years from now
you will be more disappointed by
the things you didn’t do than by the ones you did.

So throw off the bowlines.
Sail away from the safe harbor.
Catch the trade winds in your sails.

Explore, Dream, Discover.

Mark Twain
Yes, You Can…
Reach Your Goals and Achieve Your Dreams

by James E. Stowers and Jack Jonathan
with Sheelagh Manheim PhD

ILLUSTRATED BY
Paul Coker, Jr.
This page intentionally left blank.
**Introduction** by Carl J. Schramm, President and CEO, The Kauffman Foundation

In an eighteenth-century essay on the philosophy of science, Adam Smith observed that wonder “is the first principle which prompts mankind to the study of philosophy.” Two hundred years later, reflecting on Smith’s essay, Friedrich Hayek wrote: “Man has been impelled to scientific inquiry by wonder and by need. Of these, wonder has been incomparably more fertile.”

The life and work of Jim Stowers, and the lessons he offers in this book, provide a glowing illustration of the importance of wonder in all our endeavors. This does not solely mean a sense of awe at what surrounds us – though Jim certainly conveys his joyous celebration of all aspects of life that, undoubtedly, helps explain his success and good health.

Rather, the wonder that infuses Jim’s book and life is an openness of mind, a willingness to ask questions. This, perhaps, is a distinguishing trait of many great innovators and entrepreneurs – they step back from a problem and ask the questions that other people either don’t think to ask or refuse to ask, thus converting problems into opportunities.

How does someone cultivate this sense of wonder? Jim offers many helpful suggestions, but two in particular stand out for me. Both of these seem quite obvious and, for that reason, are often neglected or overlooked.

First, Jim offers a detailed map for fulfilling the Socratic injunction to “know thyself.” It may sound odd that in a society frequently derided as too individualistic we don’t take the time to know ourselves. But self-knowledge requires reflection, which in turn requires discipline, as Jim recognizes and has demonstrated throughout his career.

It might appear paradoxical, then, to say that the second point, which stood out for me in Jim’s book was the importance of listening to other people (indeed, Jim offers this as a key part of self-knowledge). This is so simple that it constantly goes unnoticed, but here Jim offers a solution to another Socratic aphorism: “True knowledge exists in knowing that you know nothing.” If we muster the will to identify our own limitations, we open ourselves to the wisdom of others.

This book is not a run-of-the-mill self-help book. Jim’s thoughtful reflections on his own success and Jack Jonathan’s analysis in the last part of the book constitute a useful guide for future innovators and entrepreneurs, who, in Jim’s eyes, could be anyone!
Too many books claiming to offer insight into innovation and entrepreneurship end up as one of two types. First, there are psychological studies that purportedly identify some innate behavioral trait in entrepreneurs, implying that only a select few can succeed. Or, second, these books claim to possess the secrets of innovation and lay out seven or ten or twelve steps, inevitably turning out to be business plan manuals.

The beauty of Jim’s book is that he de-mystifies innovation and entrepreneurship, taking us back to basic principles. What lies at the core of his and others’ success are fundamental human traits: creativity, imagination, curiosity and social interaction. Anyone can be an innovator or entrepreneur – it simply takes the discipline and persistence Jim exhibits.

Usually when we talk about an entrepreneur, we imagine a swashbuckling individual, taking enormous gambles, most often in the high-tech area. This certainly seems to be the case in places such as Silicon Valley and, indeed, all entrepreneurs take risks and confront uncertainty.

More frequently, however, great innovators and entrepreneurs succeed by doing something that may seem mundane or, in retrospect, obvious. Ray Kroc did not invent the cheeseburger, French fries or fast food, but he saw the possibility for scaling a quality burger restaurant and built one of the world’s most successful companies, McDonald’s. Larry Page and Sergey Brin did not invent the personal computer, the Internet, search engines or algorithms, but they saw a way to design an improved search engine and grow a media company, Google, around it. Ewing Kauffman, another entrepreneurial icon from Kansas City like Jim, did not invent pharmaceuticals or the sale of them to physicians, but by pioneering international licensing he found a way to make pharmaceutical sales more efficient and more profitable, and built a successful company, Marion Labs.

In each case, these individuals found a way to do things better, faster and cheaper, growing their companies to scale and thereby creating jobs and wealth for untold numbers of people. The advance of human welfare depends on such innovators and entrepreneurs, and on their willingness to wonder, ask questions and thus see possibilities invisible to others.

By taking us through the basic qualities that underlie the often-murky concept of entrepreneurship, Jim Stowers has provided yet another valuable service to society for which we should be grateful.
If you want to be successful, you can do more than you think possible.
If you want to have happiness, reach out and help other people.

James E. Stowers
This page intentionally left blank.
About James E. Stowers

American Century Investments, a nationally recognized investment management firm now employing nearly 2,000 people and managing over $100 billion in assets in 2007, had a very humble beginning.

Medicine was the Stowers’ family tradition in Kansas City: both Jim’s father and grandfather were well-respected, successful physicians. As a young man, Jim’s initial goal was to continue the family tradition. However, after some soul searching, he realized that although medicine is a very noble profession, it was not the career for him.

Jim decided to enter the investment business when he learned about the fantastic concept of mutual fund investments. He began his new career as a mutual funds salesman at Waddell and Reed, a Kansas City firm. There, he was fortunate to find a wonderful mentor, George Wood, who gave him a “post graduate” education in how to succeed in business. His relationship with George enabled Jim to develop the insights and skills he needed to realize his dream.

In 1956, Jim started his first business as a broker/dealer operating out of a one-bedroom apartment. After a great deal of research, he established two of his own mutual funds and opened Twentieth Century Investments in a nice office in the basement of a local bank. On December 31, 1958, people stood in line in a snowstorm waiting to purchase funds from this new company that by the end of the day had total assets of only $405,164.

Jim is regarded as an entrepreneur because of the extraordinary success of American Century Investments. However, he calls himself an innovator who created something unique to help people. His success was due to his unwavering determination, his ability to innovate and his firm belief in the value of teamwork.

In his 70’s, when most people would be enjoying a well-deserved retirement, Jim and his wife, Virginia, dedicated themselves and more than $2 billion to creating the Stowers Institute for Medical Research – recognized today as one of the premier basic medical research organizations in the world – to give people everywhere hope for a better life.

Yes, You Can... Reach Your Goals and Achieve Your Dreams describes the concepts Jim learned and applied in order to succeed. Each idea is like a precious jewel that Jim collected from books, observations, experiences and encounters with remarkable people. These ideas have been organized and refined into this book to help make your dreams of success come true.
This page intentionally left blank.
A chain is only as strong as each of its links. This book is made up of many uninterrupted links of dedicated people who have helped us at every step of the way to create this final version.

We began with a gestation period of sorting out literally thousands of 3x5 cards that Jim had accumulated over 40 years. With Nancy O’Neill’s help, these cards were edited in bullet point format and became our primary source of information.

Our chain expanded another link when Carrie Hill sorted the essays Jim had written over several years on various topics related to the growing pains of American Century Investments.

Another link was added when Sheelagh Manheim PhD joined us to help Jim and me transform our bullet points into a narrative form.

We had the advantage of three dedicated editors who helped us shape the material: Alexis Preston, Nancy O’Neill and Miriam McCartney. Other editors of later editions were Heather Lewis, Margaret Horan and Paul Coker.

Our book was created to inspire the children of baby boomers, so it was essential also to get input from young people. We are grateful to the three high school seniors who won the Ray Glasnapp Entrepreneurial Spirit Scholarship. Thank you Kyle Bersted, Sarah Cockrum and Josh Foster for giving the third draft a thorough evaluation. Several other young people gave us valuable suggestions to help make our material relevant to people under thirty. We appreciate the time and effort of Gerred Howe, Shawn Connor, Daniel Jonathan, Kari Preston, Travis Saunders and Hillary Urich.

Thanks are also due for the improvements suggested by Bill Bates, Alan Doan, John Evans, Mark Gilstrap, Sam Goller, Carol Hilboldt, Allen J. Huber, Mark Killen, Gudren Neumann, John Small, Pam Stowers and Jonathan Thomas.

Paul Coker’s humorous illustrations have contributed to lightening up the Yes, You Can… series since its beginning in 1992. We are delighted to have his illustrations add a touch of humor to our serious topic.

Bill Taylor and Maria Williams in the ACI copy center, printed and bound four drafts and met our “can we have it by yesterday?” schedules with a can-do attitude.

Our designer, Frank Addington, with great patience and skill, laid out the whole book for printing. Sam Goller, our marketing director, created the editorial content of the cover.

When we thought the book was perfect, Virginia Stowers found two errors that all of us, over five versions, had missed.

Finally, we are deeply thankful to Dr. Manheim for her enthusiastic contribution and support with research that is now part of our bibliography and the intellectual capital of Stowers Innovations.

Now our chain needs one more link: it is you, dear reader. Please e-mail your comments to us at ideas@stowers-innovations.com.
This page intentionally left blank.
<table>
<thead>
<tr>
<th>Part One</th>
<th>Understanding Yourself and Interacting with Others</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chapter 1</td>
<td>The Power of a Positive Attitude</td>
</tr>
<tr>
<td>Chapter 2</td>
<td>Understanding Ourselves</td>
</tr>
<tr>
<td>Chapter 3</td>
<td>Understanding Others</td>
</tr>
<tr>
<td>Chapter 4</td>
<td>Creating a Good First Impression</td>
</tr>
<tr>
<td>Chapter 5</td>
<td>Reaching Out to Others</td>
</tr>
<tr>
<td>Chapter 6</td>
<td>Friendship</td>
</tr>
<tr>
<td>Chapter 7</td>
<td>Communicating with People</td>
</tr>
<tr>
<td>Chapter 8</td>
<td>The Value of Time</td>
</tr>
</tbody>
</table>
# CONTENTS

**Part Two**  
**Achieving Your Dreams**  
by Jack Jonathan  

<table>
<thead>
<tr>
<th>Chapter</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>9</td>
<td>Attributes of Innovators and Entrepreneurs</td>
<td>127</td>
</tr>
<tr>
<td>10</td>
<td>Innovation in Action</td>
<td>147</td>
</tr>
<tr>
<td>11</td>
<td>Who are the Entrepreneurs?</td>
<td>157</td>
</tr>
<tr>
<td>12</td>
<td>Fulfilling Your Potential and Helping Others</td>
<td>169</td>
</tr>
</tbody>
</table>

**Epilogue**  
**Land of Opportunity**  

**Self-Assessment Questionnaires**  

- To Be Successful, Know Yourself First | 183 |
- Attributes of a Friend | 185 |
- The Qualities of an A Team Member | 187 |
- Attributes of an Innovator | 189 |
- Attributes of an Entrepreneur | 191 |
<table>
<thead>
<tr>
<th>Part Three</th>
<th>Addenda</th>
<th>193</th>
</tr>
</thead>
<tbody>
<tr>
<td>Addendum 1</td>
<td>Exercise to Live One More Day</td>
<td>195</td>
</tr>
<tr>
<td>Addendum 2</td>
<td>Protecting Your Treasure: The Value of Creative Financing</td>
<td>201</td>
</tr>
<tr>
<td>Index</td>
<td></td>
<td>205</td>
</tr>
<tr>
<td>Bibliography</td>
<td></td>
<td>211</td>
</tr>
</tbody>
</table>
This page intentionally left blank.
Part 1

Understanding Yourself and Interacting with Others

By James E. Stowers
This page intentionally left blank.
The Power of a Positive Attitude

Here is what I believe:

If you don’t think today is going to be better than yesterday, why get up?
You’ve got to believe that each new day will be better,
and you must be determined to make it so.
If you are determined, then certainly…

The Best is Yet to Be.™
If you think you can... you can!
Your attitude controls your actions. It influences the way you feel and what you do. It determines how effective you will be in your interactions with others.

A positive attitude is essential for success in any area of life. The more positive your attitude, the more opportunities become open to you and the more likely it is that you will be successful. As the founder of Mary Kay Cosmetics said, “If you think you can, you can. If you think you can’t, you’re right.”

Hope and Optimism

I always end my speeches by affirming my belief that The Best is Yet to Be.™ Some people challenge my optimism. But I feel that if you don’t think today will be better than yesterday, why get up? You’ve got to believe that each new day can be better than the last. You have the power to control your life. If you are determined, then certainly the best is yet to be.

A critical relationship exists between hope and optimism. Hope is life. When we have hope, everything seems possible. However, it takes even more than willpower to make the transition from just hoping to actually reaching your goals. Hoping without discipline and determination remains just wishful thinking. Optimism, born of hope, becomes a frame of mind that enables us to make our dreams a reality.

David Douglas Duncan, a native of Kansas City, was one of the most influential photojournalists of the 20th century. He wrote an interesting book about a Polish holocaust survivor whose attitude illustrates the amazing power of a positive frame of mind.

When Martin Gray was a child, he lost his family in the holocaust. Later, he lost his wife and children in a terrible fire. Yet, he was able to hold on to hope and continue to live with a determined optimism:

“…when tragedy comes, we must take the suffering into our hands and, through willpower, transform it into a fruit that will nourish us as we begin life again.”

Martin Gray

Hope is more than the sunny view that everything will turn out all right.
It is believing that you have both the will and the way to accomplish your goals, whatever they may be.

C.R. Snyder, PhD
Psychology Professor, University of Kansas
There is something magical in the way one thinks. If you believe things will turn out for the best, chances are they will. If you believe you can do something, most likely you can. If you expect that the best is yet to be, it can come true, but this optimism must be sincere and come from your heart. Even if you are not a born optimist, you can develop the discipline to think positively.

A negative attitude limits your choices, but with a positive attitude, you can turn setbacks into opportunities. Likewise, when you look for the good in people, you will rarely be disappointed. They will often respond to your positive approach and reflect a positive attitude back to you. People are attracted to those who are happy and fun to be around.

When you radiate an optimistic outlook on life, you enrich your own life and the lives of others.

Look ahead, not behind. Birds in flight rarely turn their heads backwards. Only an odd bird is more interested in where it came from than where it is going.

**Controlling Negative Thoughts**

It is in your power to control your thoughts as well as your attitude. You can use the power of a positive attitude to stop useless worrying and other negative thoughts. Worrying is not helpful. It can prevent you from doing your best.

Yet, if you concentrate on trying to eliminate the unpleasant thoughts, you might find that you actually intensify them instead of eliminating them. If you try ignoring an issue, you keep it on your mind by telling yourself to ignore it!

Instead, when you are overcome with negative thoughts, try to identify the cause of your bad feeling and search for a solution. **If there is no convincing cause, why continue to feel bad?**
Instead of trying to eliminate the negative thought, why not concentrate on a number of other positive thoughts?

- Look at what you have to be grateful for.
- Become enthusiastic about what your life offers.

These, and other pleasant thoughts, will most likely drown out your unpleasant ones and you will find you are happier.

If you continue to worry, try to determine what it is that is worrying you. Is worrying helping your condition? If not, why not stop worrying? Instead, why not wonder?

When you worry, you are focused on a problem and all the negative things that can come from it. However, if you wonder about how to solve the problem, then you can turn your mind in a more positive direction. This will be your first step toward a positive attitude.

If the problem is one you cannot do anything about, then do something to get your mind off the problem.

- Accomplish a task that gives you satisfaction.
- Visit a local hospital and realize how well off you are.
- Reach out and help someone else in need.
- Exercise.
- Listen to your favorite music.

Think of an issue that worries you. What can you do to ensure that things will turn out for the best?

How can you make an expected outcome work for you if you have no control over it?
Understanding How to Relax

When you are worrying endlessly, or you have some physical distress, you may find it hard to fall asleep at night. If you feel uncomfortable, try to determine what is causing your discomfort. If you are unable to pinpoint the cause, why allow yourself to continue to feel uneasy?

Instead, you could use this simple technique to relax your mind and body:

- First, relax all your muscles one group at a time, starting at your head and moving down to your feet.
- Then, relax your mind by imagining a beautiful scene or a pleasant memory.
- If you continue to feel tense, take a deep breath, relax and exhale all the air out at once.

Each of us has our own special approach to relaxing and restoring our emotional energy. In times of stress, one of the most valuable sources of support are family and friends. Yet in the end, it is up to each of us to achieve our own peace of mind.

Enthusiasm – One of Your Most Valuable Assets

*Dad’s style has been one of clarity, passion and perseverance.*

*He tries to create a sense of excitement around a common goal and never, never gives up.*

James E. Stowers III

Nothing is more contagious than enthusiasm born of conviction. It is the dynamic outward expression of 100 percent confidence that can support your determination to create good habits and meet life’s challenges. When you feel enthusiastic, you will act enthusiastically, and your attitude will be contagious and convincing to others. The ability to inspire and motivate people with your passion is the key to getting things done.

Enthusiasm is the spark that can recharge your body and spirit. It is powerful because it appeals, not to logic, but to emotions. It is the difference between working and succeeding.
If you have worked enthusiastically then, at the end of the day, when you face yourself in the mirror and ask, “Have I done the very best I could?” The answer will be a resounding, “YES!”

Keep in mind, the one person you cannot fool is yourself. No matter how successful or unsuccessful you are, if you do your very best, you can never be faulted for trying.

I became a passionate saxophone player, but I also wished to play the piano. I soon realized that I could not expect to sit down and play with the same ease as I played my saxophone. It takes hours and hours, days and days, years and years of practice to become an expert at playing any instrument. Wishing is not enough. Wishing never makes dreams come true. It takes effort, hard work, determination and most of all, enthusiasm.

The Importance of Confidence

The way others respond to you is not only a reflection of how you treat them, but also of the way you perceive yourself. Confidence helps you create the trust people need in order to believe in you and accept what you say.

What exactly is “confidence?”

It is the absolute belief that you know:

- What could happen
- What to do
- When to act
- What you believe is correct, and you can prove it

When you are confident, you have faith in yourself and your ability to rise above the challenges you may face. If you think that people can be persuaded with facts alone, you may be surprised. They will believe in you if, armed with knowledge, you speak with assurance about what you know. Do you follow your doctor’s orders because he knows more than you do, or because he acts confident and, therefore, you trust his judgment?
Your Attitude Affects Others

People not only observe your actions, they also feel your attitude — your warmth or coldness. If you keep an open, positive attitude when meeting and speaking with others, it will be echoed back to you. People react to your attitude and act accordingly.

Imagine that as you step onto a crowded elevator, it is silent; each person is deep in thought. You smile and enthusiastically say, “Good morning!” Suddenly, the mood in the elevator changes as people exchange greetings with you and smile at each other.

If you expect one kind of response from someone but get another, perhaps you have not cultivated those qualities that mysteriously affect others. If you have treated people rudely, they will likely be rude to you. So if you encounter a negative response, question your own manner and attitude rather than the manner and attitude of others.

The natural reaction to a positive mood is the good feelings that form an invisible bond with others. If you are sincere with people, the chances are good that, in return, they will be sincere with you. If you consider people as friends, they will treat you as a friend. By cultivating a positive attitude, you can create harmony in all areas of your life.
Chapter

Understanding Ourselves

The Challenge of Developing New Habits

*We are constantly faced with challenges. They are a part of life.*

*Each challenge requires a solution – a decision.*

*When we face a challenge we’ve successfully faced before,*

*it is likely that we will solve it in the same way.*

*If we solve it the same way each time, we establish a routine.*

*When the routine becomes automatic, a new habit is formed.*
... we were influenced by our family and the conditions under which we lived.
Who am I?

Are we a product of our environment and our reaction to it? Yes, we are molded by what has happened in our past. We have had many experiences – some harsh and cruel, some warm and rewarding. When we were born, our only desire was to be comfortable. We had no knowledge, opinions, experience or habits – good or bad.

As we grew, we were influenced by:

- Our family and the conditions under which we lived. We experienced love, anger, happiness, sadness, pain, hunger, compassion and possibly tragedy.
- Family expectations about who we were and who we could become.
- Other people such as teachers, scout leaders, coaches and neighbors.
- Our education, what we read and the social restrictions confronting us.
- Our environment, including physical surroundings and cultural influences.

*Ninety percent of the world’s woe comes from people not knowing themselves: their abilities, their frailties and their real virtues.*

Sydney J. Harris, *Chicago Sun Times*

Each of these experiences had a lasting effect. We interpreted them and translated them into actions, until we gradually developed our personality and our unique outlook on life. We developed our opinions, beliefs, mental attitudes and our own method of expressing our ideas and our feelings toward others.

Nevertheless, many people reach their mid-twenties still unsure of who they are and what they want to do with their lives.
It is not only the most difficult thing to know oneself, but the most inconvenient one, too.
Josh Billings, 19c American Humorist

Questions I Asked Myself

By the time I was 26 years old, I had become a great jet pilot and I could also deliver babies. Although neither of these skills felt like the right career for me, I was not prepared to earn a living in any other field. I had worked very hard in medical school. I thought that if I worked as hard at just about anything else, I would be happier and more successful.

One thing my education in medicine taught me was the importance of learning about my patients by asking them questions. But in order to help them, it was also essential to understand them and their problems. I found out that when I recorded my observations and reviewed the notes, I was able to be more helpful.

I decided to use this same technique to help me understand myself, so I could find a career that suited me. I began by thinking seriously about who I was and writing down my thoughts.

It is not easy to evaluate oneself. To make the process easier for you, I have listed some of the questions I asked myself and some of the answers I discovered.

What are my strengths and weaknesses?

What are the strengths that created my successes in life? What are the weaknesses that have created my feelings of failure? I considered my education, hobbies, experiences, appearance, personality and family.

What is my greatest problem?

It is difficult to be honest about traits that hold us back. Certainly, for me it was not low self-esteem or a bad habit like alcohol addiction. What I needed was to learn to listen to other people who knew more than I did.
What are my traits and attitudes?
I listed my strong points like determination, perseverance, commitment, innovation and trustworthiness. I also listed some of the traits that could cause me trouble like impatience and impulsiveness.

What do I believe in?
I certainly believed in myself and felt I could always do more than I first thought possible. However, I also believed in the golden rule, being sincere and honest with others, and being trustworthy.

What do I love to do?
I considered all the things I love doing: dancing, playing the saxophone, flying, and working with mechanical things. None of these would directly help me with a new career.

Do I need people?
I thought long and hard about whether I truly needed people in my life. Could I be happy if I did not have people in my life?
I decided that not only did I need people for what they could do for me, but more importantly, for what I could do for them!

What sort of people do I like to spend time with?
My parents had warned me, “You are known by the company you keep.” I needed to look at the values and qualities of the people with whom I was spending time. I needed to surround myself with the sort of people who shared my values.

Who will take care of me in time of financial need?
Would it be fair to expect my parents to help me? Would they have the means to do so? Would they still be around when I needed their support?
No, I could not count on my parents.
Would my brother take care of me? No, my brother would have his own family to provide for. It would not be fair to expect him to take care of me in time of financial need.
What about the government? No, I absolutely could not count on the government to take care of me.

After much soul searching, I came to the conclusion that there was only one person who would take care of my financial needs: **me, only me.**

**What can I do to avoid a premature death?**

This was a critical question for me because my father had died too young. I was determined to follow a healthy lifestyle so I could live a long and full life.*

**What are my life goals?**

Is my only goal to be financially successful or does success mean something more to me? Can I be innovative and creative?

I decided that I wanted to help people. I also wanted to become financially independent so I could do what I wanted to do, when I wanted to do it.

---

*See Addendum, *Exercise to Live One More Day*
Learning From People I Admire

After I had taken a clear-eyed inventory of myself, I looked around at people I admired. What were the good qualities and traits of those who impressed me? What made someone stand out? What made that person successful?

I listened to the way the people I admired spoke. If I heard a phrase or a word that impressed me, I would write it down and file it. Later, I chose the phrases and descriptive words I wanted to include in my vocabulary.

When I discovered a particular quality or trait I admired in someone, I recorded it on a 3x5 card to help me sort out the mass of data I had gathered. I later used these cards to facilitate the development of new qualities I thought would help me be successful.

The Challenge of Developing New Habits

People are constantly faced with challenges. They are a part of life. Each challenge requires a solution – a decision. Experiences weigh heavily in making these decisions. If you face a challenge you’ve faced before, it is likely that you will solve it in the same way. If you solve it the same way each time, you establish a routine. When the routine becomes automatic, a new habit is formed.

When you understand who you are and what you admire in others, will you be ready for the challenge of becoming the best that you can be? If you are, it will take time to see results. You’ve developed your personality and acquired habits over a long period. You cannot improve them overnight; it will take determination and continuous effort before you see a change.

The road to success is strewn with obstacles. As you overcome them, you learn how to move steadily toward your goal. Your achievements are not likely to be higher than the goals you set for yourself. So, why not aim high and then be absolutely determined to succeed?

To improve your personality traits:

- Discard old patterns.
- Learn better ones.
Developing New Habits and Qualities: The 3x5 Card Method

The process of remembering and practicing new qualities can be made much simpler if you build on the habits you have developed throughout your life. It would be an almost impossible task to try to develop all of the new qualities and habits at one time.

Here is a method that worked for me:

**Step One: Practice**

- Choose a quality that you would like to develop. Describe it on a 3x5 card.
- Read that quality carefully and place the card in your pocket.
- Keep this card with you at all times. Look at it at the beginning of the day.
- From time to time during the day, refresh your memory by reading the card. Concentrate on this one quality you want to develop. Remember, a quality will be acquired only by practicing it over and over until it becomes second nature.

**Step Two: Evaluation**

- At the end of each week, evaluate your progress.
- Continue the above procedure for another week if needed.
- Keep refreshing your mind by reading your card often.
- Remember to be thankful that you have the ability and determination to reach your goal.
Step Three: Repetition

After you have reached your first goal, start all over again and repeat the process with another card. Continue this procedure until the habits you want to develop or eliminate have become part of your character.

Learning to Listen

When I first started out as a mutual fund salesman, I expected to make many calls before I made a sale. Still, it was discouraging to try my best and then be turned away. I was determined to learn how best to approach people. So after each call, I would sit in my car and write down exactly what I had said and how the person had responded. From this information I learned that I did not want to just SELL to people, I wanted to help them become more financially successful.

However, even when I changed my approach, I felt I was not as successful as I could have been. I continued to keep track of each session I had with a client and eventually discovered that I was talking more than I listened. With the help of the 3x5 card method, I began to focus more on listening to what the client wanted. As I learned to really listen, I became more successful in truly helping people.

You can do anything you set your mind to. You may need to work harder than most, but in the end, you will be successful. If you want to change for the better, why not try doing the best you can, where you are, with what you have?
Try not to become a man of success, but rather try to become a man of value.

Albert Einstein

Values We Choose to Live By

The jewels in my treasure chest of ideas may be compared to diamonds in-the-rough. They have little value until they are skillfully cut and faceted. The better the cut, the more light they reflect. Each of us has diamonds that have been cut and faceted by the experiences, setbacks and successes we face. These facets reflect the values and qualities that make up our personality.

Here are some of my values and the reasons they are important to me.

I Value:

Helping people
If I make people happy, they will make me happy.
If I make others successful, they will make me successful.
My main focus is on helping others, not making money.

Achievement
I am determined to be the best I can be.
I am convinced that I can always do more than I think I can.
To be successful I must work harder and longer than others.

Teamwork
A chain is only as strong as its weakest link.
The best team is made up of people who respect each other.
Group judgment is often better than individual judgment.
I try to provide people with a reason and incentive to do their best.

Responsibility
I am absolutely convinced that I am the only one responsible for taking care of myself.
I attempt to do more than my share of the work.
I want to set an example others will want to follow.
CHAPTER 2

Innovation
Always try to find a better and unique way of accomplishing things.
If I don’t understand something, it is because I haven’t thought about it long enough.

Friendship
Everyone wants to have friends.
I cannot live without the support of others.

Good Health
I must exercise my heart daily to live one more day.
To lose weight, I eat only half of what is on my plate.

Personal Qualities
Over time, I have observed many impressive people and read many books. I have combined these experiences with my own values to create the personal qualities that influence my way of life. Here is a list of some of those qualities.

I Am:

Optimistic
The Best is Yet to Be.”
If I think I can, I can.
I believe that most people are good.
My focus is on the positive.
I try to inspire others with my enthusiasm.

Determined
I do my very best at whatever I choose to do.
Wishing won’t make me successful.
The future belongs to those who prepare for it.
I can do anything if I am persistent and absolutely determined.
I cannot tire my brain.

I try to inspire others with my enthusiasm.
**Realistic**
- I believe that people can change or modify their own opinions.
- I solve problems in a logical manner, one at a time.
- I try to anticipate problems and think of solutions.
- I do not listen to curbstone opinions.
- Try not to dwell on sorrow, deal with the problem.
- A bird can fly better than I can.
- I admit that I don’t know all the answers.
- You do not need big words for a big effect.

**Sincere**
- People can tell if you are sincerely interested in them.
- In treating other people as you would like to be treated.
- In speaking from your heart.
- I expect everyone I meet to be sincere with me.
- I care about what people think, feel and want.

**Romantic**
- Listening to good music brings me pleasure.
- I am passionate about life and what I believe.
- I love to fly.
- When I dance, I am able to express my emotions.

**Confident**
- I work hard to learn a skill and then try to act like the expert I am.
- My actions speak louder than words.
- I can be what I want to be.
- I am proud of who I am and what I stand for.
- I believe in myself and in my abilities.
- I absolutely can make a significant difference.

*When I dance, I am able to express my emotions.*
Trustworthy  I try to be fair in my dealings with others.  
Trust is your most valuable asset. If you lose it, it is absolutely lost forever.  
It takes a long time to build a reputation and an instant to lose it.

Perfectionist  I demand excellence in myself and those I work with.  
Excellence is not an occasional occurrence. It is a way of life.  
I take time to create order around me at home and at work.  
To do my best, I surround myself with the best people.

Prioritizing Your Wants  
Like many people in our society, we have all the basics for survival: shelter, food, clothing and security. We feel pressure when advertisers try to convince us that their product or service is what we really must have to survive. Sometimes it may feel as if life is a battle of wants. We are made to feel dissatisfied with what we have and made to believe we must have something else in order to remain happy.

When we want something, we are dissatisfied if we cannot have it. Often, when we satisfy a want, something else may come up that seems more important and yet again, we become dissatisfied.

As time passes our wants change. Transportation is a good example: a young child may want a tricycle, a ten year old may want a bicycle, and an adult may want a car.

In deciding what to get, it is important to determine which want has your highest priority. Young people may feel eager to have a new car to impress their friends. However, after awhile they may focus on some other purchase they feel will enhance their social life.

To increase your happiness, reduce your wants.

Benjamin Franklin
When you are keenly aware of your own values and priorities, you can better resist the attempts to persuade you to try to gain happiness through satisfying your latest desire. The wonderful thing is that if you put off the purchase of your new want, when you eventually reconsider, you may no longer feel compelled to have it. A story from my early marriage illustrates this fact.

**The Fur Coat**

*As newlyweds, our entertainment was walking and window-shopping. One winter day, as we walked by an exclusive fur store, we stopped and admired one of the beautiful fur coats. I asked Virginia if she wanted one.*

*She said, “I really do,” and added, “but we can’t afford it because it would reduce our investment savings.”*

*We continued on our walk.*

*A year or so later, after we had saved some money, we happened to walk by the same store. Again, we stopped to admire the beautiful coats. I asked Virginia if she still wanted one of them. This time, Virginia didn’t answer me right away.*

*Finally, she said, “No, I don’t.”*

*I asked, “Why?”*

*She continued, “If I had one, I would lose the earnings on the money it would take to buy the coat. Also, I would have to pay for insurance and storage. No, I would rather have my money working for me.”*
Virginia has a lovely fur coat now, but we did not buy it until we were sure we could afford it. Only then could we truly afford to indulge in this beautiful luxury without putting our future in jeopardy.

Why not delay the gratification of wants that are not really essential to your survival? For example, instead of going into debt to buy a fancy car, you might consider paying cash for a car that is less extravagant but is still suitable for getting you to work.

At the beginning of our marriage, Virginia and I agreed that we would not borrow money except to purchase our home. It was sometimes difficult to stick with this plan, but I am proud to say that despite the temptation, we never gave in to the desire to live beyond our means.

When you look carefully at the balance between your immediate wants and long-term goals, you may become aware that they conflict. If you are dissatisfied with the way you are spending your time and money, you can change your immediate wants. Then, with determination, you can change the way you live to insure that you will have a secure future.

In the long run, we shape our lives and we shape ourselves. The process never ends until we die, and the choices we make are ultimately our own responsibility.

Eleanor Roosevelt
This page intentionally left blank.
How can you learn to understand others?

If you take advantage of every opportunity to observe, you will learn a lot.

Pay close attention to people and what they do.

Remember to observe with an open heart and mind.
Understanding Others

The ability to observe people is important.
The ability to observe and understand people is important for a happy and successful life.

When you take the time to really observe, you develop insights that enhance your ability to relate to others. If you are sincerely interested in others, you will be curious about what they believe.

Why not pay attention to what others want out of life? Listen closely and try to figure out why they think as they do. Relax and enjoy listening as they tell you their experiences. What lessons can you learn from them?

Here are some of my observations about people. Perhaps they will be useful as you, too, become an observer of those you meet.

I believe that most people:

Are inclined to think of themselves first.

The primary interest of most people is self-preservation – their own happiness and security. They remain interested in you only as long as you show interest in them. If you talk too much about yourself, they may become bored and lose interest. Their minds may wander or they may daydream.

Have a strong desire to share their experiences.

Most people are appreciative of a good listener because they have a burning desire to tell their stories. Only when they have no more to talk about are they willing to listen.

Value their own opinion.

Most people are convinced that they are just as smart as the next person. They are convinced that their opinions are correct and try to defend them. They are, however, capable of calmly changing their mind through their own logic.
Don’t want to look bad in the eyes of others.
   People tend to justify their actions. When they are wrong, some are inclined to lay the blame on someone else. They may act like the small boy who is standing on the cat’s tail. His mother, hearing the terrible outburst from the cat, calls out, “Tommy, stop pulling the cat’s tail.”
   Tommy answers, “I’m only standing on it. He’s the one that is doing the pulling.”

Are generally uncomfortable with the unknown.
   Most people take comfort in what is familiar and what they understand. The unknown, the unfamiliar or the unexpected make them feel uneasy. They have their favorite: foods, clothes, vacation spots and chairs. If you should sit in their favorite chair, they may be resentful. The chair is their chair.

Are attracted to people they admire.
   People want to spend time in the company of those whose characteristics they admire. They are attracted to people they feel are trustworthy, sincere, confident and reliable. They hope that the qualities of the individuals they admire will somehow rub off on them.

Want to be optimistic.
   Will tomorrow be a better day? Most people want to be reassured that somehow all of their problems will be solved in time.

React to the emotions of others.
   When someone cries, people tend to be sympathetic. If someone smiles, they respond with a smile. When someone is enthusiastic or angry, others will often respond in a similar way. Most people want to be happy and prefer to be around those who are positive, enthusiastic and warm.
Want to feel satisfied and have peace of mind.

Every day, people must make many decisions. To enjoy peace of mind, they must make a decision they are satisfied with.

Once their mind is made up, they will usually be closed to new ideas because they believe they have made the correct decision. Only if people become dissatisfied will they search for ways to restore balance and peace of mind.

Are normally curious.

We are all born curious. It is one of the most important human characteristics. As long as people remain curious, they will be interested in life and have an intense desire to know more. If they are curious, people will listen with an open mind. If someone’s mind is closed to you, you can reopen it by arousing their curiosity with a question that disturbs their peace of mind.

Curiosity leads us to better understand people, to know their characters and to predict their future behaviors. This understanding makes us aware and secure, so that we will not make as many mistakes in our judgment of others.

When someone is enthusiastic or angry, others will often respond in a similar way.
This page intentionally left blank.
What is the motive for creating a good first impression?
Is it for personal gain?
If so, that first impression may send the wrong message
because it lacks sincerity.
On the other hand, if your motive is to treat others with respect,
you will project a consistent image of sincerity.
Creating a Good First Impression

Before I could go out in public, my mother would observe me.
Creating a good first impression is a smart thing to do. When you meet people for the first time, are you aware that they will form an opinion of you within a few seconds? That first impression can be lasting. An unfavorable one may take many months of association to erase.

**My Parents’ Influence**

*My mother taught me that people expect you to be what they expect you to be. Before I could go out in public, my father or mother would observe me and determine whether or not they thought my appearance would meet the expectations of others. If I did not look acceptable to them, if my clothes or hair did not look right, I was not permitted to leave. I loved and respected my parents and made every effort to make them proud of me by trying to live up to their expectations.*

**Personal Appearance**

One of the first things people notice about you is how you look. Of course, we all want to feel unique. However, there are many trivial things about your appearance that may be unsettling or put others off. Clothing that is inappropriate for the circumstances, extremely out of style, ill-fitting or not well cared for can create an unfavorable impression.

You may be unaware of how you appear to others. Yet, you can change your image if you feel it is to your advantage.

*The way in which we think of ourselves has everything to do with how our world sees us.*

Arlene Raven

*People are sometimes unaware of how they appear to others.*
Dressing for Success

Many years before I decided to start my own company, I had been impressed with the image of my future mentor, George H. Wood, as he was walking briskly up the street. It was a cool day. In his Homburg and dark cashmere coat, he truly looked successful. I thought to myself, “I like that image.” So I started dressing like Mr. Wood. To radiate success, I felt I had to live up to that image. I still dress like I think people expect me to dress.

When you are ready to begin your working life, you will usually need to dress appropriately for the position you would like to obtain.

If your appearance is distressing, humorous or bizarre, it might be impossible for people to take you or your ideas seriously. If the style of your clothes is odd or different from what is expected, it becomes distracting.

I learned this lesson from my mentor, George H. Wood.

Looking the Part

I remember standing in front of George’s desk one day, when he asked, “Would you rather have people concentrate on the tie you are wearing or on what you say?”

I answered, “On what I say, of course.”

“Then,” he said, “you had better find a more subdued tie to wear, one that does not attract so much attention.”

At that time, I frequently wore smart, casual clothes. George mentioned to me that such attire might attract more attention than what I said. He asked, “Why not dress like people expect you to dress? Why not look the part of a successful mutual funds representative in good suits and ties that don’t distract from what you say?”

George’s suggestions made a great deal of sense to me. I tried to improve my appearance by wearing nice suits and ties. In the winter I wore the same type of hat and overcoat that George wore because it certainly impressed me. This manner of dressing forced me to live up to the image of a successful businessman.
It is wise to remember that no matter how fine your ideas, if you wish them to be considered, your appearance should not be distracting. If you are in a business setting, won’t you be more successful if you dress in clothes appropriate for that particular office and occasion? Appearances, including the kind of car you drive, can mean a lot.

**The Car You Drive**

At the University of Iowa Medical School, I decided to use my bright red motor scooter for transportation to avoid a long walk from the parking lot to class. Most often the medical students and residents drove old cars, even Model A Fords.

Some of the doctors quietly suggested that I was tarnishing the image of the medical profession by riding a motor scooter. These comments irritated me so much that I sold my motor scooter and bought a brand new, white 1949 Mercury convertible.

I no longer tarnished the medical profession’s image. However, I probably made some of the doctors and medical students envious when I parked my shiny new car next to the older models in the parking lot.

I started out in business with that same Mercury convertible. It looked a little old, so I bought a new Volkswagen Bug. However, I was told that the Bug did not reflect the image that was expected of a successful representative.

I turned around and bought a large one-year old Cadillac. That car, with big tail fins, reflected an image of success.

Observe the people you work with and their ability to command respect. Comment on the way they dress. How much does it influence the way you feel about them?
Your Manner

A first impression is based not only on your physical appearance, but also on your manner of relating to others. Your manner has a strong influence on people and can be disturbing if it is too far out of the ordinary.

George wanted me to be aware that people would unknowingly mirror my actions. If my manner was relaxed, others would tend to relax; if I leaned forward to talk to them, they would also tend to lean forward. I have experimented with this observation and found it to be correct.

Annoying mannerisms can work against you by being very distracting, disrespectful and inconsiderate. I had an unfavorable mannerism that George brought to my attention.

An Unfavorable Manner

At that time, I wore sports clothes and also assumed a casual manner by putting my hands in my pockets. One day, George asked me, “Are you playing pocket pool?”

I was startled, quickly took my hands out of my pockets and answered with a firm, “No.”

To this day, my hands never rest in my pockets. Even when a photographer requests me to look more casual, I strongly resist parking my hands in my pockets.
It can be a great disadvantage to be unaware of your annoying mannerisms.

**Unconsciously, you may be projecting inexperience, lack of confidence and nervous tension if you:**
- Twiddle your thumbs.
- Drum on the desk.
- Continually straighten your tie.
- Brush your hair from your eyes.
- Clear your throat.
- Slouch in your chair.

**Some actions are simply inconsiderate and rude:**
- Staring at people.
- Chewing your fingernails.
- Talking with food in your mouth.
- Leaving your cell phone on during a meeting.
- Answering your cell phone when you are talking with others.
- Crossing your legs when wearing a short skirt.
- Wearing too much perfume or cologne.
- Talking or laughing loudly in a restaurant.

*It is rude to cross your legs when wearing a short skirt.*
Creating Your Own Image

If you feel that changing your image will help you succeed, there is no question in my mind that you can do it; but it takes determination. The first step is to be brutally honest with yourself about how you appear to others.

Question yourself:

• Do I dress appropriately for the activities I engage in?
• Does my manner create a good impression?
• Do I have a welcoming handshake?
• Do I smile sincerely?
• Am I confident with others?

Look in the mirror:

• Are my clothes neat and up-to-date?
• Is my smile relaxed, friendly and sincere?
• Is my hair styled in a neat, attractive way?
• Do I notice any distracting mannerisms?

Ask others for opinions:

Find a friend who will give a candid assessment of the impression you make with your:

• Appearance.
• Mannerisms or behaviors.
• Habits that may irritate others.
Observe others you admire:
Now comes the fun part. Look for the good qualities of the people who really impress you. What makes them stand out? When you discover that particular quality, record what you observe on a 3x5 card.

Listen to how they speak. Do they:
- Speak slowly?
- Take their time and pause between their thoughts?
- Change their emphasis on words from time to time?
- Pronounce their words distinctly?

Observe their appearance and actions:
- Do they stand up straight?
- Are their movements slow and deliberate?
- What do they do with their hands?
- Do they inspire confidence?

Now, add to this list actions you admire.

Look for the good qualities of the people who really impress you.
No one is self-sufficient.

We all need others and what they have to offer.

One of the keys to achieving your dreams is to honor the rules of relationships.
Small gestures... put people at ease and create an atmosphere of trust and mutual respect.
Why not treat people as you would like to be treated? Good manners, one of the keys to the golden rule, are the respectful ways we deal with each other. Simple expressions such as thanks, please, excuse me, I’m sorry, or small gestures of helpfulness, put people at ease and create an atmosphere of trust and mutual respect when performed in a warm and sincere way.

With good manners, you radiate warmth and friendliness. Your consideration of others signals that you have self-respect. When you are tactful and sincerely try to understand others, you will gain their trust and confidence. People tend to feel more at ease in the presence of those who are courteous and respectful.

*Manners are the happy ways of doing things.*
Ralph Waldo Emerson

These words of the American philosopher, Ralph Waldo Emerson, have certainly proven to be true in my life. People expect you to be aware of the rules of conduct of the society in which you live. When you know the rules, you can cultivate a natural, easy manner that will help you get along better with others.

**Here are some small gestures that can help:**

- Radiate a warm and friendly smile.
- Reach out with a sincere handshake.
- Hold the door open for others, letting them go through first.
- Listen with attention when others talk.
- Greet people with an enthusiastic hello.
- Say please and thank you when appropriate.

We live in a time when it is more important than ever to be aware of the customs of other cultures. Here is a story of how easy it is to irritate people when we are not sensitive to their culture.
Early one morning, I set out from my hotel in Paris to buy a newspaper. I approached the little newspaper stand, reached into my pocket for change, and asked the vendor for the Herald Tribune. She looked at me, smiled and said, “Monsieur, we begin by saying Bonjour.” There was a twinkle of reproach in her eyes. I greeted her and smiled. She gave me the paper. I realized then that it would be gracious to begin every encounter with a greeting and a smile.

Jack Jonathan

Cultural signs of respect make us aware of the importance of being sensitive to the feelings of others. Be aware that:

- Some gestures are easily misinterpreted.
- The beliefs of others may differ from yours.
- Not everyone likes to be touched.
- Some people dislike using alcohol.
- Some people find the odor of tobacco smoke offensive.

No matter what your dreams for the future, your own happiness may be largely dependent upon the relationships you develop with others. Being polite, gracious and considerate will have its own reward.

The Importance of Being Sincere

Sincerity is one of the best qualities you can possess. Sincere people attract others. When I am convinced people are sincere, I want to encourage them to become my friend. I do not expect people to necessarily agree with all my beliefs because everyone has the right to their own. However, if I ever become convinced that someone is insincere, I try to avoid associating with them in the future.
Since the word *sincere* is so important to me, I set out to define its meaning. I looked up *sincere* in dictionaries. One dictionary stated “without deceit, pretense or hypocrisy; truthful; straightforward; honest – being the same in actual character as in outward appearance; genuine; real.” This did not fully describe the meaning of the word to me.

Once, in a discussion with friends, the word sincere was mentioned. I asked if they could help me define sincere. They asked me what I meant when I said I expected people to be sincere with me. I said, “I expect people to treat me as they would like to be treated.”

They said, “There is your meaning.”

I was truly surprised and at the same time gratified.

What more could I learn about sincerity in connection with relationships?

Recently, after a dinner party in California with neighbors, I again asked for opinions about the meaning of the word *sincere*. I mentioned that I speak from the heart and I expect that others will do the same. One of our dinner guests exclaimed, “There’s your definition. You expect people to speak from their heart.”

With this new insight, I have refined my definition.

**People are sincere if they:**

- **Are honest** and absolutely truthful. It is tough enough to remember the truth without trying to remember a lie.
- **Speak from their heart.** Be what you are. Be real. Try to avoid exaggeration.
- **Express a caring interest in others.** Follow the Golden Rule: Treat others as you would like to be treated.
- **Are quick to admit when they are wrong.**
When you are a thoughtful, considerate person who is sincerely interested in the happiness of others, people will respond to your concern and accept you as a friend. A sincere interest in other people can become a way of life.

_Il cuore parla al cuore. The heart speaks to the heart._

Pope Benedict

**Contradictory Actions**

If your actions and words are contradictory, you may come across as insincere or unsure of what you really want to convey. Let your actions and expressions match what you say. Here are some examples of actions and expressions that do not match the words spoken.

<table>
<thead>
<tr>
<th>Your Words Say:</th>
<th>Your Actions:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Your words may express sympathy,</td>
<td><strong>but</strong> your face may look too cheerful, and your voice may be too bright.</td>
</tr>
<tr>
<td>You are interested in the other person,</td>
<td><strong>but</strong> you do not look the person in the eye or you have a glazed or far-off look.</td>
</tr>
<tr>
<td>You are happy to meet the person and express your friendship,</td>
<td><strong>but</strong> your lips smile and your eyes do not, you act very busy and in a hurry, you don’t offer your hand in friendship, your actions do not express warmth.</td>
</tr>
<tr>
<td>You say you want to get together,</td>
<td><strong>but</strong> you don’t follow through and arrange to meet.</td>
</tr>
</tbody>
</table>

Think of a time when you were most effective in treating people as they would like to be treated.
If your words do not come from the heart, your actions will not mirror the meaning of your words and stated intention. Remember, actions speak much louder than words. You will alienate people because they will quickly pick up on your insincerity.

Your Sincere Smile

I quickly determined that a sincere smile was a quality that I wanted to keep in mind, practice and try to acquire as a part of my personality. To acquire a sincere smile, I realized I would have to create a positive state of mind, as well as positive beliefs and attitudes.

Your facial expression can be read like an open book, revealing your true feelings. I have spent a great deal of time observing other people. What I have discovered is that a pleasant expression is memorable. A happy face with a sincere smile and sparkling eyes is not only contagious but also hard to resist. It also projects your state of mind.

Wrinkles, etched over time, reveal your dominant emotion, the one that has been there the longest. If you smile all the time, your wrinkles will reflect a permanent smile. On the other hand, if your attitude is most often alert, playful or worried, your wrinkles will reflect those attitudes. It is up to you whether you present a displeasing or pleasing face to others.

At age 50, everyone has the face he deserves.
George Orwell

A radiant smile is your best asset. It can light up a room. Someone who is not conventionally attractive can have a dazzling, enthusiastic expression that draws people. Why not brighten wherever you may be with your radiant smile? But take care, people are suspicious of a forced smile, it conveys the feeling of insincerity.

A sincere smile reflects your attitude of cheerfulness and happiness. It is a universal language that can open doors and set the tone for successful relationships. Try it. It works!
Developing a Sincere Handshake

People are impressed, not only by what they see, but also by what they feel. When you shake hands, you have an opportunity to convey your feelings of warmth and sincerity. Although some people absolutely dislike being touched in any way by anyone, a handshake is generally an accepted way of greeting one another. If someone extends his hand, take it. If, when you first meet, a person does not offer his hand, then offer yours. Don’t miss the opportunity to express your sincere feelings.

Handshake Etiquette

I will never forget the time in 1954 when George Wood greeted me with a handshake. I shook his hand as I normally did. Afterwards, he hesitated and then asked, “What on earth were you trying to do?”

I responded, “What do you mean?”

He answered, “What were you trying to accomplish when you shook my hand?”

I said, “I was just shaking your hand.”

Aren’t you aware that you had a fantastic opportunity to convey your sincere feelings towards me through your handshake?” he persisted.

I answered, “I never thought of it that way.”

He then asked me to shake hands with him again. My second handshake was probably not much better than the first because I really did not know what to do.

Then, George gave me some suggestions that I pass along here to you.

When someone smiles at you, do they smile with their eyes as well as their lips?

How do you feel if their eyes do not smile?
The Right Handshake

The purpose of a handshake is to convey your sincere feelings through touching hands. It should last long enough to transmit your sincerity. A handshake is also used to seal a bargain and express agreement, hence the popular phrase: Let’s shake on it.

Here are some tips on how to shake hands:

• Before you shake someone’s hand, focus your complete attention on the other person by making eye contact.
• Your facial expression must convey your sincere and friendly feelings.
• Extend your hand slowly and deliberately toward the other’s out-stretched hand, but never too quickly.
• Join hands.
• Increase your grasp slowly until there is a firm, friendly and sincere grip.

Releasing a handshake is just as important as initiating one:

• Do not to let the person feel you are trying to get away in a hurry. This could indicate insincerity on your part.
• As you release your grip, slowly and deliberately draw your hand back. This indicates to the other person that you are not in a hurry to lose contact.
The Wrong Handshake

A handshake has its own language. Just as words can be misinterpreted, so can the language of the handshake. By learning the language and using it correctly, you will be able to transmit and receive a message of warmth and friendship.

Here are some handshakes to avoid what they say about you.

- **Bone-crusher**: squeezing too hard – aggressiveness.
- **Dishrag**: offering a hand with no energy in it – lack of character.
- **Pump handle**: pumping the other’s hand too vigorously – excessive enthusiasm.
- **Violent**: aggressively shaking to show you are in charge.
- **Imprisoning**: holding the other’s hand and not letting go, or holding the hand with both of your hands – disturbing possessiveness.
- **Pulling along**: using the handshake to pull people along through a reception line – bad manners.

Summary Points

**Do:**

- Spend some time developing a friendly handshake.
- Adopt a handshake that is firm but not crushing.
- Always stand up when you shake hands with someone.
- Give your full attention to the person whose hand you are shaking.
- Wait for a woman to extend her hand before you extend yours.
Don’t:
- Offer a gloved hand. Remove your glove, even if someone insists you don’t have to.
- Let go too rapidly. You could easily convey the feeling that you are trying to get away and that your friendship is insincere.

Becoming Confident
If you want to be successful in accomplishing your goals, you need to develop confidence. Confidence is not given to you at birth; you acquire it gradually. As you succeed in mastering a skill or situation, you become confident that you can accomplish other goals. These elements must work together if you are to become confident. You need to:

- Understand yourself.
- Understand others.
- Acquire knowledge:
  - Become an expert in areas that interest you.
  - Be able to back up your opinions with facts.
  - Be skillful in communicating what you know.

Knowledge, plus faith in yourself and an understanding of others, helps you gain others’ confidence and trust.
Gaining the Confidence of Others

To gain the confidence of others, you must first have it in yourself, then an air of self-assurance will come naturally. However, when you are in a stressful situation, confidence does not come naturally so you need to draw on your ability to project an air of confidence. Often, when you act confident, your natural inner self-assurance will return. Here are some ways you can project an air of confidence:

- Silently recall feelings of past successes and hold them firmly in your mind.
- Wear a welcoming smile.
- Walk with your shoulders back and your head held high.
- Move deliberately and with purpose.
- Dress comfortably but with good taste, in clothes that fit well.
- Act as if you know what you are doing; have command of the situation.
- Talk in a positive and deliberate way, but modulate your voice.

Silently recall feelings of past successes and hold them firmly in your mind.
This page intentionally left blank.
A friend is someone who dares to dream your dreams with you.

Early in my life, I discovered that if I truly wanted to be happy, I needed to establish long-lasting relationships. Friendship ranks as one of our most valued assets. With a true friend we feel free to share our inner thoughts and feelings and be who we truly are.
A friendship may begin with an enthusiastic attitude about meeting people.
Who is a friend? A friend shows a sincere interest in me and speaks from the heart. Likewise, I must show the same sincere interest.

My best friend is Virginia, my loving wife.

A friendship may begin with an enthusiastic attitude about meeting people. I am optimistic and assume that everyone wants to be my friend. For that reason, I greet everyone I meet with an enthusiastic “hello” and a sincere smile. People usually respond positively to this approach.

Never Met a Stranger

During the 1960's, Elmer M. Armbruster was the West Coast Regional Manager for Twentieth Century Investors, now called American Century Investments. I went with Elmer to the Orange County Fair in California. As we walked around the Fair, Elmer acted as if he knew everyone (though of course he really didn’t). I was amazed. He would call some people “General.” They all responded positively. When I asked about this, he said that he had never met a “stranger.” He assumed everyone to be a “friend.”

Everyone Is a Friend

How can you expect to have friends if you do not treat people exactly as you would like to be treated? When you meet someone, which approach would be the most effective: treating a new person as a friend or as a stranger? It makes a fantastic difference if you assume everyone you meet is a friend rather than a stranger.

Picture yourself stepping onto an elevator and noticing someone you do not know. If you consider that person a stranger, wouldn’t you tend to ignore that person? What is your attitude and how does your face reflect your attitude? How might the other person respond?
Now assume that this stranger is a friend. How would this thought affect your attitude? How would you react if this person happened to be your best friend? Wouldn’t you act enthusiastically and wear a warm, sincere smile? Wouldn’t you immediately have something nice to say? Wouldn’t this attitude favorably influence people you meet?

See what a positive difference your attitude can have on others! Your feelings toward others are a direct reflection of your own attitude, the way you view life. This makes all the difference in how happy you can be.

Is it possible for you to develop this optimistic attitude? Of course! Just convince yourself that you want to do it and then practice being optimistic.

**A Positive Attitude Invites Friendships**

**Who Was That?**

I can vividly remember an incident that occurred shortly before Virginia and I were married. As we left a restaurant, we noticed a nice man approaching us on his way toward the restaurant. I smiled and gave him an enthusiastic, “Hello.”

I am sure he thought he knew me. He returned the smile, came up, stopped and talked to us. After a few minutes he continued on into the restaurant. As we walked down the street, Virginia asked, “Who was that?”

I answered, “I have no idea, but wasn’t he a nice person?”

She observed that when you express your sincere feelings to others you do not know, they usually respond in a like manner.

The way you think has an impact on what you do and the way you do it. If you keep an open, positive attitude when meeting and speaking with others, you are likely to get the same feelings reflected back to you.

You can’t be a close friend to everybody. But if you do not assume everyone, and I mean everyone, is a friend, you may miss the opportunity of a lifetime to find...
a close friend. When there is sincerity and mutual trust, the friendship can get deeper and deeper. In order for a relationship to blossom, there has to be a desire to share feelings and mutual interests.

**Finding Friends**

Most people truly want more friends but have no idea how to find them. Of course, it will be hard to find a friend if you just wait at home and hope someone will call. New friends don’t usually come knocking at the door; you have to get out and meet people. When you do go out, it will not be hard to find a friend among the new people you encounter if you are convinced that everyone is a friend.

Why is it so important to treat all people the same as you would treat a good friend? Because if you sincerely believe that everyone is a friend, you will automatically know ahead of time exactly how to act. You won’t have to think about it. Over time, you have learned how to act with friends; you feel comfortable and at ease in those relationships. If you regard everyone as a friend, you will naturally greet people with a radiant, warm and friendly feeling. They will be impressed with your manner and treat you as a friend in return.

On the other hand, if your attitude is that people you haven’t met are strangers, you will be challenged to think about what to say and do. Decisions, decisions, decisions! You will feel uncomfortable and may choose to avoid even trying to meet new people.

If you want to have the spontaneous actions and reactions that you have with friends, what is your biggest challenge when meeting new people? Your challenge is to convince yourself to change your attitude today, so you absolutely will consider everyone a friend and spontaneously act like a friend.

*Who finds a faithful friend finds a treasure.*

Old Jewish Saying

*It will be hard to find a friend if you just wait at home and hope someone will call.*
**Breaking the Ice**

Most people want to be friendly, but they wait until someone else makes the first move. Why not be the first to say hello or good morning? Conversation is a two-way street – people will be interested in you if you are interested in them.

First, greet the person with a warm, enthusiastic smile and introduce yourself. Then ask a general, non-controversial question that requires more than a *yes* or *no* response. An item in the news or current happenings could be an interesting source for a first exchange. Don’t ask a question you would not be willing to answer yourself.

**The Importance of Meaningful Conversation**

After you ask a question, stop. Try to keep from saying anything until you get an answer. Wait. If you expect an answer, you will probably get one.

To be courteous, people will give you short answers. Yet, even if they do not intend to say much, their answers will indicate the topic they are interested in.

Once the topic of conversation has been established, why not attempt to expand on it by asking more detailed questions? This time, the answers will be more involved and the conversation will take on a life of its own.

Early in the conversation, people will try to learn your opinions. Try to keep the focus on their opinion by giving a short answer followed by another question to them.

Let people speak their mind without interrupting. Allow them to take a stand and feel free to voice an opinion even though it might be contrary to yours. Try to understand why they feel the way they do.
Why not take time to form your questions? A well thought-out question further indicates that you are interested in their point of view. This builds confidence. If you happen to be talking, and they indicate they want to say something, stop. Let them speak. They can’t very well listen to you as long as they are thinking about what they want to say.

If you convince people you are sincerely interested in them, they will really open up to you. They will be eager to give you more details about what they have done in life and what they would like to do in the future.

While they are telling you their story, you will gain their confidence. The more confidence people gain in you, the more they will talk. Furthermore, they will feel obligated to listen to you when they realize that they have done all the talking.

You can gauge the amount of confidence you have gained by the content of the information you are told. If the information is general in nature, the amount of confidence is probably quite small. On the other hand, if the information is very personal, a great deal of confidence has been gained.

You are now well on the way to developing a meaningful friendship.

*Friends, they cherish each other’s hope.*

*They are kind to each other’s dreams.*

Henry David Thoreau
This page intentionally left blank.
One of the greatest skills you can develop is the ability to effectively convey your thoughts and beliefs in such a clear and simple way that they are completely understood.
Communicating with People

Your choice of words sends a message…
Do people hear what you say?

When you communicate, you think and speak through the language of your experiences. Others hear your spoken words and then translate what they hear into their language, which they have formed from their own experiences. People may hear what you say, but do they really understand what you are saying? The same words have different meanings depending on how they are said and to whom they are spoken.

It takes time for people to process what they hear and understand what you say. If you speak too fast, they may not have enough time to process what you say and may become confused. People become overwhelmed if they are presented with too much information at once, or with something entirely new.

This may create a challenge because their minds may wander and they may miss what you say. To remove the possibility of a misunderstanding, you might rephrase your statement so the listener’s mind can have a clearer image.

What You Say is Important

Your choice of words sends a message regarding your beliefs, culture, sincerity and knowledge. Because people tend to make snap decisions, your first few words are extremely important in making a good first impression. Remember, it takes a long time to erase a bad impression.

Words can be effective or ineffective depending on which ones are used. Why not use language that is easier to understand so that people will know what you mean? Why use big words just to impress people? Why talk over a person’s head? If you use simple, colorful words you can communicate more effectively. You can induce an imagined experience that helps put people completely into the situation. Then, it is very likely they will not only understand what you say, but also what you mean.
COMMUNICATING WITH PEOPLE

If you use offensive words, you may lose a chance to create a good relationship. Slang, vulgar, or swear words can be objectionable to others and may distract from what you are trying to convey. Why risk losing a friend by your poor choice of words? Try to be courteous and make every effort to be polite.

Focus on Good Qualities

People want to believe you care about them. By using carefully selected, thoughtful words, you have an opportunity to convey your sincere interest in others. Why not talk about their good qualities? You may create the wrong impression about yourself by mentioning uncomplimentary things about others.

Searching for Qualities

My grandmother believed that everyone had some good qualities. So she tried to focus on good qualities rather than the bad. At times she admitted she had to search hard for those good qualities.

We get enough radio, newspaper and television stories that deal with life’s miseries and discontent. There is very little positive news, such as happy outcomes, new opportunities, personal victories or exciting cultural events. In reaching out to friends, let’s do our part in sharing the good news.

How You Say It Is Important

When you express yourself with conviction and enthusiasm, what you say becomes interesting and enjoyable. The sound of your voice and the inflection of your words convey your attitude. If you feel enthusiastic, you will sound enthusiastic. You will sound as if you have conviction when you speak positively about your beliefs.

If you are happy, you will smile and your voice tone will automatically change. A smiling voice conveys feelings of warmth. Conversely, when you are irritated, the tone of your voice will reflect those feelings.
Answering the Telephone

I heard one of my teenage daughters answer the phone with a bored tone of voice. Suddenly, as she recognized the caller, she became excited. After her call, I asked who was on the other end of the line. My daughter answered that it was her best friend. I asked her why she did not modify the way she answered the phone. Why not assume, and act as if every person who calls is your best friend? If you find out later that it’s not, you can then act accordingly.

A picture can be painted in black and white or in vivid colors. When you paint a picture in a person’s mind, the words you choose are important, but how you say these words can be just as important. Why not let your voice and manner create a beautiful image?

If you don’t speak loudly enough, how can people hear you? If they can’t hear you, how is it possible for them to be interested in what you say?

Varying the strength of your voice, showing enthusiasm and emphasizing important words all add to what you say and help sustain the interest of others.

Speaking with Passion

When my children were growing up, they would complain at times that I was yelling at them. I tried to assure them that I was not yelling, I was just passionate about what I was saying.

The Value of Speaking Clearly

If you throw out words rapidly, you can easily cause confusion because it takes time for people to understand what you say. If you speak slowly and carefully, you are more apt to be understood. Furthermore, if you pause and take time between your sentences, people will have a chance to process what you have said. You will radiate confidence and sincerity when you speak slowly and formulate more clearly what you want to say.
Remember not to cover your mouth while speaking. If you mumble, your words can be lost. If you open your mouth and move your lips, you can pronounce words clearly and correctly, and people will understand you.

There is a fun way to train yourself to speak clearly. Look in the mirror and imagine you are whispering to a person across the room. When you whisper, notice that you are forced to open your mouth wider and exaggerate the movement of your lips. Why not try this approach and see if it is true?

After practicing, go back to your normal speech. Make sure every word can be clearly heard by an imaginary listener. As you speak into the mirror, notice the movement of your jaws and lips. If there isn’t enough movement, try again, only this time, open your mouth wide and exaggerate your lip movement. Observe what happens … you automatically slow your speech and speak more clearly.

Expressing Your Feelings

Are you aware that the way you use your voice can give different meanings to what you say? Your voice is an instrument just like your hand. However, while your hand can express feelings and emotions, your voice can go much deeper, resonating in someone’s mind long after you have finished speaking.

Your inner feelings are expressed by the way you modulate your voice. People enjoy pleasing sounds. A pleasant voice will put people at ease. On the other hand, people will react negatively to a raspy, nasal or squeaky voice. The inflection and sincerity of your tone of voice help you express what you mean and encourage others to think along with you.

Few things will add more to what you say than a musical voice with a fairly wide range. Why play your entire voice melody on one note or at best, two? Isn’t this dull and boring? Why not increase the range of tones when you speak? Let your voice convey your feelings of warmth and friendship. If you vary the pitch as well as the volume of your voice, you can dramatically express your emotions and create a feeling that is pleasing, interesting and exciting.
The Negative Impact of Hesitation

Are you aware that if you hesitate, it may indicate that you are not sure of yourself? It conveys that your mind is uncertain. If people lose confidence in what you say because you hesitate, they could lose confidence in you entirely.

When your words flow smoothly, people can relax and listen. On the other hand, if you have difficulty and hesitate too often, people may get exhausted trying to help you select the correct words.

Hesitation should not be confused with a pause. When you hesitate, you allow a person to think you aren’t sure of what you are about to say. However, a pause permits the listener to digest what you have said.

Try not to slip a distracting “ah” or “um” into your pause. It can be very annoying. Practically everyone slips at times, so there is little or no hope of getting rid of this nuisance completely. However, with awareness you can concentrate on removing this distraction from your speech.

Getting Your Message Across

Whether people clearly understand your message largely depends on how you say it. It has been my experience that your message will get through if you:

- Are sincere.
- Speak slowly and confidently.
- Develop your subject gradually.
- Use words everyone can understand.
- Emphasize the positive.
- Show you care by listening to others.
- Speak clearly and loudly.
- Share good news.
- Use a pleasing and modulated voice.
- Speak with passion.
- Pause to allow people to respond.
- Avoid hesitation.

Pay attention to a speaker’s use of hesitation and filler words.

What effect do they have on you?

Circle the qualities in the list at the left that apply to your speech.
Should You Make Statements or Ask Questions?

George Wood, who helped me become who I am today, selected many books for me to read. One of the books emphasized an interesting concept of asking people questions rather than making statements. My wife, Virginia, and I found this idea extremely appealing. It has made a fantastic difference in our lives and in our marriage. We believe that it is an extremely effective way to communicate and favorably influence others.

My wife eagerly grabbed this idea of turning her statements into questions. By skillfully using this method, she is able to convince me that it is my idea to be enthusiastic about doing whatever she wants. It is amazing how well it works.

She knows that many of us resent being told what to do, so instead of saying, “Jim, cut the grass.” she asks a question, “Is the grass getting too high?”

I get the “hint” and enthusiastically go out and cut the grass because it is my idea to do it.

We both use this method to uncover each other’s real preferences. We bounce questions back and forth until we reach a conclusion that pleases both of us. In this way, neither one of us tells the other what to do. It turns out to be fun.

This approach is much better than the one my grandparents used. My mother told me that her parents truly loved each other and always agreed to do whatever they thought the other wanted. As a result, her parents often did things together that did not please either one. I told my mother that in my marriage, I never wanted this to happen. I wanted us to engage in activities that my wife and I would enjoy together.
Formula for a Happy Marriage

From time to time, I used to kid Virginia about her questions. About a year ago, something fell into the trash container under our kitchen sink. Together, we thoroughly searched through the full container, but were unable to find what was lost.

Virginia then asked me, “Does this give you any ideas?” (She was then referring to the full trash.)

I paused for a minute, and then shook my finger at her. “Virginia, I know what you are trying to do. You are trying to convince me to empty the trash, and I love it.”

Virginia’s approach was amazing. She turned the necessity of emptying the trash into my idea.

Virginia continues to practice this concept of asking questions. Just the other day, instead of suggesting, “Let’s see the new movie,” she asked, “Do you want to go to the movie tonight?”

I answered, “Which movie would you like to see?”

Yes, asking questions can be a pleasant way of life.

The Difference Between Asking Questions and Making Statements

When you make a statement that expresses your opinion, such as, “This is a wonderful day,” people may not agree with you. They have their own opinion that they believe to be correct. If your opinion differs from theirs, they are liable to close their mind. Why irritate people by making statements that might conflict with theirs?

If you continue to make statements one right after the other, eventually you are going to express an opinion that other people will not agree with. If they disagree with even one of your statements, they may reject everything you say.

On the other hand, to show an interest in other people’s opinions and beliefs, you could ask, “Isn’t this a wonderful day?”

Think of other situations you may practice using the questions method.
There is a basic, but very important, difference in these two approaches to expressing your thoughts. Whenever you make a **statement**, you are telling others your opinion. When you ask a **question**, you are asking people for their opinion, which indicates your interest in them. You can converse more effectively if you ask people for their opinion instead of stating your own.

**Statements Express Your Opinions**

When you make statements you allow people to find out that your view may be contrary to theirs.

If you continually state your opinion and prevent others from talking, how can you learn what they know or think? **How can you learn anything?** When you are making statements, people cannot give their opinions without being impolite and interrupting you. This approach may turn them away.

When you continue to make statements, people may assume that you are more interested in your problems and experiences than in them.

Statements are so final. There are so many controversial subjects such as religion, politics, business, weather and musical preferences, that the likelihood of making a statement with which others disagree is extremely high.

Moreover, someone’s disagreement with your statements may divert their thinking to something other than what you are saying.

Do you realize that when you make statements, you may communicate your lack of knowledge on a particular subject? People won’t have to wonder about you, **they will know**.
Asking Questions Invites Others to Express Their Opinions

Asking questions is a good way to start a conversation, a good way to toss the conversational ball into the other person’s lap. It not only helps you learn their point of view, but also what they believe and the direction their thinking is taking.

When you ask a question, you need to pay attention to the answer. By listening, you have an opportunity to learn something new and also develop a good relationship.

When you ask a question, a person will feel you really care about what they think. People probably won’t get upset if asked for their opinion on a particular subject. They assume your opinion will agree with theirs. The advantage of asking questions is that you can’t very well be criticized.

How Do You Go About Asking Questions?

If you decide that asking questions would help you communicate better with other people, be determined to practice this important concept.

If you have been in the habit of making statements, asking people for their opinions might seem difficult and out of character. Why? Because it is hard to forget a well-established habit and learn a new one. Learning to ask questions takes a great deal of determination and concentration.

Why not concentrate on others and become genuinely interested in them? If you try to understand why they think the way they do, you will automatically ask questions.

Remember, you are not better than others and they are not better than you. Try looking at life through others’ eyes and honestly try to see things from their points of view. Feel their problems and be sympathetic to their ideas and desires.
**COMMUNICATING WITH PEOPLE**

**Turning Statements Into Questions**

Instead of making a statement of your beliefs, take time and think about how you may turn your statement into a question. Here are some examples:

<table>
<thead>
<tr>
<th>Statement:</th>
<th>Question:</th>
</tr>
</thead>
<tbody>
<tr>
<td>You should use the question method.</td>
<td>Have you tried using the question method?</td>
</tr>
<tr>
<td>Find out what the other person wants.</td>
<td>Why not find out what the other person wants?</td>
</tr>
<tr>
<td>You must provide this much money.</td>
<td>Can you afford not to provide this much money?</td>
</tr>
<tr>
<td>I liked that play.</td>
<td>Did you like that play?</td>
</tr>
<tr>
<td>Keep an open mind.</td>
<td>Will you keep an open mind?</td>
</tr>
<tr>
<td>I will see you at 3:30.</td>
<td>Will 3:30 be convenient?</td>
</tr>
<tr>
<td>I want to go to Wendy’s to eat.</td>
<td>Would you like to eat at Wendy’s?</td>
</tr>
<tr>
<td>You are absolutely wrong.</td>
<td>What is the basis for your belief?</td>
</tr>
</tbody>
</table>
Some Reasons for Asking Questions:

- To make people aware that you are interested in them.
- To learn what someone else thinks.
- To understand people’s feelings, desires, opinions and knowledge.
- To give people a hint or indirect suggestion that would encourage them to be enthused about wanting to do something.
- To help modify a person’s belief by creating curiosity. For example, “Are you absolutely sure you are right?”

The Wisdom of George

Years ago, George Wood asked me, “What occurs during a conversation between two people?”

I answered, “One person talks.”

“What does the other person do?” He asked.

I said, “Listens.”

George asked three questions, pausing between each for my answer.

1. “Who creates the best image?”
2. “Who learns the most?”
3. “Who shows the greatest interest in others?”

Yes, George convinced me that being a good listener is absolutely part of effective communication.

Successful people use the question method because they have learned one of the secrets of getting along with others.

Your ability to influence others lies in your skill to encourage people to convince themselves.
What Does Listening Entail?

There is much more to listening than keeping your mouth closed while others open theirs. Before you listen, it is important to ask a thoughtful question.

Listening is a skill that cannot be acquired in six easy lessons. Like anything else, it takes practice and determination.

Why Become a Good Listener?

To listen attentively is to understand better.

To understand better is to respond correctly.

To respond correctly is to encourage communication.

To encourage communication is to create trust.

To create trust is to improve confidence.

To improve confidence is to develop relationships.

To develop relationships is to create long-lasting friendships.

*Listening is the right thing to do.*
If You Want To Be a Good Listener:

• **Be curious** about what people believe. You must want to know what people think and why they think that way. What do they want and how do they feel? What are their challenges?

• **Be interested.** If you are truly more interested in others than you are in yourself, you will never have trouble listening. You will relax and listen to what people have to say. The more you listen, the more you will learn. As you listen, people will realize you are sincerely interested in them and trust you. Listening is a mental discipline.

• **Convince people** you are truly interested in what they think and have to say. Respect their opinion. Find out what formed the basis of their opinions.

• **Encourage people to talk.** Make it easy for them to speak their minds. Let them talk themselves out. Give them every opportunity to say anything they want. Encourage people to talk by asking for their opinions and beliefs. Ask thought-provoking and interesting questions.

• **Hear what is said.** Focus your attention and try not to let anything distract you. Concentrate on learning exactly what their opinion is. Understand their viewpoint.

• **Think about what is said.** Keep in mind that you can’t very well hear what is said if, instead of listening, you are thinking about what you want to say next. You might become anxious and nervous because of your intense desire to let people know what you are thinking. This might indicate that you want to break into the conversation, which might tip people off. This could indicate insincerity and self-interest.
COMMUNICATING WITH PEOPLE

Likewise, you won’t hear if you are daydreaming. If you are thinking about something else, you will give yourself away. You will have that far-off look in your eyes and will appear to be staring off into space. You won’t hear or know what is said. This would also indicate insincerity and disinterest.

- **Try to understand why people feel the way they do.** Put yourself in the other person’s shoes. Try to live their life with them and experience their challenges. Why not try to look at the world through their eyes? **Feel** what they feel.

- **Keep the conversation focused.** If you are interested, you will want to know more about what they say and why they say it. If the conversation starts to drift away from the topic, an intelligent question can immediately bring the conversation back.

If you are genuinely more interested in others than you are in yourself, you will never have trouble listening.

*Try to live their life with them and experience their challenges.*
This page intentionally left blank.
Many young people graduate from college with huge personal debt. But debts need not be permanent; with resolve they can be eliminated over time.

Time, a most important asset, is often taken for granted. Properly used, time becomes a key multiplier that can be leveraged by effort, determination and clearly defined goals to achieve success in life.
Determination over time is the key to making your dreams a reality.
In a hurry to live a full life? People see their lives as a straight line: go to school, get a job, find a mate, raise a family and retire. But life is really an ever-expanding circle of opportunities and experiences.

Determination over time is the key to making your dreams a reality. You may not have a million dollars right now, but you probably have more valuable things: good health, treasured relationships, an opportunity to satisfy your curiosity and, most important, time to create a life that will fulfill your dreams.

Is there a secret to financial success? Yes! The secret is the amazing power of money put to work, uninterrupted, over a period of time.

In your local bookstore there are many books on how to achieve success in life. Although there are many different formulas, none is as powerful as the wise use of time.

*Time is the multiplier that compounds the value of your effort and determination.*

You may not have a lot of financial wealth, but you may be rich in time. When you consider the ideas in this chapter, you will gain insight into how time and determination can help you achieve whatever you set your mind to do. You will discover that you can always do more than you think you can.

*Time is the most valuable thing a man can spend.*
Diogenes
**Time: Your Most Precious Asset**

When you entered into this world, you were given the potential working capital of nearly a million hours to live. The expected hours remaining at various ages to age 100 are indicated in the following table:

<table>
<thead>
<tr>
<th>Age</th>
<th>Expected Hours Remaining</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>876,000</td>
</tr>
<tr>
<td>20</td>
<td>700,800</td>
</tr>
<tr>
<td>30</td>
<td>613,200</td>
</tr>
<tr>
<td>40</td>
<td>525,600</td>
</tr>
<tr>
<td>50</td>
<td>438,000</td>
</tr>
<tr>
<td>60</td>
<td>350,400</td>
</tr>
<tr>
<td>70</td>
<td>262,800</td>
</tr>
<tr>
<td>80</td>
<td>175,200</td>
</tr>
<tr>
<td>90</td>
<td>87,600</td>
</tr>
</tbody>
</table>

You’ll never have more time left in your life than you do right now. Time is a resource that can never be replaced. Like the sand in an hourglass slowly filling the bottom of the glass, once it is used up, there is no more time left. To extract the most out of each grain of sand, why not guard each minute as your most precious asset?

**Keep in mind, how you use your time will determine how successful you will be.**
The Extraordinary Power of Compounding

If the Native Americans had invested the $24 they were paid for Manhattan Island at seven percent, today they could buy it back and have money left over.
Time and Money
The Extraordinary Power of Money Invested Over Time

Look at the amazing results of planting a single seed of wheat. One seed, when planted and nurtured, can produce more than 100 seeds. If all of those seeds were not consumed, but planted with equal tender loving care, they would produce at least 10,000 more seeds of wheat. This example can help us understand what can happen when money is allowed to compound over time.

Consider the Native Americans who were paid $24 for the Island of Manhattan. If they had invested those $24 at seven percent, today they could buy the island back and have money left over.

Here is a way to understand a simple concept. Cup your hands together.

Imagine your hands hold all the money you have available to use during this month.

- If you use it all for one thing, there will be no more money to use for anything else. You will definitely be out of money.
- If you run out of money, will you stop eating?
- You are forced to decide exactly what you really want to do with the money.
- Why not set aside some money for your future by paying yourself first?

| $24 Invested for 378 Years (no taxes) at Various Rates of Interest |
|----------------|------------------|
| Rate | Value |
| 5%  | $2,453,000,000 |
| 6%  | $88,273,000,000 |
| 7%  | $3,070,995,000,000 |
| 8%  | $103,369,119,000,000 |
| 9%  | $3,368,429,000,000,000 |
| 10% | $106,327,653,000,000,000 |
If a small amount of money is set aside now, it won’t take much to provide for your future. But wait too long, and it will take a lot of money and effort.

**The Early Bird Gets the Worm!**

When you are in your 20s and 30s, time is on your side if you want to build a solid financial foundation. It is not too difficult to reach your financial goals if you:

- are determined to save regularly,
- invest with the highest rate of return,
- and leave your assets alone to make money for you.

Here is an example of the wisdom of beginning to save and invest when you are young. Assume you will get six percent interest compounded annually.

<table>
<thead>
<tr>
<th>If You Put In:</th>
<th>You Could Take Out:</th>
</tr>
</thead>
<tbody>
<tr>
<td>$1.00 a month for 5 years</td>
<td>$ .39 a month for 35 years</td>
</tr>
<tr>
<td>$1.00 a month for 15 years</td>
<td>$ 1.61 a month for 35 years</td>
</tr>
<tr>
<td>$1.00 a month for 25 years</td>
<td>$ 3.79 a month for 35 years</td>
</tr>
<tr>
<td>$1.00 a month for 35 years</td>
<td>$ 7.69 a month for 35 years</td>
</tr>
<tr>
<td>$1.00 a month for 45 years</td>
<td>$14.69 a month for 35 years</td>
</tr>
</tbody>
</table>

If you are more interested in spending money than in saving it, you may someday regret not paying closer attention to your financial future.
The High Cost of Credit

The miracle of compounding can turn into a nightmare if you do not pay off your credit cards every month. Let’s assume that like many other people, you only pay the minimum balance on your credit card at the end of the month. This is a very costly financial decision.

Assume you make a $5,000 purchase on your credit card and pay off the debt by making the minimum monthly payment. If you add no new charges, it will take you 150 months or 12.5 years to bring that $5,000 balance to zero. Your $5,000 purchase will end up costing you $7,916!

<table>
<thead>
<tr>
<th>Balance</th>
<th>$5,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minimum Payment</td>
<td>4%</td>
</tr>
<tr>
<td>Interest Rate</td>
<td>18%</td>
</tr>
<tr>
<td>Months to Bring Balance to $0</td>
<td>150</td>
</tr>
<tr>
<td>Interest Paid</td>
<td>$2,916</td>
</tr>
<tr>
<td>Total Payments</td>
<td>$7,916</td>
</tr>
</tbody>
</table>

That $2,916 you pay to the credit card company, if invested over time in a mutual fund earning eight percent annual interest for 12.5 years, would be worth $4,729! It pays to live within your income.

Time and a Positive Attitude

When you have a positive attitude, opportunities seem abundant and life smiles back at you. Taking time to know yourself, developing your strength of character and deliberately looking on the bright side of life can help you be more resilient and self-confident.
Time and Physical Well-Being

Are you taking the good health of your body for granted? If so, you might want to consider the fact that taking care of your health now, will pay you dividends later in the form of a better life and lower healthcare costs.

Your quality of life is determined by the interaction of a healthy mind and body. When you get enough rest, eat right and exercise, you have more energy to do the things you want to do.

I share with you in Addendum I the story of the disciplined exercise routine that enables me to continue living. After you read it, why not be determined to establish your own exercise schedule?

Eating Light: The Secret to Having Time Enough to Live a Full Life

A very interesting story that has influenced my life was told to me by my friend Roy Aikman. He loved gourmet food so much that he traveled around the country to attend special parties for people who also relished gourmet food.

On one of his visits to his doctor, he complained that he had difficulty walking because of pain in his knees. After the doctor examined his knees, he told Roy that he should go on a diet and lose weight.

Roy was adamant that he would not go on a diet. The doctor asked, “Why not?” He answered, “If I go on a diet I will lose weight; but when I stop the diet, I will gain the weight back. No, a diet won’t do it, I must change my lifestyle.”

After some consideration, Roy decided to eat only one-half of all the food on his plate. He was a bachelor and traveled often to visit with clients, so he ate almost all of his meals in restaurants. This was the perfect lifestyle change for him because:

• There were no restrictions as to what he ate; only how much he ate. He could eat everything he wanted, but only one-half of it.

• Unlike a diet that is a temporary decision, his program was a permanent change in his lifestyle.

You either pay for your health now, or your body will send you the bill later.

Michelle Robin, Wellness Connection
From time to time, I would ask Roy how his concept was working. He said he felt great; his weight and blood pressure had returned to normal. He was now eating only one-third of the food on his plate because he found he needed less food to live. The biggest problem he faced was that waiters thought something was wrong with the food!

In today’s world of super-sized meals, the concept of eating only one-half of all the food on your plate makes logical sense because it reduces your intake of calories. It is truly a lifestyle change. It is easy to do provided you are absolutely determined to do it. To lose weight, the most effective exercise is to push yourself away from the table, then exercise more to burn up any extra calories.

Roy’s success encouraged me to eliminate some of the strain on my heart by losing ten pounds (this much weight loss reduces by ten miles the length of blood vessels the heart has to pump the blood through). I accomplished my goal using the concept of “eating only one-half of all the food on my plate.” It is a fantastic idea.

This simple, but effective, way to maintain your ideal weight has another benefit – it may contribute to lengthening the time remaining in your life. Benjamin Franklin commented on this fact many years ago: To lengthen thy life, lessen thy meals.

The biggest problem he faced was that waiters thought something was wrong with the food!
Time for Recreation

While controlled exercises and discipline in the amount of food you eat are vital to good health, there are endless ways to stimulate your physical well-being such as taking up a sport or developing a hobby.

Golf, played to achieve excellence, stimulates both the mind and body. Other individual sports such as tennis, badminton and racquetball achieve similar results. Less strenuous activities, such as dancing, may combine exercise with pleasant relationships.

Physical well-being cannot be separated from mental health. When you are healthy in your body and mind, you can embrace Benjamin Franklin’s aphorism: *Wish not so much to live long as to live well.*

Time for Social Relationships

As your life expands, you must constantly adjust your place in your social network. You may look around and find many of your close friends are no longer nearby. You might wonder how you can work and still have time for friends. Good friends are important if you want a good life. Even economists now put a value on having a social life.

Just as you put away a certain amount of money each month for your financial future, why not put aside time for meaningful relationships? These will become a vital part of your emotional well-being. You will find your happiness is enhanced by the time you spend interacting with and helping others.

Time and Passion for Knowledge

Does your education stop with your graduation? When you are determined to achieve your dreams, your passion for knowledge will help expand your vision so your dreams can become reality. Maintain your curiosity and remain aware of the events that will affect your future. It does not take a lot of time to support your curiosity. Just be determined to be alert and observant to all that is around you. Then, your passion for knowledge can bring you joy throughout your life.
A Successful Future Is Yours If You Value Your Time

The disciplined use of time enables you to be successful. The goal is not to keep track of how much time you spend doing certain things. Rather, the key is to develop the habit of creatively using your time.

It is necessary and valuable to take time to think or dream. Likewise, time to enjoy friendships or to find something you are enthusiastic about is time well spent.

Life is not a sprint; it is a marathon race. A marathoner will become a champion because of his ability to pace himself so he still has energy left at the end of the race. So, too, time can be your best ally when you pace yourself and use it to create a rich and full life.

Just as it pays to look at your financial budget regularly, find opportunities to regularly check your time budget.

Ask yourself: Am I getting good value for the way I spend my time?
This page intentionally left blank.
Part 2

Achieving Your Dreams

By Jack Jonathan
In the first eight chapters, we described the critical qualities that helped Jim achieve his dreams. People call Jim an entrepreneur, but he keeps insisting that he prefers to be called an innovator. How can these two endeavors be reconciled?

It is easy, if you look at the attributes of innovators and entrepreneurs - they have many characteristics in common. Like an entrepreneur, Jim was determined to be in control of his life. However, he began with a passion to realize his dream of helping others become financially secure. To realize his dream, he created many innovations in the mutual fund business. However, in order to truly help people, he needed an organization. Since he did not have a business education, he knew he would need the help of very knowledgeable business people. The superb team he put together created the success from which began his reputation for being an entrepreneur.

Like some other entrepreneurs, Jim’s success inspired him to use his business skills to successfully create a not-for-profit organization, the Stowers Institute for Medical Research, to give to all people the hope for a better life.
Jim’s contribution to helping people reminds me of a relay race:

**First leg: Know Yourself**
Jim gathers the facts about himself and dreams of a way to help others.

**Second leg: Innovator**
He creates unique solutions for the development of winning mutual funds.

**Third leg: Entrepreneur**
Jim organizes a team to form an organization that will help people become financially independent. He continues to innovate new products.

**Fourth leg: Social Entrepreneur**
Jim creates a not-for-profit medical research organization with a team of the very best people, and the values and principles of good business.

Do you have what it takes to be an innovator? Or are you more of a creative entrepreneur? Do you feel more comfortable in the area of social entrepreneurship? Part Two of this book will show you how Jim and other achievers have used their gifts of creativity and determination to create successful enterprises.

We hope these examples will inspire you to take the seeds of your own great qualities and properly cultivate them to achieve your own dreams of helping other people.
This page intentionally left blank.
Attributes of Innovators and Entrepreneurs

All successful entrepreneurs have a commitment to the systematic practice of innovation.

Innovation is the specific function of entrepreneurship.

It is the means by which the entrepreneur either creates new wealth-producing resources or endows existing resources with enhanced potential for creating wealth.

Adapted from Peter F. Drucker

Innovation and Entrepreneurship: Practice and Principles, 1985
Attributes of Innovators and Entrepreneurs

An entrepreneur is someone who undertakes personal economic risk to create a new organization that will exploit a new technology or innovative processes that will generate value to others.

Carl J. Schramm
President and CEO, The Kauffman Foundation
Jim Stowers says, “People call me an entrepreneur, but I consider myself an innovator.” Is he an entrepreneur? Of course he is! But he prefers to focus on the reality that without constant innovation, he would not stay ahead of the competition.

He was smart enough to be aware that he did not know all the answers so he surrounded himself with talented people who helped him create a successful business.

What is the difference between an innovator and an entrepreneur? Nearly 350 years ago, Jonathan Swift, the great Irish writer, said, “Anything one man can imagine, other men can make real.”

Today, we believe that anything an innovator can imagine, an entrepreneur can make real. The innovator creates the concepts and ideas that can radically change the way we create wealth or deliver social services. An entrepreneur is able to take ideas of the innovator and turn them into valuable products, processes and services. Peter Drucker has said that the “very foundation of entrepreneurship is the practice of systematic innovation.”

To succeed in a new enterprise, the innovator needs the talents of an entrepreneur; the entrepreneur needs the unique ideas dreamed by the innovator. If they have the same vision, they can work together and make the dream a reality and have a lot of fun doing it.

Having looked at how innovators and entrepreneurs differ, let us now look at the many attributes that they have in common.
1. Have a Vision

*Conceives ideas to help and delight people.*

You can’t get anything done in your life if you do not know where you are going. Often it is problems, obstacles and questions that spark our imagination and create a vision of how to make things better. Jim Stowers, as he was striving to reach a goal, set in motion his imagination, energy and confidence and overcame many challenges.

Innovators and entrepreneurs are spurred to create solutions to problems. However, they may also create products or processes just for the sheer joy of discovery or with the simple intention of delighting people. It is not uncommon for a scientist or mathematician to discover a formula that has no known use at the time. However, decades later someone applies the discovery to solve emerging problems.

*Most people have to see something to believe it. But I am able to believe in it first, then make it happen…*

Lorne Abony, 38, CEO of Fun Technologies, Inc.
Youngest CEO of any company listed on the Toronto Stock Exchange

2. Curious

*Eager to learn. Looks for opportunities.*

As children, we all have boundless imagination. Our curiosity is not restricted by conventions, the status quo and fear. We become adults, reality sets in, and we allow ourselves to be restricted by conventional wisdom that limits our imagination.

Yet, some people retain the childlike curiosity and boundless imagination of their youth. The person who wonders “What if?” and “How come?” is able to innovate no matter what the obstacles.

*If you want to be the best, be curious about how you can improve what is out there and make your own product unique. Do not settle for “good enough.”*

James E. Stowers
3. Creative

*Invents unique products or processes that are hard to imitate.*

Creative people are sensitive to their surroundings. They are able to anticipate the direction the culture is going by connecting the facts about trends, inventions and changes. These people are not only artists and writers, but also scientists and entrepreneurs with a nose for the unique and an understanding of the culture.

Creative people are also constantly updating their skills, knowledge and ability to use the tools of their profession. Their curious minds are constantly prowling around for new ideas. When something unique is encountered, even if it is not of use at the moment, it registers and is stored in the innovator’s mind. That idea becomes intellectual capital waiting for a time when a new project requires it.

Here is a story that reminds us of the value of serendipity and the part a prepared mind plays in creativity.

**Serendipity in Action**

*On a trip to Italy in late 1980, I stumbled upon a book, “Ascoltare …”* (‘Listening’). I bought it out of curiosity about what Italians, the great talkers of the world, would have to say about listening. I read parts of it on the plane and then stuck it on my bookshelf at home.

*While working on the communication chapter of this book, my eyes wandered to the bookshelf. There, staring at me, was “Ascoltare ...”. It nearly fell off the shelf into my hands!*  

The book was a bonanza. Not only did it help deepen our insight, but it also had a wonderful technique for defining “Listening” which we adapted to our own purposes.

The creative person has the gift of discovering things while working on something else. What seems like an accident is actually an answer to a question the prepared mind has been pondering. Serendipity is but one aspect of a creative imagination.

*I found that to maintain my business advantage, I had to offer unique services and products that were difficult for others to duplicate.*

James E. Stowers
4. Analytical

*Synthesizes the facts gathered.*

Innovation begins when a prepared mind is able to make sense of the chaos curiosity creates. A curious and creative person can simply enjoy the chaos of all those ideas bumping against each other. For the innovator, however, it is the next part that is the most fun – asking the questions: “So what? Do the ideas I have accumulated have something in common that can help me answer the question? How can I make this better?”

Gather facts to your heart’s content, from many different sources. Then, give yourself time to look at them deeply and ask: How? What? Why? When? and, I wonder if … ? Now analyze your answers and find a way to bring conflicting ideas into a unique solution.

*I learned that if you don’t understand something, you haven’t thought about it long enough.*

James E. Stowers

5. Passionate

*Energetic, enthusiastic, self-directed.*

No matter how well a new venture is planned, there is one critical quality that will enable the project to take off. Passion is the spark that makes it all come together. If you are not enthusiastic and passionate, how can you inspire others?

When you are passionate about your work, time passes quickly because the challenges are stimulating, not overwhelming. A person who is passionate about his work feels that he is playing. He may seem like a workaholic to others, but he knows that he is having fun. To work with Jim is to experience passion, enthusiasm and humor. You find yourself becoming as determined as he is to find solutions and create the very best.

*Flaming enthusiasm, backed up by horse sense and persistence,*

*is the quality that most frequently makes for success.*

Dale Carnegie

“Flaming enthusiasm, backed up by horse sense …”
6. Determined, Persistent

*Able to face challenges and turn them into opportunities.*

I’ve represented a number of successful businessmen in my time. They’re all quite different except for one thing: they are just always persistent as hell. They just won’t give up.

Irving Kuraner
Chief Legal Counsel, Twentieth Century Investments

Determination and persistence are critical qualities for the innovator or entrepreneur who tries to navigate an idea through unforeseen obstacles and successfully bring it into reality.

A unique idea may work on a small scale, but may need to be modified many times before it lives up to its promise of being better than what is already out there.

“Zipper”

*In 1893, Whitcomb Judson created a device called the clasp-locker to help an arthritic friend do up his boots. Although the device was clumsy, it worked. Twenty years later, one of his employees, Gideon Sundback, streamlined this fastener creating the zipper – a reliable fastener that was more marketable and eventually found its way into millions of other articles of clothing.*

Edward B. Butler

Every man is enthusiastic at times. One man has enthusiasm for 30 minutes, another has it for 30 days. But it is the man who has it for 30 years who makes a success in life.
An innovator usually faces many obstacles trying to get the right financing to bring a product to market. People are skeptical of the new and unique. We all remember some of the initial comments people made which almost prevented a new idea from becoming a reality. Here is how Mahatma Gandhi describes the way the world responds to new ideas:

First they ignore you,
Then they laugh at you,
Then they fight you,
Then you win.

I live my life by the principle that “nothing comes easy” – in fact, everything comes with great pain. You’ve just got to keep pursuing your dreams and never give up.

Lorne Abony, 38
CEO, Fun Technologies, Inc.

People are skeptical of the new and unique.
7. Flexible and Resilient

*Comfortable with uncertainty and ambiguity.*

Resilience is the ability to bounce back from adversity or to keep a positive attitude when faced with setbacks. It is not just a few remarkable people who are resilient. It is a learned skill that anyone, with determination, can develop.

Look at a bamboo stalk with its deep roots. Bent almost to the breaking point by a gust of wind, it will amazingly bounce back with vigor. When you are determined to bounce back, you, too, will develop deep roots and learn to bend without breaking.

On a practical level, being flexible means being able to work around obstacles. Can’t get funding for your project? You might find a financial partner, or you could hire a creative lawyer or accountant who can devise an innovative financial structure for your business.

In Addendum 2, Jim Stowers details the innovative solution Irving Kuraner devised to help fund the beginning of Twentieth Century Investments. Jim also had a creative solution to fund the Stowers Institute for Medical Research and enable it to remain politically autonomous.

*Greatness is not achieved by never falling, but by rising every time we fall.*

Anonymous

*Bent almost to the breaking point by a gust of wind…*
8. Convinced of The Power of Teamwork

_Surrounds himself with the best people._

In 1958, James Stowers surrounded himself with a team of the very best people. As his team cooperated to solve problems, their combined talents led to the discovery of additional opportunities. This continuous striving to improve and be unique touched every step of their road to success. They got to the top because they were determined to work harder, longer and better than others. It took the team 25 years of persistence and constant striving to be the best, before they finally were the best.

In moving from the creative and innovative stages of your work, to the business of getting your product or process into the hands of those it is intended to help, teamwork is absolutely essential. Mountains can be moved by an absolutely determined group of outstanding people working together as a team!

_We work together as a team, focusing our energy and our efforts in the same direction toward common goals. We are only as strong as the people with whom we work. Through teamwork, we believe we can achieve consistent results and make better business decisions._

From the letter given to all new hires at American Century Investments

_Mountains can be moved by an absolutely determined group of outstanding people working together as a team!_
9. Communicates Well

*Truly listens, expresses ideas clearly, inspires others.*

Have you ever experienced something amazing and then been frustrated because you can’t find the words to share your excitement? Successful communication means you are able to explain complex ideas in clear, simple language. If you use simple, descriptive words to state your vision, then you will be able to inspire the people around you to do more than they thought was possible.

Even the most enthusiastic entrepreneurs will lose their audience if they can’t be understood. For this reason, successful leaders practice both the art and the science of communication. Learn to speak clearly about your ideas, then do so with conviction!

*One of the greatest skills you can develop is the ability to convey your thoughts and beliefs to other people effectively, so that your thoughts are completely understood.*

James E. Stowers

10. Has Integrity and Sincerity

*Does the right thing no matter the consequences.*

It can be tricky to earn the respect and trust of others if you do not sincerely believe in what you are doing. Are you convinced that what you offer is the best? You will lose people’s trust before you know it if they ever suspect you are not sincere.

All around us are people who may take short-cuts. When faced with a serious decision about the future of your business, ask yourself, “What is the right thing to do?” This decision protects your most valuable asset – the trust people have in you.

*When you are in control, you have a fantastic responsibility to be fair with other people. Treasure the trust people have in you as your most important asset. It was not given to you. You earned it over time. Once lost, it is lost forever.*

James E. Stowers

Whatever your grade or position, if you know how and when to speak, and when to remain silent, your chances of real success are proportionately increased.

Ralph C. Smedley
Founder of the Toastmasters Club
When Innovators Become Entrepreneurs

These critical qualities of innovators and entrepreneurs are not exclusive to people with high degrees in science and technology, or experience in the arts. If we are determined and persistent, each one of us can find ways to create something unique that will have value to others.

People become entrepreneurs because they are dissatisfied with the status quo. Some can’t achieve their dreams in a company that does not support their vision. Others want to run an independent business and escape the constraints of a corporation.

There are many people who feel they can’t achieve their dreams because their ideas do not fit with the mission of conventional organizations. The June 2007 Trends Letter reported that in 2007, the majority of start-up companies were headed by young men and women, mid-life women with business experience, and recent immigrants. They are convinced that in order to be true to their vision and talent, they need to start their own businesses.

These new entrepreneurs could be called:

- **Mompreneurs:** working Moms who create their own businesses.
- **Globalpreneurs:** immigrants who use their international backgrounds to start a business.
- **Careerpreneurs:** mid-career women with business experience who launch out on their own.
- **Modpreneurs:** young people just entering the job market.

Regardless of the motive or focus of their entrepreneurial spirit, the fresh thinking of successful innovators who become entrepreneurs creates value for society at large.
Beyond their traits as innovators, individuals who want to become entrepreneurs need to rely on the following essential entrepreneurial traits:

1. **Absolute Self-Confidence**

   *Passionately believe in a successful outcome.*

   Jim’s absolute confidence in his ability to eventually succeed is typical of someone who can successfully grow a new enterprise. Where does this confidence come from? Was he born with it? Did his parents instill it in him?

   The incredible self-confidence of entrepreneurs comes from the fact that they understand themselves and others. But also, they have become experts in some area of knowledge so they can back up their opinions with facts. They are skillful in communicating their absolute conviction that their ideas have unlimited potential.

   Can you develop an entrepreneurial spirit? Yes, you can develop the kind of self-confidence that leads to success, but you need to: find a mentor, gather the facts and surround yourself with smart people who share your values.

   *Whatever I do, I am absolutely determined to do my very best. I truly want to make a difference in what I do. I am absolutely confident that if I work hard, I will succeed. I may encounter setbacks, but I will not fail to reach my goal.*

   James E. Stowers

2. **Humble**

   *Admit to not knowing everything.*

   This is the paradox of a successful entrepreneur: to be super-confident that a vision has value and at the same time, to be humble. An innovator may work alone in a private workshop. However, to create a successful business, a person eventually will need to rely on a team.

   So why is it necessary to be humble? Because you cannot appreciate the contribution of others unless you admit that you do not have all the answers. To succeed in business, you need to be honest about your personal limitations and wise enough to choose a team of dedicated people who believe in your mission. Then, you can do what Jim did, set your team members free to do their best.
3. Have a Nose For Opportunity

Curious, alert to people’s wants.

Vinod Khosla, who helped found Sun Microsystems, is concerned, but also creatively energized, by the current crisis in the car and energy industries. He has said, “A crisis is a terrible thing to waste.” In the energy crisis, he sees an opportunity to ignore conventional wisdom and bring together the two industries, along with environmentalists and politicians, to create a revolution in the transportation industry.

Buckminster Fuller, one of our greatest innovators, would motivate himself to innovate by envisioning an ideal world. Then, he would create solutions to bring that world closer to reality.

As you go through your day, don’t you sometimes think, “This job would be a lot easier if …” If you are creative, you may dream up a better way to do that job. If you are innovative, you may create a tool to do the job more easily. If you are an entrepreneur, you will have the passion to bring your idea to market! Does that sound like you?

4. Practical, Can Assess Risk

Does research before investing.

Some people think that to be an entrepreneur means you don’t mind taking a great risk. In fact, most entrepreneurs do not take undue risks because they do their homework: checking facts, making sure their product is truly unique, finding the market niche for their product and getting financial backing.

The ability to be practical includes having access to adequate funding. A good idea can have an exciting start, yet fail to grow because the innovator lacked the correct financial structure and funding to achieve his life goal of independence.

Whatever you do, make sure it is difficult for anyone else to get into that business.

James E. Stowers
Intrapreneurs: The Innovator/Entrepreneurs Inside a Corporation

It can be difficult for executives in a corporation to focus beyond the imperative of beating the previous year’s record. Yet, sometimes they wish they could dedicate their creativity to testing ideas that would impact the company’s long-term success.

If a company is to continue to grow and prosper, it must nurture the entrepreneurial values and spirit that were there in the beginning. Fortunately, some creative individuals enjoy the advantages of a corporate environment and choose to dedicate their innovative, entrepreneurial spirit into the business for which they work. These people are sometimes called intrapreneurs.

If a creative person working in a corporation lacks an incentive to try new concepts at work, he may become dissatisfied and leave to create a new business that will give him satisfaction. Company executives who support their intrapreneurs have much to gain. The enthusiasm, dedication and imagination of these creative spirits will contribute greatly to the company’s long-term growth.

One example of an entrepreneur with a deep appreciation for innovation was Joyce Hall, founder of Hallmark Cards. Not only was he an imaginative innovator, but he fostered an environment in his company that encouraged innovators. In 1970, in keeping with his father’s values, Don Hall sponsored a team to create innovative concepts.

Led by an intrapreneur, the team functioned as a small business within the organized framework of the big corporation. Because it was small, this intrapreneurial division of Hallmark had a creative fast track. It was able to develop, test, reject and finally, produce proven new product concepts and get them to market well ahead of the competition. This kept the corporation on the cutting edge of the social expression business.

It has just occurred to me that although I have been very much in on the plans for “Group 71” I had not really gone on record with you or your top people regarding my great enthusiasm for the undertaking.

It seems to me that the “Group 71” program might be the most significant creative step this company has taken in many years.

Memo from Don Hall, President of Hallmark Cards to the Director of “Group 71”
October 14, 1970
On the other hand, Xerox Company is an example of a business that lost its competitive advantage because it relied too much on the world-changing invention of xerography and did not continue to innovate. Realizing the advantages of innovations that originate within a company, they hired a new chief technology officer, Sophie Vandebroek. She believes that creativity and innovation are essential to keeping a company competitive. She wants to ensure that Xerox supports its intrapreneurs who may provide the next breakthrough in the way we deal with information.

*Organizations are living, breathing organisms in a constant state of renewal. Fresh ideas leading to innovations are like oxygen. New ideas are born through questions, problems and obstacles. In order for the innovation process to flourish, it needs a climate that encourages inquiry and welcomes problems.*

Robert B. Rosenfeld
Founder of Kodak’s Office of Innovation

**What Does This Mean To You?**

This chapter may have opened a new window for you. If you have many of the traits of innovators and entrepreneurs, you will want to be sure that the company you dedicate your talents to is appreciative and supportive of what you have to offer.

Once you choose a business that supports your talents, your future may depend on finding a mentor within the corporation who has the experience to help you navigate your innovative ideas to a successful conclusion.

If, on the other hand, you prefer to begin your career by setting up your own business, be aware of your limits and carefully select the right team to help you achieve your dreams.
Here is the list of attributes of innovators and entrepreneurs. Which characteristics do you possess?

• Visionary
• Curiosity
• Creativity
• Ability to synthesize facts
• Passion
• Determination and persistence
• Flexibility and resilience
• Convinced of the power of teamwork
• Good communication skills
• Integrity and sincerity
• Self-confidence
• Humility
• A nose for opportunity
• Practicality

Do you possess other important attributes?
An innovator dreams of ways to help people.
To help people, his curiosity leads him to expand his knowledge.
As he expands his knowledge, he invents a unique product or process.
This unique product or process, when tested, creates challenges.
When the challenges are overcome, new opportunities arise.
The new opportunities teach him to be flexible and comfortable with uncertainty.
Because of his uncertainty, he reaches out to form a creative team.
The team is inspired by his vision because he communicates clearly.
His team understands him and contributes ideas.
He respects the ideas of his team and together, they realize their dream with integrity.
Measure innovations by what they contribute to the market and to the customer. The test of an innovation is whether it creates value. Innovation means the creation of new value and new satisfaction for the customer. A novelty only creates amusement.

Peter F. Drucker
Creator of Modern 20th Century Management
Here are some stories about how Jim Stowers innovated in order to reach his goal of helping people become financially secure. Each account illustrates some key traits of innovation that made it possible for Jim to create ways to make things better.

Starting a New Career

Jim Stowers was trained in medicine. However, after a setback, he reasoned that if he worked as hard at anything else as he did at studying medicine, he would be happier and more successful. A friend suggested that his enthusiastic, friendly attitude would be an advantage if he chose a sales career. Here is the story of Jim’s first venture.

When I first entered the investment business, I was given a suggested sales talk and told to go out and sell mutual funds. I knocked on a great many doors, introduced myself and asked people for a few minutes to talk. When people asked what I wanted to talk about, I answered, “Investments.” Many people showed me the door because they thought I was trying to sell something.

Sure, I made some sales, but I felt that I wasn’t really wanted. I felt I was a human signboard advertising mutual funds. When I questioned myself about whether I wanted to work this way for the rest of my life, my answer was, “No!” Then, what would I like to do? After some thought, I decided I would try to help people improve their financial positions. I could do that with sincerity and integrity. So, why not do it?

Right after making this decision, I knocked on a door and introduced myself. “Do you have a few minutes?”

The man asked what I wanted to talk about. I answered, “I want to see if I can help you improve your financial position.”

He pointed to a chair and I sat down to talk with him. I was able to help him improve his financial position. After that, I never “sold” a mutual fund. People’s reactions to an offer of help, rather than a sales pitch, was fantastic!
Finding a Better Way

Jim Stowers could have been satisfied that changing his approach, from a focus on selling to a focus on helping people, improved his business. However, he was still not satisfied. He felt he could improve his approach and get an even better response. Here is his description of the process he used to find a better way.

After every call, I went to my car and tried to recall the exact conversation that I had just had. I wrote down not only what I said, but what my client said. I wanted to learn if there was any way I could improve my approach.

After reviewing several of my conversations, it became obvious that I had developed a very bad habit of telling people what they should do and believe. Although I never recommended what people should buy, I was telling them when to buy and how much they should buy. This was not appealing to people. I began to talk less and listen more. When I talked less, they opened up to me and were truly interested in what I had to offer.

This technique of careful observation, recording and reviewing enabled me to improve the chances that I truly could help people improve their financial positions.

What if…? Getting the Facts

As Jim listened more to his clients, he discovered that many people who were eager to be investors simply did not have the money to invest because they were paying too much money for high-cost life insurance. As Jim pondered this fact, he began to understand how he could truly help. But first, he would need to do some research.

I realized that I needed to learn more about insurance if I wanted to help people. I was introduced to a life insurance actuary who spent many hours helping me understand the complexities of insurance. I learned that people could protect their families with low-cost term insurance that was renewable for a lifetime. This lower cost insurance would enable people to have some money left over for investments.
Jim’s discovery of how to help people find money to invest by buying low-cost life insurance was not a great hit with the insurance companies. Because some of them refused to allow him to offer their products, Jim decided to establish his own life insurance company. When Waddell & Reed heard about his plans, they told him he had to stop trying to set up the new company or leave.

Jim left. He started a life insurance company and later, established a mutual fund company.

Creating the Best Team

When Jim was in the Air Corps, he learned that teamwork is essential for survival. After he left medicine and entered the complex new world of business, it was clear to him that he could not succeed alone. He needed to surround himself with people skillful in their own fields. His team needed to believe as he did, that the way to grow the business was to focus on helping people.

*It was suggested to me that if I wanted to succeed in a business of my own, I first needed to attract the very best lawyer. I was able to find an excellent candidate who became a close friend, advisor and a key player in my success, Irving Kuraner.*

*I also had two associates in the mutual fund business who believed in my approach. They were skilled in accounting and sales. With this team of three dedicated people, we were able to put in place our first two mutual funds with the help of the very best custodian bank, the best investment management and the very best auditors.*

*It was now up to us to create a winning investment objective and a great management team.*
Creating the Stowers System

In 1958, when Jim and his team began their mutual fund company, there were
many successful, established funds in the market place. The team’s dilemma was how
to persuade people to invest in a fund that was just starting up.

How could we convince people that our fund was unique and the best
available? I was certain that if we could have the best funds out there, people would
buy them, even though our company had no track record.

I remembered that my investment “father,” Ralph Johnson, head of the planned
investment department at Smith, Barney & Company, had said, “Money follows
earnings.” I spent a lot of time studying companies to find the best ones.

It took a lot of work to analyze all the recommendations that came in. One
securities broker, whose recommendations most closely paralleled my investment
beliefs, was Richard Dreihaus from Chicago. When I asked him how he was making
his choices, he said he was investing in companies with accelerated earnings and
revenues. I realized that this was the definition of “money follows earnings.”

Using this criteria, I created a system that enabled me to select good
companies before other people picked them up. This system, which came to be called
the Stowers System, gave me the head start I needed to create the best
performing funds.

Searching for companies whose earnings and revenues were
accelerating was time consuming. I could only research 35
companies a day. How could we become the best mutual funds if
we could not analyze all the companies?
Technology as a Tool for Innovation

Becoming the #1 and #2 Funds in the Country

With his Hewlett Packard hand-held calculator, Jim worked many long evenings to determine a company’s revenues and earnings. It became clear that he needed a computer. At that time there were no PCs, just large mainframe computers that were programmed using punch cards. Although Jim did not know how to program a computer, he was determined to learn.

I told IBM that I would lease a computer from them if they could write a program to measure earnings and revenue acceleration. However, after two days working with the programmer, it became clear we were doing it backwards. Since I knew exactly what I wanted, they decided to teach me programming and let me write the program. IBM would then provide the communication between my computer terminal and the mainframe computer.

They handed me three program instruction books on COBOL and said, “Read them!” IBM taught me how to design the system and flow chart, and I programmed exactly what I had been doing manually.

About two years and many thousands of lines of programming later, it was finished. It was a tremendous success. Today, after more than 35 years, our company still uses it to analyze all the companies that report their earnings and revenues.

I asked him how he was making his choices…
Funding a Medical Research Organization

After forty years in business, overcoming setbacks by constantly innovating, Jim had created financial rewards beyond his wildest expectations. Now, how could he give back to the community? Instead of giving donations of money to many different causes, Jim reasoned that he could do more good if he put his money into the Stowers Institute for Medical Research with an endowment that would fund it forever.

When my wife and I started the Stowers Institute for Medical Research, we wanted the Institute to be funded forever. Where would the money come from? How could we encourage other people to add gifts to the Institute’s endowment?

First, the Endowment would be different. The gifts would not be spent; they would all go directly into the Endowment. The Institute would spend only 3.5% of the value of the Endowment each year for medical research.

Second, just saying “thanks” did not seem enough. We wanted to establish a “Hope Share” account for every donor. The value of the Hope Shares rises and falls as the Endowment of the Institute fluctuates. As people watch their gift to science fluctuate and grow, donors feel like a participant in the research and discovery.

Although the ownership of a Hope Share is in the Endowment, the donor’s name is on the share. Unlike other fundraising organizations who ask every year for new donations and merely say “thank you,” Hope Share donors receive an annual “thank you,” as well as a statement of the current value of their donation. In this way, with only one donation, the donor is remembered forever.

Jim’s Innovation in Action anecdotes are but the tip of an iceberg. Over the past 50 years, there have been countless people dedicated to working with attention to detail, solving challenges and focusing on “doing the right thing.” They made it possible for both American Century Investments and the Stowers Institute for Medical Research to grow successfully.
This page intentionally left blank.
Who are the Entrepreneurs?

Entrepreneurs want control over their lives.  
In order to have control, they seek unique business opportunities.  
Having discovered an opportunity, they carefully assess the risks.  
When assessing the risks, they are absolutely confident they will succeed.  
To succeed, they know the limits of their talent and remain humble.  
Humility leads them to form a team with the best people to realize their vision.  
They inspire their team by clearly communicating their vision.  
The team is enthusiastic and, with determination, they successfully reach their goal.
If I would be a young man again and had to decide how to make my living,
I would not try to become a scientist or a scholar or a teacher.
I would rather choose to be a plumber or a peddler,
in the hope of finding that modest degree of independence still available under present circumstances.

Albert Einstein
Here are the stories of just a few of the many amazing men and women who were inspired to invent new concepts and products to help people lead better lives. Their discoveries are not only unique for their time, but have also changed the way we live. Modern technology facilitates the exponential growth of innovation. In our time, ideas can be tested in virtual reality before money is invested in creating the new process or product.

**Pioneering Innovators**

The focus of these creative individuals was discovering uncharted areas in science, technology and agriculture. Their work laid the foundation for other innovators who applied the basic research to create the new products that have paved the way for our modern society.

**Galileo Galilei: Father of Modern Science (1564 - 1642)**

What would you do if you were born into a society where intellectual concepts had to agree with the stated doctrine of your religion? Would you keep asking questions that led to the wrong answers? Would you recant your careful scientific finding if your life was threatened?

Galileo is an outstanding example of an innovating pioneer. He rejected the safe path of blind allegiance to authority in matters of science and remained loyal to his careful interpretation of scientific results. Because of his intellectual honesty, he was accused of heresy and sentenced to house arrest for the last ten years of his life.

The world owes a great deal to this 16th century Father of Modern Science, whose legacy is a valuable treasure of discoveries in physics, mathematics and astronomy that has continued to be mined by generations of scientists, innovators and entrepreneurs.
Marie Curie: Discoverer of Radioactivity (1867 - 1934)

A more recent scientific innovator, Marie Curie, has been an inspiration to women with a passion for science. With great determination, she bucked the current of her culture’s expectations for women and got a degree in science at the University of Paris.

She and her husband, Pierre, spent 14 years working in brutal conditions to extract radium, a radioactive element, from uranium ore. Their work on radioactivity was recognized when they received the Nobel Prize in science in 1903.

We owe the Curies a debt of gratitude for their pioneering discoveries that led to a multitude of inventions. Other innovators were able to use the Curies’ basic research to create new technologies in medicine and scientific research.

George Washington Carver: The Original Green Pioneer (1864 - 1943)

George Washington Carver began his life as a sickly child, born to parents who were slaves. He overcame these early handicaps to become an internationally celebrated botanist.

When the cotton farmers in the South were devastated by a boll weevil infestation, Carver developed crop rotation methods to conserve soil nutrients. This change produced bumper cotton crops but left the farmers with surplus peanuts, soybeans and sweet potatoes that rotted in the barns because they could not be marketed. Carver responded quickly to this challenge by creating diverse products that could be made from these crops.

For example, at the urging of Henry Ford, he invented ways to convert soybeans into industrial material that could be used to make steering wheels, seat covers, horn buttons and lubricating oil. Using soybeans for these industrial products created jobs for farmers who then had the money to buy Ford's cars and trucks.

Carver's accomplishments were fueled by his desire to help these poor farmers not just survive, but thrive. Believing that “education is the key to unlock the golden door of freedom,” he created a mobile school, the Jessup Wagon, to bring to the farmers the practical knowledge that would enable them to become self-sufficient.
Perhaps his most important contribution was to inspire people to adopt a positive attitude, work hard, get a good education and give back to others less fortunate.

Chester Carlson: Invented the Xerox® Machine (1906 - 1968)

Like many innovators, Carlson’s life work was sparked by necessity. His job in a patent office required him to make multiple copies of both text and drawings. This slow, painstaking work was made more difficult because Carlson was nearsighted and had arthritis in his hands. There had to be an easier way to make copies!

After years of work in his kitchen, he invented a new approach to making copies based on photoconductivity. He patented his invention in 1942. However, it took him another 20 years to get Haloid Corporation interested in his discovery.

They renamed the company Xerox®, in honor of Carlson’s world-changing invention, xerography. This wonderful tool continues to be a source of new applications and inspires generations of innovators to create products that will delight customers in the future.

Xerox® has become synonymous with the process of making copies.

Innovators Who Became Entrepreneurs

It is not common that someone has both the urge to invent a unique product and also the ability to create an organization with a team of talented people that can bring the idea into the world.

*The more people who own little businesses of their own, the safer our country will be, for the people who have a stake in their country and their community are its best citizens.*

John Hancock

Signer of the Declaration of Independence
Nicholas Negroponte: Founder and Chairman of “One Laptop per Child” (1943…)

Nicholas Negroponte, a leader in computer aided design and the human-computer interface, is both an innovator and an entrepreneur. In 1966, as a graduate in architecture at MIT, he was on the cutting edge of computer technology focusing his talent on issues dealing with computer-aided design.

Although he was initially a professor, in 1967 he founded a think-tank and lab that focused on the way people interacted with computers. By 1985, he was co-founder and director of MIT’s MediaLab, which is now one of the preeminent interdisciplinary computer research laboratories in the world.

Negroponte is not credited with the design of particular products. He is lauded for his vision of a world where everyone has access to the latest technologies. He is a leader with the ability to surround himself with a team capable of realizing his vision.

His newest focus is a passion to bring computer technology to every place in the world by supplying elementary school children with inexpensive, child-friendly computers. These remarkable machines can be run on crank-produced electricity. This innovation not only revolutionizes the laptop, but also creates a breakthrough in education and culture worldwide. In some little villages this laptop is the only light!

Nelly Don: Invented Fashionable Clothes for Women at Home (1889 - 1991)

Like others who innovate out of personal necessity, what Nelly Don created for herself was desired by many people. She was so shocked at the shapeless housedresses worn by her friends in Kansas City, that she began to sew fashionable housedresses for herself and her neighbors. At the urging of her friends, she persuaded a local shopkeeper to sell her dresses. They sold out in hours. Twenty-five years later, Donnelly Garment Company had grown to $3.5 million dollars in sales and 1,000 workers.

Nelly had found an unfilled need among women and had the skills and determination to fill it. However, her greatest innovation may have been the employee friendly company she built. Company benefits included: hospitalization, children’s scholarships, tuition aid and a fully air-conditioned factory. Her loyal employees loved her and saw no need to join the garment union that came to organize the plant.
Tom Szaky: Turned Garbage Into Fertilizer (1982…)

Did you ever enter a high school science contest? If you did, what did you do with your entry – pursue the idea or drop it and move on? When Tom Szaky went off to college, he resurrected his “failed” science project, expanded on it, created a product he thought would sell and wrote it up for Princeton’s annual business plan competition. As it turned out, he had a “BIG” idea. He describes his “aha” moment like this: “Wow, turning table scraps into fertilizer. You could recycle all the organic waste in North America! You could solve the problem of dwindling landfill space!”

The green revolution has been proclaiming the value of an old idea – composting. The principle is you put your organic garden and household waste in a pile, and let worms and grubs recycle it into fertilizer that you can use on your garden.

Tom Szaky, with the help of a team of young friends, researched how to use worms to mass-produce fertilizer. There were many obstacles and setbacks. However, Tom and his team, inspired and guided by experienced mentors, successfully produced the first commercial product made entirely from garbage.

Introduced by The Home Depot, Terracycle now competes with Scotts’ Miracle Gro. Pairing his passion for the environment with his desire to be successful, Tom created a company with a social conscience that inspires young people.

He describes his “aha” moment like this…
The Innovative Entrepreneurs

Some great innovators are entrepreneurs who innovate to keep their companies thriving. Jim Stowers pointed out that your business is only as good as your ability to create products so unique that it is difficult for anyone else to duplicate them.

Joyce Clyde Hall: Founder of Hallmark Cards (1891 - 1982)

As a boy of only nine years, Joyce Hall was already helping out his family by selling cosmetics door-to-door for the company that became Avon. In his late teens, looking for a greater opportunity for his sales career as a distributor of postcards, Hall arrived in Kansas City. He could have remained just a salesman with several lines, working his territory, traveling the four state area on the train. But Hall was an innovator. Shortly after arriving in Kansas City, he became dissatisfied with the cards he was selling which were produced in Germany. Hall wanted cards that could express people’s feelings better than they could themselves.

There were many innovations: a key one arose because of his dissatisfaction with the way his cards were sold – they were stored in a shoebox, under the counter of the store. To purchase a card, you had to laboriously leaf through the box. Joyce Hall invented eye-view card displays and hired some young men to travel the territories to demonstrate to store owners the advantage of his innovative display.

The Hallmark crown became a symbol of innovation, quality and good taste. Joyce Hall reached out to the community with radio and then television programs called The Hallmark Hall of Fame. These fine programs were not used to promote individual products, but the values so dear to him: friendship, remembrance, family, respect and love. They were meant to associate the name Hallmark with quality entertainment. In this way, he built an international business because he truly did create products that lived up to the slogan, “When you care enough to send the very best.”

If a man goes into business with only the idea of making money, chances are he won’t.

Joyce Hall
Ewing Kauffman: Created Medication in Pill Form (1916 - 1993)

Ewing Kauffman was an innovator, entrepreneur, philanthropist and major league baseball team owner. He was an amazing individual, curious and determined to overcome adversity. Bedridden for a year when he was 11 years old, Ewing read as many as 40 books a month.

After serving in the United States Navy in World War II, he worked as a pharmaceutical salesman. At the end of three years, he was so successful that his earnings exceeded the company’s president. Genuinely angered when his salesmanship was rewarded with a reduced territory, he vowed never to work for someone else again.

He quit and started Marion Laboratories in the basement of his home. With relentless hard work and entrepreneurial spirit, he built his little company into a pharmaceutical giant. In 1999, with one billion dollars in sales, Marion Laboratories merged with Merrell Dow.

Kauffman’s fundamental philosophy, treat others as you would like to be treated, was practiced by the people who grew the business with him. Knowing he could not succeed by himself, he placed a high value on team effort and shared the rewards with those who helped the company succeed.

He knew that entrepreneurs were the ones who created jobs and economic prosperity in the community. Therefore, to expand his vision of helping others to develop themselves, he created the Kauffman Foundation in 1992 because:

We believe we can establish an institute for entrepreneurship and pass on to those individuals, some of the philosophies and principles, techniques and leadership tactics that will enable an entrepreneur to be successful.

Ewing Kauffman
Oprah Winfrey: Created the Self-Help Talk Show (1954…)

From early on, it was clear that Oprah was comfortable in front of people. When she was only 17, she had her first opportunity to live her dream when she worked at a local radio station. Soon, she was the first female news anchor at Nashville’s WLAC-TV. By 1978, she was co-host of a talk show for WJZ-TV in Baltimore. From there, her swift rise to fame was given a boost when her friend, movie critic Roger Ebert, persuaded her to sign a syndication deal.

Oprah’s show is unique, not only because her personality makes it special, but also because of the format, which has been described as “the talk show as group therapy.” Her program sponsors books and encourages book clubs to help promote reading.

Now, like many who have become successful, Oprah is giving back. She has built a school for girls in South Africa. Girls, who previously had no hope, are getting educated for a future they could not have foreseen. She also sponsors many smaller projects that are influential in encouraging social change.

Above all, Oprah gives hope to those who believe in themselves and their future, that they can create miracles. Oprah is a powerful example of the rewards that come to those with a positive attitude, determination and persistence.
This page intentionally left blank.
Chapter 12

Fulfilling Your Potential and Helping Others

I believe that our purpose in life is to fulfill our potential and to help others. My goal in life has always been to help people become financially secure. I gave to others by helping them succeed, and as a result, I became successful beyond my dreams. The greater pleasure in life lies in giving rather than receiving.

James E. Stowers
We make a living by what we get.

We make a life by what we give.

Winston Churchill
Your life will be richer and more fulfilling if you share what you have. Giving to the causes you want to support can be more than just writing a check. It is often more meaningful to give the gift of your experience, skills, energy and enthusiasm. Possibly, the most important gift you can give is the gift of your time. You can gain satisfaction from helping others remedy a problem in your community or from supporting a cultural event that could not function without volunteers.

Think about the causes you care about. The more strongly you feel about a certain cause, the easier it will be for you to help.

In the late 1980s, at the height of Jim’s success, he discovered he had cancer. Shortly after his recovery, his wife and daughter learned they also had cancer. The Stowers were fortunate to have the right doctors and treatments, and were extremely grateful for having survived the deadly threat.

How did other people with cancer cope? Were they able to find the right cures? Jim and Virginia were determined to give others hope for a cure. But how could they make a difference? For the past 50 years, billions of dollars have been dedicated to finding a cure for cancer. Treatments and prevention have improved, but there is still no cure for this elusive disease.

The Stowers decided to focus on the basic research necessary to discover the causes of cancer and other deadly, debilitating diseases. To this end, they created the Stowers Institute for Medical Research.

Even for a worthy cause, Jim does not believe in giving money that will be instantly spent. Donations are used quickly and each year more money is needed just to keep an organization going. Jim believes that funds should be invested for the long-term with only a percentage of the earnings being used to finance the research.

Jim and Virginia are gratified to have the financial resources that enabled them to build such an extraordinary research institute. They are very proud of the discoveries the Institute’s scientists have achieved in such a short time.
People appreciate the incredible financial endowment the Stowers donated to fund that medical research. However, they gave much more than money. Here is another way to look at what the word endowment can mean.

*Endowment normally refers to a sum of money – capital – that funds a project. It can also be the qualities of character and achievement that inspire, create and endure beyond a lifetime in something larger than the individual. Jim Stowers not only endows the Stowers Institute for Medical Research with the means to fund research forever, he also endows it with his qualities of trust, optimism and determination. Those whose lives he has touched feel his power to inspire them to be the best they can be.*

*From The Best Is Yet to Be*

Jim and Virginia set up the Institute to be recognized as one of the best basic research facilities in the world. To insure its future success, they drew upon the lasting values Jim applied in creating American Century Investments.

**Inspire Your Team**

Jim succeeds by giving himself completely to his mission, inspiring his team to be the best they can be. He is convinced that only a strong team working toward a unified goal, can achieve the very best. Together they are successful.

In William Neaves PhD, President and Chief Executive Officer of the Stowers Institute for Medical Research and Robert E Krumlauf PhD, Scientific Director of the Institute, Jim and Virginia found two men who also value teamwork. They excel at inspiring the scientists and support staff to work well together as a team.

**Give People The Best, Then Expect Their Best Efforts**

It is Jim’s firm belief that if you want people to excel, you must provide them with the very best environment and tools to work with. The campus at the Stowers Institute for Medical Research was built to inspire creative research and accelerate discovery.
Because of the Institute’s state-of-the-art facility and the excellent support it gives the scientists, it attracts the very best people. These dedicated researchers are set free to concentrate on the discovery of scientific breakthroughs.

**Share Your Knowledge**

When Jim first began his mutual fund business, he spent a lot of time helping people understand how money works. As the business grew, he did not have time to reach people individually. How could he share his ideas about financial well-being with a wider audience?

In 1991, Jim and I co-authored *Yes, You Can… Achieve Financial Independence*. It details the values and experiences which made it possible for Jim to become, not just financially secure, but financially independent. To keep it current it is frequently updated. Jim continues to share his values through other books produced by Stowers Innovations, Inc.

**When You Give, You Receive In Return**

You do not have to wait until you are financially independent to give back to the community. Throughout your life, you can share your time, talents and values to help others have a better life.

Whether you are donating time or money, be sure that you do not overextend yourself. You want to feel joyful in your giving, not resentful or stressed out. After all, the point in giving back is to express your gratitude for all the good things the community has given you.

*You make a living by what you get; but you make a life by what you give.*

Sir Winston Churchill

This wisdom contains a paradox: **the more you give, the more you get.**
Social Entrepreneurs

With the sudden growth of wealth in the world, philanthropy has gained popularity among the newly wealthy entrepreneurs. One of the key differences between the old philanthropic organizations and the new breed of social entrepreneurs is a greater focus on results. Today, successful entrepreneurs want to give away their wealth in the same way they earned it. Jim and Virginia Stowers, for example, have given over two billion dollars to the Stowers Institute for Medical Research. But they want their money’s worth and they want fiscal responsibility. The Institute is only allowed to spend 3.5% of the interest on the endowment.

These new philanthropists are called social entrepreneurs. They are society’s change agents; pioneers of innovations that benefit humanity as a whole. The bottom line for the social entrepreneur is not financial profit, but social profit.

The 2006 Nobel Prize for Peace winner, Muhammad Yunus, describes two kinds of entrepreneur:

Let us suppose an entrepreneur, instead of having a single source of motivation, such as, maximizing profit, now has two sources of motivation, which are mutually exclusive, but equally compelling: maximization of profit and doing good to people and the world.

Phillip and Donna Berber funded a new organization, Glimmer of Hope, with an initial endowment of $100 million dollars. Like the Stowers, the Berbers are applying the fundamental principles of good business that Phillip learned from his many businesses, the latest being CyBerCorp, an Internet stock trading company.

He defines the five basic principles for creating a sustainable organization as: know your customer; cut costs by removing the middleman; hold the recipients accountable; involve your customer; and leverage your dollars. Glimmer of Hope applies the same principle to help those in need attain a glimmer of hope that can become a sustainable way of life. This organization helps the disadvantaged in Ethiopia, the United States and England.
Not all social entrepreneurs have been business entrepreneurs. It is possible to be innovative and change society without having a great deal of money. Innovators with a social mission get their inspiration from many sources.

For Muhammad Yunus, head of the economics department at the University of Chittagong, it was the abject poverty of his fellow citizens in Bangladesh that inspired him to act. In 1974, this poor country suffered a disastrous famine, leaving people in abject poverty. Yunus found it more and more difficult to remain in the ivory tower of his university.

_I felt the emptiness of those economic theories in the face of crushing hunger and poverty. I wanted to do something immediate to help people around me, even if it was just one human being…_

In 1976, with $25 from his pocket, he helped a small group of women buy the bamboo they needed to create bamboo furniture. By 1983, that one loan had become the Grameen Bank, set up to extend micro-credit to the very poor. The very low interest rates of these small loans were in stark contrast to the usurious interest rates the poor had to contend with previously. Now, with low interest rates, Grameen Bank helps millions of poor people start small businesses. It also lends money for other purposes like education and water projects.

Today many micro-credit organizations around the world offer the very poor an opportunity to run their own businesses, and rise up out of poverty.

**Social Entrepreneurs Who Do Not Know What is Impossible**

There are countless other social entrepreneurs, some whose names are legendary, like Maria Montessori and Florence Nightingale. Others, like Jim and Virginia Stowers, Ewing Kauffman, and Bill and Melinda Gates, are people who worked hard to start a business and then wanted to give back to others in a way that would truly change the world.

But let us not forget those who create social innovations just because of their compassion and determination. These social entrepreneurs have no money,
connections or experiences. They are young people naïve about the world, whose empathy for others creates in them a passion to find a way to help. Because they do not know what is impossible, they persist until they succeed.

**Ryan Hreljac: Ryan’s Well Foundation (1991…)**

Ryan Hreljac was only six years old when he was inspired by his first grade teacher in Ontario, Canada to save money to create a well to bring clean water to people in Africa. Initially, Ryan saved $75 only to be disappointed to find that it would take over $2,000 to dig a well. Ryan did not give up, but continued to earn money and inspire others to give, until he finally had raised enough money for one well.

What is even more remarkable is that when he was only 9 years old, Ryan was intuitively following one of the principles shared by many of the older social entrepreneurs: *help people to help themselves*.

On a trip to Africa to visit the school where the well was built, Ryan talked with the principal about what else the school needed. Ryan agreed to raise the money to buy the materials needed to expand the school, if the principal would get the parents to provide the labor for free.

Ryan set out with passion and purpose to inspire his peers to raise money, adding pennies to pennies, to help others in need. He ended up inspiring many adults as well. The principal of the school in Africa used Ryan as an example to encourage his students to work hard to lift themselves up.

Now, nearly ten years later, the Ryan’s Well Foundation has raised over one million dollars for water and sanitation projects in Africa.

**Emmanuel Ofosu Yeboah: Changed Ghana’s View of the Disabled (1977…)**

Emmanuel Ofosu Yeboah was born disabled in Ghana, West Africa. Disabled people are shunned in this country, and a child born disabled is often killed. Emmanuel was fortunate to have a mother who believed he deserved the same opportunities and respect accorded to everyone. He went to school, played soccer on his one leg and when he was old enough, made a living shining shoes.
But this was not enough for Emmanuel. He felt compassion for other disabled people who were reduced to begging for a living. He applied to a California organization called Challenged Athletes Foundation for a bicycle. When his application was approved, he began his great trek to raise awareness of the capability and spirit of disabled people. Emmanuel, with his one leg, rode his bicycle around Ghana. This heroic ride raised awareness in Ghana about the value of its disabled citizens, changing a centuries-old cruelty. Emmanuel continues to raise awareness about disability around the world and contributes to other projects to help the disabled people in his own country.

**EcoKids: You Are Never Too Young to Make a Difference**

In nations around the world young people are taking the initiative to help others. The Canadian website [ecokids.ca](http://ecokids.ca) has a section featuring such inspirational kids. Bilaal Rajan, for example, began fundraising when he was only four years old. In 2004, when he was eight years old, he raised $50,000 to assist children affected by the tsunami in Southeast Asia.

*Free the Children* was founded by Craig Kielburger when he was 12 years old. Craig wanted to help end the exploitation of children who were forced to work. Thirteen years later, reaching out with educational programs in 45 countries, *Free the Children* is the world’s largest network of children helping children.

Another inspirational young person, Lindsay Logsdon, describes her awakening this way: *I had been aware of environmental issues from a very young age, thanks to my parents. As I got older and started digging deeper into issues, I discovered a lot of horrible stuff... The more I found out, the more upset I got, and I soon decided I needed to do something about it.* She began *Youth for a Better World* in 2000 when she was 15 years old.

These children, and others like them, inspire us with the scope and passion of their visions. Their determination to help others sets an example that could hopefully change the social and political climate of the world.

*When a butterfly flutters its wings in one part of the world, it can eventually cause a hurricane in another.*
This page intentionally left blank.
Land of Opportunity

Our book is intended to inspire you to reach for your highest potential, not only in the pursuit of financial success, but also in helping others. In Part I, Jim Stowers described what he learned the hard way about how to reach your goals and achieve your dreams. The values and experiences described in these first eight chapters are as relevant now as they were 50 years ago. First, you need to understand yourself and determine your goals. Then, with a positive attitude, you can achieve more than you ever thought possible.

In Part II we focused on defining the qualities of innovators and entrepreneurs by using anecdotal essays of people from the past to the present. The creative people we featured remind us of the millions of other innovators and entrepreneurs who find shelter, hope and opportunity to succeed by coming to this country. The passion, determination and resilience of these immigrants enables them to create the small enterprises that make this great nation The Land of Opportunity.

The book ends with the stories of a few contemporary social entrepreneurs who have created sustainable solutions to the many problems of the world's disadvantaged. Their goal is to enable people to have the opportunity to control their own lives. We are particularly inspired by children who overcome challenges to raise money needed to help other children. Their projects vary from digging wells for clean water, to building schools and creating medical services.

These very young people have demonstrated that passion and determination can be used not only to build businesses, but also to create opportunities for the disadvantaged of the world.

What better way to fulfill your dreams, than by sharing your many gifts to help others realize their dreams?
This page intentionally left blank.
Self-Assessment Questionnaires

The following questionnaires are intended to help you become aware of the qualities and attributes that you may have or need to develop in order to improve your personal and professional life.

As you examine your attributes, you may wish to use the 3x5 card method to create your own self-improvement plan to help you achieve your goals.

To Be Successful, Know Yourself First
Attributes of a Friend
The Qualities of an A Team Member
Attributes of an Innovator
Attributes of an Entrepreneur
To Be Successful, Know Yourself First

Success is not achieved by seeking success, but rather by choosing a goal and aggressively pursuing it until it is reached.

<table>
<thead>
<tr>
<th></th>
<th>Like Me</th>
<th>Not Sure</th>
<th>Not Like Me</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Have a Vision</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Positive Attitude</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hopeful. Trust in the future.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Confident</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Enthusiastic and energetic.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Determined and Resilient</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Turn setbacks into opportunities.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Do My Best/Practice</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Work longer and harder than others to succeed.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Sincere and Trustworthy</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Earn the respect and confidence of others.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Thoughtful and Generous</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Care about others. Follow the Golden Rule.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Communicate Well</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Express ideas clearly. Practice listening.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Believe in Teamwork</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Surround myself with the best people.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Maintain Good Health</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Exercise, eat right, relax.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
This page intentionally left blank.
**Attributes of a Friend**
* Treat people as you would like to be treated.

**A Friend is:**

<table>
<thead>
<tr>
<th>Attribute</th>
<th>Like Me</th>
<th>Not Sure</th>
<th>Not Like Me</th>
</tr>
</thead>
<tbody>
<tr>
<td>Welcoming</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Believes everyone is a friend and acts on it.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Optimistic</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Looks for and expects the best in others.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sincere</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Speaks from the heart.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trustworthy</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Honest. Admits it when wrong.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sensitive</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tries not to hurt others’ feelings.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Empathic</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Objective and caring.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Respectful</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Treats others with dignity.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Encouraging</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Compliments others when appropriate.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reliable</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Can be depended on.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The Missing Attribute</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>You name it.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
This page intentionally left blank.
The Qualities of an A Team Member

* A great team is a mysterious thing, hard to create, much less to duplicate. If you truly invest yourself in a team, you guarantee yourself a return on your investment, and that is a big competitive advantage over other less committed teams. 
  
  Lance Armstrong

<table>
<thead>
<tr>
<th>Quality</th>
<th>Like Me</th>
<th>Not Sure</th>
<th>Not Like Me</th>
</tr>
</thead>
<tbody>
<tr>
<td>Convinced he does not know all the answers.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sincerely believes in the vision of the team.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dedicated and committed.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Has a positive attitude.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Enthusiastic, optimistic, sincere.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Has unique and superior skills.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The best in the field, confident, intelligent.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Willing to do more than is thought possible.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Determined, persistent and committed.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Puts team interest ahead of self-interest.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Respects others’ opinions, communicates openly.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is creative, innovative.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Curious, imaginative, asks good questions.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Has a good sense of humor.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is playful and fun to be around.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supports and trusts other team members.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Works hard and does not hold back.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Always delivers with no excuses or whining.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
This page intentionally left blank.
**Attributes of an Innovator**

*An innovator becomes passionately curious about how to do something better, then, is determined to find a way to make it happen.*

<table>
<thead>
<tr>
<th>Attribute</th>
<th>Like Me</th>
<th>Not Sure</th>
<th>Not Like Me</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Has a Vision</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conceives ideas to help and delight people.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Curious</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Eager to learn. Looks for opportunities.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Creative</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Invents products or processes that are hard to imitate.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Analytical</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Synthesizes the facts gathered.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Passionate</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Energetic, enthusiastic, self-directed.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Determined and Persistent</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Able to overcome setbacks.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Flexible and Resilient</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Comfortable with uncertainty and ambiguity.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Convinced of the Power of Teamwork</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Surrounds himself with the best people, whom he respects.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Communicates Well</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Truly listens, expresses ideas clearly, inspires others.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Has Integrity and Sincerity</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Does not take shortcuts in order to be successful.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
This page intentionally left blank.
Attributes of an Entrepreneur

An entrepreneur finds an innovative product or process, then takes the risk to create a new organization to bring the idea to the public.

<table>
<thead>
<tr>
<th>Attribute</th>
<th>Like Me</th>
<th>Not Sure</th>
<th>Not Like Me</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Wants Control of His Life</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Breaks away from frustrating bureaucracy.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Has a Nose for Opportunity</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Curious. Alert to people’s wants.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Is Practical, Can Assess Risk</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Does research before investing.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Absolutely Self-confident</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Believes he can create a successful outcome.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Persistent, Determined, Resilient</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is tenacious and courageous. Turns obstacles into opportunities.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Passionate</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Enthusiastic, energetic.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Humble</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Admits to not knowing everything.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Believes in Teamwork</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Appreciates the contributions of skillful team players.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Communicates Well</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inspires others. Clearly gets his ideas across.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Has Integrity</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Does the right thing no matter the consequences.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Part 3

Addenda
This page intentionally left blank.
Exercise to Live One More Day

I realize that physical exercise is extremely important to my health and especially to my personal longevity.

I want to share with you:

• Why I exercise
• What I am trying to accomplish with each exercise
• Which exercises I do
• How I do each exercise
• Which exercise is the most important to me

I do not have the time available to build my body up to be like Charles Atlas, the famous body builder, nor do I have the desire to do it. My desire is to live a long healthy life – to live one more day.

While I was in military school, my exercise was planned and required. At that time, it was also fun to exercise and get away from regimentation.

In college, exercise was not demanded. There were extreme pressures on my time to learn. Exercise was voluntary and came second. My main physical activity was walking from class to class.

In medical school, the demands for learning increased, leaving very little time for exercise. I had to study hard, learn and sleep. My future depended on that kind of focus. There was absolutely no time available for relaxation.
Finding the Time: Shower Magic

I did happen to find some time for exercise. While I was in the shower I used shampoo that needed to be left on my hair for at least two minutes. I thought, “Why not use that extra time to exercise?” So I decided to do 103 isometric arm exercises to strengthen my shoulder, arm and hand muscles.

While standing, I:

• Held both hands firmly together at waist level.
• Tried to raise one hand upward while at the same time using the other hand to maintain both hands level.
• Alternated the hands and repeated the process.

The amount of benefit from this exercise depended entirely on the effort exerted.

Why did I do 103 of these exercises? Because I wanted to make sure that I did at least 100. Over time, using this technique established a habit.

Trying to Prevent Clogged Arteries in My Legs

My father was an excellent surgeon. He performed thousands of operations standing in one place for hours, yet, never took time out to exercise.

One day in 1943, I went to my father’s office to have lunch. We had to walk about three blocks to the restaurant. On the way, my father had to stop three times to wait for the pain in his legs to subside before we could continue. I never questioned him about this. Obviously, he had a major problem. While I was in the Army Air Corps in the spring of 1945, my father died at the age of 55 of a myocardial infarction (heart attack).

After I was released from the Army Air Corps, I visited the hospital where my dad had died. The pathologist, a close friend of my father, asked if I would come to his laboratory. He showed me a large glass jar and said, “In this jar is a portion of a femoral artery from your father’s leg.” The artery was about one inch in diameter. He
pointed out that the opening was almost completely closed by the massive accumulation of calcium. Very little blood could have passed through that artery. No wonder my father had difficulty walking. The pathologist told me that my father had what is called Buerger’s Disease. This certainly concerned me. It happened to my father. It could happen to me.

I remembered two important points. First, my father did not exercise. Second, he was a chain smoker.

I realized that I would have to exercise and avoid smoking in order to extend my life span. I believed the reason for all the calcium buildup in my father’s legs was caused primarily by my father’s inactivity. I was absolutely convinced that I had to work on exercising my legs in order to maintain a good blood flow through my arteries to prevent Buerger’s Disease.

Why not use that time in the shower to also exercise my lower legs so that I would not develop Buerger’s Disease later in my life?

I exercised my calf muscles in order to improve the blood flow in my lower legs. How did I do this? First by standing, balancing myself, and raising both of my heels off the ground. Then I tried to stretch my height as far as I could while still remaining on my toes. Then I relaxed my calf muscles and let both of my heels return to a point just above the ground. I performed this exercise 70 times each day.

I did 70 of these exercises because I didn’t have a watch on and wanted to perform that exercise for at least a minute.

**Building Up My Legs so That I Can Get into a Van**

When I found that I had difficulty climbing into a van at the airport, I realized that I had to build up my leg muscles. Daily, I slowly did 30 deep knee bends in the shower. I stopped as soon as I experienced any pain, and slowly and smoothly straightened back up. Everyday, I repeated this process until I had completed my 30 knee-bends. Today, I have no pain in my knees.
Helping my Back Adjust to Two Inch Loss in Height

I collapsed two vertebrae falling down on my posterior after backing over an unseen bag. My back was tight and stiff. I began to use the time in the shower to make my back more flexible by trying to touch my toes without bending my knees. I tried to reach my toes by gradually stretching my back muscles in three continuous efforts. In the beginning, I missed touching my toes by six inches. I performed this exercise 10 times. I have done this for several years. It is very interesting how my body has adjusted to the injury. Now I can easily touch the floor while keeping my knees straight. This exercise is now a habit.

Beyond Shower Magic

My Most Important Challenge:

*How to put at least 20 minutes of continuous stress on my heart and cardiovascular system each day.*

The Air Force suggests that everyone should do continuous strenuous exercise for at least 20 minutes each day in order to remain healthy.

When I started what now is American Century Investments, I had great difficulty finding the time to exercise. There still is an extreme demand on my time if I am determined to try to be the very best. If I wanted to get in 20 minutes of aerobic exercise, I had to discipline myself by going to bed no later than 10:30 PM so I can arise at 5 AM.

When I decided to start exercising, I planned to walk to the park each day, jog for a time and then return home walking.

The first day I began this plan, I got up early, walked up to the parkway and stood there a minute. I asked myself, “What should I do? Am I in good health? Is my body ready for this? How can I find out carefully?”

After some serious thought, I decided to find out if my body was up to this kind of exercise. So I planned to alternate walking 100 steps and jogging 100 steps for 20
minutes. At the end of the 20 minutes, I felt pretty good. I had no chest pains. Everything seemed to be OK. I returned home determined that the next day I would gradually spend more time jogging and less time walking. I would monitor the effect of the increasing stress on my heart.

I gradually determined that my heart was accommodating to the increased stress that I was placing on my body. I was not jogging just to observe the scenery; rather I was determined to try to continuously increase the stress on my cardiovascular system by jogging faster and farther.

After we moved from our home to a condo, I did not want to take the time to drive to the park so I bought a treadmill.

When we went to California, I jogged up and down three hills aggressively. I was amazed how my heart accommodated to the additional stress that I placed on it.

One morning while I was jogging up and down the hills, I suddenly developed a severe pain in my back. My doctor informed me that I had just had a compression fracture of my lower back, losing another one inch in height. I previously had cancer of the prostate and over time it caused me to have borderline osteoporosis. He suggested that I stop jogging and keep at least one foot always on the ground by walking fast.

When I am in Kansas City, I exercise every single day the first thing in the morning by walking on my treadmill. I set the speed of the treadmill at 3.5 miles an hour. The speed remains the same for the entire exercise. At .12 miles, the incline of the treadmill is raised to 6 degrees. At .20 miles, the incline is raised to 9 degrees. At 1.30 miles, the incline is reduced to 0. The speed remains at 3.5 miles an hour until 1.50 miles. The exercise lasts about 26 minutes. I am amazed, sometimes, that I can complete the exercise.

In California, I walk up and down three hills (1.4 miles) in less than 32 minutes. Whether exercising on the treadmill or climbing the hills in California, I always wear a heart monitor just to make sure all is well.
Additional exercises are performed just before I go to bed each night. I do:

- 20 sit ups
- 42 pushups
- 30 additional deep knee bends

My California doctor, a cardiologist, said the statistics indicate that a person can live longer if their blood pressure remains less than 150. My local cardiologist wants my blood pressure to remain less than 140.

Since my blood pressure has gone over 140, I take medication and record my blood pressure three times a day, every day: the first thing in the morning; right after exercise; and again, just before going to bed. My blood pressure comes down after exercise. I am surprised to observe that my exercise tolerance continues to improve at my age. I am convinced that I must exercise to live.

I am not trying to impress you with this routine. I do not compete with anyone but myself. These are the exercises that I diligently perform every day. I am convinced they will enable me to live one more day.

Time is the limiting factor. I am convinced the Air Force is correct. It is wise to take care of your body through exercise, even if you don’t think you have the necessary time to do it.

What I share here is not meant to be a recommendation for anyone.

again just before going to bed.
Protecting Your Treasure: The Value of Creative Financing

When I was a young man of 34, with limitless dreams but a small bank account, I founded my mutual funds company with a personal investment of just $2,000. Today, 49 years later, the value of my shares in American Century Companies given to the Stowers Institute for Medical Research, has grown to approximately two billion dollars.

This fantastic appreciation came about mainly because of the way the company was initially financed. I can offer today’s beginning entrepreneurs no better counsel than to describe how this happened.

First, let me give you some ideas to ponder: Why give away half or more of your company to get financing from investors? You’re going to work day and night to make the business succeed, so don’t you deserve to own the biggest part of the company?

As you struggle to find financing, you may be tempted to accept the terms proposed by would-be investors, but why not resist that and structure the financing to satisfy your own long-term needs, both for the business and for you personally?

Although we did not realize it at the time, for my wife and me the initial financing plan became a key component in building our personal net worth to a level where we are now able to create and endow a major medical research center. The success of our first dream is making our second dream possible.

A smart lawyer – along with a smart mother – saw to it that my partner and I started on firm financial footing. When we decided to launch the company, my mother impressed upon us the need to have the best and brightest lawyer we could find. She sent us to one whom she knew, but he had too much work, so he passed us over to his brother, Irving Kuraner. A graduate of Columbia University Law School and member of Phi Beta Kappa, Irving had returned to Kansas City to go into practice.

After Irving did the legal work to form the company, we turned to the question of how to obtain our startup financing. Irving came up with a concept that has been critical to our success and for which I have always been grateful.
He told us that if we sold only common stock to others in order to obtain our initial financing, we would greatly dilute our own interest in the company. It is like a pie. If you serve someone one half of a pie, you have only one half remaining for yourself. Instead, Irving suggested that we consider using primarily preferred stock, along with a little common stock, to obtain the initial operating capital.

The idea intrigued us. Irving asked how much of the common stock each of us wanted to own. I wanted one half of the common stock and my partner, a CPA, asked for one fourth of the common stock. Irving then suggested that the company do the following: authorize 400,000 shares of common stock at one cent par value for $4,000 and authorize 1,000 shares of five percent non-cumulative preferred stock at $100 par for $100,000. This preferred stock would not pay any cash dividend. However, the value of the preferred stock would increase each year by five percent until the company repurchased the stock.

I would buy 200,000 shares of the common stock for $2,000 – equivalent to half of the company. My partner would buy 100,000 shares of common stock for $1,000 – equivalent to one fourth of the company. We would offer each of the other interested investors 10,000 shares of common stock for $100 and 50 shares of the five percent non-cumulative preferred stock for $5,000. These outside investors could not buy the common stock, with its potential for great rewards later, unless they bought the preferred stock. The preferred stock gave us our operating capital.

To find our outside investors, I turned to people in a field that I knew well, medical doctors. I had gone to medical school before choosing investments as my career, and my wife, Virginia, was a registered nurse. However, the first doctor I tried to interest in investing told me we had the investment plan backwards. He said that management, my partner and I, should limit ourselves to 25 percent of the common stock and let the outside investors, those putting up the most money, take 75 percent.

“No way,” I said. “We are taking the 75 percent because we are investing our time and passion to make the company a success. Time is money.”
This doctor did not invest, but nine other people – six of them MDs – invested when we made our initial offering. Each bought 10,000 shares of common for $100 and 50 shares of preferred for $5,000. Other transactions later brought in additional capital. Over the years, my wife and I increased our share of the ownership when my partner and some of the early investors wanted to sell their stock.

A lot of venture capitalists, both then and today, would agree with the doctor who thought my partner and I should take only a minority stake. But, they have to understand that if they are going to invest in something, the person doing the work has to have the incentive to do a good job. There has to be an incentive to be successful.

You could accomplish the same thing today. You have to sell the dream. People must believe your dream and believe that you have the ability to make it happen. People must believe in you.

For investors, there’s an advantage to putting most of their money in preferred stock. If the business does not succeed, there is a greater chance that they will get some or most of the money back because preferred stockholders are paid first.

It turned out more happily in our case. In 1980, 22 years after the initial financing, the company was able to buy back all the preferred stock. Each investor who had paid $5,000 for the preferred stock received $16,100 (long-term profit of $11,100 on a $5,000 investment). Each of them still held 10,000 shares of common stock.

About that time, the company truly began to prosper, and many stock splits followed. The wisdom of the investments became spectacularly clear in 1998, forty years after the initial financing, when the company agreed to sell to J.P. Morgan a large minority stake in American Century for $900 million. Some of the initial investors decided to sell their common stock at that time. By then, the common stock for which they had paid just $100 in 1958 was worth more than $60 million for each initial investor!
Not a bad investment. Most important to me, there had been little dilution in the original financing.

Several of the other investors, including doctors who were by then retired or thinking of retirement, used some of their riches to endow chairs at the universities they had attended and created their own foundations to make gifts to other worthy causes.

The J.P. Morgan purchase allowed Virginia and me to donate enough of our stock in American Century to launch the Stowers Institute for Medical Research, a basic biomedical research facility in Kansas City. We have given assets that are today worth $2 billion to the Stowers Institute, while we are still the controlling owners of American Century Investments.

We are giving back something more valuable than money to the millions of people who made our success possible. Our hope is to improve the quality of everyone’s life.

Additional Important Information

In order to maintain control, in 1984 all of the stock of American Century was exchanged for Class A shares having one vote a share and an equal number of Class B shares having four votes a share. In 1995, all the Class B shares were changed to new Class B shares having 10,000 votes a share. We hold a large majority of these controlling Class B shares.
A - About Jim Stowers:
  Jonathan, Jack: IX
  American Century Investments: 136, 154, 172
  Twentieth Century start-up funding: 135
  Analytical: 132
  Stowers, James. E.: 132
  Answering the Telephone: 95

Attitude:
  Ash, Mary Kay: 21
  Affect on others: 26
  Positive: 21 - 23, 50, 149
    Invites Friendship: 84
  Power of positive: 24, 160, 166
  Negative:
    Limits choices: 22
    How to control: 22 - 23
  Time and: 116

B - Best is Yet to Be: 19, 21, 22, 39
  Bonjour: 70

C - Car You Drive, the: 59
  Carlson, Chester:
    Invented the Xerox® Machine: 160
  Carver, George Washington:
    The Original Green Pioneer: 160
  Challenges: 35
  Churchill, Winston:
    giving back: 170, 173
  Communicating: 91 - 106
    Do people hear what you say?: 93
    Getting your message across: 97
    How you say it is important: 94 - 97
    What you say is important: 93

Communication:
  Entrepreneurs and innovators: 137
  Iacocca, Lee: 93
  Smedley, Ralph C.: 137
  Stowers, James E.: 137

Compounding:
  The power of: 113 - 116

Confidence:
  Definition of: 25
  Entrepreneurs and: 139
  Gaining the Confidence of Others: 78
  Importance of: 25
  Project an air of: 78
  Stowers, James E.: 139
  Success and: 77

Confident: Becoming: 77
  Person, a: 26, 40
  Kanter, Rosabeth Moss: 26

Contradictory Actions: 72 - 72

Conversation:
  Importance of Meaningful: 86 - 87

Creative: 131
  Financing: 201 - 204
  Person: 131
  Stowers, James E.: 131

Curie, Marie:
  Discoverer of Radioactivity: 160

Curious: 51, 105, 130
  Rosenfeld, Adam: 130

D - Determination: V, 19, 21, 35, 39, 62
  Abony, Lorne: 134
  Entrepreneurs and: 133, 157
  Innovation and: 133
INDEX

Persistence and: 166
Social entrepreneurs and: 176
Time and: 111 - 112
To learn: 153
Don, Nelly:
Invented Fashionable Clothes...: 162
Dressing for Success:
Wood, George: 58
E -
Eating light: 117
Aikman, Roy: 117 - 118
EcoKids: 177
Emerson, Ralph Waldo: 25, 69
Endowment: 154
The meaning of:
Jonathan, Jack: 172
Enthusiasm: 23 - 25, 51, 157
Butler, Edward: 133
Carnegie, Dale: 132
Emerson, Ralph Waldo: 25
Speak with: 94
Eat half of what is on your plate: 117
Exercise: 195 - 200
Franklin, Benjamin: 118, 119
Good health: 39
Stowers, James E. III: 24
Entrepreneur: V
Attributes of: 127, 129 - 137, 139 - 141, 143, 157, 191
Becomes an innovator: 164 - 66
Hall, J.C.: 164
Kauffman, Ewing: 165
Winfrey, Oprah: 166
Bricklin, Dan: 163
Creates jobs: VII
Drucker, Peter F.: 127
Einstein, Albert: 158
Hancock, John: 161
Innovators and: 129
Immigrants and: 166
New kinds of: 138
Nose for Opportunity: 140
Passion and: 132
Risk and: VII, 140
Schramm, Carl: 128
Stowers, James E.: 124
Who are the Entrepreneurs: 157
Exercise to Live One More Day: 195 - 200
Explore. Dream. Discover: 1
F -
First Impression:
How to create a good: 55 - 57
Formula for a Happy Marriage: 99
Friendship: 81 - 87
Positive Attitude Invites Friendship: 84
Friends:
Attributes of: 185
Breaking the Ice: 86
Everyone is a Friend: 83
Finding Friends: 85
Never Met a Stranger: 83
Spero, Giacomo:
Friends are rare jewels: 84
Thoreau, Henry David: 87
Who is a friend?: 83
Who Was That?: 84
Fur Coat, the: 42
G -
Galilei, Galileo:
Father of Modern Science: 159
INDEX

Gates, Bill and Melinda: 175
Giving Back: 169 - 179
  Churchill, Winston: 170, 173
  Stowers, James E.: 169
Glimmer of Hope: 174
Golden Rule: 69
H - Habits:
  Challenge of Developing New: 29, 35 - 37
  3 x 5 Method: 36, 63
Hall, J.C.: 142, 164
Handshake:
  Developing a Sincere: 74 - 77
  Purpose of: 75
  Handshake Etiquette: 74
  Right Handshake: 75
  Wrong Handshake: 76 - 77
Health:
  Quality of life and: 118, 195 - 200
  Robin, Michelle: 117
Helping people: 38, 160, 162
  Gift of time: 171
  Kauffman, Ewing: 175
  Share your experience and skills: 171 - 172
  Share Your Knowledge: 173
  Stowers, James E.: VII, 169
  Share your values: 172
  Social Entrepreneurs: 174
  Stowers Institute for Medical Research: 171
  When you give you receive: 173
Hope: 21 - 22
  Snyder, C.R. Ph.D.: 21
Hope Share Account: 154
Hreljac, Ryan:
  Founder of Ryan’s Well Foundation: 176
Humble: 139
I - Image:
  Creating your good: 62
Innovation: V
  Drucker, Peter F.: 148
  Hall, Joyce and: 164
  Hallmark, symbol of: 164
  Prepared mind, and: 132
  Stowers, James E.: 140
Innovator:
  Attributes of: 129 - 137, 143, 147, 189
  Becomes entrepreneur: 138, 161
    Don, Nelly: 162
    Negroponte, Nicholas: 161 - 162
    Szaky, Tom: 163
  Kauffman, Ewing: 165
  Pioneer Innovators: 159
    Carlson, Chester: 160 - 161
    Carver, George Washington: 160
    Curie, Marie: 160
    Galilei, Galileo: 159
  Obstacles and: 134
    Gandhi, Mahatma: 134
  Stowers, James E.: 148 - 154
  Swift, Jonathan: 129
  What is an innovator?: 147
Integrity: 137
  Stowers, James E.: 137
## INDEX

Intrapreneurs: 141
- Definition of: 141
- Hall, Donald, supporter of: 141
- Rosenfeld, Robert B.: 142
- Vandebroek, Sophie: 142
- Xerox*: 142

J - Jonathan, Jack:
- *About Jim Stowers*: IX

K - Kauffman, Ewing:
- Created Medication in Pill Form: 65

L - *Land of Opportunity*: 179
- *Learning to Listen*: 37
- Listener:
  - How to be a good: 105 - 106
  - Why become a good...?: 104
- Listening:
  - What does it entail?: 104
  - A learned skill: 104
- *Look Ahead*: 22
- *Looking the Part*: 58

M - Manners, good: 60
- Emerson, Ralph Waldo: 69
- Mannerisms:
  - Annoying: 61, 62
  - An Unfavorable Manner: 60
- *Money follows earnings*:
  - Johnson, Ralph: 152
- *My Parents’ Influence*: 57

N - Negroponte, Nicholas:
- “One Laptop per Child”: 161 - 162
- *Never Met a Stranger*: 83

O - Observation, power of: 49
- Observe others: 63, 150

Opportunity:
- Innovators and entrepreneurs: 140
- Khosla, Vinod: 140
- Spero, Giacomo: 140

Optimism: 21 - 22, 39, 50
- Duncan, David Douglas: 21
- Gray, Martin: 21
- Leads to success: 139

P - Passionate: 132
- Stowers, James E.: 138

Persistence:
- Entrepreneurs and innovators: 133
- Children as social entrepreneurs: 176
- Kuraner, Irving: 133

Personal Appearance: 57
- Raven, Arlene: 57
- Orwell, George: 73

Personal Qualities: 39 - 41

Philanthropy: 165 - 166
- Wells, Sherry: 174

Platinum Rule: 69

Prioritizing wants: 41

*Protecting Your Treasure*:
- *The Value of Creative Financing*:
  - Kuraner, Irving: 135

Purpose in life: 169

Q - Questions:
- Asking: 98 - 103
- Focus on the others point of view: 101
- How to Ask: 101 - 102
- Reasons for Asking: 103
- Wisdom of George: 103
INDEX

Resilience:
  Entrepreneurs and: 135
  Immigrants: 166
Relax:
  How to: 24
Relay race:
  Jim’s life as a: 124 - 125
Responsibility: 38
  Roosevelt, Eleanor: 43
Risk:
  Entrepreneurs and: 140
  Carl Schramm: VIII
  Spero, Giacomo: 140
Ryan’s Well Foundation:
  Hreljac, Ryan: 176
Schramm, Carl J.: Introduction VIII - IX, 128
Searching for Good Qualities: 94
Self-assessment: 32 - 41, 181 - 191
  Attributes of a Friend: 185
  Attributes of an Entrepreneur: 191
  Attributes of an Innovator: 189
  Qualities of an A Team Member: 187
  Questions I Asked Myself: 32 - 34
  Qualities, My: 39 - 41
  To Be Successful Know Yourself: 183
  Values, My: 38 - 39
Serendipity in Action: 131
Sincere: 40
  Definition of: 71
  Importance of Being: 70 - 72
  Smile: 73
  Benedict, Pope: 72
Social Entrepreneurs: 174 - 177, 181
  Berber, Phillip and Donna: 174
  Compassion, and: 176
  Children as: 175 - 177
    Hreljac, Ryan: 176
    Yeboah, Emmanuel Ofosu: 176 - 177
    EcoKids: 177
  Definition of: 17
  Difference from philanthropists: 174
  Yunus, Muhammad: 175
Speak from the Heart: 71 - 72
Speaking clearly:
  How to practice: 96
  Slow down: 96
  Negative impact of hesitation: 97
Speaking with passion: 95
Statements:
  Express statements: 100 - 103
  Turning into questions: 102
Stowers, James E.:
  About: IX
  Creating the Best Team: 151
  Creating the Stowers’ System: 152
  Finding a Better Way: 150
  Funding a Medical Research Organization: 154
  Getting the Facts: 150 - 151
  Starting a New Career: 149
  Technology as a Tool for Innovation: 153
  Stowers Institute for Medical Research: 154, 171
  Funding for: 135
Success: V, 58, 62,
  To Be Successful, Know Yourself First: 183
  Dress for Success: 58
INDEX

Stowers, James E.: VII
   Time and: 111, 120
Szakay, Tom:
   Turned Garbage Into Fertilizer: 163
T - Talent Has No Borders: 177
   Team: V, 147, 157
      Definition of an A team: 136
      Kuraner, Irving: 151
      Inspire your team: 172
Qualities of an A Team Member: 187
   3 x 5 card method: 63
      To change a habit: 36, 37
   Time:
      Compounds effort: 111
      Credit and: 116
      Diogenes: 109
      Disciplined use of: 120
      Money and: 113 - 116
      Most precious asset: 109, 112
      Recreation and: 119
      Remaining: 112
      Positive and: 116
      Passion for knowledge: 119
      Physical Well-Being and: 117
      Social Relationships: 119
      Success and: 120
      Value of: 109
   Trust: 41
      Stowers, James E.: 137
U - Understanding:
   Billings, Josh: 32
   Harris, Sydney: 31
   Others: 47 - 51, 150
   Self: 31 - 43
V - Values: 30, 38
   And consequences: 38 - 39
   Einstein, Albert: 38
   Prioritize your: 42
   Vision: 157, 162
      Abony, Lorne: 130
      Rosenfeld, Adam: 130
   Voice:
      Reflects feelings and attitude: 96
      Tone of: 94
      As an instrument: 96
      Your speech melody: 96
W - Wants:
   Franklin, Benjamin: 41
   Gratification of: 43
   Prioritizing: 41
   Who Was That?: 84
   Winfrey, Oprah:
      Created the Self-Help Talk Show: 166
   Wood, George: V, 58 - 60, 74, 98, 103
   Words:
      Offensive: 94
      Colorful picture words: 93, 95
      Convey warmth and interest: 94 - 95
   Worry:
      Stop worrying: 23 - 24
Y - Yeboah, Emmanuel Ofosu:
   Changed Ghana’s View of the Disabled: 177
   Yunus, Muhammad: 174 - 175
      Nobel prize speech excerpt: 174
      Social entrepreneur: 174
Z - Zipper: 133
Books


Duncan, David Douglas. *The Fragile Miracle of Martin Gray*.


Journals and Magazines

*Business Week*

*Fortune*

*Harvard Business Review*

*Inc. Magazine*

*MacLean's Magazine*

*The Economist*

*The Futurist*

*The New York Times*

*Trend Letter*

Websites

These websites were functional at the time we were writing the book in 2007.

www.aglimmerofhope.org

www.businessweek.com/smallbiz

www.businessweek.com/innovate

www.ecokids.ca/pub/eco

www.emmanuelyeoboah.org www.challengedathletes.org

www.challengedathletes.org/www.handsforhelp.org

www.handsforhelp.org/www.pbs.org/opb/thenewheroes/whatish

www.pbs.org/opb/thenewheroes/whatish

www.ryanswell.ca
Although Sheelagh’s first career was as a clinical psychologist, throughout her life she has written poetry, professional articles, and in the mid 90s, a bimonthly column for Twins magazine called the Hearth in the Home. She has also presented seminars and lectures throughout the Kansas City area on topics relating to human development.

In 2002, as a member of the Editorial Board of the award-winning Yes, You Can… Raise Financially Aware Kids, she brought her professional skills as a child psychologist to Stowers Innovations. Since then, she has used her psychological insights and writing skills to collaborate with Jack Jonathan in writing three other books, two of them in the Yes, You Can… series and Jim Stowers’ recent autobiography.

Sheelagh G. Manheim, PhD

Jack’s career in publishing, marketing, and product development spans over 60 years. It began in 1943 when he worked at the United States Information Agency in Cairo, Egypt, as chief of publications. In 1952, he moved to America and worked for a short time for World Publishing in Cleveland, Ohio before starting his 30-year career at Hallmark Cards in Kansas City, Missouri.

In 2002, as a member of the Editorial Board of the award-winning Yes, You Can… Raise Financially Aware Kids, she brought her professional skills as a child psychologist to Stowers Innovations. Since then, she has used her psychological insights and writing skills to collaborate with Jack Jonathan in writing three other books, two of them in the Yes, You Can… series and Jim Stowers’ recent autobiography.

 Isaac (Jack) Jonathan

Jack’s career in publishing, marketing, and product development spans over 60 years. It began in 1943 when he worked at the United States Information Agency in Cairo, Egypt, as chief of publications. In 1952, he moved to America and worked for a short time for World Publishing in Cleveland, Ohio before starting his 30-year career at Hallmark Cards in Kansas City, Missouri.

In 1970, Hallmark was farsighted in providing an outlet for Jack’s entrepreneurial spirit by inviting him to set up an intrapreneurial team. This group, an innovative fast track within the organized framework of the big corporation, enabled Hallmark to remain on the cutting edge of the social expression business.

In 1988, Jim Stowers invited Jack to share his innovative way of thinking with the marketing and communications division of his company. Soon, he and Jim were co-authoring the award winning book, Yes, You Can… Achieve Financial Independence. As President of Stowers Innovations, Inc., Jack continues to apply his extensive knowledge of publishing and graphic arts. There are now six books in the Yes, You Can… series, created to provide knowledge and inspiration to help people of all ages live a meaningful and financially secure life.

Jack’s long, productive career is founded on his passion for innovation and his delight in working with teams of creative people. He enjoys sharing his ideas and experiences while helping others do more than they think they can. One of Jack’s favorite quotes comes from Picasso: “It takes a long time to grow young.” Jack is still working on that.

Sheelagh G. Manheim, PhD

Although Sheelagh’s first career was as a clinical psychologist, throughout her life she has written poetry, professional articles, and in the mid 90s, a bimonthly column for Twins magazine called the Hearth in the Home. She has also presented seminars and lectures throughout the Kansas City area on topics relating to human development.

In 2002, as a member of the Editorial Board of the award-winning Yes, You Can… Raise Financially Aware Kids, she brought her professional skills as a child psychologist to Stowers Innovations. Since then, she has used her psychological insights and writing skills to collaborate with Jack Jonathan in writing three other books, two of them in the Yes, You Can… series and Jim Stowers’ recent autobiography.
In 1956, operating out of a one-bedroom apartment, Jim Stowers started a financial services business.

Today, that business is called American Century Investments. The one-bedroom apartment has grown to a campus of buildings spanning an entire city block. His business now employs approximately 2,000 people and in 2007 had more than $100 billion in assets under management.

How did he do it?

With determination, optimism and a firm belief in the value of teamwork, Jim earned his place as an industry innovator and redefined the role of the entrepreneur.

In Reach Your Goals and Achieve Your Dreams, Jim shares the concepts he learned and applied in order to succeed.

Additional insights are provided by Jack Jonathan – who as a young man learned the true value of teamwork while training for the Olympic relays. As an innovator and entrepreneur he played a significant role in the early success of companies such as Hallmark Cards and Swarovski.

In sharing their stories, Jim and Jack hope you will be inspired and motivated to reach your goals and achieve your dreams.

“...I will buy one for each of our four grandchildren.”

Allen Huber, Retired Executive Vice-President of 3M Company

“Reach Your Goals and Achieve Your Dreams is not a run-of-the-mill self-help book. Jim’s thoughtful reflections on his own success and Jack Jonathan’s analysis … constitute a useful guide for future innovators and entrepreneurs. The beauty of Jim’s book is that he de-mystifies innovation and entrepreneurship, taking us back to basic principles … creativity, imagination, curiosity, and social interaction. Anyone can be an innovator or entrepreneur – it simply takes the discipline and persistence Jim exhibited.”

Carl Schramm, President and CEO, The Kauffman Foundation

“This book provides great insight into the mind and motivations of one of the greatest pioneers in the asset management industry. It is a great read for anyone looking to understand how leaders such as Jim Stowers can create and recreate success in each endeavor he pursues.”

Jonathan Thomas, President and Chief Executive Officer, American Century Investments

“Yes You Can… Reach Your Goals and Achieve Your Dreams takes good values and practical ideas and makes them apply to every part of life.”

Carol Hilboldt, Mother of Eight

“...This book gives me the motivation and application to make a difference as a young entrepreneur.”

Travis Saunders, Aspiring Entrepreneur

$19.95 / $29.95 in Canada

Distributed to the trade by Andrews McMeel Publishing.