Self-Discovery by Carnegie, Mandino, and God

An Honors Thesis
by
Michael J. Harrison

Advisor : Dr. Ramon Avila

Ball State University
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The voyage of self-discovery has encompassed twenty-three years of my life and has reached a pinnacle with this paper. What started out as an analysis of the successful motivational business theories has evolved into the sole basis for these theories.

With a quiet intensity to be successful, I have long searched for the secret of this business success. After numerous conversations, endless questions, hours of analyzing, and countless first-hand experiences, I will reveal the one and only real secret to the success that I have searched for so long. All of my research leads me to this single aspect that can touch everyone's life: self-discovery through the Bible.
Foreword

A young, aspiring high school student once said, "Dream great dreams and make them come true." That high school student was me, and that not-yet famous quote came from my high school graduation during my Salutatorian speech to my graduating class. I do not know how many of my fellow classmates took my advice, but it is a motto and way of life for me that encompasses my heart and soul. I know many of my classmates that are now walking on the boulevard of broken dreams. However, I am one of the few who have never given up on my dreams and am a faithful believer that I can achieve what my mind can conceive.

Entering college, I was concerned that I had nearly reached my full potential and could not accomplish any more than I already had. I thought I was nearly perfect in every way. My conceited outlook of myself was soon shattered by three future-altering events.

The first event was my angry, emotional confrontation with my sister that nearly destroyed our relationship. The second event was my failure to succeed in my own mind at selling books for The Southwestern Company during the second of my two summers causing the realization that I had several weaknesses
that needed to be corrected. The third and most important event was my discovery of self-help and motivational authors like Dale Carnegie, Og Mandino, William Danforth, Patrick Morley, and Dave Dean. Along with my discovery of this newly-found motivation and improvement, I accepted Jesus Christ as my Savior.

These events were all stepping stones that have had a domino effect on my life by guiding it in an exciting direction with an Almighty purpose.
Reason for Concern

Growing up in a very strict household, I always knew the rules and what was expected of me. I knew that I was to give 110% in everything I did from athletics to academics. Nothing but the best was expected.

It took me nearly seventeen years to develop the necessary work ethic and intelligence required to please my parents and myself. Since I was not the most gifted boy in the world, I always had to work a little harder than the rest. I finally started to catch up and pass my classmates in every aspect of school in high school. I matured physically, and I had mastered the art of earning straight A's. Everything seemed wonderful as I graduated from high school with a 4.0 grade point average, an academic scholarship to pay all of my college expense, All-State honors in football, All Conference honors in basketball and track, the opportunity to play college football, and a wonderful, loving family.

I thought I had it all with the world at my feet at only seventeen years of age. However, even with all of these situations looking great, there was something missing, but I could not figure it out.
For the most part, I got along with my family, even my sister. Except for typical scuffles, my home life was pretty stable. It was not long after this time that strange realizations started to dawn on me.

I realized that I did not appreciate my parents at all and also realized that I had no tolerance for my sister, who I appeared to genuinely dislike at that time. Overall, I was just not satisfied on the inside with my feelings. There was a great emptiness that made me unhappy with myself, my family, and my accomplishments. I felt as though I was falling hopelessly into a black hole that I could not get out of no matter how hard I tried.

My whole predicament came to a climax when I nearly boiled over with anger that I nearly punched my sister during an argument. This affair caused a reason for concern because I realized that I needed to change and change quickly. I needed to fill the empty void of my searching soul. This painful realization was the first of my three future-altering events.

**Decision to Change**

During my college tenure, I held jobs that were not very challenging intellectually at all. All of the stories that people hear about college athletes who have jobs where they get paid to watch
the grass grow were true. For three consecutive summers, I held "muscle-held" jobs where I got paid to sit on my butt, do whatever I wanted, and sometimes even sleep. At this point, I was feeling a little underchallenged intellectually with my summers.

Since I was unfulfilled, I decided that if I wanted to be successful with my Marketing major after graduation, I needed to get some challenging sales experience that would enhance my value to college recruiters. This is where I stumbled onto The Southwestern Company. It is a Christian-based company out of Nashville, Tennessee, that employs college students all over the country to run their own businesses selling books during the summer. I came to find out that the job was paid on straight commission from door-to-door sales in a different area of the country from where I live. The job also required a salesperson to work six days a week including Saturdays, thirteen hours a day, and to knock on people's doors whom they had never met while carrying a fifty pound bag in the sweltering summer heat. After I had heard all of these simple details, I decided that I was just the type of motivated individual The Southwestern Company was looking for.

After leaving from sales school in Nashville for the first of my two summers, I was ready to conquer the world of door-to-door sales. I was about to encounter the second of my three
future-altering events. During the course of that summer I had the opportunity to learn much-needed motivation from authors like Dale Carnegie, Og Mandino, and Dave Dean.

Since all of my motivation had left me after my first day of selling, I needed help quickly. After an eye-opening and emotionally difficult summer, I realized for the first time in my life that I was not perfect and that I had numerous weaknesses and character flaws that needed immediate help. My glass menagerie of conceit had been shattered into a million pieces.

**Motivation in Business**

If my first summer is any indication of whether motivation works or not, I would definitely say “yes.” By using Dale Carnegie’s methods of winning friends and influencing people, Og Mandino’s suggestions on success, and Dave Dean’s ways to win, I was able to keep motivated, improve performance, increase my profits, achieve my goals, make over $7500, save over $5000, win a company trip, win two company awards, and gain valuable sales experience. Looking back on my summer, I wonder how and why motivation was so important to the success of my book business.
I decided to do some extensive research, not only with the authors previously mentioned, but with experts in the fields of marketing and psychology hoping to shed some light on my questions about motivation. Since motivation is an abstract and relative concept, it is impossible to find one motivational technique that stands above all others. However, it is also important to justify why motivation is important to the success of not only my book business but also any business. All of this will reveal the reason why companies employ different motivational and self-help techniques.

According to Batten (January/February 1988), the best way to achieve the greatest results in business is to manage by expectation. He thinks that the leader who expects the employees to perform their best will achieve the best results. With the most important belief being respect for the individual, management by expectation (MBE) builds on strengths rather than focusing on weaknesses. MBE's tactics hope to hold people accountable for results and reward performance that contributes to the overall success of the company. If MBE can motivate people to achieve in terms of results that contribute directly to the company's profits, all the manager has to do is lead by the example of his attitude. It seems that companies are getting away from directives and autocratic style of management and are now treating employees with dignity and respect by motivating
to accomplish goals that will benefit their egos along with the company's goals. By creating a win-win situation, the management and the other employees both benefit from MBE. If continuous feedback and compensation based on results are employed, it will create a corporate culture of self-control and an environment where rewards are earned and praise is given lavishly.

In an article published by Cron, Dubinsky, and Michaels (January 1988), motivation is found to be influenced greatly by career stages. What motivates someone at one stage will not necessarily motivate them at another stage. This theory seems to complicate the aspect of motivation even more. It is widely accepted that different things motivate different people, and now it also seems to be dependent on the particular career stage. It just goes to show how complicated and diverse motivation is.

According to Pell (October 1988), taking chances and risks is also an important aspect in motivation. He thinks that a manager must be willing to risk the loss of money, time, energy, and emotion to have the possibility of gain. This thought reflects some of the current trends taking place in the business environment today. Business leaders today are creating goals that are important to the employees and not just the company. According to Quick (August 1991), productive motivation involves doing something for someone like rewards and compliments. By
making use of goals that are important to the employees, managers are adding value to its employees' jobs and increasing performance and company profits. Quick goes on to discredit the hard-work myth that motivation and inspiration are the same because if employees are doing something important and valuable to them, then they do not consider it hard work. Discipline and hard work are negative notions and do not constitute motivation according to Quick. All they do is contribute to burnout. Quick believes that by finding out what your salespeople hope to achieve for themselves through their work and by helping them reach their goals, both the employee and manager will profit along with the company.

Overall, profit is the bottom line in business. The evolution of motivation has reached Management by Expectation and has stopped for the meantime. The purpose of this management style is not to benefit the employees but to benefit the company. However, if the company's management appears to genuinely care for its employees, it will get what it wants. Management found out that if you take care of the employees, they will take care of you. If management can create a win-win situation for its employees and itself, the performance and company profits will be a product of its efforts in motivation.
Analysis of Business Contacts

After doing my research on motivation and self-help techniques by business and psychology experts, I wanted to see practical applications in the real business world. I wanted to see if companies were actually employing these new theories by trying to motivate its employees to reach new heights of performance. What I found was an emerging practice of caring for employees. I found that progressive companies were creating programs to help its workers in the workplace to help them to solve problems, to show a genuine concern for their well-being, and to find a motivation technique that will help workers to reach their potential.

I had the opportunity to come into contact with Ball Corporation, PSI Energy, The Southwestern Company, and Campus Crusade for Christ International. I discovered that several companies had similar programs and others had unique programs. However, all of the programs had the underlying purpose of finding a way to properly motivate its employees to perform more efficiently on the job.

Without going into detail of all of the programs, I found two popular programs to be evident in one form or another in all of these companies. The two programs that were offered were Dale
Carnegie Courses and company retreats.

The Dale Carnegie Courses offered a variety of options for the employees to improve themselves and motivate themselves to perform better (see attached Abstracts). I had the opportunity to live the Dale Carnegie Course and found it to be quite beneficial and motivational. It was beneficial to me because it enabled me to evaluate myself and to find some weaknesses that were unknown to me so that I could attempt to correct them. It was motivational to me because it helped to put life in perspective, helped me to deal with difficult situations, and helped me to learn how to properly motivate myself to achieve success. Both PSI Energy and Ball Corporation offer to its employees the option of taking the course at a reduced expense.

The company retreat was a program I found in all of the companies I researched. In one form or the other, these retreats hoped to establish a team environment by giving employees the opportunity to get to know each other better. These retreats also served the function as problem-solving meetings to help "air" some ideas out in a relaxed and comfortable atmosphere away from the pressures of the office.

Both of these programs had the underlying purpose of creating a more productive environment in which to work and motivating its employees to perform more effectively on the job. Hearing nothing but positive remarks from all of those involved
in these programs, I found these particular programs to be effective in achieving its intended purpose.

**Background of Authors**

Since motivation and self-help techniques are becoming more popular everyday in the business world and in many people's personal lives, I thought it would be interesting to find out some background information about some of the most recognized authors. The authors who I concentrated my efforts and analysis on were Dale Carnegie, Og Mandino, Dave Dean, William H. Danforth, and Patrick Morley.

Dale Carnegie is probably the most well-known of the group because of his widely-recognized courses offered in public speaking, sales and motivation, and management. His courses are offered all over the United States and in several foreign countries. Carnegie is also remembered for his self-help books *How to Win Friends and Influence People* and *How to Stop Worrying and Start Living*.

Carnegie grew up on a farm while his parents consistently struggled to make ends meet. Carnegie became fascinated with personalities and how to effectively deal with people at an early age. His curiosity of personal motivation and effective public
speaking caused him to establish classes to help people at a small fee. His business flourished while Carnegie's popularity continued to increase. After the outstanding success of his book *How to Win Friends and Influence People*, the rest has been a fairy tale of fortune.

The same is true for authors Og Mandino, William Danforth, and Dave Dean. All of these men started out with barely a cent to their name and established business empires with their successful and proven motivational and influential techniques. Mandino, who wrote *The Greatest Salesman in the World* and *Mission : Success!*, now speaks in packed auditoriums across the country and is extremely wealthy. Danforth, who wrote *I Dare You!*, became the CEO of several major corporations while retiring a multi-millionaire. Dean, who wrote *Now is Your Time to Win*, started out in tremendous debt and now runs his own company that is worth millions.

Patrick Morley is a little different than the other authors in the fact that his book *The Man In The Mirror* takes a Christian approach to motivation and self-help. Morley is an extremely successful businessman who devotes a great deal of his time with Christian groups like Campus Crusade for Christ International. Morley feels like he has a message about how to be successful in life by using the power of Biblical scriptures.
Each one of these men in all of their books had a powerful and helpful message to all those who read their works. Their successes in business lend creditability to their principles and theories. By applying the principles and theories these authors used to attain their success, readers have an unlimited potential for success in business and personal lives and have an avenue to search for answers to many of their unsolved questions and concerns. The effect on my life has been invaluable by attaining a new peace and understanding of my life and my environment.

**Analysis of Theories and Principles**

My analysis of these authors and their principles was a long and arduous struggle in an attempt to find similarities and differences. All of their principles, which can be found in *Abstracts*, were obviously meant to influence people in a positive way by helping them to lead fruitful lives of peace and enjoyment. However, by comparing their principles, I found one difference and many similarities.

The one difference I found was the way in which the authors presented their principles. The different ways in which their messages varied were a prayer, scrolls, a list of principles, and a magic square. Some were extremely long while others were
short, and some were general while others were specific. However, the format of presentation for the principles seemed to be the only significant difference.

On the other hand, the similarities were astounding. All of their principles showed people how to deal effectively with people, make the most out of their lives, how to conquer worry and fatigue, and how to be successful in business and in their personal lives. All of their principles used the same information but in a different manner. Danforth's Magic Square used only four aspects of life, Carnegie used several lists, and Mandino used ten scrolls and an entire chapter containing a single prayer.

If analyzed closely, each one of the authors made reference to religion or God. The Seeds of Success in Mission: Success! by Og Mandino was a prayer to God, and his scroll #10 from The Greatest Salesman in the World was to pray for guidance. Dale Carnegie said the perfect way to conquer worry was to pray in his book How to Stop Worrying and Start Living. Principle #7 in Dave Dean's Now is Your Time to Win was to let God help you. William Danforth in I Dare You! listed religion as one of the four essential aspects to one's life. Finally, Patrick Morley's book The Man In The Mirror was an entire book devoted to problem-solving and self-help with the use of scriptures from the Bible.

With Carnegie, Mandino, Dean, Danforth, and Morley each making specific reference to prayer, God, and religion, I
concluded that everything that each of these authors wrote came directly from the Bible. Each one of their principles can be found in the Bible, but are written in a way that is easier to understand and that applies to life applicable today. Morley helped me to bring this fact together by making specific reference to Biblical scriptures and rewriting them in the same format as Carnegie, Dean, Danforth, and Mandino. The final analysis shows that the start of motivation and self-help can be found in the Bible and its power.

The Secret to Success

During all of my motivation and self-help research, I had the opportunity to read twelve books from all of the leading motivational and self-help experts, read over 2000 pages of text, interview several leading businessmen, analyze many successful companies, research six motivation articles by marketing and psychology experts, and scrutinize my own personal experiences. All of this research and analysis has brought me to the one secret to business success, financial success, personal success, and any other success. I discovered that there is not one secret to success. I did, however, discover that all the answers to life and personal fulfillment are found in the Bible and faith in God. By
attaining a personal peace, anyone can be successful in life, business, marriage, family, and all other aspects by accepting Jesus Christ into their lives and using the scriptures in the Bible to guide their lives in an exciting direction with an Almighty purpose. It is as simple as giving your life to God.
Abstracts

The Seeds of Success from Mission: Success! by Og Mandino

God, I thank you for this day.
I know I have not accomplished as yet all you expect of me, and if that is your reason for bathing me in the fresh dew of another dawn, I am most grateful.
I am prepared, at last, to make you proud of me.
I will forget yesterday, with all its trials and tribulations, aggravations and setbacks, angers and frustrations. The past is already a dream from which I can neither retrieve a single word nor erase any foolish deeds.
I will resolve, however, that if I have injured anyone yesterday through my thoughtlessness, I will not let this day’s sun set before I make amends, and nothing I do today will be of greater importance.
I will not fret the future. My success and happiness does not depend on straining to see what lurks dimly on the horizon but to do, this day, what lies clearly at hand.
I will treasure this day, for it is all I have. I know that its rushing hours cannot be accumulated or stored, like precious grain, for future use.
I will live as all good actors do when they are onstage—only in the moment. I cannot perform at my best today by regretting my previous act’s mistakes or worrying about the scene to come.
I will embrace today’s difficult tasks, take off my coat, and make dust in the world. I will remember that the busier I am, the less harm I am apt to suffer, the tastier will be my food, the sweeter my sleep, and the better satisfied I will be with my place in the world.
I will free myself today from slavery to the clock and calendar. Although I will plan this day in order to conserve my steps and energy, I will begin to measure my life in deeds, not years; in thoughts, not seasons; in feelings, not figures on a dial.
I will remain aware of how little it takes to make this a happy day. Never will I pursue happiness, because it is not a goal, just a by-product, and there is no happiness in having or in getting, only in giving.
I will run from no danger I might encounter today, because I am certain that nothing will happen to me that I am not equipped to handle with your help. Just as any gem is polished by friction, I am certain to become more valuable through this day’s adversities, and if you close one door, you always open another for me.
I will live this day as if it were Christmas. I will be a giver of gifts and deliver to my enemies the gift of forgiveness; my opponents, tolerance; my friends, a smile; my children, a good example, and every gift will be wrapped with unconditional love.
I will waste not even a precious second today in anger or hate or jealousy or selfishness. I know that the seeds I sow I will harvest, because every action, good or bad, is always followed by an equal reaction. I will plant only good seeds this day.
I will treat today as a priceless violin. One may draw harmony from it and another, discord, yet no one will blame the instrument. Life is the same, and if I play it correctly, it will forth beauty, but if I play it ignorantly, it will produce ugliness.

I will condition myself to look on every problem I encounter today as no more than a pebble in my shoe. I remember the pain, so harsh I could hardly walk, and recall my surprise when I removed my shoe and found only a grain of sand.

I will work convinced that nothing great was ever achieved without enthusiasm. To do anything today that is truly worth doing. I must not stand back shivering and thinking of the cold and danger, but jump in the gusto and scramble through as well as I can.

I will face the world with goals set for this day, but they will be attainable ones, not the vague, impossible variety declared by those who make a career of failure. I realize that you always try me with a little, first, to see what I would do with a lot.

I will never hide my talents. If I am silent, I am forgotten, if I do not advance, I will fall back. If I walk away from any challenge today, my self-esteem will be forever scarred, and if I cease to grow, even a little, I will become smaller. I reject the stationary position because it is always the beginning of the end.

I will keep a smile on my face and in my heart even when it hurts today. I know that the world is a looking glass and gives back to me the reflection of my own soul. Now I understand the secret of correcting the attitudes of others and that is to correct my own.

I will turn away from any temptation today that might cause me to break my word or lose my self-respect. I am positive that the only thing I possess more valuable than my life is my honor.

I will work this day with all my strength, content in the knowledge that life does not consist of wallowing in the past or peering anxiously at the future. It is appalling to contemplate the great number of painful steps by which one arrives at a truth so old, so obvious, and so frequently expressed. Whatever it offers, little or much, my life is now.

I will pause whenever I am feeling sorry for myself today, and remember that this is the only day I have and I must play it to the fullest. What my part may signify in the great whole, I may not recognize, but I am here to play it and now is the time.

I will count this day a separate life.

I will remember that those who have fewest regrets are those who take each moment as it comes for all that it is worth

This is my day!

These are my seeds.

Thank you, God, for this precious garden of time.
10 Scrolls from *The Greatest Salesman in the World* by Og Mandino

1. Today I begin a new life.
2. I will greet this day with love in my heart.
3. I will persist until I succeed.
4. I am nature’s greatest miracle.
5. I will live this day as if it is my last.
6. Today I will be master of my emotions.
7. I will laugh at the world.
8. Today I will multiply my value a hundredfold.
9. I will act now.
10. I will pray for guidance.

Principles from *How to Win Friends and Influence People* by Dale Carnegie

**Become a Friendlier Person**

1. Don’t criticize, condemn, or complain.
2. Give honest, sincere appreciation.
3. Arouse in the other person an eager want.
4. Become genuinely interested in other people.
5. Smile.
6. Remember that a person’s name is to him or her the sweetest and most important sound in any language.
7. Be a good listener. Encourage others to talk about themselves.
8. Talk in terms of the other person’s interests.
9. Make the other person feel important—and do it sincerely.

**Win People to Your Way of Thinking**

10. The only way to get the best of an argument is to avoid it.
11. Show respect for the other person’s opinions. Never tell a person he or she is wrong.
12. If you are wrong, admit it quickly and emphatically.
14. Get the other person saying “yes, yes” immediately.
15. Let the other person do a great deal of the talking.
16. Let the other person feel that the idea is his or hers.
17. Try honestly to see things from the other person’s point of view.
18. Be sympathetic with the other person’s ideas and desires.
19. Appeal to the nobler motives.
20. Dramatize your ideas.
21. Throw down a challenge.

**Be a Leader**

* Begin with praise and honest appreciation.
* Call attention to people’s mistakes indirectly.
* Talk about your own mistakes before criticizing the other person.
* Ask questions instead of giving direct orders.
* Let the other person save face.
* Praise the slightest improvement and praise every improvement. Be "hearty in your approbation and lavish in your praise."
* Give the other person a fine reputation to live up to.
* Use encouragement. Make the fault seem easy to correct.
* Make the other person happy about doing the thing you suggest.

Principles from *How to Stop Worrying and Start Living* by Dale Carnegie

**Fundamentals Principles for Overcoming Worry**

1. Live in "day-tight compartments."
2. How to face trouble:
   a. Ask yourself, "What is the worst that can possibly happen?"
   b. Prepare to accept the worst.
   c. Try to improve on the worst.
3. Remind yourself of the exorbitant price you can pay for worry in terms of your health.

**Basic Techniques in Analyzing Worry**

1. Get all the facts.
2. Weigh all the facts--then come to a decision.
3. Once a decision is reached, act!
4. Write out and answer the following questions:
   a. What is the problem?
   b. What are the causes of the problem?
   c. What are the possible solutions?
   d. What is the best solution?

**Break the Worry Habit Before It Breaks You**

1. Keep busy.
2. Don't fuss about trifles.
3. Use the law of averages to outlaw your worries.
4. Cooperate with the inevitable.
5. Decide just how much anxiety a thing may be worth and refuse to give it more.
6. Don't worry about the past.

**Cultivate a Mental Attitude That Will Bring You Peace and Happiness**

1. Fill your mind with thoughts of peace, courage, health and hope.
2. Never try to get even with your enemies.
3. Expect ingratitude.
4. Count your blessings--not your troubles.
5. Do not imitate others.
6. Try to profit from your losses.
7. Create happiness for others.

The Perfect Way to Conquer Worry

1. Pray.

Don’t Worry about Criticism

1. Remember that unjust criticism is often a disguised compliment.
2. Do the very best you can.
3. Analyze your own mistakes and criticize yourself.

Prevent Fatigue and Worry and Keep Your Energy and Spirits High

1. Rest before you get tired.
2. Learn to relax at your work.
3. If you run a household, protect your health and appearance by relaxing at home.
4. Apply these four good working habits:
   a. Clear your desk of all papers except those relating to the immediate problem at hand.
   b. Do things in the order of their importance.
   c. When you face a problem, solve it then and there if you have the facts necessary to make a decision.
   d. Learn to organize, deputize and supervise.
5. Put enthusiasm into your work.
6. Don’t worry about insomnia.

7 Principles from Now is Your Time to Win by Dave Dean

1. Accept Your Situation
2. Be Willing to Fail
3. Make Daily Preparations
4. Be a Professional
5. Live in the Present
6. Do Your Best
7. Let God Help You

Magic Square from I Dare You! by William H. Danforth

MENTAL

PHYSICAL

SOCIAL

RELIGIOUS
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