THINK AND GROW RICH

NAPOLEON HILL

CAPSTONE

THINK AND GROW RICH

NAPOLEON HILL

CAPSTONE

Table of Contents

THINK AND GROW RICH

NAPOLEON HILL

CAPSTONE

This edition first published by Capston Publishing Ltd, 2009

Registered office
Capstone Publishing Ltd. (A Wiley Company), The Atrium, Southern Gate, Chichester, West Sussex, PO19 8SQ, United Kingdom

For details of our global editorial offices, for customer services and for information about how to apply for permission to reuse the copyright material in this book please see our website at www.wiley.com.

Library of Congress Cataloguing-in-Publication Data to follow
9781906465599
A catalogue record for this book is available from the British Library.
Typeset in 11/12.25pt, Century Expanded BT by Thomson Digital

AN INTRODUCTION

BY TOM BUTLER-BOWDON

AMERICA in 1908 was an exciting place. Henry Ford had ushered in the automobile age with the production of the first Model Ts, the Wright brothers were doing the same for flight when they kept a craft in the air for two hours, and the motion picture industry was just getting started. The country was in a short, sharp recession following a financial panic but would soon recover. There was much optimism.

In the Autumn of that year, young reporter Napoleon Hill was asked by a magazine to write a series on major business figures, with his first subject the great steel magnate Andrew Carnegie. Now the richest person in America after the sale of his massive interests, Carnegie was in the process of giving away his fortune in history's greatest act of philanthropy.

A GOLDEN OPPORTUNITY

When a nervous Hill walked into the grand library of Carnegie's 5th Avenue New York mansion, he expected the interview to last for an hour or two. Carnegie asked him to stay for the weekend.

The wily Scot, who had come to America with nothing, had grown excited as he expounded on the idea that there should be a concrete 'philosophy of success' for the average person, drawn from the experience of great achievers. When Carnegie suddenly challenged him to spend the next 20 years formularising this philosophy, Hill was taken aback. But perhaps imagining a secure career in fascinating research bankrolled by a billionaire, Hill (according to his unpublished autobiography) took only 29 seconds to say 'Yes'.

It was a golden opportunity, but in some ways Hill deserved it. In his 24 years he had notched up some remarkable achievements. Born in 1883, he had been one of the wild boys of Wise County in the foothills of the Appalachian mountains, and after his mother's death, when he was only 9 years old, the future did not look bright for a delinquent with little wish for self-improvement. Yet when his father James remarried, Hill's new stepmother proved to be a godsend. She bought him a typewriter and persuaded him to use it, promising that writing skills would one day make him rich, respected and famous.

After a hated, physically exhausting stint in a coalmine he began to see the value of using his mind to progress in life, and at 15 was already contributing stories for local newspapers. Then followed business college, the management of a mine employing 350 men, a brief period in law school and, after proving to be an extremely effective salesman, an appointment as partner in a lumber company - an impressive resume indeed for someone raised in the cultural and material poverty of rural Virginia. It was after the stock market plunge of 1907, and the subsequent bankruptcy of the lumber firm, that Hill again found himself working as a reporter.

The Carnegie project may have seemed to Hill like his great calling, but there was a shock to come. Despite his vast wealth, Carnegie would not fund the project, noting that Hill's chief reward would be the satisfaction of knowing that he would change many lives, and that the results of his research would, in any case, bring fame and riches. Hill's disappointment was mitigated to some extent when, to get the project off to a good start, the steel king offered to provide letters of introduction to some famous friends including Henry Ford.

SCHOLAR OF SUCCESS

Carnegie's estimate of 20 years to complete the great project proved remarkably accurate.

It was not until 1928, with Hill now in his mid-40s, that the results of his research were published. *Law of Success*, covering eight volumes and 1500 pages, elucidated 17 principles of achievement gleaned from Hill's interviews with, and analysis of, 500 of America's most successful people. From the inventors Thomas Edison and Alexander Graham Bell to retail titans such as F.W. Woolworth, George Eastman and King Gillette, the list was an impressive roll call of the rich and famous of the day and even included presidents Theodore Roosevelt and Howard Taft.

The intervening years had not been easy for Hill. To support himself and his young family he had sold cars, started a college teaching other car salesman, worked as assistant to the chief counsel of a gas company, held a job promoting courses at an extension university, invested in and ran a candy company, and sold by-correspondence sales courses.

In the year Carnegie died, 1919, Hill's career took an upward swing when he found backers for a new national magazine, *Hill's Golden Rule*. It did well, and a couple of years later he launched *Napoleon Hill's Magazine*, 'A national monthly magazine of business philosophy'. Coupled with lectures in cities across the nation, Hill was carving out a reputation as America's scholar of success.

Despite its relatively high cost, the uniqueness of *Law of Success* led to high sales. The proceeds, in addition to his lecturing fees, enabled Hill to acquire a large estate in the Catskill mountains. Hill had in mind to create the first ‘Success University’ on the site, but also have it as a family home. His earnest pursuit of riches and recognition had meant time away from his wife Florence and their three sons, who had remained in Virginia waiting on infrequent visits and erratic cheques. As the family enjoyed their new surrounds, it seemed to vindicate all the years of uncertainty.

BIRTH OF A PHENOMENON

Unfortunately, as the American economy fell into Depression the following year sales of the book slowed to a trickle. The estate was foreclosed on and Hill found himself again starting from scratch. It was a blow to the family, and before the Depression was over Hill and Florence had divorced.

Another in the same situation might have railed against Fate, but one of Hill’s catchphrases was ‘Every failure carries with it the seed of an equivalent or greater reward’.

Duly, in 1933, just before he turned 50, Hill received a phone call from the Roosevelt administration. Would he be enlisted to work as an adviser, speechwriter and public relations man for the National Recovery Administration in its ‘war against fear’? Hill leapt at the opportunity, and believing the job was his patriotic duty, refused a salary. He stayed for two years, and claims to have had significant input into FDR’s famous ‘fireside chats’ broadcast to millions of Americans.

During this period he also found time to draft a new book, *The 13 Steps to Riches, which drew on the lessons of Law of Success*. As demand for his lectures increased, the book was put on the backburner. Yet Hill was far from being out of the financial woods. In fact, in 1937 he had to borrow money from his son Blair, who was living in New York, and camp out at his apartment for several months. It was here that Hill revisited his manuscript, but feeling that it lacked something (to be specific, ‘transmuted sex emotion’, see below), he proceeded to rewrite it in a more dynamic way.

The manuscript was submitted it to his publisher, Albert Lewis Pelton, who apparently wished to call the book *Use Your Noodle to Win More Boodle*. Luckily, the full title became:

> *Think and Grow Rich; Teaching, for the first time, the famous Andrew Carnegie formula for money-making, based upon the thirteen proven steps to riches*

Priced at $2.50, Pelton optimistically ordered a print run of 5,000 copies. These sold in just three weeks. There would be countless reprints, and in the following few years the book would sell a million copies. Hill moved to an ostentatious home in Florida with his new wife Rosa, whom he had met at a lecture, and bought a Rolls-Royce.

When most people were still shaking off the mental evils of fear, doubt and poverty consciousness brought on by the Depression, there was some gall to a book that promised readers they could not only survive, but find great abundance. Powerfully distilling the lessons of *Law of Success* in a much shorter and cheaper form, *Think and Grow Rich* was just the tonic readers needed.

Of course, there is quite an irony to the fact that Hill had not been rich when he wrote *Think and Grow Rich* - far from it - which may, on the surface, undermine his apparent authority to write such advice. Yet Hill might have answered that this was exactly the point: here was a success philosophy that worked as long as it was faithfully practiced, and which inevitably would pay off handsomely.

HOW TO BECOME REMARKABLE

Though the book outlines an array of principles and tips for success, these can be boiled down to four clear elements: desire, faith, plans and persistence.

A *burning* ***desire*** to do something, Hill wrote, is the basis of all achievement, particularly when it is officially made our 'definite major purpose'. He tells the story of Edwin C. Barnes, a man who looked like a tramp but walked into the office of Thomas Edison one day insisting that he would be a partner in Edison's business. Though Barnes had arrived by 'blind baggage' (on the back of a freight train), Edison was impressed by the depth of his intention and decided to give him a job on the margins of his operation. But Barnes was not content to simply work *for* Edison, and waited for his opportunity. When the inventor brought out a new dictating machine that his sales force did not believe would sell, Barnes suggested *he* market it. This was the beginning of a highly successful and lucrative 30-year business alliance. As Hill puts it, Barnes 'literally thought himself into' his role with Edison with a burning desire that became his definite major purpose. In the end, who was Edison to prevent the fulfilment of such a strong intention?

Barnes had not only the desire, but the ***faith*** that he would get what he wanted. Before he even entered Edison's office, he had at length pictured himself working with, and being of essential service to him. He *knew* it would happen. Yet Hill realised that most people do not naturally have such faith, and are at a disadvantage as a result. Enter 'auto-suggestion', the process by which we affirm to ourselves via a daily spoken mantra, charged with emotion, the person we wish to become. Over time these affirmations settle into the subconscious mind with the weight of fact, whether or not we initially believed in them. Mere thoughts become convictions. Faith is a feeling of relaxed inevitability that something will come to pass, yet through auto-suggestion (a process validated by today's cognitive behavioural therapy) we can engineer this powerful state at will.

Faith also puts us in tune with what Hill called 'Infinite Intelligence', which we may experience as God, the Tao or the 'other self' (Carnegie's term). When we clarify and intensify our desires and expect that they will be fulfilled, this 'force that moves the universe' responds.

Having created a powerful faith, we need a definite ***plan*** to enact what we desire, 'burning all bridges and making retreat impossible'. Hill recalls the 56 men who signed the Declaration of Independence. It was a brave act, yet in staking their lives on it, it was the catalyst for the United States coming into being as a free, sovereign country.

Most people, Hill notes, just fall into things to avoid making decisions. But career success and wealth only happen when we consciously *commit* to them and plan accordingly. In doing so, however, we need not walk alone. Carnegie attributed his fortune to having surrounded himself with 50 people who together created a reservoir of intelligence and experience. This was his 'mastermind'. When these brains worked in harmony, the intelligence of each was available to all and virtually anything was possible. Henry Ford only made his great strides to prominence, Hill argues, after he had made the acquaintance of Thomas Edison, Harvey Firestone, John Burroughs and Luther Burbank. We too, will find such a mastermind critical to the realisation of our plans.

Finally, Hill's philosophy calls for us to ***persist*** until our plan is realised. In noting that 'The hidden Guide lets no one enjoy great achievement without passing the persistence test', Hill infers that there would be little point to life if our desires were fulfilled instantly. In keeping going even though things do not look good, we cultivate strength of mind that is itself great reward. Most of the success stories that Hill studied had made their mark only after pushing beyond some significant setback.

The world, he tells us, '. . . acknowledges talent, recognizes genius, pays off in money, only *after* one has refused to quit.'

SEX AND SUCCESS

Any analysis of *Think and Grow Rich* must take account of its infamous Chapter 11, 'The Mystery of Sex Transmutation'.

Hill's purpose here was to reveal a power within us that few were aware of until later in life, when it could be of incalculable benefit to know of it earlier. He noticed that younger men dissipate much of their great energy in sex itself and the pursuit of it, when the same energy, redirected, could go into great accomplishments. His research showed that most people do not reach their peak of achievement until at least 40 or 50 when they have discovered, often by accident, that their creativity and output increases when they have had to pour their normal sexual energy into their work. Such a containment and redirection also, he observed, made them a more magnetic personality.

Though Hill was careful not to say 'don't have sex', particularly if in a loving relationship, his point was that we should aim to be the beneficiary of our sex drive, 'not a victim of it'.

HOW TO BE RICH AND A GOOD PERSON

Inevitably, the title of the book would forever damn it in some people's minds as a shallow get rich quick manual, but *Think and Grow Rich* actually has a strong moral foundation. Hill was almost obsessed with the Golden Rule, or 'do unto others as you would have them do unto you'. In the 'Self-Confidence Formula' (Chapter 3) he underlines that whatever our main goal in life, it must benefit 'all whom it affects'. The formula notes that we eliminate our bad traits such as hatred, envy and selfishness 'by developing love for all humanity', and the reader is prompted to repeat to themselves that '... a negative attitude toward others can never bring me success'. The book also discusses Ralph Waldo Emerson's essay *Compensation*, which noted that no good deed ever goes unrewarded, and in fact brings exponential returns over time.

Hill rightly identified success in our economic system as being the result of people 'going the extra mile', and 'giving before getting'. Though capitalism was based on the pursuit of personal gain, it was interesting that the greatest of gainers also provided the most value to the greatest number. When we think in order to grow rich, he contended, what we are actually thinking about is ways to significantly improve the lives of people, either in an idea or a service.

DID HILL 'WALK HIS OWN TALK'?

The only real obstacle to achieving great success, Hill suggested, was ourselves. He provides a list of 31 reasons why people fail, and a corresponding personal inventory to identify the aspects of our personality that may trip us up in achieving our goals. These exercises underscore the idea that a person can never achieve lasting riches until he or she has ironed out the major bumps in their character.

Hill, perhaps more than most, learnt this the painful way. His vaulting ambition, dynamism and skills in public relations, speaking and writing meant he was usually able to persuade people to help him in some new venture and then turn it into a success. The trouble was in his ability to keep his wealth, as his attention had often moved onto the next thing without fully establishing the first. *Lifetime of Riches*, an authorised biography of Hill, does not shy from the fact that his ego often caused problems with business associates, that he could be hot headed yet also surprisingly gullible, and that some of the attention he gave to wealth creation should have been given to his family.

It might seem fair, therefore, to ask today's readers of *Think and Grow Rich* to use Hill's ideas, rather than the man himself, as a model. On the other hand, his roller coaster life and career was often prey to the ups and downs of the 20th century. On several occasions, when things were just about to take off for him, a recession, Depression or war would intervene to foil the planned ascent. In 1941, for instance, Hill was trying to get back on track after his disastrous short-lived marriage to Rosa Lee Beeland (who had managed to relieve him of most of his newfound wealth, having written a book titled *How To Attract Men and Money*) and he had relocated to South Carolina where the president of Presbyterian College had invited him to give lectures. He was gratified when *Mental Dynamite*, a work based on his successful talks, began selling well. But just as the first print run had almost sold out, the Japanese attacked Pearl

Harbour and suddenly paper was rationed; reprints of motivational books were a low priority.

In this case, the seed borne out of failure came with an invitation to work at one of the giant Le Tourneau heavy construction machinery plants, which under the weight of orders from the US government in the war effort was also creating severely disgruntled workers. The only manager who *wasn't* having problems with his men attributed it to having studied *Think and Grow Rich*, and so Hill was brought in to mend relations between labour and management. His consultancy, which involved inspiring lectures on the 'philosophy of American achievement' and instituting work practices using the principles from the book, was a success.

Hill's time in South Carolina also led him to Annie Lou Hill, a level-headed secretary who for family reasons had never married. Their union, which at their stage in life came as a pleasant surprise to both, ushered in a time of serenity and financial independence that would last for the next three decades. With his rough edges smoothed out, Hill became the best example of his own concept that personal character and sustained material wealth go hand-in-hand. The couple moved to California where Hill lectured and wrote just as much as he wanted to, and his later years were blessed with a friendship and professional relationship with Clement Stone, the insurance magnate who had attributed much of his company's success to *Think and Grow Rich*. In gratitude, Stone gave Hill stocks in his company that made Hill a wealthy man. In today's dollar terms, he left an estate valued at around $6 million.

THE SUPREME SECRET

Think and Grow Rich famously alludes to a 'great universal truth' or secret that is the force behind the book's 13 principles, the understanding of which will virtually guarantee a person the achievement of what they want. As Hill does not actually spell it out, this has kept readers guessing for decades, and has even led to entire books being written that purport to reveal the secret. Hill's reasoning was that a person needed to be ready for it, but when they were, he wrote, this secret would leap out from the book's pages as if obvious.

The secret was first suggested to him by Andrew Carnegie, but Hill himself later felt it confirmed through his interviews with hundreds of other achievers, the great majority of whom were self-made. These men had not only built great fortunes or distinguished careers from scratch, to do so they had had to consciously remake *themselves*. Carnegie had told Hill that 'the mind was the true source of infinite power' and indeed as Hill points out in the book, the example of Gandhi had shown that a single individual's strong belief could move whole nations.

Yet this truth depended on a vital distinction. Hill was clear about the difference between mere wishing and hoping, and *belief*. While a wish or a hope is experienced as something external, a belief is *part of you*, and therefore you cannot stop its shaping of your reality. Most people never appreciate that by consciously creating new beliefs they can create the reality they want.

So what exactly is the 'Supreme Secret'? Three years before he died, Hill published a book called *Grow Rich With Peace of Mind* (1967). In one of the later chapters he states it clearly:

> *Anything the human mind can believe, the human mind can achieve.*

Underwhelming? Not if you consider the implications. Hill was saying that there were *no limits* to what a person could do, and history had proved it so thousands of times with the stories of any remarkable person.

It worked this way: the progression from mere thought to *conviction* cannot help but change a person's behaviour; further, the rest of the world must make way for what is effectively a new person with precise goals and intentions. This powerful self-belief is broadcast to the rest of the universe, making that individual attractive to like people and situations that will help their cause. In short, the secret said, we attract things in the physical world in due proportion to our belief that they exist, or will exist.

This was the famous 'law of attraction' that early prosperity writers had focused on, and which more recently has been highlighted in books such as *The Secret* and *Ask And It Is Given*.

Very aware that people would arrive at the realisation differently, Hill articulates the concept in a variety of ways. In reciting this old verse, for instance, he illustrates the power of expectation in shaping our lives:

"I worked for a menial's hire
Only to learn, dismayed,
That any wage I had asked of Life,
Life would have willingly paid."

Though in the short term a person may be buffeted about by events, over the long haul our lives conform remarkably to our beliefs. If this was the case, Hill asked, why not design a magnificent life built on consciously created ones? It was actually no harder to think big, he remarked, as it was to think small.

While it could be argued that many people begin with high expectations which are then dashed by the vagaries of life, Hill observed that it is rarely 'life' that fails us in a terminal way, but the willingness to give up on what Claude Bristol called the ‘magic of believing’.

A PHILOSOPHY FOR YOU AND ME

The world had heard plenty of wise words from the likes of Plato and Aristotle, Carnegie had told Hill, but what the average person needed was a philosophy to help them succeed.

Throughout his life Hill insisted that his work was not just a method or a system, because it sought to answer the deeper question of why some people succeed and others fail. Applying success methods alone, he warned, would be like building on sand. Instead, the goal of his writings was to get a person to first fully understand themselves, and secondly to appreciate how they could become more effective within the context of immutable universal laws.

New readers of *Think and Grow Rich* are often surprised at the extent of its metaphysical or spiritual concepts, yet it is these that buttress Hill’s claim that the book was indeed a philosophical work. Of course its chief aim was to advance and enrich its readers, but as Max Weber demonstrated in his famous essay, spiritual and material goals can go together. Not only this, but combining them was part of the American way of life.

FINAL WORDS

Hill’s thought was the result of many influences. There was his Baptist upbringing, his stepmother’s emphasis on education and the intellect, Andrew Carnegie and the other great figures of his time, ‘New Thought’ writers of his era such as William Walker Atkinson, Charles F. Haanel and

Frank Channing Haddock, whose writings mixed spiritual truths with ‘law of attraction’ materiality, and even the ideas of French hypnotist Emile Coue, whose concept of ‘autosuggestion’ for healing and self-confidence Hill deployed as one of his 13 principles.

To this we must add Hill’s considerable business experience. He was a genuine entrepreneur who had bootstrapped numerous enterprises, and like many of his readers he had also been a salesman and a manager. His career, replete with as many failures as successes, had made him search ever more keenly for business and personal principles that would stand the test of time.

Though some of the language may seem quaint, and many of the subjects of his research are no longer household names, the actual principles behind *Think and Grow Rich* have not dated and continue to inspire. Indeed, Hill’s notion that all wealth begins with an idea is perfectly aligned with the knowledge economy that we live in today.

On a more personal level, *Think and Grow Rich* is a vital reminder that we, not another person in our place, have the power to make our ideas real. Rather than empty motivational talk, this ability to dream, believe and create is basic to being human, and is our greatest privilege.

Tom Butler-Bowdon, 2009

SOURCES

Butler-Bowdon, T., ‘Think and Grow Rich’, *50 Success Classics: Winning Wisdom for Work and Life From 50 Landmark Books* (London: Nicholas Brealey), 2004.

Emmert, J.M., Rich Man, Poor Man: The Story of Napoleon Hill, *Success*, 6 January 2009.

Hill, N. *Think and Grow Rich: teaching, for the first time, the famous Andrew Carnegie formula for money-making, based upon the thirteen proven steps to riches*, Connecticut, The Ralston Society, 1937.

> Note: This is the original version, which has fallen out of copyright. In 1960, Napoleon Hill produced a revised, copyrighted edition. However, it is an abridgement which cuts out some of the interesting details in the original, for example the full story of how Edwin Barnes came to be Edison’s business associate.

Hill, N., *Grow Rich With Peace of Mind*, New York, Plume, 1967.

Kim, B., *The Hidden Secret in Think and Grow Rich*, e-book, 2006.

Ritt, M.J. & Flanders, K.A., *A Lifetime of Riches: The Biography of Napoleon Hill*, New York, Dutton, 1995.

THINK AND GROW RICH

FURTHER READING

William Walker Atkinson, *Thought Vibration or the Law of Attraction in the Thought World*, 1906

Claude M. Bristol, *The Magic of Believing*, 1948.

Rhonda Byrne, *The Secret*, 2006.

Emile Coué, *Self-Mastery Through Conscious Auto-suggestion*, 1922.

Charles F. Haanel, *The Master Key System*, 1912.

Mohandas Gandhi, *An Autobiography: The Story of My Experiments With Truth*, 1927.

Frank Channing Haddock, *Power of Will*, 1907.

Esther and Jerry Hicks, *Ask And It Is Given*, 2004.

Max Weber, *The Protestant Ethic and the Spirit of Capitalism*, 1904.

WHAT DO YOU WANT MOST?

AS APPEARED IN ORIGINAL EDITION

Is It Money, Fame, Power,
Contentment, Personality,
Peace of Mind, Happiness?

The Thirteen Steps to Riches described in this book offer the shortest dependable philosophy of individual achievement ever presented for the benefit of the man or woman who is searching for a definite goal in life.

Before beginning the book you will profit greatly if you recognize the fact that *the book was not written to entertain*. You cannot digest the contents properly in a week or a month.

After reading the book thoroughly, Dr. Miller Reese Hutchison, nationally known Consulting Engineer and long-time associate of Thomas A. Edison, said—

“This is not a novel. It is a textbook on individual achievement that came directly from the experiences of hundreds of America’s most successful men. It should be *studied, digested*, and meditated upon. No more than one chapter should be read in a single night. The reader should underline the sentences which impress him most. Later, he should go back to these marked lines and read them again. A *real student will not merely read this book*, he will absorb its contents and make them his own. This book should be adopted by all high schools and no boy or girl should be permitted to graduate without having satisfactorily passed an examination on it. This philosophy will not take the place of the subjects taught in schools, but it will enable one to organize and apply the knowledge acquired, and convert it into useful service and adequate compensation without waste of time."

Dr. John R. Turner, Dean of the College of The City of New York, after having read the book, said—

"The very best example of the soundness of this philosophy is your own son, Blair, whose dramatic story you have outlined in the chapter on Desire."

Dr. Turner had reference to the author's son, who, born without normal hearing capacity, not only avoided becoming a deaf mute, but actually converted his handicap into a priceless asset by applying the philosophy here described.

THE MOST PROFITABLE WAY TO USE THIS BOOK

After reading the story (starting on page 66), you will realize that you are about to come into possession of a philosophy which can be transmuted into material wealth, or serve as readily to bring you peace of mind, understanding, spiritual harmony, and in some instances, as in the case of the author's son, it can help you master physical affliction.

The author discovered, through personally analyzing hundreds of successful men, that *all* of them followed the habit of exchanging ideas, through what is commonly called *conferences*. When they had problems to be solved they sat down together and talked freely until they discovered, from their joint contribution of ideas, a plan that would serve their purpose.

You, who read this book, will get most out of it by putting into practice the Master Mind principle described in the book. This you can do (as others are doing so successfully) by forming a study club, consisting of any desired number of people who are friendly and harmonious. The club should have a meeting at regular periods, as often as once each week. The procedure should consist of reading one chapter of the book at each meeting, after which the contents of the chapter should be freely discussed by all members. Each member should make notes, putting down *all ideas of his own* inspired by the discussion. Each member should carefully read and analyze each chapter several days prior to its open reading and joint discussion in the club. The reading at the club should be done by someone who reads well and understands how to put color and feeling into the lines.

By following this plan every reader will get from its pages, not only the sum total of the best knowledge organized from the experiences of hundreds of successful men, but more important by far, *he will tap new sources of knowledge in his own mind as well as acquire knowledge of priceless value from every other person present*.

If you follow this plan *persistently* you will be almost certain to uncover and appropriate the secret formula by which Andrew Carnegie acquired his huge fortune, as referred to in the author’s introduction.