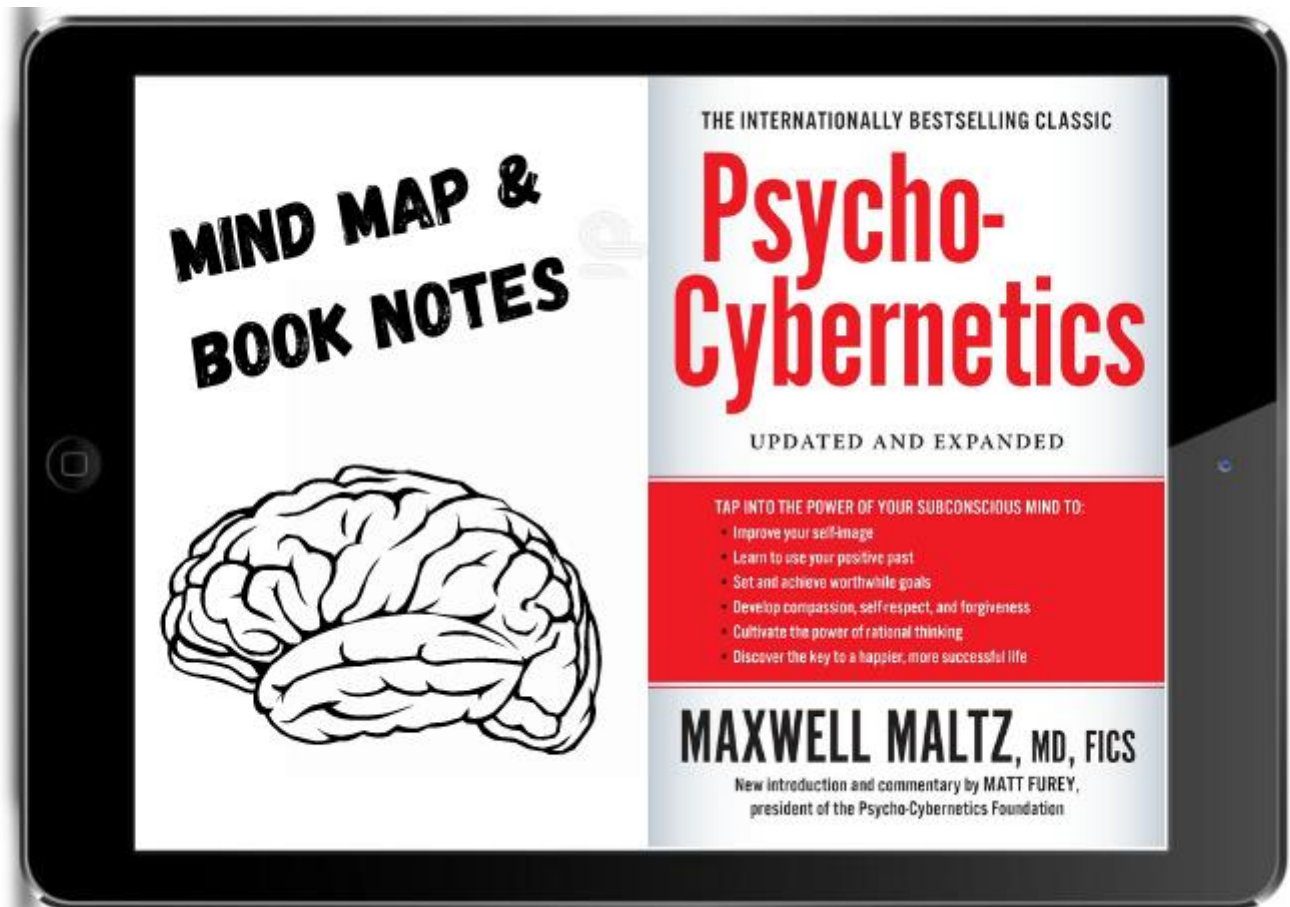


Psycho Cybernetics Books Notes / Mind Map



Book notes from <https://medium.com>

CHAPTER 1: Self Image — Your Key to Living Without Limits!

- You will do what you think you are
- Jesus warned us not to put a patch of new material on an old garment. “positive thinking” cannot patch an old self-image

A System of Ideas

- **Prescott Lecky**, pioneer in self-image psychology (author **Self Consistency, a theory of Personality**) said: personality is a system of ideas that must be consistent with each other, or be rejected (not believed)

- Maltz's book on the link between plastic surgery and personality change: **New Faces, New Futures**
- To really live, you must have an adequate and realistic self-image that you can live with...a self-acceptable to you.
- You must know yourself and be honest about both strengths and weaknesses.
- What all of us want is more life (happiness, success, peace of mind, whatever)
- To the degree that we reject the gift of life, we embrace death.

the professions of psychology and psychiatry are often far too pessimistic regarding people and their potential for self-directed change, even greatness

- The "subconscious mind" is not a mind but a goal-striving servo-mechanism made of brain + nervous system, used and directed by the mind.
- Man has one consciousness that operates an impersonal automatic goal-striving machine, which can be either a success mechanism or a failure mechanism.
- The subconscious mechanism needs clear-cut targets to work on. These goals are filtered through the self image, and if inconsistent, are rejected or modified.
- Alter your self-image and end its conflict with your goals.
- Battling the Inner Dummy David Weiner, Dr. Gilbert Hefter: everyone has an inner crazy.
- **Limbic memory:** self-image imprinting. Controlled by
 - 1) authoritative source,
 - 2) intensity,
 - 3) repetition.
- Genetic predestination is utterly without merit. Conditioned, programmed, nurtured, directed self-image controls success, not genes.
- **ACTION ITEM: collect scrapbooks on people, past or present, who exhibit qualities of character and personality and the life achievements to which you aspire. Choose a different representative for each characteristic. Find out the forces, thoughts, influences that shaped them.**
- **ACTION ITEM: pick one person to thoroughly study for one month to the point you could talk to them in your imagination.**

CHAPTER 2: How To Awaken The Automatic Success Mechanism Within You!

In humans, the goal to live means more than mere survival. Humans have certain emotional and spiritual needs that animals do not have.

- humans have a success instinct, just like squirrels instinctively gather food for winter. Animals cannot choose goals, but humans have creative imagination. We're not just creatures, we're creators.
- The formula: (1) conscious mind decision + (2) imagination communicates goal/target to (3) self image = (4) instructions to servo-mechanism
- Sunlight, diffused is gentle. Focused, it's incendiary. Likewise, the imagination, aimless, is pleasant. Focused, it can program your self-image and automatic success mechanism to reach goals.
- **"Cybernetics"** from Greek word meaning "the steersman." servo-mechanisms automatically steer their way to a goal, target, answer.
- 2 types of servo-mechanisms: 1) where goal is known, objective is to reach/accomplish it. 2) goal is not known and objective is to discover/locate it.
- Science can build the computer but not the operator.
- Thomas Edison: "ideas are in the air" outside of the self.
- When you want a new idea or an answer, believe the answer exists already somewhere and set out to find it.
- The goal of psycho-cybernetics: a communication system to talk with yourself.
- conduct an accurate inventory + analysis of your self-image contents.
- ID erroneous, restrictive programming and systematically alter it.
- use your imagination to reprogram and manage your self image
- use your imagination with self-image to communicate to your servo-mechanism
- use your servo-mechanism like a search engine
- You cannot develop a new self image by willpower.
- **Gloria Steinheim, Revolution From Within:** Spanish Harlem chess club and Bill Hall's story
- **ACTION ITEM: Read this chapter 3x/week for 21 days. Study and digest it. Look for examples in your life of the creative mechanism in action. What limiting ideas do you have?**
- **ACTION ITEM: Memorize the basic principles by which the success mechanism operates:**

- AIM: your mechanism must have a goal that is already in existence actually or potentially. 1) steer you to a goal in existence or 2) “discover” something already in existence
- TRUST: the mechanism orients to end results. Doesn't matter if the means are not apparent.
- RELAX: don't fear temporary failures or mistakes. The mechanism will zig-zag and learn from negative feedback.
- LEARN: skill learning always needs trial and error, then forgetting past errors and remember the successful response.
- DO: trust your creative mechanism, don't jam it by being over-anxious or forcing it through conscious effort. Let it work, don't make it work.
- **ACTION ITEM: Select a target, write descriptions, draw illustrations, collect magazine pictures. 10–15 minute sessions where you close your eyes to the outer world and open them to this picture's continuing development.**
- You accelerate personal development and goal achievement by providing your ASM with clear, precise, detailed, vividly imagined, perfectly communicated target.

CHAPTER 3: Imagination, The Ignition Key To Your Automatic Success Mechanism!

Human beings always act, feel, and perform in accordance with what they imagine to be true about themselves and their environment.

- Your nervous system can't tell the difference between an imagined experience and a real one.
- **Battling the Inner Dummy:** the hypnotic power of negative imagination: anorexia.
- People are hypnotized by their self-images.
- The brain that reacts to the environment is the same brain that tells us what the environment is.
- So if our mental images about ourselves are distorted/unrealistic, our reactions to the environment will be inappropriate.
- Mental practice is as powerful as real practice. R.A. Vadll, psychologist: mental dart practice improves skill. (see also The Mental Athlete: Inner Training for Peak Performance, by Kay Porter and Judy Foster)

- Role playing/mental movie: (How to make \$25,000 a Year Selling, Charles B. Roth) imagine yourself in various situations, solving them in your mind. (see also: Zero Resistance Selling, and psychiatrist William Moulton Marston)
- Piano playing: practice a new composition in the mind before touching the keyboard. (Patty Carlson "How to Play Piano Overnight" video program)
- Better Golf Without Practice by Alex Morrison, The Inner Game of Tennis by Tim Gallwey

A strong mental picture can pull you toward success even when you have no logical argument for it.

- Willpower: trying to reach a goal yet picturing yourself doing something else, worrying about what will go wrong, etc. Instead, relax and stop trying by strain and effort — picture your target and let the ASM take over.
- "Just Imagine You're Sane" 1958 AP article. Some mental patients can improve by imagining they are normal. (Dr. Harry Grayson, Dr. Leonard Olinger)
- There is no such thing as a superiority complex. It's actually inferiority, covered by a fiction superior self.
- How can you discover the truth about yourself? Here psychology must turn to religion. Man was created "a little lower than the angels" and "given dominion" and "created in God's image." Man is to "glorify God" by "expressing himself fully."
- Your present self-image came from your imagination pictures of self in the past, based on interpretations and evaluations of your experience. Now, use the same method to build an adequate self-image.
- **ACTION: Set aside 30 min of quiet per day. Relax, close your eyes, exercise your imagination. Ex: imagine a movie screen, seeing a motion picture of yourself. Imagine it vividly with details, sounds, objects, etc. Imagine yourself acting appropriately, successfully, ideally. Imagine how you would feel if you are already the sort of person you want to be.**
- **write an outline/description of the movie you want to construct, experiment with, develop, and view in the Theater in the Mind.**
- **take 30 min/day preferably same time per day to play the movie.**
- **Massage the movie so that you perform exactly as you desire, achieving the experience and results you desire. Try to get to this point in 10 days.**
- **For the final 11 days, play that movie repeatedly without change.**
- This exercise builds new memories/data into your midbrain and CNS. It will take less effort to act in this way in time. It will be automatic.

CHAPTER 4: How To Dehypnotize Yourself From False Beliefs!

- The difference between psycho-cybernetics and “fake it til you make it.” The latter is fantasy, external, superficial, unrealistic. The former is search for hidden truth, uncovering real self.
- the power of hypnosis is the power of belief.
- **It doesn't matter at all how you got the idea or where it came from. If you think it's true, it has power over you.**
- Remember: hypnotic programming gains permanence by coming from an authoritative source, through repetition, and intensity. **De- and reprogramming requires the same.**
- Secrets of Successful Selling John D Murphy: Elmer Wheeler used Lecky's theory to increase sales earnings.
- Hypnosis does not weaken people, but without realizing it consciously, **they are working against themselves.**
- Within you is the ability and power to do whatever you need to do to be happy and successful, do things you never dreamed possible.
- Dehypnotize yourself from “I can't,” “I'm not worthy,” “I don't deserve it” and other self-limiting ideas.
- You can cure your inferiority complex. Inferiority is not from facts/experiences, but conclusions/evaluations. We judge ourselves not against our own norm but someone else's, we will inevitably be second best. That makes us feel unworthy.

There are no fixed standards common to everyone.

- **People with inferiority complexes compound the error by striving for superiority. But this causes more frustration and neurosis where none was before. The harder you try, the more miserable.**
- You are not inferior or superior. You are just you. You cannot be like anyone else, and vice versa. You are just you. So you can't compete with any other person.
- How relaxation helps dehypnotize yourself: our current beliefs were formed without effort, strain, willpower. So we must reform them in a relaxed condition. Practice physical relaxation every day.
- **ACTION: Mental training exercises for 30 min/day. Sit and relax muscles (5 min) then stop paying attention to muscles. See these mental pictures:**
- **lying on a bed. Legs are concrete. Now arms and hands. Imagine someone trying to lift impossible-to-lift limbs. Now your arms, neck, etc.**

- **you are a marionette. Hands are tied loosely to wrists with strings. Forearm to upper arm, upper arm to shoulder, feet, calves, thighs, etc. Neck is a string. Jaw and lips are slackened strings. Chin dropped to chest. You are sprawled loosely across the bed.**
- **something/somewhere relaxing and pleasant from the past. Call up detailed images.**
- Practice will strengthen tie in between mental image and physical sensation.

CHAPTER 5: How To Succeed With The Power of Rational Thinking!

- Your automatic mechanism works on the data you give it in the form of ideas, beliefs, interpretations, and opinions. Conscious thinking is the control knob of the unconscious machine.
- Rational thinking → (1) Conscious mind decision + (2) Imagination which communicates goal/target →(3) self image = (4) instructions to the servo-mechanism
- Use deliberate, rational conscious thought to choose the target, and the imagination to communicate the target to the self image so that it will be accepted and acted on.
- **It's okay to let sleeping dogs lie.** Unhappy memories don't always need to be exposed or examined to effect personality changes.
- All skill learning is accomplished by trial and error. Negative experiences don't inhibit, but contribute to the learning process.
- But once an error is recognized, it must be consciously forgotten, and the successful attempt dwelt on.
- Errors, failure, humiliations: a means to an end, not an end in themselves. **Once they've served their purpose, they should be forgotten.**
- Dwelling on and feeling guilty about the error, constantly berating ourselves = we make the failure the goal that is constantly held in the imagination.
- **Solution Oriented Therapy:** taking control of emotions and self-image without probing the past for root causes. (See **Do One Thing Different, by Bill O'Hanlon**)
- The ability to forget and refocus is what you want, not continually criticizing yourself (which will perpetuate the very thing you want to change)
- We are victimized by our conscious, not our unconscious. It is the thinking part of the personality that helps us draw conclusions and select goals to concentrate on.
- When we stop giving power to the past, it loses power over us.

- **Dorothea Brande: Wake Up and Live** talks of psychologist FMH Myers who said hypnotic subjects' abilities were due to "purging memories of past failures"
- You must act "as if" in your imagination and encourage it repetitively and creatively.
- **Bertrand Russell's: The Conquest of Happiness**

I hated life and was continually on the verge of suicide, from which, however, I was restrained by the desire to know more mathematics. Now, on the contrary, I enjoy life...I had the habit of meditating on my sins...Gradually I learned to be indifferent to myself and my deficiencies...to center my attention increasingly upon external objects...

- "Let your conscious beliefs be so vivid and emphatic that they make an impression upon your unconscious...Do not be content with an alternation between moments of rationality and moments of irrationality. Look into the irrationality closely with a determination not to respect it [or] let it dominate you. Whenever it thrusts foolish thoughts or feelings into your consciousness...examine them, and reject them."
- "A man should make up his mind with emphasis as to what he rationally believes, and should never allow contrary irrational beliefs to pass unchallenged or obtain a hold over him, however brief."
- **Ideas are not changed by will but by other ideas.**
- Prescott Lecky: Got subjects to see that some negative concept was inconsistent with some other deeply held belief. All ideas/concepts making up personality must be consistent with each other. Inconsistencies, consciously recognized, must be rejected.
- 2 powerful levers for changing beliefs: 1) the belief you are capable of doing your share 2) the belief there is something in you that shouldn't be allowed to suffer indignities.
- **Neuro-Linguistic Programming based on work by Drs. Grindler and Bandler** — toolkit of 2: pain and accomplishment
- Jeff Paul, Zero Resistance Selling author: **backwards goal-setting**. Mentally prepare a list of things he did not want to do. Utilize imagination to shop around for ideas about other careers he could do. Book: **How to Make \$4,000 a Day Sitting at Your Kitchen Table in Your Underwear**

One of the reasons that the power of rational thinking goes unrecognized is that it is so seldom used.

- **Trace the belief about yourself, the world, or other people that is behind your negative behaviour.**
- Ask yourself "Is this belief based on an actual fact or an assumption/false conclusion?"
- Then ask these 4 questions:

- Is there any rational reason for this belief?
- Could I be mistaken in this belief?
- Would I come to the same conclusion about some other person in a similar situation?
- Why should I continue to act/feel as if this were true if there is no good reason to believe it?
- Don't ask casually. Wrestle with them. Get emotional. Can you see that you've cheated yourself? (Alfred Adler got mad at himself and his teacher and threw off a negative definition of himself. A farmer felt he was being "used" by his tobacco habit when he started to walk 2 miles home to get it, and never smoked again. Disney became a success when others laughed at him.)
- Rational thought must be accompanied with deep feeling and desire. Pictures yourself with what you want to be/have, and **assume for the moment that it might be possible. Arouse deep desire, be enthusiastic.**
- Generate enough emotion/deep feeling and your new thoughts will cancel your present negative beliefs out.
- Worry: picture an undesirable future outcome vividly with no effort. Then keep dwelling on it.
- Constant repetition + thinking in terms of possibilities makes the end result appear more and more real.
- Just change the goal picture, and you can generate good emotions. Picture to yourself, dwell on a desirable end.
- **Daniel W. Josselyn, Why Be Tired**
- **Alan Shapiro, Golf's Mental Hazards: Overcome Them and Put an End to the Self Destructive Round.** 6 mental hazards
 - Fear of fear: anticipatory anxiety before a round or choke during critical moments
 - Losing your cool
 - Getting too up or too down on yourself: being elated/depressed for days
 - Worry what others think: sensitive to ridicule, feel inferior, that others are always judging and watching
- Rational thought used as willpower will fail. Instead, use it creatively to develop new mental pictures.
- Rational consciousness' job: examine/analyze incoming messages. Accept the true, reject the false...decide what you want, select goals, and concentrate on those. **Don't spend time on what you don't want — it's not rational.**
- **Battling the Inner Dummy:** limbic hijacking: abrupt uprising of the Automatic Failure Mechanism that is always trying to wrest control from the ASM and rational thought.

- Take time out to have a rational thought coaching session with yourself.
- We should be like the man who was asked if he could play the piano: “I don’t know.” “What do you mean you don’t know?” “I’ve never tried.”
- **Michael Vance, Think Outside the Box:** creative thinking authority.
- How do you let your mind think?

Most people exercise no control over what pops into their minds.

- **To test this, carry a pad and jot down every thought that occurs to you,** and see how little of what you think is what you chose to think.
- It is NOT the job of your conscious rational mind to create/do the job at hand. Do not neglect it or try to use it in a way it’s not meant to be used. The conscious is not creative. The automatic mechanism is *unconscious*. **We must trust it.**
- Consciousness: selects goal, gathers info, concludes, evaluates, starts wheels in motion. IT IS NOT responsible for results. Leave the results to take care of themselves.

CHAPTER 6: How To Relax And Let Your Automatic Success Mechanism Work For You!

Life need not be relentless pressure and stress

- Our problem: we ignore automatic creative mechanism and try to do everything/solve all problems by conscious thought/willpower.
- Conscious mind: poses and IDs problems, but not solve them. That causes stress. (You can’t even pick up a pencil by conscious thought)
- Depending on conscious thought and willpower = careful, anxious, fearful
- **William James, dean of APA, “The Gospel of Relaxation” (1899)** “When a decision is reached...dismiss all responsibility and care about the outcome.”
- **Bertrand Russell, the Conquest of Happiness:** think hard for a few hours or days, give orders, let the work go underground, come back in a few months to arrive at the solution.
- **Lenox Riley Lohr “Anyone Can be an Idea Man” American Magazine, March 1940.** Ideas come when you are doing something to keep the mind alert without putting much strain on it.
- **Michael J Gelb: How to Think Like Leonardo da Vinci:** genius is a process, not gift

- 4 levels of learning
- Unconscious incompetence: you don't know what you don't know
- Conscious incompetence: painfully aware of difficulties
- Conscious competence: able to do things, but the hard way
- Unconscious competence: automatic
- Use Psycho-cybernetics to accelerate movement up this ladder.
- The person is not inhibited, but has inhibited the creative mechanism. Let go, stop trying, don't care, give no thought = be yourself.
-

“You can't win by playing not to lose”

- 5 ways to free your creative machinery:

1. Once a decision is made, focus on supporting it, not second-guessing.

(Anxiety helps with planning/deciding, but once decision is reached, dismiss responsibility for the outcome. Ex: don't worry about dentist visits. If the benefit is worth the discomfort, go. If not, don't go. But don't worry about it after you've decided to go.)

There are few inherently right or wrong decisions. Instead, we make the decisions, then make them right. That's leadership.

- ACTION ITEM: strive for decisiveness/finality in small matters to build evidence to your self-image that you are a decisive person. Mental movie: once you made a choice, lock box all the other info/concerns/pros and cons.

2. Focus only on the here and now

- Only think of goals, evaluate progress, construct plans at appropriate set-aside times. The rest of the time “take no thought for tomorrow” (Matthew 6 or 7)
- The creative mechanism doesn't work tomorrow, only today.
- Creative living = responding/reacting to the environment spontaneously. You must give it your full attention.
- Exercise: After you've left a place (restaurant or shop) stop and see how much of it you can recall/describe in copious, exciting detail.

3. Try to do only one thing at a time

- We are not nervous because of work but the thought that we must do it all at once, which is impossible = futility and frustration is inevitable.

- Fully convince ourselves we can only do one thing at a time.
- **Dr. James Gordon Gilkey 1944 sermon “Gaining Emotional Poise”**
Reader’s Digest main cause of breakdown is bad mental habit of feeling that you should be doing many things now. Hourglass: only one grain of sand can pass at a time, same with us, we can only do one thing at a time.
- Even on the busiest days, tasks come single file.
- Think of yourself as feeding jobs to your success mechanism, one at a time.

4. Sleep on it

- Creative mechanism works best when there’s not much interference from conscious “I” (Remember shoemaker and elves story)
- **5. Relax while you work**
- Continue daily practice of relaxation, form the habit of mentally remembering the nice relaxed feeling throughout the day
- “no pain no gain” not all true: **not every accomplishment requires mighty suffering.**
- Don’t micromanage your servo-mechanism

CHAPTER 7: You Can Acquire The Habit of Happiness!

Happiness is “a state of mind in which our thinking is pleasant a good share of the time” — Dr. John A Schindler

- Russian psychologist K. Kekcheyev: When people think happy thoughts, they see, taste, smell, hear better. (Psychosomatic medicine)
- Norman Cousins: Humor therapy sessions **Anatomy of an Illness**
- See **Dr. Bernie Siegel** on happiness therapy
- Happiness is not earned or deserved, but a simple state of mind. It is not a reward for unselfishness but is a natural accompaniment to the being and acting.
- Happiness is a mental habit/attitude in the present, not future.
- Life is a series of problems. If you want to be happy, be happy, period. Not happy “because of...”

Most people are about as happy as they make up their minds to be — Abraham Lincoln

- A chief cause of unhappiness is taking things personally that are not personal at all.
- Get facts and opinions straight. The author was told he couldn't be a doctor for his mom had no money. Fact: mom has no money. Opinion: Therefore, you can't be a doctor. He became a doctor anyway.
- Happiness is a symptom of normal functioning. Humans function when they're reaching for good goals.
- Happiness isn't something that happens to you.
- 2001 movie *State and Main*: "It's only fun if you make it. If someone else does it for you, it is entertainment."
- **Lee Milteer: Success is an Inside Job** When your actions don't meet your expectations, don't belittle yourself...replace images of yourself that do not create value in your life.
- **If you say "I am always late" you're programming yourself to be late. Instead of reinforcing the unwanted habit, say: "This is not like me to be late. Next time I'll..."** This is not an instant fix but we must catch the habitual affirmation of unwanted behaviour.
- We're always engaged in an undercurrent running dialogue with our self-image. Use pattern-interrupt technique to repetitively reprogram the self-image.
- **Chuck Norris' The Secret Power Within You**: actually burns negative thoughts.
- **Elwood Worcester: Body, Mind, and Spirit**: a sceptical scientist read **William James'** advice on direction attention to what is good and useful and ignoring the rest. (think only on the past as its remembrance gives pleasure. Think only of the future with anticipation, everything within your grasp)
- **Elmer Gates**, inventor daily recalled pleasant ideas and memories as a regular exercise.
- ACTION ITEM: minimum 30 min/day, 3 days/week, exercise your mind with positive mental movies
- Self-image and habits go together. Change one and you'll change the other.
- "Habit" used to mean "clothing."
- Habits are garments worn by our personalities. They're not accidental. We have them because they fit us. They're consistent with our self-image and personality patterns.
- Habit is NOT addiction. Seeking help for addiction is a special courageous act.
- Habits are reactions/responses we've learned to perform without thinking/deciding. 95% of our behaviour/feeling/response is habit.

CHAPTER 8: Ingredients of The Success - Type Personality And How to Acquire Them!

- One of the most effective ways of helping people have a successful personality is give them a graphic picture of what the successful personality looks like.
- Some people have never developed a clear-cut self-image of themselves in a new role, so being in that role distresses them.
- The success-type personality is made of:
 - **sense of direction**
 - **understanding**
 - **courage**
 - **charity/compassion**
 - **esteem**
 - **self confidence**
 - **self-acceptance**
- **Sense of direction:** don't think in terms of what others expect, but of what you want. You're a bike — bikes maintain poise as long as they are going toward something.
- **ACTION ITEM:** get a goal worth working for. Have a project. Decide what you want out of a situation. Always have something to look forward to.
- **Understanding:** Depends on good communication. Most failures in human relations is misunderstandings. People react to their own mental images, not to things as they are.
- Be willing to see the truth. Be honest with yourself, don't shoot the messenger of bad news.
- You are not your mistakes.
- **ACTION ITEM:** Seek out true information about yourself, your situation, other people. **It doesn't matter who's right, but what's right.**
- **Courage:** Best defence is strong offense. Have courage to bet on yourself. Study the situation, go over the various courses in your head, pick the best course, and go.

- Leadership requires making decisions. Be willing to make mistakes and suffer a little.
- ACTION ITEM: act bravely in the “little things” daily life also requires courage. Practice.
- **Charity:** Successful people realize each person is a child of God. If you don't feel that people are very important, you can't respect yourself deep down.
- ACTION ITEM: 1) develop a genuine appreciation for people by recognizing the truth — they are God's children, unique and creative 2) think of their desires, feelings, views, needs. Stop and think about them. 3) Act as if others are important.
- **Esteem:** self-doubt eats the self-image.
- **Mary-Elaine Jacobsen, Liberating Everyday Genius:** false self is a powerful adversary. When there is no enemy within, there are fewer without
- ACTION ITEM: don't carry around a mental image of yourself as less capable because you make apples-oranges comparisons to others. Celebrate your victories, recognize your strengths. Esteem = appreciate the worth.
- Biggest secret to self esteem; appreciate other people more because they are children of God. Treat others with value and your own esteem will go up.

Real self-esteem is not derived from what you do, own, etc., but appreciating yourself as a child of God, and others the same.

- **Self-confidence:** build on experience of success. Success breeds success.
- Form the habit of remembering past successes and forgetting failures.
- Shame and remorse are egotistical, self-centered emotions.
- We don't see successful people's zig-zags they took to arrive.
- **Self-acceptance:** the most miserable people are those who try to convince others they are something other than what they are.
- Changing self-image is not changing yourself, but your mental picture.

Your self, right now, is what it has always been, and all that it can ever be. You did not create it. You cannot change it. You can, however REALIZE IT and make the most of what already is by gaining a true mental picture of your actual self. There is no use straining to be somebody. You are what you are now...because God created you in His own image.

- creating a better self-image doesn't create new abilities, but releases and utilizes them.
- We can change our personality but not our basic self. Personality is a tool/focal point of self that we use in dealing with the world. The sum total of habits and attitudes used to express self.
- You are not your mistake, even if you made one. Recognize a mistake before you correct it.
- 1st step of acquiring knowledge: recognition of areas where you are ignorant.

- The Actual self is always moving toward an ideal goal but never arriving. No one in one lifetime succeeds in fully expressing or bringing into actuality all the potentialities of the real self.
- Neurotics hate and reject the actual self because it is imperfect. They try to create a fictitious ideal self. Trying to maintain the sham is a strain and frustration.
- Accept yourself, learn to emotionally tolerate your imperfections. Recognize your shortcomings but don't hate yourself because of them. Differentiate between self and behaviour. (A violin is not ruined because it made a sour note)
- People reject and demean themselves by comparing themselves to artificial standards.
- IQ can be improved long into adulthood.
- **Paul Stoltz, the Adversity Quotient:** measures how people perceive challenges and how well they deal with them.
- They don't blame others for adversities
- They don't blame themselves or see adversities reflecting poorly on themselves
- They believe the problems they face are limited in size and duration and can be dealt with
- You can raise your AQ by strengthening the self-image. Release assumptions like helplessness, self-doubt, insurmountability of problems, blame, guilt.
- You don't need to add to strengthen. You can strengthen by subtraction.
- High AQ examples: Elizabeth Taylor, Christopher Reeve
- Story of a traveller carrying heavy bricks and loads until bystanders pointed out what he was lugging around and he let them go.
- ACTION ITEM: make a short list of bricks you are carrying around. Write emotional burdens. Put them in a bag. Tell yourself you are leaving the bag behind as you go about your day.

CHAPTER 9: How To Avoid Accidentally Activating Your Automatic Failure Mechanism!

- Alarms: negative emotions are signs that the servo-mech is about to go from ASM to AFM.
- Negative feedback signals to FAILURE:

- Frustration
 - Aggressiveness (misdirected)
 - Insecurity
 - Uncertainty
 - Resentment
 - Emptiness
- All of these developed as solutions to problems.
 - **Frustration:** If you're constantly frustrated, either your goals are unrealistic or your self-image is inadequate, or both.
 - Babies cry when frustrated and comfort comes, magically. They learn that expressing frustration leads to satisfaction.
 - Adults have to realize this no longer works when you grow up. Adults can't wait for a warm hand to magically appear.
 - **Aggressiveness, misdirected:** aggressiveness follows unchecked frustration. Aggressiveness is necessary to reach a goal. It's not abnormal. But misdirected, it's destructive.
 - Don't lash blindly. Concentrate your fire. When others are aggressive to you, realize what is happening.
 - Safety valves for emotional steam: long walks, exercise, especially hitting exercise.
 - **Insecurity:** Sign of using a false measuring stick. Comparing to a false ideal.
 - Pop business book: **The Peter Principle** when people are promoted and flounder in their new role. But some succeed. The difference? In self-image. For the insecure, a promotion will hurt not help.
 - How to get rid of insecurity: think rationally about yourself and the situation. Self-image reassurance and strengthening. And get off your high horse to stand on solid ground.
 - Remember when you step into the ring you are never defending the championship — you're fighting for it, you haven't got it. If you're perfect now, there's no need to fight and try. In fact, if you are trying hard, it is evidence you're not superior. So you lose your fight and your will to win.
 - Secure leaders surround themselves with people better than they. Insecure ones gather yes-men. Because the secure guy wants to move forward, the insecure guy is concerned with appearance and showing weakness.
 - **Loneliness:** extreme and chronic loneliness is the work of the AFM. Alienation from life, from your real self = vicious cycle. Feeling alienated from self → human contact not satisfying → become social recluse → cut off a pathway of finding self (enjoying social activities with others)

Doing things with others helps us forget ourselves. As we get to know the other, it helps us forget ourselves.

- Loneliness is self-protection. Protects idealized self against exposure, hurt, humiliation. Lonely personality fears other people. They are passive.
- As active contributors, they gradually find most people are friendly and they are accepted.
- **Being wrong holds untold horrors to the person who tries to conceive of himself as perfect. Decision making becomes life-or-death matter.** So he avoids decisions, prolongs them, or finds a scapegoat.
- Remember no one is right all the time. We progress by acting and correcting course. (Ex: **Ted Nicholas, Joseph Sugarman**)
- Many are indecisive because they fear loss of self-esteem if proved wrong. Big men make mistakes. Little men are never wrong and afraid to admit wrong.
- **Resentment:** when the AFM looks for a scapegoat, it's usually society/the system/life/breaks/the customer.
- Resentment attempts to make failure palatable by explaining it as unfairness. It makes us feel important. But it poisons the spirit. It rehashes the past. Creates an inferior self-image. Becomes a habit of victimhood. You will start looking for injustices.
- choose to rise above resentment large and little.
- **Emptiness:** when you've lost the capacity to enjoy, no amount of wealth can bring success and happiness.
- life is worthwhile when you have worthwhile goals.
- Emptiness is a symptom you're not living creatively.
- Emptiness goes with an inadequate self-image. You can't psychologically accept something you don't feel belongs to you. (Success rejection syndrome)
- Only striving for goals important to you is healthful. Phony success to please others only brings phony satisfaction.
- Don't focus hard on your negative symptoms. Keep your eye on the goal.

CHAPTER 10: How To Remove Emotional Scars And Give Yourself An Emotional Facelift!

- Just like the physical body forms a callus to prevent re-injury to the same spot, we do the same with emotional injury, becoming hard hearted and callous.
- Spiritual callus/scar tissue protects people only from the people who originally hurt them, but also all other human beings.

- People don't just avoid the precise situation, but the general area where it might occur.
- **Gene Llundrum, Profiles of Success and Power:** self-image is not set in plaster, it is set in putty.

In his infinite wisdom, God manufactured the self-image in material [similar to] clay or putty-like material [which] stays soft and malleable enough to [sculpt and resculpt] many, many times.

- Excessive protection against the original source of injury can make us more vulnerable and do us even more damage in other areas.
- Lonely people also feel out of touch with their real self and life
- **Book: Anxiety Disorders and Phobias:** the same device that prevents a person from walking into physical danger also deters him from exposing himself to psychological danger.
- The servo-mechanism may not be able to assess relativity of dangers. (Dinner party social gaffe vs life or death scenario)
- You don't need to revisit every incident since childhood to do emotional surgery and liberate a scarred self-image. Instead, use fresh programming, recall of success, mental movies, mental rehearsal, etc.
- "Solution-oriented therapy" Acceptance of the new by the self-image will automatically remove old scars.
- Most delinquency is due to severe emotional scarring, an unhealthy self-image, and an unchecked AFM
- "The first step to getting out of a hole is to stop digging." Stop piling on more scar tissue.
- You need epidermis on your ego: thick enough to protect, but not interfere with all feeling. Healthy self-images don't bruise easily.
- You can't cure a weak ego by beating it down or trying to be selfless.
- People with strong self-esteem aren't bothered by little slights.
- People in pursuit of meaningful goals have no time to obsess over trivial offenses. Most insensitive remarks have no hidden meaning. Don't waste your time.
- People who put up protection usually do so because they are weak inside.
- Give yourself your own gold stars — admire your own achievements
- Scars form not only from injury but injury + underlying tension. True with physical AND emotional scars

Studies show: It is impossible to feel anger, fear, anxiety when the body muscles are perfectly relaxed.

- Diogenes: No man is hurt but by himself
- You are responsible for responses and reactions. You don't have to respond.

- ACTION ITEM: take time every day to relax and destress
- ACTION ITEM: take notes on your accomplishments: a success diary
- ACTION ITEM: imagine a visualization to call up when confronted by criticism
- To remove old scars: they can't be doctored but cut out given up entirely.
- Forgiveness is like a cancelled note, never brought up again. Partial forgiveness doesn't help. Your forgiveness itself must be forgotten, as well as the wrong which needed the forgiveness. Don't remember or be proud of your forgiveness.
- Forgiveness is not to be good, but to be happy.
- Forgiveness does not make us superior. It's not supposed to be revenge. Therapeutic forgiveness is NOT revengeful forgiveness.
- Therapeutic forgiveness is like surgery: give up grudges like a gangrenous arm.
- We find it hard to forgive because we like a sense of condemnation, nursing wounds. We feel superior.

In therapeutic forgiveness, we forgive because we have come to recognise that the debt itself is not valid.

True forgiveness comes only when we are able to see, and emotionally accept, that there is and was nothing for us to forgive. We should not have condemned or hated the other person in the first place.

- **Jesus never forgave the adulterous woman:** he said, "Has no one condemned you? Then neither do I condemn you. Go and sin no more." **He never condemned her in the first place.**
-

You cannot forgive others unless you have first condemned them. We ourselves err when we hate others because of their mistakes, when we condemn them, classify them as certain types, confusing person with behaviour, or mentally incur a debt others must pay to be restored to our good graces and emotional acceptance.

- This is therapeutic forgiveness, the only type of forgiveness that really works.
- We must also forgive ourselves.
- Remorse and regret are attempts to emotionally live in the past.
- Emotions should be used to help us respond appropriately to a reality in the present environment. We can't react to the past since we don't live in it.

The past can be simply written off, closed, forgotten, insofar as our emotional reactions are concerned.

- Readers Digest 1997 Case Western Reserve University study on guilt: average person spends 2 hours a day feeling guilty.

You can't see the future with optimistic eyes if you can't view your present and past with kind eyes.

- You make mistakes, mistakes do not make you. Think about what you did or did not do, not what the mistakes made you. (“I failed,” not “I am a failure”)
- Dr. Wendell Johnson, expert on stuttering: when parents of kids learning to speak call them a “stuterrer” or use other judgmental terms. “He could not speak” rather than “he did not speak.”
- Dr. Knight Dunlap, expert on habits: to overcome all bad habits, emotional or otherwise, people must stop blaming/condemning/feeling remorseful over habits.
- We need to be a little vulnerable — we need an epidermis, but not a shell.

to “turn the other cheek” is to remain vulnerable and go on living creatively.

- People with emotional scars, grudges, etc are living in the past, which is characteristic of old people. A youthful attitude and spirit erases wrinkles from the soul and face.
- ACTION ITEM: find a person you’ve resented and forgive them, no strings attached.
- ACTION ITEM: identify a past error you’ve been carrying a grudge against yourself for, forgive, and banish it from your thoughts.

CHAPTER 11: How To Unlock Your Real Personality!

- “Personality” is the outward evidence of the unique/individual creative self made in the image of God.
- The real self in every person is attractive, magnetic, has a powerful impact and influence on others. That’s why everyone loves babies.
- Infants have personality plus with no phoniness.
- We need negative feedback to course correct but excessive negative feedback = inhibition.
- When viewing taped feedback, it’s equally important and even more useful to ID/focus on positives more than negatives.
- Over-emphasizing a flaw may make the servo-mechanism think it’s the target.
- Dr. E Colin Cherry believed stuttering was caused by excessive monitoring. Used earphones to drown out the sound of sututerrers’ voices and they improved. Or use “shadow talking” follow as closely as possible a person reading a text or a voice on radio.
- inhibition disappears when there’s no time for worry or too much carefulness in advance.

- Find opportunities and environments where you can operate without fear or inhibition to prove your competence to your self-image.
- “Purpose tremor” when your hand shakes just as you are about to thread a needle. Occurs when people try too hard or are too careful to not err.
- When you are too concerned of what others think, you get excessive negative feedback →inhibition →poor performance.
- Poise: deliberately shunt aside fears from new/strange situations. Think to yourself “I’m going to eat with [my parents]”
- Self-consciousnesses can really be excessive others’ consciousness. Act as you would if alone, disregard others’ opinion/judgment.
- There’s no danger of entirely eradicating negative feedback. But effort in the opposite direction can tone down an overly sensitive mechanism.
- Others’ opinions about you are far less important than your opinions about yourself.
- **Dr. Nathaniel Branden, Six Pillars of Self-Esteem:** self esteem is the reputation we acquire with ourselves.
- Determine what your reputation will be with yourself tomorrow and live up to it today.
- Conscience: learned negative feedback mechanism dealing with morals and ethics. It has to be based on truth.
- The yardstick for measuring emotions is not good or badness but appropriate or inappropriateness. It’s a balance.
- ACTION ITEM: Stop criticizing yourself. Do it once a year or so. Not continually. Try raising your voice louder than usual. Let people know when you like them. Ignore negative feedback signals. Compliment three people a day.

CHAPTER 12: Do-It-Yourself Tranquilizers That Bring Peace of Mind!

today’s medical community is too quick to resorting to drugs for every psychological malady

- For many people, drugs aren’t needed. You already have tranquilizers you can use.
- See **Dr. Lucinda Bassett of the Midwest Anxiety Center, From Panic to Power**

- If a phone rings, you might answer it out of habit. But you don't have to. You can form a new habit of not responding. It requires no effort, just relaxation from doing.
- There are a lot of bells/disturbing stimuli in our environments to which we've become conditioned.
- You can accomplish extinction of conditioning by delaying response. If you can delay feeling angry for ten seconds, delay responding at all, you can extinguish the automatic reflex.

The response in anger is more than shouting or desk beating. The tension in your muscles is a response. You cannot feel the emotion of anger or fear if your muscles remain perfectly relaxed. Therefore, if you can delay feeling angry for ten seconds, delay responding at all, you can extinguish the automatic reflex.

- Woman with social anxiety who feels she has to run away will say to herself: "Very well, but not this very minute. I will delay for two minutes. I can refuse to obey for two minutes!"

Our disturbed feelings: anger, hostility, fear, anxiety, insecurity, are caused by our responses, not externals. Response means tension. Lack of response is relaxation.

- Develop your own personal pre-shot routine (like golfers)
- **Richard Coop, Mind Over Golf:** good players have a consistent routine and poor players don't

"Calm mind, calm body; calm body, calm mind." It doesn't matter which end you start with, physical or mental relaxation

- Pres. Harry Truman during WWII said "I have a foxhole in my mind," just as soldiers retreat into a foxhole for protection/rest/recuperation
- Use your time and imagination to build a foxhole in the mind.
- **ACTION ITEM:** Imagine your decompression room, furnish it with whatever is most restful/refreshing to you. Be familiar with every detail. Don't think "this is childish." The power is in careful, thorough construction, vivid real detail. Not just a vague idea. Practice going into this room a few minutes per day. Imagine yourself climbing the stairs, opening the door, going in, leaving your worries at the foot of the stairs, etc.
- You need some escapism (like the above, like sleep, or a vacation)

Pictures are more helpful to your auto-mechanism than words

- Going into your quiet mental room between tasks/enviros can help clear your mechanism so there is no carry over to distract your next task.
- **ACTION ITEM:** Practice your own "clearing the calculator" ritual to erase distractions instantly on command.
- You want to be an actor, not a reactor.
- bad habit: trying to respond emotionally to something that doesn't exist.

- relaxation is nature's tranquilizer
- When you want to obey the "bell," say to yourself, "I am letting the telephone ring."

CHAPTER 13: How To Turn a Crisis Into a Creative Opportunity!

- Every one is a mistake-maker and also a potential mistake-breaker.
- To perform well in crisis:
 - Practice skills without pressure
 - React aggressively, not defensively, responding to the challenge not the menace
 - Evaluate the crisis from a true perspective. No mountains-out-of-molehills
- Dr. Edward Tolman: animals form cognitive maps of the environment when learning. If motivation isn't too intense, these maps are broad/general. If the animal is over motivated, the maps are restricted/narrow. Animal learns only one way to solve the problem, doesn't discern alternatives/detours.
- Ex: young man growing up in ghetto learns one set of conflict resolution skills = violence. Works in the boxing ring, nowhere else.
- Rats allowed to learn in noncrisis perform well in noncrisis.
- That's why fire drills work. People aren't committed to a rigid response but can improvise.
- Shadow boxing: Boxers practice upper cuts before the mirror, before doing it in the ring. Billy Graham preached sermons to a swamp before doing it live.
- Another ex: a comedian practiced routine naked in front of mirrors to make herself feel vulnerable. Then doing it for real with clothes made her feel more protected/safe.
- ACTION ITEM: find a method of shadow-boxing that works for you.
- Ex: boy who can't hit a ball. 1) stand loose and observe ball coming, don't swing. 2) imagine yourself swinging and hitting it straight on. 3) "let" the bat come around and meet the ball, making no attempt to hit hard.
- ACTION ITEM: 1) practice imaginary first 2) empty gun/bat on shoulder technique. Go into a real situation, without the goal of succeeding. Just practicing. 3) then "let" the bat swing.
- Crisis: from Greek word meaning "point of decision"
- Hugh Casey, relief pitcher: thinks of what he is going to and what he wants to happen, not what the batter is going to do.

- Principal in a bad school: saw each crisis as a building block towards her vision of what the school would look like when it was made over. Each crisis is an opportunity to win someone's respect for the big picture, like a jigsaw.
- **Prescott Lecky Self Consistency, a Theory of Personality:** believed that the purpose of emotion is reinforcement or additional strength, not a weakness. There is only one basic emotion — excitement — which comes out as fear, anger, courage, depending on inner goals/organization/attitude toward a problem.
- If your attitude is to go forward, the excitement will reinforce this tendency. If you lose sight of your original goal and your attitude is to run away from the crisis, this will be reinforced = fear and anxiety.
- Excitement is not fear. Don't interpret excitement as fear. (NtS: Strb: Nervous does not exist in your dictionary!)

Don't try to get rid of the butterflies in your stomach. Just get them to fly in formation.
— Cavett Robert

- Not nervous, but "spirited." Like race horses.
- Excitement can make people stumble or perform better than ever. It depends how you use it.
- You don't want your life to become a soap opera where everything is a crisis.
- Bertrand Russell: when misfortune threatens, consider what is the worst that could happen, then say to yourself, "after all, that wouldn't matter so much" and other reasons why it wouldn't be a bad disaster. Worry will be replaced by a kind of exhilaration.
- Have a self-image of someone who responds well to crisis.
- Remember life is long, and seek 20/20 hindsight perspective in advance.
- Change panic to: "I have everything to gain and nothing to lose."
- Many successful people only succeeded in Act II after a failed Act I.
- ACTION ITEM: Think about past situations that seemed dire but proved inconsequential. Now project yourself out 3–5 years and look at today's event and how you feel about it, what impact it has on your life.

CHAPTER 14: How To Get And Keep "That Winning Feeling!"

- servo-mechanism is goal-oriented. It will lie dormant/lazy if undirected. It must be called on.
- To supply the goal: see the end result as a present possibility so real that it becomes real to your brain. (the opposite of worry, basically)

- Call up the feeling of success, and you will act successfully. When you experience the “winning feeling” your internal machinery is set for success
- The Zone: not a place, but the utter release of responsibility to the servo-mechanism.
- JC Penney heard his father say on his deathbed “I know Jim will make it” and he knew he would, despite no assets, money, education. He lost his fortune in his old age, but soon came back. His foundation: profound, fundamental belief that he was the type who would make it.
- **Les Giblin, How to Have Confidence and Power:** classic on human relations.

If you hold an opinion about yourself that is limiting and inhibiting, try to step out and examine yourself as an outside analyst, then advocate the opposing opinion.

- When we think/remember/imagine, neurons discharge an electric current. A pattern of neurons form a chain in the brain tissue (engram) you just furnish the spark to bring that action pattern to life.
- Circular process: feeling →action →feeling/imagined action →feeling →action
- Use small successes to get the winning feeling. Start with friendly territory/where you know you will win.
- Success builds on success. Accelerate success in the theatre of the Mind.

Everyone’s succeeded before. What you succeeded in is not as important as the FEELING of success.

- ACTION ITEM: Relive those success experiences in as much detail as possible. Try to remember the feeling especially. Imagine how you’d feel if you’d already succeeded in your task. Play with the idea of inevitable success, don’t try to force your mind or have “absolute faith” think about it as you worry. (Worry: “suppose this happened...?”) Go gradually.
- Remember that failure feelings aren’t truth. They just come from your mental attitude. You can accept or reject, obey/take counsel of them, or ignore them/go ahead.
- Threat arouses more strength if we react aggressively, not passively. Some people told “you can’t do it” become more determined than ever. We can do this with our own feelings’ “negative advice”
-

Feelings can’t be directly controlled by willpower, or turned on/off like a faucet. They can’t be commanded, but wooed. Can’t be controlled directly, but indirectly. Bad feelings are dispelled by another feeling.

- Concentrate on positive imagery and bad feelings will disappear.
- Trying to force out bad thoughts forces us to concentrate on negatives, and new bad thoughts will rush in since the mental atmosphere is still negative.

“Jesus warned us about sweeping the mind clean of one demon, only to have seven new ones move in, if we left the house empty. He also advised us not to resist evil, but to overcome evil with good.”

- **Matthew Chappell, How to Control Worry:** we are worriers because we practice it. When we try to stop, effort → tension → worry atmosphere. To cure worry: make a habit of immediately substituting wholesome mental images. Every time you worry is a signal to fill the mind with pleasant mental pictures. Worry becomes a stimulus for antiworrying.
- Engrams: can be changed/modified — the present influences the past
- “I am the kind of person who” reveals the core of your identity. This can become an affirmation.

CHAPTER 15: More Years of Life And More Life in Your Years!

- **Hans Selye: The Stress of Life,** the body is equipped to heal itself.
- mice usually don't stress, and healing is usually uniform in them...but for stressed out mice: minor wounds heal fast, major wounds don't heal
- People who heal fastest: optimistic, have something to look forward to.
- Dr. Selye: old age can be slowed by slowing down waste production and getting rid of waste.
- **Dr. John Schindler, How to Live 365 Days a Year:** Need love, security, creative expression, recognition, new experiences, self-esteem
- Creative workers live longer: Michelangelo, Goethe, Edison, Picasso, Wright, Shaw.
- Develop a nostalgia for the future instead of the past.

We age, not by years, but by events and our emotional reactions to them. Dr. Arnold A Hutschnecker

- man reaches mental peak around 35 and stays there until past 70. Learning ability is as good at 70 as at 17
- Famous French surgeon Dubois;

The surgeon dresses the wound, God heals it.

- Medical feeling and faith derive from the same source and should work together.

CHAPTER 16: Stories of People Who Were Changed!

- Test the “truths” about yourself and see if they are true. Some of the most inhibiting aren’t true at all.

Sooner or later in life, every person must face catastrophe.

Each person then chooses to rise above it, no matter how Herculean the effort required, or to succumb to it — Maxwell Maltz

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