

# **PART 5**

# **REPRODUCIBLE MASTERS**



Following is a list of the transparency masters and handouts that are available to download from the Instructor's material at [www.mhhe.com/waitley5e](http://www.mhhe.com/waitley5e). Please contact your McGraw-Hill sales representative to obtain a password.

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# Chapter 1 Quotes

***"What lies behind us and what lies before us are small matters compared to what lies within us."***

RALPH WALDO EMERSON  
PHILOSOPHER

***"Life isn't about finding yourself. Life is about creating yourself."***

GEORGE BERNARD SHAW  
PLAYWRIGHT

***"Life is a series of collisions with the future; it is not a sum of what we have been but what we yearn to be."***

JOSE ORTEGA Y GASSET  
PHILOSOPHER

***"Personal change, growth, development, identity formation—these tasks that once were thought to belong to childhood and adolescence alone now are recognized as part of adult life as well."***

LILLIAN BRESLOW RUBIN  
PSYCHOLOGIST

# Chapter 1 Success Secrets

**Money and fame don't equal success. (p. 4)**

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**Success is a journey, not a destination. (p. 4)**

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**Use positive thinking to reach your goals. (p. 7)**

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**Always make time for relationships. (p. 8)**

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**Adults need role models, too. (p. 8)**

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**Create your own opportunities for happiness. (p. 10)**

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**Try new ways of thinking and doing. (p. 16)**

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**Psychology helps you understand yourself. (p. 17)**

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**Thoughts, feelings, and actions are all connected. (p. 19)**

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**Pay attention to what is happening inside you and why. (p. 22)**

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**A sense of self helps you understand the world and make plans and decisions. (p. 24)**

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**A healthy self-image is positive but realistic. (p. 25)**

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**It's healthy to find balance in your life. (p. 25)**

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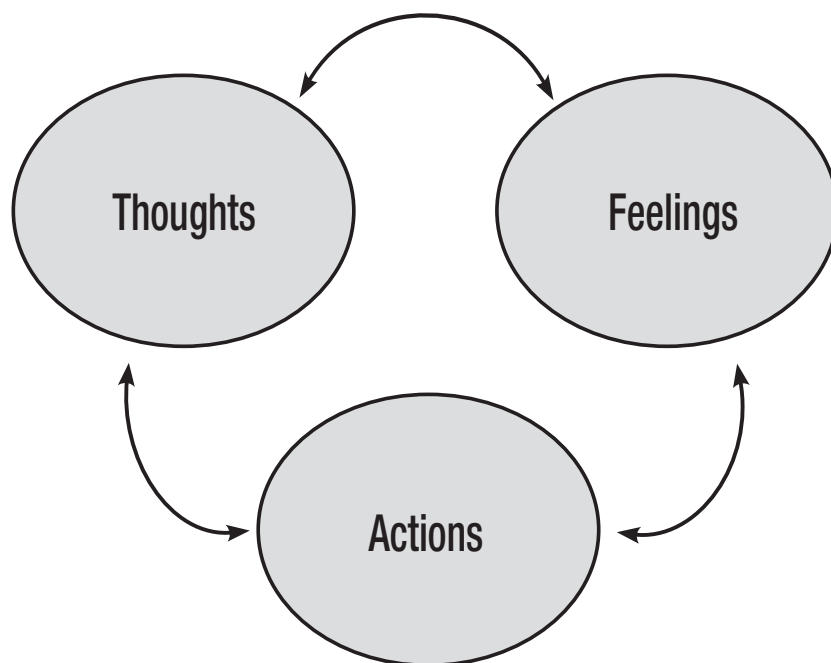
**No one sees you the way you see yourself. (p. 30)**

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**Don't put limits on what you can become. (p. 38)**

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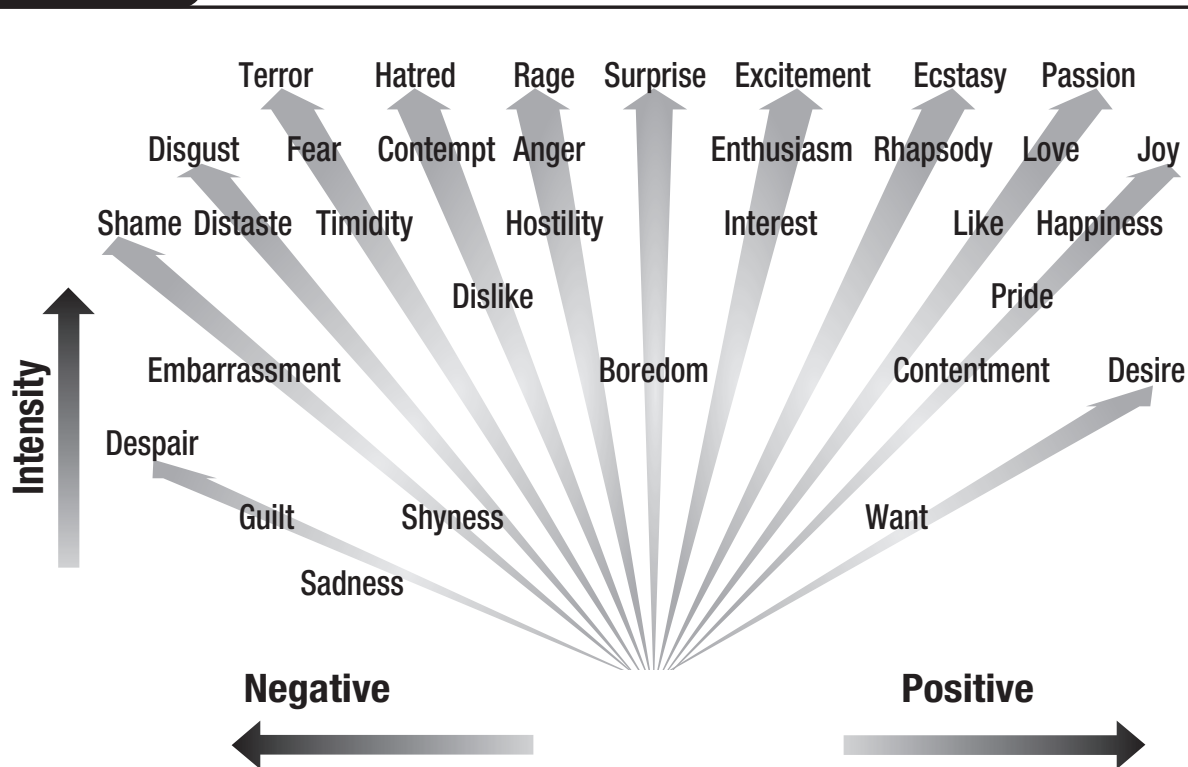
# Thoughts, Feelings, and Actions



**It's All Connected** Thoughts, feelings, and actions all affect one another, even when we are unaware of it. *What might happen in a situation in which your thoughts and feelings are in conflict with one another?*

# Positive and Negative Emotions

FIGURE 1.1



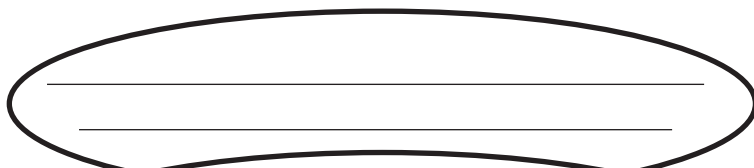
**The Range of Emotions** Emotions can be extremely negative, such as guilt and despair, or extremely positive, such as happiness and joy. They can also be more neutral, such as boredom and surprise. *Describe an experience that provoked an intense feeling of joy.*



# Predicting Thoughts, Feelings, and Actions

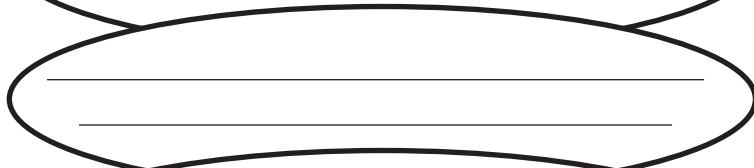
*What would your first thought(s), feeling(s), and action(s) be in the following situations?*

**1. Gripping a hot pan**



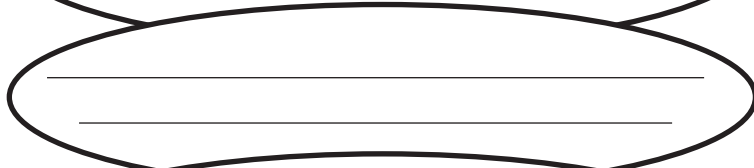
Two horizontal lines for writing a response.

**2. Seeing a great bargain at a store**



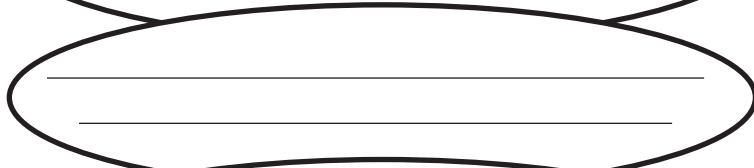
Two horizontal lines for writing a response.

**3. Overhearing a funny comment**



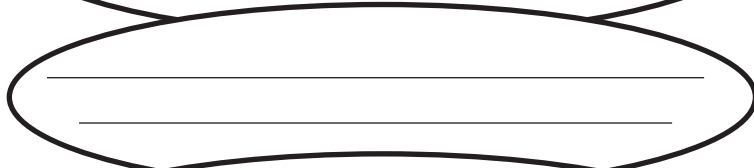
Two horizontal lines for writing a response.

**4. Smelling something burning**



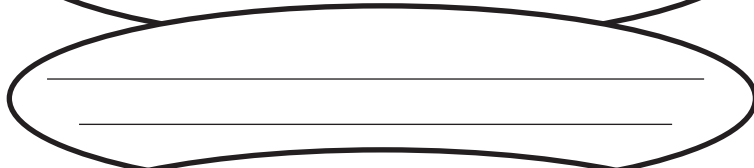
Two horizontal lines for writing a response.

**5. Seeing a friend crossing the street toward you**



Two horizontal lines for writing a response.

**6. Seeing a nickel lying on the ground**



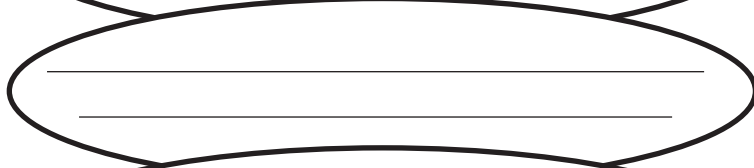
Two horizontal lines for writing a response.

**7. Hitting your head on a cabinet door**



Two horizontal lines for writing a response.

**8. Hearing an ambulance approach while you are driving**



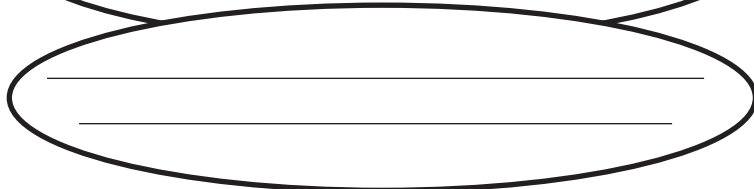
Two horizontal lines for writing a response.

**9. Stepping on a tack while barefoot**



Two horizontal lines for writing a response.

**10. Seeing a ball sailing through the air toward you**



Two horizontal lines for writing a response.

# 16 Qualities That Foster Success and Happiness

- **Ability to love** the ability to feel, express, and receive love, affection, warmth, and compassion and to act in a giving way
- **Vocation** the ability to feel interest and excitement in something and to turn this into your life's work
- **Courage** the ability to take risks and challenge yourself
- **Trust** confidence in other people and their motives
- **Optimism** hope that things will turn out for the best
- **Future-mindedness** a focus on the possibilities of the future, rather than on the mistakes or disappointments of the past
- **Social skill** the ability to understand others, get along with others, and build fulfilling relationships
- **Aesthetic sensibility** the ability to appreciate and delight in the beauty of art, music, and nature
- **Work ethic** commitment to honoring obligations, being dependable and responsible, getting things done, and being productive
- **Honesty** thinking, speaking, and acting in a forthright way with yourself and others
- **Emotional awareness** the ability to experience and express a wide range of emotions
- **Persistence** the ability to persevere in the face of setbacks and adversity, to keep on track toward goals, and to handle stress
- **Forgiveness** generosity of spirit, and the ability to avoid grudges and blame
- **Creative thinking** the willingness to consider new opinions, beliefs, and points of view and to try out new ways of thinking and doing
- **Spirituality** the search for a greater good, purpose, or meaning to human existence
- **Self-esteem** a positive feeling of your own value, which includes self-respect as well as respect for the rights, feelings, and wishes of others
- **Wisdom** the ability to use your knowledge and experience to make sound decisions

# 24 Strengths of Character

- active open-mindedness
- awe/appreciation of beauty
- citizenship/teamwork
- creativity/ingenuity
- curiosity/interest
- equity/fairness
- forgiveness/mercy
- gratitude
- hope/optimism
- industry/perseverance
- integrity/honesty/authenticity
- intimacy/attachment (love)
- kindness/generosity
- leadership
- love of learning
- modesty/humility
- perspective (wisdom)
- playfulness/humor
- prudence/caution
- self-control/self-regulation
- social intelligence
- spirituality
- valor (bravery/courage)
- vitality/zest/enthusiasm

SOURCE: CHRISTOPHER PETERSON AND MARTIN E. P. SELIGMAN. *THE VIA CLASSIFICATION OF STRENGTHS*. (CINCINNATI, OH: VALUES IN ACTION INSTITUTE, 2004).

## Chapter 2 Quotes

***"Few people even scratch the surface, much less exhaust the contemplation of their own experience."***

RANDOLPH BOURNE  
ESSAYIST

***"Hold fast to dreams, for if dreams die, life is a broken winged bird that cannot fly."***

LANGSTON HUGHES  
POET

***"Don't be afraid of the space between your dreams and reality. If you can dream it, you can make it so."***

BELVA DAVIS  
JOURNALIST

***"People travel to wonder at the height of mountains, at the huge waves of the sea, at the long courses of rivers, at the vast compass of the ocean, at the circular motion of the stars, and they pass themselves by without wondering."***

SAINT AUGUSTINE  
THEOLOGIAN

***"I think that self-awareness is probably the most important thing toward being a champion."***

BILLIE JEAN KING  
ATHLETE

# Chapter 2 Success Secrets

**Self-honesty helps you get in touch with your dreams, values, and interests. (p. 44)**

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**Too much self-consciousness can produce anxiety. (p. 46)**

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**Develop the courage to face painful emotions. (p. 46)**

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**Look for the exact words to express what you feel. (p. 49)**

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**Dreams give your life purpose. (p. 49)**

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**Life asks something of everyone. (p. 51)**

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**A dream can be anything you want it to be. (p. 51)**

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**Aim to satisfy yourself, not someone else. (p. 51)**

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**It's important to determine your own values. (p. 52)**

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**Values are beliefs, not absolutes. (p. 55)**

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**Values guide your choices in life. (p. 55)**

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**Look for opportunities to express your values in a positive way. (p. 58)**

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**Use your personality traits to help you succeed. (p. 59)**

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**Find a variety of ways to describe yourself. (p. 60)**

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**Transferable skills are the foundation of job-specific skills. (p. 64)**

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**Pinpointing your strongest intelligences helps you discover what you do best. (p. 65)**

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**You can strengthen your intelligences through learning and practice. (p. 69)**

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**Skills and interests go hand in hand. (p. 73)**

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**Let your skills and interests guide your career choices. (p. 75)**

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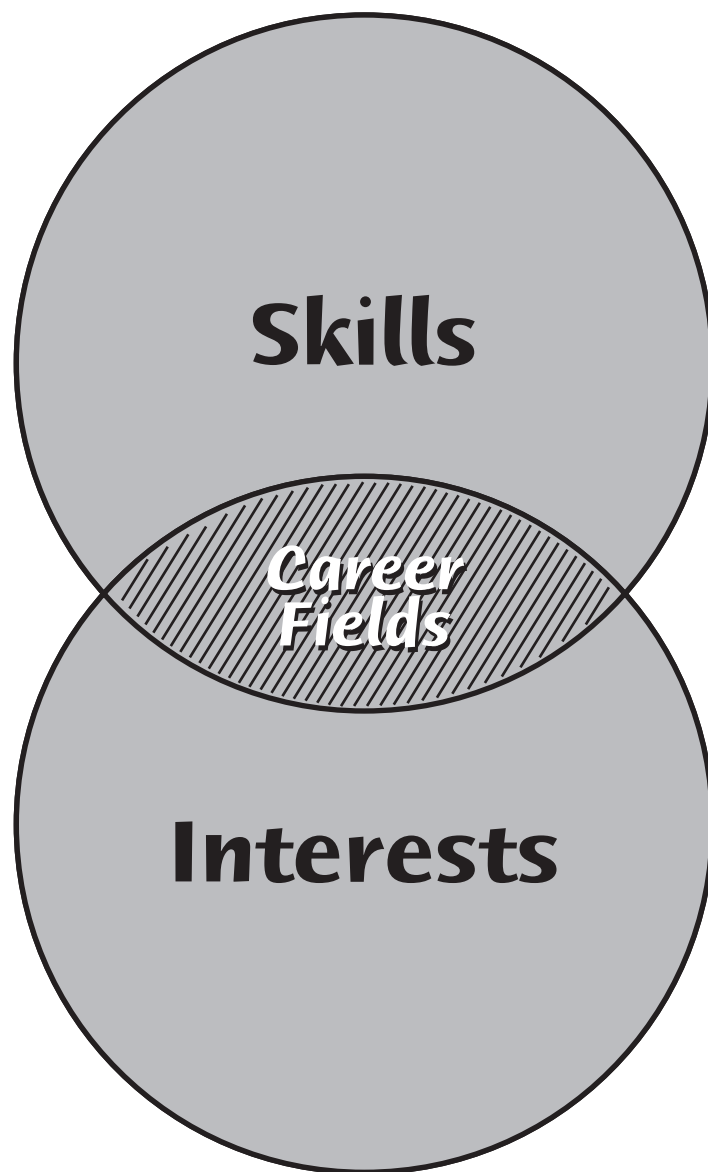
**Work can and should be something you enjoy. (p. 75)**

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**Consider your personality when choosing a career. (p. 76)**

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# Skills, Interests, and Career Fields



# Workplace Skills

## Basic Skills

- ▶ Reading
- ▶ Writing
- ▶ Mathematics
- ▶ Speaking
- ▶ Listening

## Thinking Skills

- ▶ Critical thinking
- ▶ Creative thinking
- ▶ Decision making
- ▶ Problem solving
- ▶ Knowing how to learn
- ▶ Reasoning
- ▶ Visualizing

## Personal Qualities

- ▶ Responsibility
- ▶ Dependability
- ▶ Self-esteem
- ▶ Sociability
- ▶ Integrity
- ▶ Self-management

## Interpersonal Qualities

- ▶ Being a good team member
- ▶ Leadership

## Resources

- ▶ Managing time
- ▶ Managing money
- ▶ Managing space and facilities
- ▶ Managing human resources
- ▶ Working with cultural diversity

## Information

- ▶ Acquiring information
- ▶ Organizing information
- ▶ Maintaining information
- ▶ Evaluating information
- ▶ Using computers to process information

## Systems

- ▶ Maintaining systems
- ▶ Improving systems
- ▶ Understanding systems

## Technology

- ▶ Selecting and applying technology
- ▶ Maintaining technology
- ▶ Using both sides of the brain

# Feeling Words

**FIGURE 2.1**

## I FEEL GOOD

admired	delighted	inquisitive	satisfied
adored	devoted	intelligent	secure
amused	earnest	interested	self-accepting
appreciated	ecstatic	joyful	self-assured
attractive	effective	knowledgeable	sincere
brave	elated	loving	skillful
capable	encouraged	optimistic	tender
cheerful	excited	passionate	thrilled
competent	fascinated	pleased	useful
confident	flattered	proud	valued
contented	graceful	rambunctious	vindicated
courageous	grateful	resilient	warm
creative	heroic	resourceful	whole
curious	hopeful	respected	worthy
daring	important	romantic	zealous

## I FEEL BAD

afraid	devalued	incompetent	self-doubting
agitated	devastated	jealous	shaken
aloof	disappointed	jittery	silly
angry	discouraged	lonely	skeptical
anxious	embarrassed	lost	snubbed
ashamed	empty	mediocre	sorrowful
awkward	fearful	neglected	suspicious
betrayed	foolish	nervous	tense
burdened	frightened	out of control	terrified
cheated	guilty	panicky	ugly
clumsy	heartbroken	pessimistic	uptight
cranky	helpless	put down	useless
defensive	hostile	rejected	weary
dejected	humiliated	self-critical	worried
deserted	ignored	self-destructive	worthless

**Emotional Awareness** To become more emotionally aware, practice asking yourself these three questions: How is my body feeling? What happened right before I started to experience this emotion? Can I put a specific name to this emotion? *Why would developing a vocabulary of feeling words help you become more aware of your emotions?*



# Expanding Your Intelligences

FIGURE 2.2

Intelligence	Strategies
<b>Verbal/Linguistic</b>	<ul style="list-style-type: none"> <li>• Join a book club or take a writing course.</li> <li>• Read anything and everything.</li> <li>• Use a new word in your conversation every day.</li> </ul>
<b>Logical/Mathematical</b>	<ul style="list-style-type: none"> <li>• Work on puzzles and brain teasers.</li> <li>• Visit a science center, planetarium, or aquarium.</li> <li>• Practice calculating problems in your head.</li> </ul>
<b>Visual/Spatial</b>	<ul style="list-style-type: none"> <li>• Work on jigsaw puzzles or visual puzzles.</li> <li>• Visit art museums and galleries.</li> <li>• Take a class in visual arts, such as photography.</li> </ul>
<b>Bodily/Kinesthetic</b>	<ul style="list-style-type: none"> <li>• Join a gym or a sports team.</li> <li>• Learn dance, yoga, t'ai chi, or martial arts.</li> <li>• Enroll in an aerobics or weight-training class.</li> </ul>
<b>Musical</b>	<ul style="list-style-type: none"> <li>• Attend concerts and musicals.</li> <li>• Take a class in music appreciation or performance.</li> <li>• Explore unfamiliar styles of music.</li> </ul>
<b>Interpersonal</b>	<ul style="list-style-type: none"> <li>• Join a volunteer or service group.</li> <li>• Learn about body language and communication.</li> <li>• Introduce yourself to new people often.</li> </ul>
<b>Intrapersonal</b>	<ul style="list-style-type: none"> <li>• Develop a meditative hobby, such as gardening.</li> <li>• Keep a journal of your thoughts and feelings.</li> <li>• Consult a counselor or therapist.</li> </ul>
<b>Naturalistic</b>	<ul style="list-style-type: none"> <li>• Explore the flora and fauna of your region.</li> <li>• Look for patterns in nature or architecture.</li> <li>• Start a collection of objects.</li> </ul>

**Learning + Practice = Progress** Exploring new activities and meeting new people help you build your intelligences and discover new interests. *Select the intelligence you would most like to develop, and describe three specific actions you could take to do this.*

# Skills Inventory

Below are descriptions of twenty-four transferable skills covering all the main skill areas. Read each statement and indicate how true it is for you by putting a check mark in the appropriate box.

## Academic Skills

- ☐ I can understand written information in many different forms, such as text, tables, lists, figures, and diagrams.
- ☐ I can use different reading strategies, such as skimming for highlights, reading for detail, and reading for meaning.
- ☐ When I write and speak, I can express facts and ideas clearly and in an organized way.
- ☐ I can use correct spelling, punctuation, grammar, and sentence and paragraph structure.
- ☐ When I write and speak, I can tailor my words to my purpose and my audience.
- ☐ I can pay full attention to what another person is saying, and can interpret nonverbal cues such as body language.
- ☐ I can solve math problems through different methods such as arithmetic, algebra, and geometry.

## Thinking Skills

- ☐ I can gather information on a particular question or issue through observation, discussion, or research.
- ☐ I can organize, analyze, and evaluate the information I find.
- ☐ I can anticipate and identify problems and their causes.
- ☐ I can develop and evaluate solutions using reason, logic, and creativity.
- ☐ I can make decisions by considering relevant information, risks and benefits, and short- and long-term consequences.
- ☐ I can organize my work to perform at my best and reach my goals.
- ☐ I can establish plans and priorities and adjust them as necessary.
- ☐ I am open to new information, ideas, or strategies that might help me achieve my goals.

## Social Skills

- ☐ I can interact with others in a friendly, courteous, and tactful way.
- ☐ I can demonstrate respect for individual and cultural differences and for other people's attitudes and feelings.
- ☐ I can inspire others to achieve their goals and develop as individuals.
- ☐ I can serve as a mentor, coach, and role model.
- ☐ I can change my behavior to adjust to other people, to changing situations, or to new work demands.
- ☐ I can cooperate and work with others by sharing knowledge, skills, resources, responsibility, and recognition.
- ☐ I can help individuals or groups resolve their differences and come to agreements.
- ☐ I can solve conflicts in a positive and creative way.

# Sensation Seeking Questionnaire

*Read each statement and indicate which one is more like you by circling a or b.*

1. a. I would like a job that requires a lot of traveling.  
b. I would prefer a job in one location.
2. a. I am invigorated by a brisk, cold day.  
b. I can't wait to get indoors on a cold day.
3. a. I get bored seeing the same old faces.  
b. I like the comfortable familiarity of everyday friends.
4. a. I would prefer living in an ideal society in which everyone is safe, secure, and happy.  
b. I would have preferred living in the unsettled days of our history.
5. a. I sometimes like to do things that are a little frightening.  
b. A sensible person avoids activities that are dangerous.
6. a. I would not like to be hypnotized.  
b. I would like to have the experience of being hypnotized.
7. a. The most important goal of life is to live it to the fullest and to experience as much as possible.  
b. The most important goal of life is to find peace and happiness.
8. a. I would like to try parachute jumping.  
b. I would never want to try jumping out of a plane, with or without a parachute.
9. a. I enter cold water gradually, giving myself time to get used to it.  
b. I like to dive or jump right into the ocean or a cold pool.
10. a. When I go on a vacation, I prefer the comfort of a good room and bed.  
b. When I go on a vacation, I prefer the change of camping out.
11. a. I prefer people who are emotionally expressive, even if they are a bit unstable.  
b. I prefer people who are calm and even-tempered.
12. a. A good painting should shock or jolt the senses.  
b. A good painting should give one a feeling of peace and security.
13. a. People who ride motorcycles must have some kind of unconscious need to hurt themselves.  
b. I would like to drive or ride a motorcycle.

**SOURCE:** ADAPTED FROM MARVIN ZUCKERMAN, BEHAVIORAL EXPRESSION AND BIOSOCIAL EXPRESSION OF SENSATION SEEKING. (CAMBRIDGE, ENGLAND: CAMBRIDGE UNIVERSITY PRESS, 1994).

**Scoring:** Give yourself one point for each of the following responses: 1a, 2a, 3a, 4b, 5a, 6b, 7a, 8a, 9b, 10b, 11a, 12a, 13b.  
What is your score? \_\_\_\_\_

- 0–5** Very low to low need for sensation  
**6–9** Average need for sensation  
**10–13** High to very high need for sensation

# Keirsey Personality Types

## *Artisan*

- You seek sensation, trust in spontaneity, and hunger for impact on others.
- You enjoy working with any and all kinds of equipment, implements, machines, and instruments, from bulldozers to paintbrushes.
- You enjoy crafts of many kinds—athletic, culinary, literary, martial, mechanical, rhetorical, theatrical, political, or industrial.
- You have an affinity to other artisans such as Wolfgang Amadeus Mozart, Steven Spielberg, Elvis Presley, Michael Jordan, Barbra Streisand, and Amelia Earhart.
- You would probably enjoy a career as an artist, musician, actor, chef, craftsperson, or mechanic.

## *Guardian*

- You seek security and hunger for membership in a social group.
- You enjoy occupations that involve gathering, storing, recording, measuring, and distributing data or people.
- You are talented at arranging, scheduling, establishing order, and creating organizations.
- You have an affinity to other guardians such as George Washington, Colin Powell, Mother Teresa, Harry Truman, and J.P. Morgan.
- You would probably enjoy a career as a businessperson, librarian, doctor, nurse, military officer, salesperson, coach, or social worker.

## *Idealist*

- You seek a unique identity, hunger for deep and meaningful relationships, and aspire to profundity.
- You are enthusiastic, have insight into people, and are good at influencing others and helping them reach their full potential.
- You are talented at teaching, counseling, interviewing, and tutoring people.
- You have an affinity to other idealists such as Emily Brontë, Sidney Poitier, Mohandas Gandhi, Eleanor Roosevelt, Sandra Day O'Connor, and Oprah Winfrey.
- You would probably enjoy a career as a teacher or trainer, employee recruiter, counselor, or human services worker.

## *Rational*

- You seek knowledge, trust in reason, and hunger for achievement.
- You are interested in complexity and are good at understanding it.
- You are interested in complex machines, such as airplanes, or in complex biological organisms, such as humans, plants, and animals.
- You have an affinity to other rationals such as Albert Einstein, Marie Curie, Booker T. Washington, Charles Darwin, Thomas Edison, and Bill Gates.
- You would probably enjoy a career as a scientist, architect, engineer, military strategist, inventor, or executive.

## Chapter 3 Quotes

***"Whoever wants to reach a distant goal must take small steps."***

SAUL BELLOW, NOVELIST

***"Man is a goal-seeking animal. His life only has meaning if he is reaching out and striving for his goals."***

ARISTOTLE, PHILOSOPHER

***"Stress is an ignorant state. It believes that everything is an emergency. Nothing is that important. Just lie down."***

NATALIE GOLDBERG  
WRITER, PAINTER, AND TEACHER

***"A journey of a thousand miles begins with a single step."***

CHINESE PROVERB

***"Start by doing what's necessary, then what's possible, and suddenly you are doing the impossible."***

ST. FRANCIS OF ASSISI, MONK

***"I cannot give you the formula for success, but I can give you the formula for failure which is: Try to please everybody."***

HERBERT BAYARD SWOPE, JOURNALIST

***"There are two ways of meeting difficulties: You alter the difficulties or you alter yourself to meet them."***

PHYLLIS BOTTOME, NOVELIST

***"Obstacles don't have to stop you. If you run into a wall, don't turn around and give up. Figure out how to climb it, go through it, or work around it."***

MICHAEL JORDAN, ATHLETE

# Chapter 3 Success Secrets

**Be proactive about your goals—only you can make them happen.** (p. 86)

**Be specific when setting your goals.** (p. 86)

**Short-term goals and long-term goals are equally important.** (p. 90)

**Keep reminding yourself to stick to your goals.** (p. 90)

**Once you have achieved one goal, move on to the next.** (p. 93)

**Choose your goals to please yourself, not others.** (p. 94)

**Don't hesitate to ask for support when you need it.** (p. 95)

**You will need to adapt to change throughout your life.** (p. 96)

**It's normal to feel stress when faced with change.** (p. 100)

**Look for uplifts to offset the stresses of life.** (p. 101)

**Fatigue and irritability can be signs of stress overload.** (p. 102)

**Learn to recognize situations that cause you stress.** (p. 105)

**Make time for relaxation every day.** (p. 105)

**Regular exercise keeps your mind and body fit.** (p. 106)

**Practice a technique for clearing your mind of worries and distracting thoughts.** (p. 106)

**Establish a support network.** (p. 107)

**Make time for refreshing, entertaining activities.** (p. 107)

**Remember to keep your sense of humor.** (p. 108)

**Anger harms your physical and mental health.** (p. 111)

**Figure out what makes you angry—and why.** (p. 113)

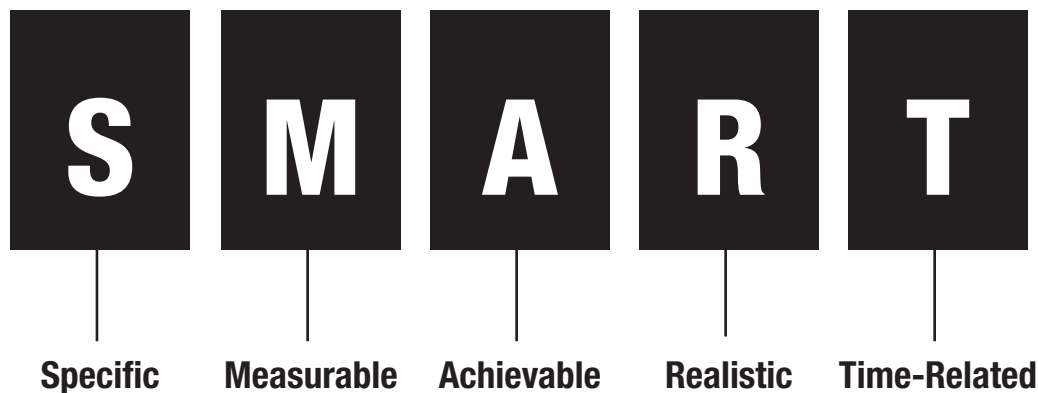
**Focus on staying calm.** (p. 114)

**Change what you can, and accept what you can't.** (p. 116)

**Your thoughts and feelings are valid, and you have a right to assert them.** (p. 116)

# SMART Goals

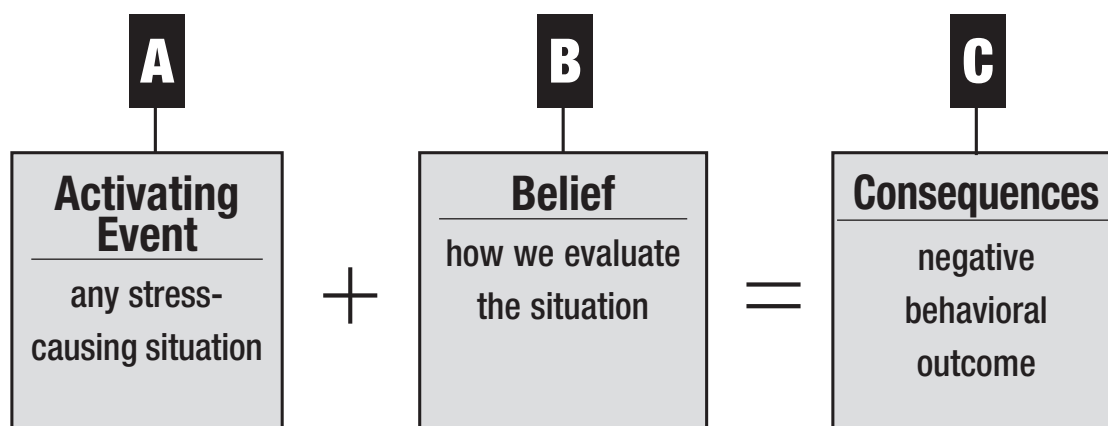
**FIGURE 3.1**



**Look Before You Leap** The more time and thought you invest in formulating your goals, the more likely you'll be to achieve them. *Why do you think that many experts advise putting goals down in writing?*

# The ABC Model

FIGURE 3.2



**Taking Control** The ABC formula demonstrates how negative, irrational beliefs can create stress and lead to unwanted consequences. *How can becoming more aware of your personal stressors help you control stress?*



# Passive-Aggression Questionnaire

*How often do you think or act in the following ways?*

	Never	Sometimes	Often
1. When you want to avoid an obligation, you make an excuse instead of telling the truth.			
2. You suppress your anger rather than express it.			
3. You get into trouble for not keeping promises.			
4. You feel unappreciated.			
5. You get angry when people give you suggestions or “constructive” criticism.			
6. You feel that people don’t understand you or your feelings.			
7. You feel that your misfortune is greater than other people’s misfortune.			
8. Even when things are going well for you, life seems gloomy.			
9. You make sarcastic jokes about other people.			
10. You blame other people for your setbacks and failures.			
11. You agree with someone, but then side with others against that person.			
12. If you don’t like a certain task, you do it so inefficiently that people just give up asking you to do it.			
13. You feel that people don’t give you enough credit for the good job you do at work.			
14. You have problems with authority figures.			
15. You promise other people you’ll do certain things, but you don’t get around to doing them.			

**Scoring:** Assign zero points for every **Never**, one point for every **Sometimes**, and two points for every **Often**.

**1–9** You generally deal with your negative emotions well.

**10–19** You show occasional passive-aggressive behavior, which is probably harming you and others.

**20–30** You have many passive-aggressive habits that need changing. These habits are sabotaging you and creating large problems for others.

# Stressful Life Events

Life Event	Stress Value
1. Death of spouse	100
2. Divorce	73
3. Marital separation	65
4. Detention/imprisonment	63
5. Death of a close family member	63
6. Major personal injury or illness	53
7. Marriage	50
8. Dismissal from work	47
9. Marital reconciliation	45
10. Retirement from work	45
11. Major change in the health or behavior of a family member	44
12. Pregnancy	40
13. Sexual difficulties	39
14. Gaining a new family member	39
15. Major business readjustment, such as reorganization or bankruptcy	39
16. Major change in financial state—worse or better	38
17. Death of a close friend	37
18. Changing to a different line of work	36
19. Major change in the number of arguments with partner	35
20. Taking out a mortgage or loan for a major purchase	31
21. Foreclosure on a mortgage or loan	30
22. Major change in responsibilities at work/school	29
23. Son or daughter leaving home, marrying, or attending college	29
24. Trouble with in-laws	29
25. Outstanding personal achievement	28
26. Partner beginning or ceasing work outside the home	26
27. Beginning or ceasing formal schooling	26
28. Major change in living conditions	25
29. Change of personal habits such as dress or social circle	24
30. Trouble with boss	23
31. Major change in working hours or conditions	20
32. Change in residence	20
33. Changing to a new school	20
34. Major change in usual type and/or amount of recreation	19
35. Major change in religious activities	19
36. Major change in social activities such as time with friends	18
37. Taking out a mortgage or loan for a lesser purchase	17
38. Major change in sleeping habits	16
39. Major change in number of family get-togethers	15
40. Major change in eating habits	15
41. Vacation	13
42. End-of-year holidays	12
43. Minor violations of the law such as traffic tickets	11

SOURCE: ADAPTED FROM T. H. HOLMES AND R. H. RAHE, "THE SOCIAL READJUSTMENT RATING SCALE," *JOURNAL OF PSYCHOSOMATIC RESEARCH* 11 (1967), 213-18.

# The Most Stressful Jobs

*Inner City High School Teacher*  
*Police Officer*  
*Firefighter*  
*Race Car Driver*  
*NFL Player*  
*Miner*  
*Taxi Driver*  
*Air Traffic Controller*  
*Medical Intern*  
*Stockbroker*  
*Senior Corporate Executive*  
*Journalist*  
*Customer Service/Complaint Worker*  
*Secretary*  
*Waiter*  
*President of the United States*

## Comparable Work Environments and Salaries

Least stressful work environments	Stressful work environments
Statistician Mathematician Computer systems analyst Hospital administrator Historian	Taxi driver NFL player Race car driver Firefighter President of the United States
Highest salaries	Lowest salaries
NBA player (\$4,637,825) Major League Baseball player (\$1,954,400) NFL player (\$1,836,460) Race car driver (\$508,569) President of the United States (\$400,000)	Child care worker (\$17,077) Maid (\$17,077) Waiter/Waitress (\$16,083) Catholic priest (\$16,079) Dishwasher (\$16,046)

SOURCE: LES KRANTZ, JOBS RATED ALMANAC (BARRICADE BOOKS, 2002).

## Chapter 4 Quotes

***"Allow yourself to fail and you will be more likely to succeed."***

EDWARD DECI  
PSYCHOLOGIST

***"If I could wish for my life to be perfect, it would be tempting but I would have to decline, for life would no longer teach me anything."***

ALLYSON JONES  
AUTHOR

***"Our deepest fear is not that we are inadequate. Our deepest fear is that we are powerful beyond measure. It is our light that most frightens us. We ask ourselves, 'Who am I to be brilliant, gorgeous, talented, fabulous?' Actually, who are you not to be?"***

MARIANNE WILLIAMSON  
AUTHOR

***"Self-respect cannot be hunted. It cannot be purchased. It is never for sale. It cannot be fabricated out of public relations. It comes to us when we are alone, in quiet moments, in quiet places, when we suddenly realize that, knowing the good, we have done it; knowing the beautiful, we have served it; knowing the truth, we have spoken it."***

NOËL COWARD  
PLAYWRIGHT

***"I began to understand that self-esteem isn't everything; it's just that there's nothing without it."***

GLORIA STEINEM  
AUTHOR AND ACTIVIST

***"The worst loneliness is not to be comfortable with yourself."***

MARK TWAIN  
AUTHOR

# Chapter 4 Success Secrets

**Self-esteem motivates you to work hard and succeed. (p. 122)**

---

**When you feel good about yourself, you have the confidence to try new things. (p. 123)**

---

**Having healthy self-esteem lets you feel good about your accomplishments, big or small. (p. 129)**

---

**Remind yourself that there are people who love and appreciate you. (p. 131)**

---

**Supportive, nurturing relationships help guard against loneliness and low self-esteem. (p. 131)**

---

**No matter what your age, you can learn to value yourself. (p. 134)**

---

**It's not what you can't do that holds you back—it's what you *think* you can't do. (p. 134)**

---

**To boost your self-expectancy, work to accomplish a series of increasingly difficult goals. (p. 136)**

---

**When you face your problems head-on, your self-esteem grows. (p. 139)**

---

**Your skills and personal qualities are unlike anyone else's. (p. 141)**

---

**For self-acceptance, you need an accurate view of your strengths and weaknesses. (p. 142)**

---

**Think of yourself as your body's friend, not its enemy. (p. 147)**

---

**Measure your progress according to your goals, not someone else's. (p. 148)**

---

**Remember the difference between fantasy and reality. (p. 150)**

---

**Your inner critic hurts your self-esteem by repeating negative messages from your past. (p. 152)**

---

**Learn to stop the inner critic in its tracks. (p. 153)**

---

**Turn your negative self-statements into positive affirmations. (p. 153)**

---

**Criticism often stems from a simple difference of opinion. (p. 156)**

---

**Constructive criticism helps you improve yourself. (p. 157)**

---

**Listen to constructive criticism, restate it, then ask for suggestions. (p. 157)**

---

**Acknowledge destructive criticism, then correct any errors. (p. 159)**

---

**Before you respond to a vague criticism, probe for specifics. (p. 159)**

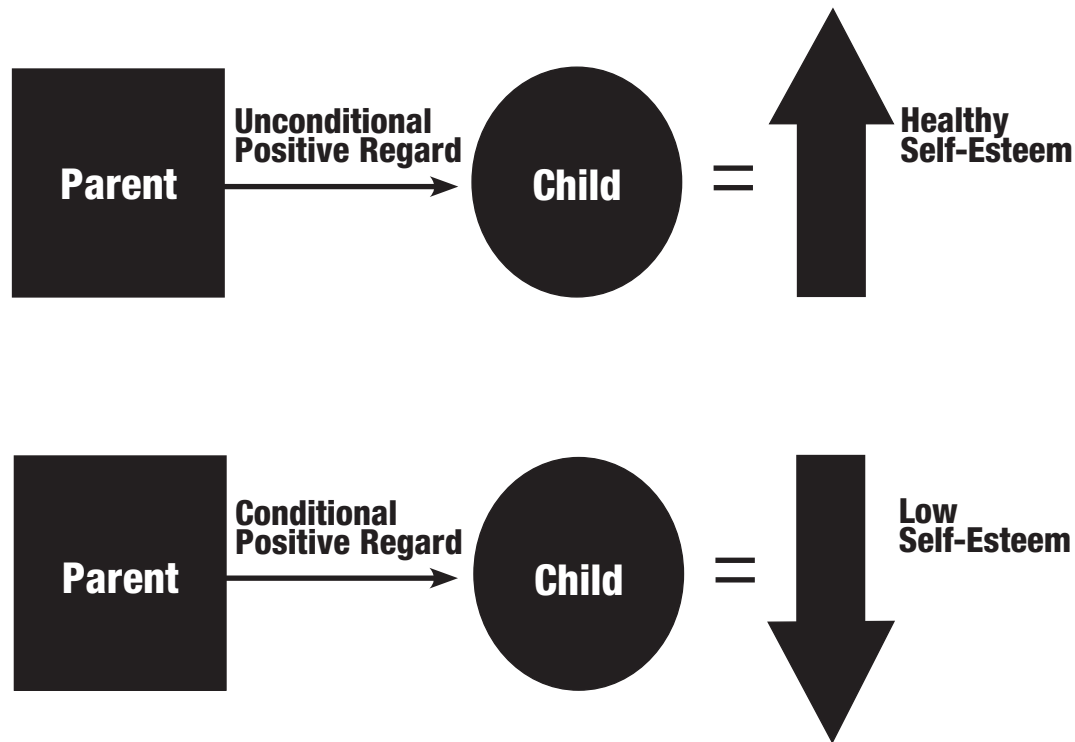
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**You have the right to be treated with respect. (p. 164)**

---

# Childhood Origins of Self-Esteem

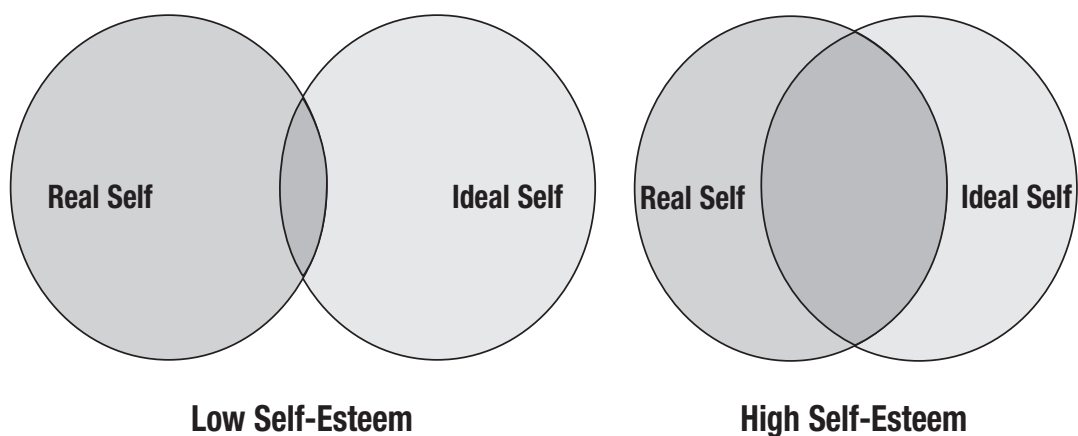
FIGURE 4.1



**Positive Regard** Your self-esteem is developed and established early on in your life. Studies show that parents' style of child-rearing during the first three or four years greatly affects children's self-esteem. *Besides parents, what other important adults might influence a child's self-esteem?*

# You and Your Ideal

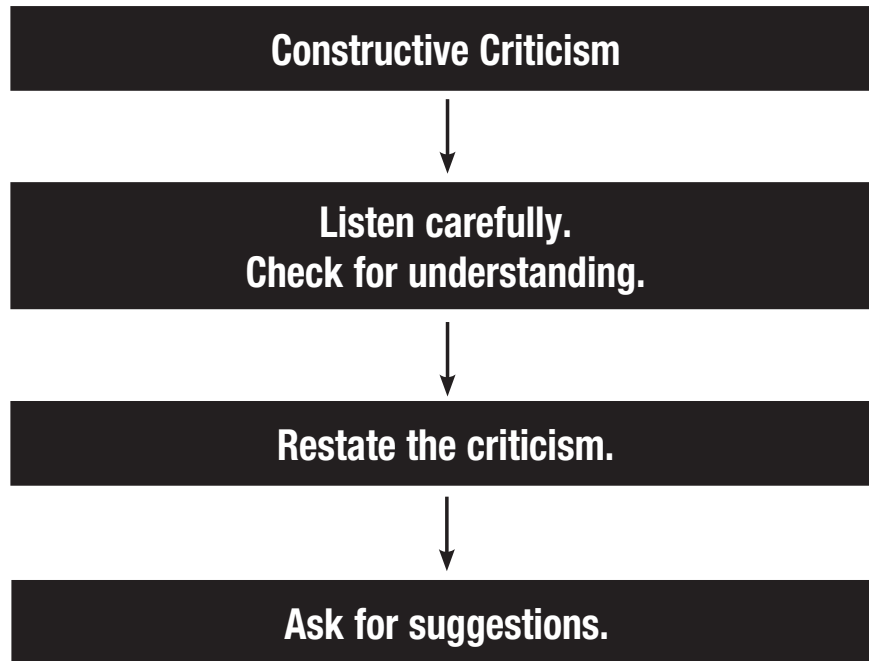
**FIGURE 4.2**



**Striving for Perfection** The further away our ideal self is from our real self, the more our self-esteem suffers. *How can you control the gap between your real and ideal self?*

# Responding to Constructive Criticism

**FIGURE 4.3**

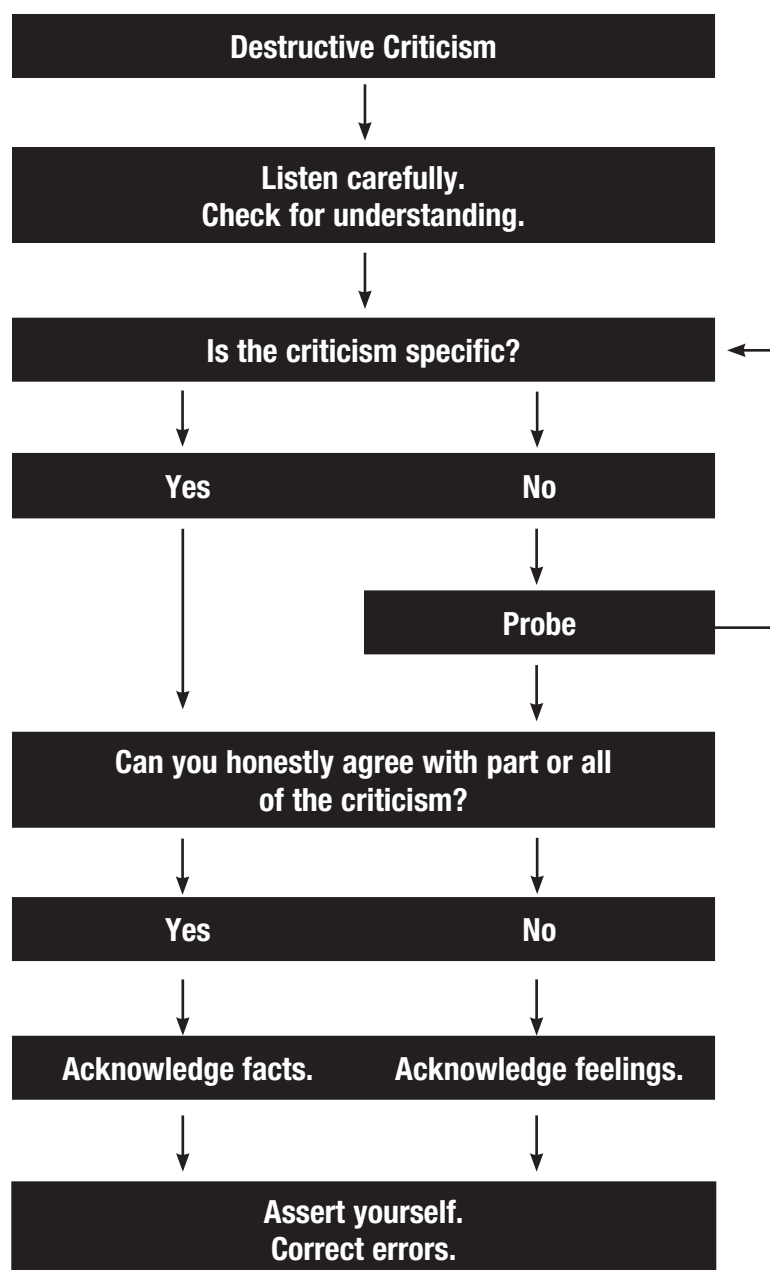


**To Your Advantage** Constructive criticism is a source of valuable information. Asking for suggestions helps you find creative solutions to the problem behind the criticism. *If you were a manager, would you feel comfortable giving your employees constructive criticism? Why or why not?*



# Responding to Destructive Criticism

FIGURE 4.4



**Putting It in Perspective** Criticism can be difficult to face. By focusing on the content of the message and using effective response techniques, however, you can diffuse criticism before it damages your self-esteem. *Do you think that some criticism doesn't deserve any response at all? Explain.*

# History of Your Self-Esteem

## Elementary School

- How did you feel about yourself when you were a student in elementary school? Was your self-image positive or negative? Explain.
- Who or what was the biggest influence on your self-image and self-esteem at this time? Why?

## High School

- How did you feel about yourself during high school? Was your self-image positive or negative? Explain.
- Who or what was the biggest influence on your self-image and self-esteem at this time? Why?

## Today

- How do you feel about yourself today? Is your self-image positive or negative? Explain.
- Who or what is the biggest influence on your self-image and self-esteem today? Why?

## The Future

- Do you think you will feel better about yourself in the future than you do today? Why or why not?
- What do you think the biggest influence on your self-image and self-esteem will be in five years? In ten years? Why?

# Rosenberg Self-Esteem Scale

Read the statements below and indicate how true each one is for you by putting a check mark in the appropriate box.

	Strongly Agree	Agree	Disagree	Strongly Disagree
1. I feel that I'm a person of worth, at least on an equal plane with others.				
2. I feel that I have a number of good qualities.				
3. All in all, I am inclined to feel that I am a failure.				
4. I am able to do things as well as most other people.				
5. I feel I do not have much to be proud of.				
6. I take a positive attitude toward myself.				
7. On the whole, I am satisfied with myself.				
8. I wish I could have more respect for myself.				
9. I certainly feel useless at times.				
10. At times I think I am no good at all.				

**Scoring:** For items 1, 2, 4, 6, and 7, assign yourself three points for every **Strongly Agree**, two points for every **Agree**, one point for every **Disagree**, and zero points for every **Strongly Disagree**. For items 3, 5, 8, 9, and 10, assign yourself zero points for every **Strongly Agree**, one point for every **Agree**, two points for every **Disagree**, and three points for every **Strongly Disagree**.

What is your total? \_\_\_\_\_

The higher your total, the stronger your self-esteem.

**0–10** Low self-esteem

**11–20** Moderate self-esteem

**21–30** High self-esteem

## Chapter 5 Quotes

***"Hope is not a dream, but a way of making dreams become reality."***

LEO SUENENS  
RELIGIOUS LEADER

***"Success is a process, a quality of mind and way of being, an outgoing affirmation of life."***

ALEX NOBLE  
AUTHOR

***"Ability is what you're capable of doing. Motivation determines what you do. Attitude determines how well you do it."***

RAYMOND CHANDLER  
WRITER AND POET

***"Attitude is more important than the past, than education, than money, than circumstances, than what people do or say. It is more important than appearance, giftedness, or skill."***

W.C. FIELDS  
COMEDIAN AND ACTOR

***"It is important to live each day with a positive perspective. It is not wise to pretend problems do not exist, but it is wise to look beyond the problem to the possibilities that are in it. When Goliath came against the Israelites, the soldiers all thought, 'He's so big, we can never kill him.' But David looked at the same giant and thought, 'He's so big, I can't miss him.'"***

DALE TURNER  
AUTHOR AND MOTIVATIONAL SPEAKER

# Chapter 5 Success Secrets

**Positive thinking gives you the drive to make good things happen for yourself.** (p. 170)

---

**Positive thoughts lead to positive feelings and positive actions.** (p. 171)

---

**Look for things to be grateful for.** (p. 173)

---

**Use positive words and choose positive friends.** (p. 176)

---

**Taking constructive action feels better than complaining.** (p. 177)

---

**Focus on finding solutions, not bracing for the worst.** (p. 179)

---

**Worrying prevents you from taking risks.** (p. 179)

---

**Thinking well can make you well.** (p. 182)

---

**Following a healthy lifestyle is one of the most positive things you can do for yourself.** (p. 184)

---

**Eat for health and energy.** (p. 184)

---

**Look at exercise as fun time for you, not as a chore.** (p. 184)

---

**Self-defeating attitudes trick you into believing you can't succeed.** (p. 189)

---

**Negative attitudes produce negative results.** (p. 190)

---

**Learn to recognize your self-defeating attitudes and turn them around with positive self-talk.** (p. 191)

---

**Life's setbacks and frustrations can't defeat you, but a negative attitude toward them can.** (p. 196)

---

**Examine your thinking for distortions and exaggerations.** (p. 196)

---

**Try to think in realistic terms, not absolutes.** (p. 198)

---

**Negative thoughts lead to unpleasant emotions and self-defeating actions.** (p. 198)

---

**Separate your emotional reaction from the reality of your situation.** (p. 201)

---

# Positive Habits



# The Power of Positive Thoughts

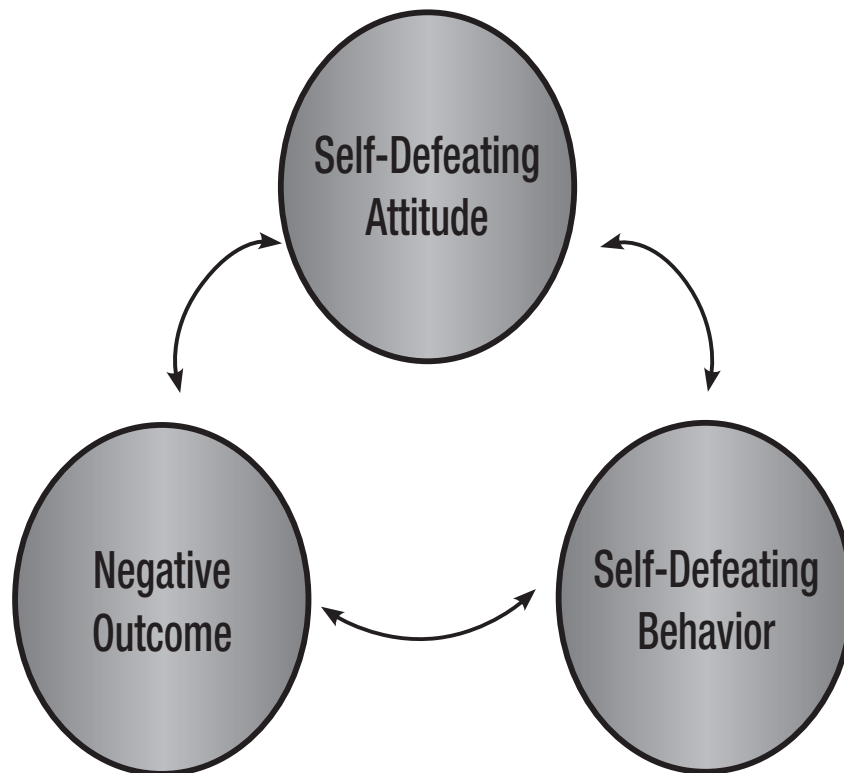
**FIGURE 5.1**



**On Target** Thoughts, feelings, and actions go hand in hand. When you have positive thoughts, you experience positive feelings and have the energy and drive to take positive actions. *Do you believe that you can change your way of thinking by choosing to do so? Why or why not?*

# Self-Defeating Attitudes: A Vicious Cycle

FIGURE 5.2

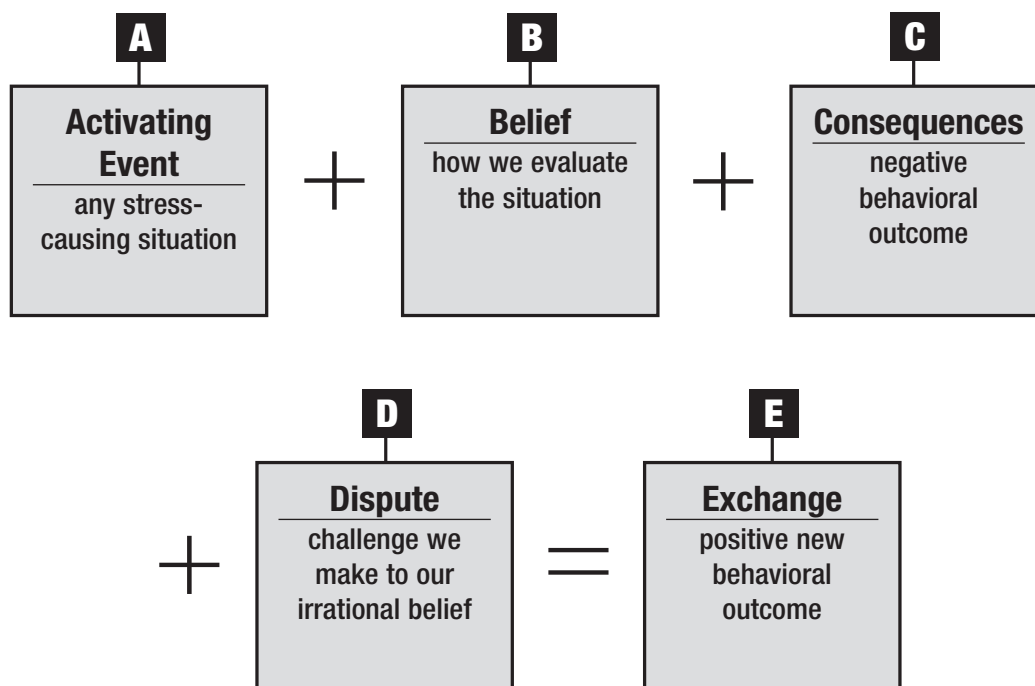


**Stop the Cycle** When we have negative attitudes, we tend to act in ways that make our negative predictions about events come true. *How can you break this vicious cycle?*



# The ABCDE Method

**FIGURE 5.3**



**Turning Beliefs Around** Once we are aware of the irrational beliefs that are distorting our thinking and making us unhappy, we can use effective disputes to create healthier, more positive outcomes for ourselves. *What are some questions you can ask yourself to help dispute an irrational belief?*

# Do Negatives Outweigh Positives?

Negative qualities often command more attention and seem more important than positive qualities:

- As people think over upcoming decisions, potential losses are often given greater weight than potential gains.
- In the social sphere, one negative personal characteristic influences people's feelings about an individual more than a host of positive characteristics.
- Negative experiences color marital satisfaction; they have more impact than do positive experiences.
- People are more likely to find an unusual face in a crowd and quickly if the face looks angry than if it looks happy.
- Subjects who examine a description of a person that uses equal numbers of positive and negative adjectives are likely to subsequently recall more negative adjectives than positive ones.
- Humans are "prepared" to learn to react with negative emotions and to quickly learn to avoid certain stimuli, such as snakes, spiders, and angry faces, that may have posed a threat to early ancestors. Although people are able to learn to avoid other stimuli, such as flowers or happy faces, that did not threaten their ancestors, they do so with greater difficulty.

Being particularly attuned to objects that could potentially be dangerous makes evolutionary sense; in past epochs, such stimuli probably threatened survival. In the contemporary world, this bias to fear such possibly dangerous stimuli can be the source of phobias. Moreover, these negative biases can erode the quality of life, the wisdom of choices, and the longevity of relationships. Knowing that these biases exist may stimulate the development of methods to counteract their potentially destructive effects on social and emotional life.

SOURCE: NATIONAL INSTITUTE OF MENTAL HEALTH, "A NATIONAL INVESTMENT." A REPORT OF THE NATIONAL ADVISORY MENTAL HEALTH COUNCIL. 1995, NIH PUBLICATION NO. 96-3682.

# Murphy's Laws

- If anything can go wrong, it will go wrong.
- If everything seems to be going well, you must have overlooked something.
- Everything goes wrong at once.
- Every solution breeds new problems.
- Everything takes longer than it takes.
- Toast always falls with the buttered side down.
- As soon as you mention something good, it goes away.
- As soon as you mention something bad, it happens.
- No good deed goes unpunished.
- If you want something bad enough, chances are you won't get it.
- The light at the end of the tunnel is a train.
- Whatever you can have, you don't want.
- If this was worth doing, someone would have already done it.
- Behind every minor problem is a major problem.
- If you work hard, someone else will get the credit.
- If you make a fool of yourself, someone is always there to notice it.

# False Memory Test

1. bed, rest, awake, tired, dream, wake, snooze, blanket, doze, slumber, snore, nap, peace, yawn, drowsy

*sleep*

2. nurse, sick, lawyer, medicine, health, hospital, dentist, physician, ill, patient, office, stethoscope, surgeon, clinic, cure

*doctor*

3. thread, pin, eye, sewing, sharp, point, prick, thimble, haystack, thorn, hurt, injection, syringe, cloth, knitting

*needle*

4. hot, snow, warm, winter, ice, wet, frigid, chilly, heat, weather, freeze, air, shiver, Arctic, frost

*cold*

5. apple, vegetable, orange, kiwi, citrus, ripe, pear, banana, berry, cherry, basket, juice, salad, bowl, cocktail

*fruit*

6. hill, valley, climb, summit, top, molehill, plain, peak, glacier, goat, bike, climber, range, steep, ski

*mountain*

## Chapter 6 Quotes

***"Not everything that is faced can be changed, but nothing can be changed until it is faced."***

JAMES BALDWIN  
AUTHOR

***"Opportunities are usually disguised as hard work. So no one recognizes them."***

ANN LANDERS  
ADVICE COLUMNIST

***"I cannot say whether things will get better if we change; what I can say is they must change if they are to get better."***

G. C. LICHTENBERG  
PHILOSOPHER

***"Insanity is continuing to do the same thing over and over and expecting different results."***

ALBERT EINSTEIN  
PHYSICIST

***"As long as we are persistent in our pursuit of our deepest destiny, we will continue to grow. We cannot choose the day or time when we will fully bloom. It happens in its own time."***

DENIS WAITLEY  
(FROM SEEDS OF GREATNESS)

# Chapter 6 Success Secrets

**All successful people rely on self-discipline.** (p. 210)

**Success doesn't always come on the first or second try.** (p. 212)

**Don't wait for someone else to do something—take action!** (p. 213)

**Before you act on impulse, stop, think, and decide.** (p. 216)

**Self-improvement requires the willingness to change.** (p. 218)

**It takes courage to try something new.** (p. 218)

**Your self-esteem rises when you make positive changes.** (p. 218)

**Almost everything in life is a choice.** (p. 221)

**When your habits have negative consequences, it's time to change them.** (p. 224)

**It takes effort to commit to changing.** (p. 224)

**Before you can change a habit, you need to understand it.** (p. 225)

**Are your habits stubborn? Be more stubborn!** (p. 225)

**Use positive self-talk to create a mental image of the new you.** (p. 229)

**Positive self-talk helps you change for good.** (p. 229)

**Critical thinking helps you solve problems and overcome obstacles.** (p. 231)

**Think and communicate with a clear purpose.** (p. 232)

**Learn to distinguish facts from opinions.** (p. 237)

**Learn to separate the relevant from the irrelevant.** (p. 237)

**Remember that your point of view is only one of many.** (p. 238)

**Look at critical thinking as a learning process.** (p. 239)

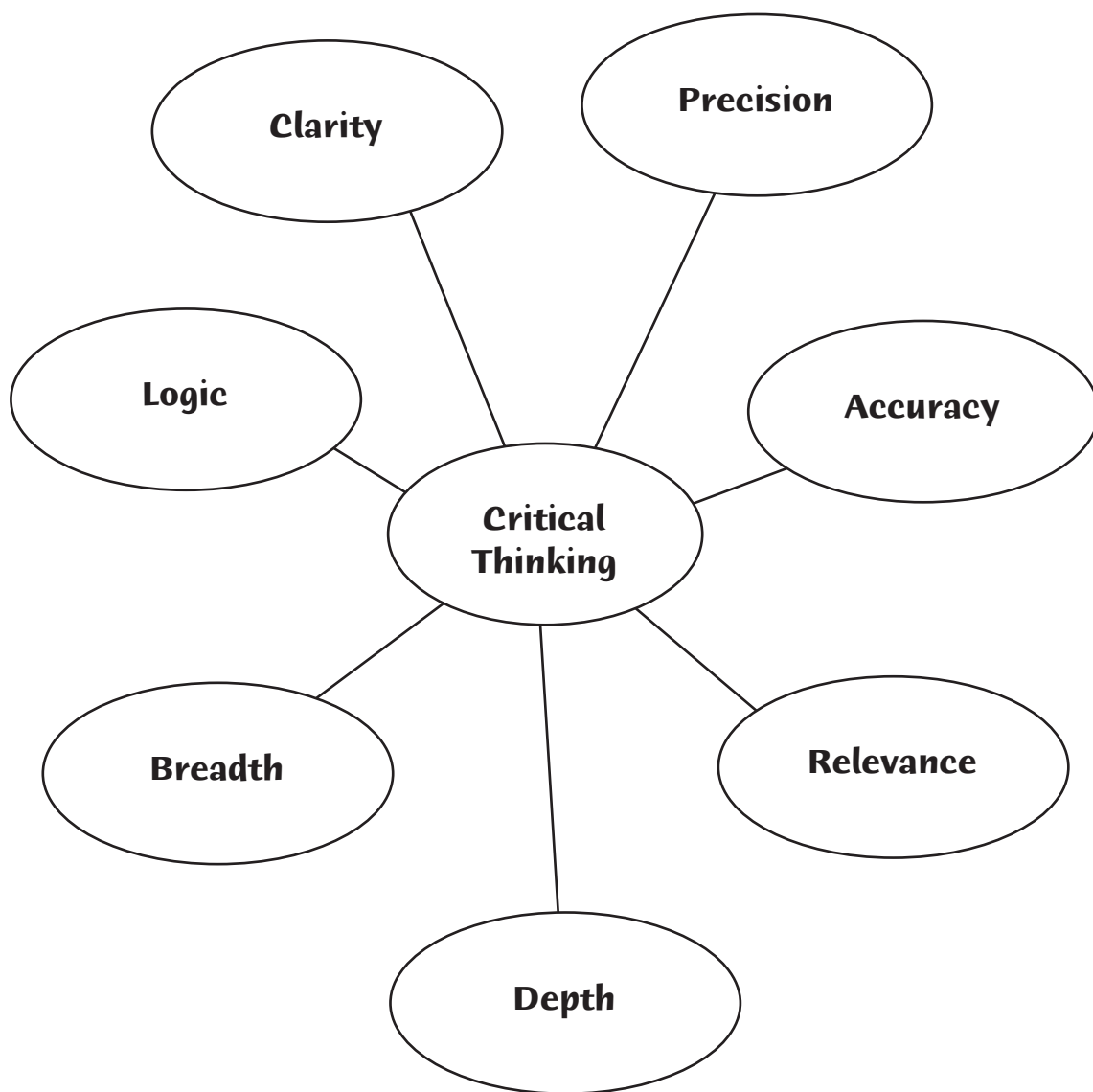
**When you make a major decision, you are creating a new future for yourself.** (p. 239)

**Consider every possible option.** (p. 243)

**Use your values and goals to guide your choices.** (p. 247)

**The results of your decisions can teach you a great deal.** (p. 249)

# Standards of Critical Thinking



# Characteristics of Critical Thinkers

## Critical thinkers...

take their time when making important decisions

don't need to be right about everything

examine their own beliefs

are concerned with being fair and accurate

are willing to criticize a popular belief if it is the right thing to do

don't mind admitting that they don't know something

make sure that their beliefs are based on factual evidence

try to make sense of information, not just memorize it

make sure they understand something before they judge it

know that their point of view isn't the absolute truth

see things in shades of grey, not in black and white

give consideration to facts that contradict their beliefs

look for exceptions to generalizations

would rather find a solution that benefits everyone than get their own way

demand evidence before they will believe something

are willing to try any good idea, even if it's unpopular

know exactly why they believe or don't believe certain things

know that an idea can "feel right" but still be wrong



# The Decision-Making Process

## 1. DEFINE THE DECISION

- Redefine problems as opportunities
- Frame the decision in several ways

## 2. LIST ALL POSSIBLE OPTIONS

- Brainstorm as many options as possible
- Keep an open mind
- Seek other points of view

## 3. GATHER INFORMATION

- Research the situation
- Seek advice from knowledgeable people

## 4. ASSESS THE CONSEQUENCES

- Weigh the pros and cons of each option
- Use your values and goals as standards
- Be prepared for uncertainty

## 5. CHOOSE ONE OPTION

- Focus on one central value or goal
- Be prepared for conflict
- Decide!

## 6. ACT

- Commit yourself through action
- Be prepared for regret

## 7. EVALUATE YOUR PROGRESS

- Learn from experience
- Prepare for new decisions down the road

# Weighing Pros and Cons

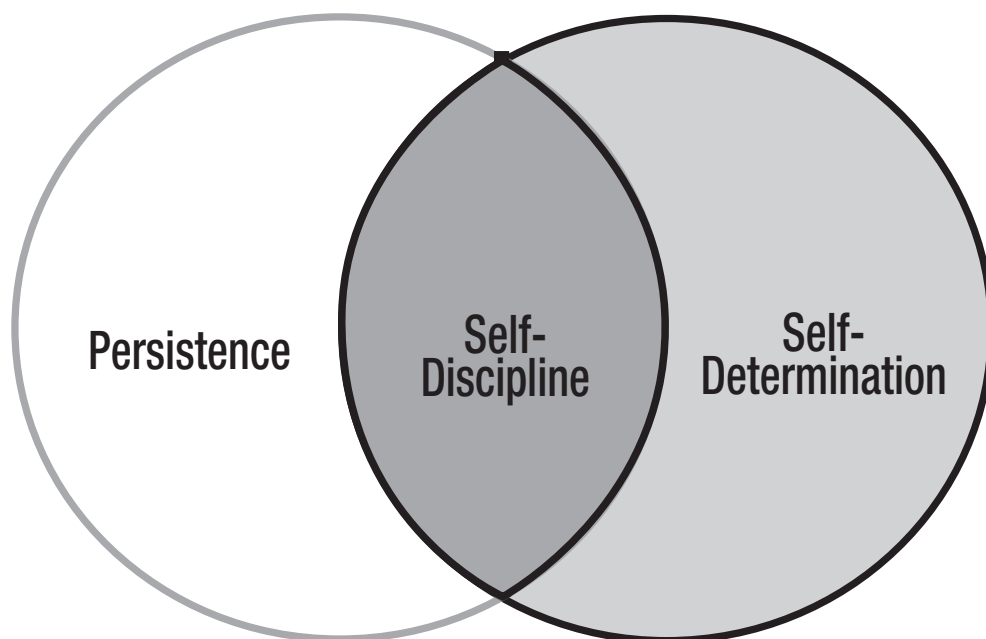
Pros		
Option	Goal(s) it would support	Value(s) it would support
1.		
2.		

Cons		
Option	Goal(s) it would contradict	Value(s) it would contradict
1.		
2.		

# Ingredients of Self-Discipline

FIGURE 6.1



**Taking Charge** Self-discipline lets you control your life and make your plans and dreams a reality. *How could practicing self-discipline raise your self-esteem?*

## Chapter 7 Quotes

***"To succeed, you need to find something to hold on to, something to motivate you, something to inspire you."***

TONY DORSETT  
ATHLETE

***"Life shrinks or expands in proportion to one's courage."***

ANAÏS NIN  
AUTHOR

***"You may be disappointed if you fail, but you are doomed if you don't try."***

BEVERLY SILLS  
SINGER

***"You gain strength, courage, and confidence by every experience in which you really stop to look fear in the face. You must do the thing which you think you cannot do."***

ELEANOR ROOSEVELT  
HUMANITARIAN

***"Whatever we believe about ourselves and our ability comes true for us."***

SUSAN L. TAYLOR  
JOURNALIST

***"Risk! Risk anything! Care no more for the opinion of others, for those voices. Do the hardest thing on earth for you. Act for yourself. Face the truth."***

KATHERINE MANSFIELD  
AUTHOR

# Chapter 7 Success Secrets

**Look for ways to motivate yourself. (p. 256)**

---

**Positive motivation brings you closer to your goals. (p. 257)**

---

**Lasting motivation comes from inside. (p. 258)**

---

**Aim for inner fulfillment, not outward achievements. (p. 259)**

---

**The motivation for self-improvement comes from inside. (p. 263)**

---

**Needs motivate much of human behavior. (p. 263)**

---

**Satisfying basic survival needs requires hard work. (p. 265)**

---

**We all need to feel secure in our environment. (p. 266)**

---

**Low self-esteem can crush motivation. (p. 266)**

---

**Desire and self-discipline keep you going along the tough road to your goals. (p. 271)**

---

**Fear of failure drains positive motivation. (p. 272)**

---

**You may fail, but you are never a failure. (p. 274)**

---

**Fear of success defeats your goals. (p. 275)**

---

**Having unrealistic expectations of yourself can drain your motivation. (p. 275)**

---

**Give yourself permission to make mistakes. (p. 278)**

---

**Use your success to inspire others. (p. 278)**

---

**Use visualization to harness the power of the subconscious mind. (p. 280)**

---

**Visualize yourself succeeding, and you will succeed. (p. 281)**

---

**Visualize yourself as the person you want to be. (p. 281)**

---

**Use positive self-talk again and again. (p. 282)**

---

# Intrinsic and Extrinsic Goals

## Intrinsic Goals

Wealth

Fame

Physical  
Attractiveness

## Extrinsic Goals

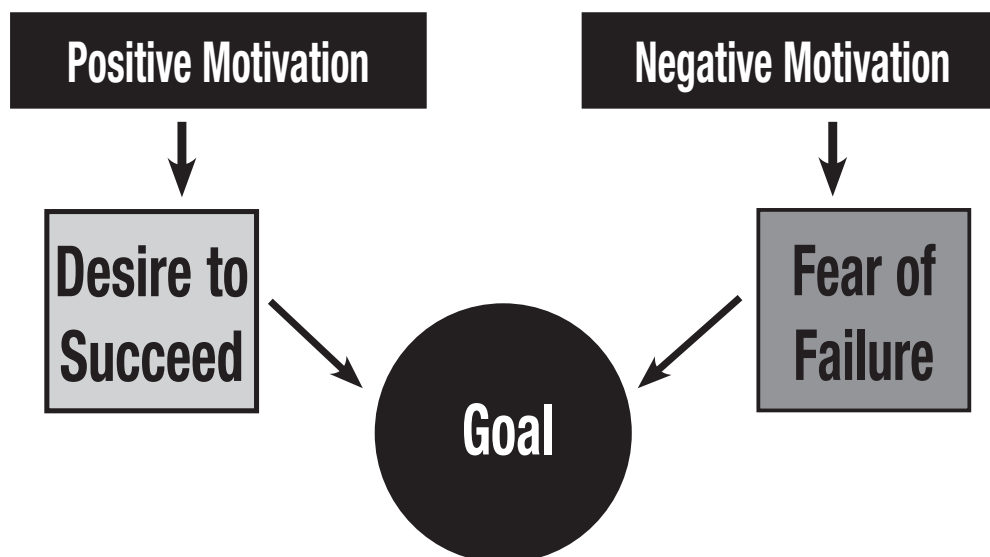
Satisfying  
Relationships

Personal  
Growth

Contribution to  
the Community

# Positive and Negative Motivation

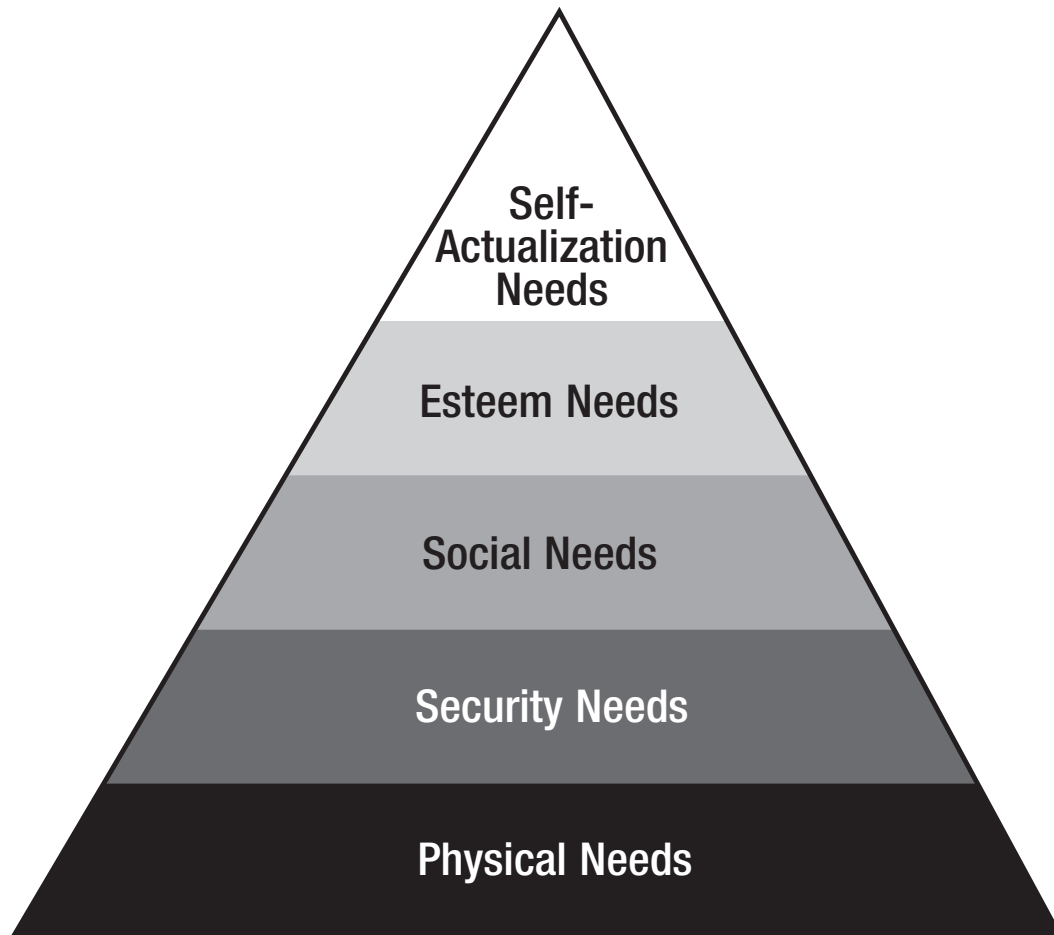
FIGURE 7.1



**In the Right Direction** Positive motivation harnesses the power of positive thoughts and feelings to move you closer to your goal. *Why do you think negative motivation is associated with low self-esteem?*

# Hierarchy of Needs

**FIGURE 7.2**

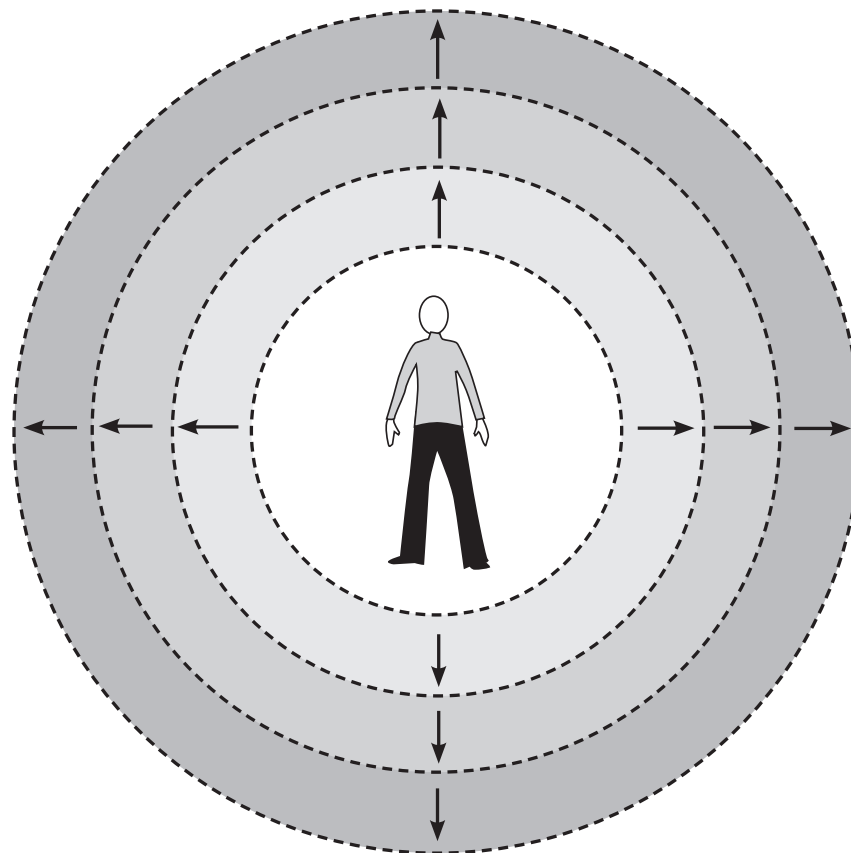


**Needs as Motivators** Needs motivate much of our behavior. If we are hungry, we seek food; if we are lonely, we seek companionship; if we are bored, we seek stimulation.  
*When might someone ignore a lower-level need in order to fulfill a higher-level need?*



# Expanding the Comfort Zone

FIGURE 7.3



**Step by Step** Every time you try something new, you expand your comfort zone.  
*Why is it better to expand your comfort zone with small steps than with giant leaps?*

# Work Motivation

## *Skill Variety*

A job with skill variety calls on a wide range of your skills, abilities, and areas of knowledge. Instead of simply doing the same thing again and again all day, you take on different tasks and build new skills and interests.

---

## *Task Identity*

Task identity refers to the degree to which a job requires completion of a whole, identifiable piece of work. A job with high task identity allows you to do a single project or task from beginning to end and to see the outcome of your work.

---

## *Task Significance*

Task significance is your feeling that your work has meaning, that what you do has a positive impact on the world and on other people.

---

## *Job Feedback*

Feedback is information about how well you are doing your job and how you can do better in the future. Workers are most motivated when feedback comes from the process of doing the job itself. Workers are less motivated to do a good job when all of their feedback comes from supervisors.

---

## *Autonomy*

In a work context, autonomy means having freedom and decision-making power to schedule work and to determine how it will be carried out. Autonomy gives you the feeling that your supervisor respects your abilities and work ethic.

---

# Recharging Motivation

## Ellen

Ellen was a single mother of two girls, ages seven and nine. She attended night classes in accounting and worked full-time as an accounting clerk. Ellen had recently divorced, and her goal was to complete her associate degree as fast as possible so she could earn a higher salary and rent a nicer apartment with more room for her daughters. In her first semester, Ellen signed up for the maximum number of units because the courses didn't look that difficult. Since Ellen was away from home five nights a week, her daughters felt neglected and started acting out at school. Ellen was going to school for the sake of her daughters, but now they were angry at her. Ellen was intensely motivated at the beginning of the semester, but as soon as she realized how much work she would have to put in, she grew exhausted. After a few weeks she could barely force herself to crack open a textbook.

## Luis

Luis had moved from Bolivia to California at the age of fourteen. In just a few short years, he had learned English and become one of his high school's top science students. With the encouragement of his career counselor, Luis decided to attend college and study computer science. The counselor helped him fill out applications and apply for loans and scholarships. But as the application deadline approached, Luis became more and more apprehensive. He still sometimes struggled with English, especially in social settings, and he wasn't fully comfortable with American culture. He pictured himself becoming socially isolated and falling behind the other students. Luis felt like giving up altogether.

## Marcus

Marcus had been slightly overweight since childhood. He was accustomed to a high-fat diet and a sedentary lifestyle. Looking at himself in the mirror one day, he suddenly resolved to lose thirty pounds. Marcus pictured himself feeling fit and enjoying outdoor sports. He told himself that losing weight was just a matter of will power. Unfortunately, Marcus's kitchen was stocked with junk food, which made it practically impossible to avoid snacking. The cafeteria at work sold greasy food in enormous portions, which didn't help either. Since Marcus could barely boil water, he had no idea how to prepare healthy meals. He really wanted to reach his goal, but it seemed like food was out to get him at every turn.

## Chapter 8 Quotes

***"You are good when you strive to give of yourself. Yet you are not evil when you seek gain for yourself."***

KAHIL GIBRAN  
AUTHOR

***"He who hesitates is last."***

MAE WEST  
ACTOR

***"A penny saved is a penny earned."***

BENJAMIN FRANKLIN  
AUTHOR, INVENTOR, AND POLITICIAN

***"Time is the substance from which I am made. Time is a river which carries me along, but I am the river; it is a tiger that devours me, but I am the tiger; it is a fire that consumes me, but I am the fire."***

JORGE LUIS BORGES  
AUTHOR

***"Tomorrow is often the busiest day of the week."***

SPANISH PROVERB

***"Wealth consists not in having great possessions, but in having few wants."***

EPICURUS  
PHILOSOPHER

# Chapter 8 Success Secrets

**Plan ahead to spend your time doing what you value.** (p. 290)

---

**It's important to know where your time goes.** (p. 290)

---

**Make time for activities that relate to your goals.** (p. 291)

---

**Allow yourself at *least* seven hours of sleep.** (p. 294)

---

**Spend most of your time on things that are both urgent and important.** (p. 295)

---

**Spend 80 percent of your time and energy on your top priorities.** (p. 296)

---

**Make a to-do list, then stick to it.** (p. 296)

---

**Make sure you know how long each task will take.** (p. 299)

---

**Look over your schedule daily.** (p. 299)

---

**The longer you procrastinate, the larger a problem grows.** (p. 303)

---

**Divide your project into segments, then tackle just one.** (p. 303)

---

**Money helps us meet our basic needs, but it doesn't buy happiness.** (p. 307)

---

**Look at money as a tool to achieve your goals, not as a goal in itself.** (p. 309)

---

**Financial planning helps you achieve peace of mind.** (p. 309)

---

**The basic recipe for financial fitness is to spend less than you earn.** (p. 309)

---

**Lifestyle expenses add up fast.** (p. 310)

---

**Do you spend money on things that don't really matter to you?** (p. 313)

---

**Aim to save ten percent of your income.** (p. 313)

---

**Resist the temptation to overspend.** (p. 315)

---

**Shopping is an expensive hobby.** (p. 319)

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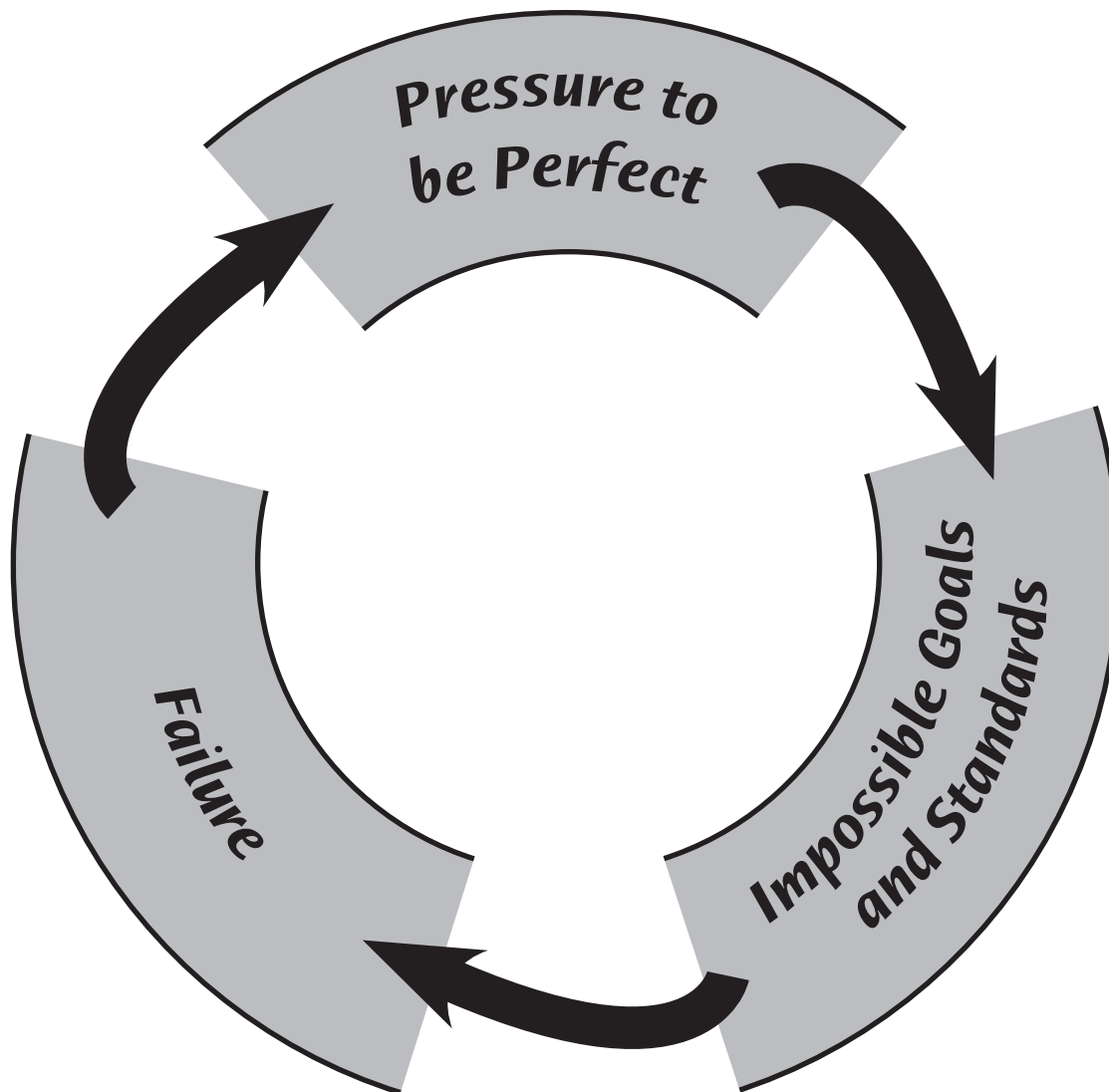
**Devote every penny you can to paying off debt.** (p. 321)

---

**Money is a link between the present and the future.** (p. 322)

---

# Perfectionism: A Vicious Cycle

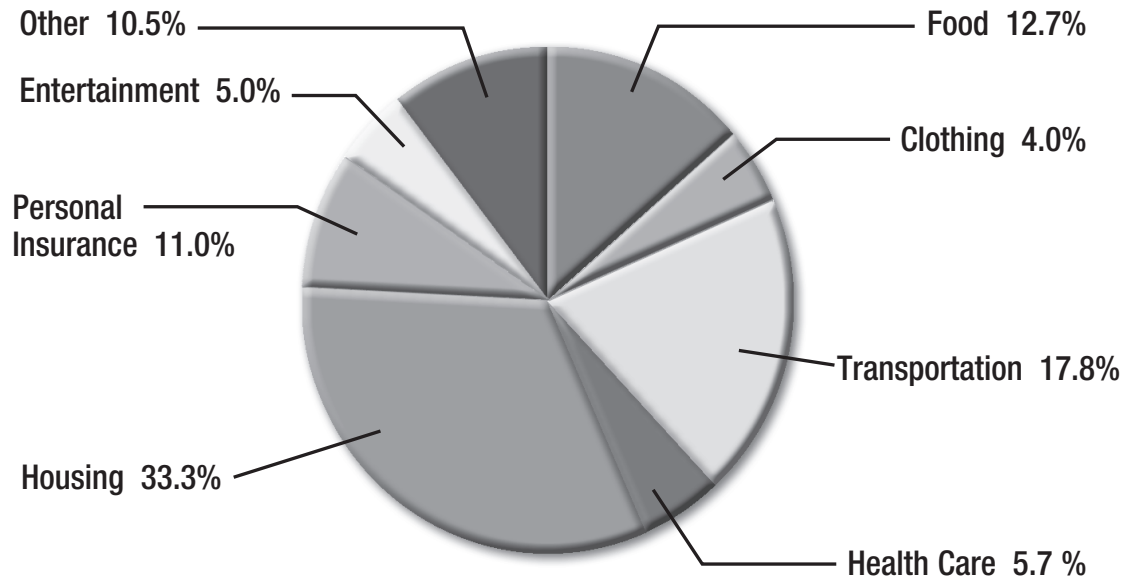


# Procrastination Excuses

- *It's not due yet.*  
\_\_\_\_\_
- *I work better under pressure.*  
\_\_\_\_\_
- *I don't feel like it.*  
\_\_\_\_\_
- *It's too hard.*  
\_\_\_\_\_
- *It's boring.*  
\_\_\_\_\_
- *No one else has started yet.*  
\_\_\_\_\_
- *I don't know where to start.*  
\_\_\_\_\_
- *I don't know how.*  
\_\_\_\_\_

# Where the Money Goes

**FIGURE 8.1**



SOURCE: Bureau of Labor Statistics, 2006.

**Spending by Category** Housing and transportation are Americans' biggest expenses. If you live in an area that lacks affordable housing, you may have to set aside 40 percent of your income to pay the rent or mortgage. *Why do you think that Americans' transportation costs are so high?*



# Persuasive Words Used in Advertising

amazing

announcing

bargain

challenge

compare

discovery

easy

guarantee

health

hurry

improvement

introducing

love

magic

miracle

money

new

now

offer

proven

quick

remarkable

results

revolutionary

safety

save

sensational

startling

suddenly

wanted

you

## Chapter 9 Quotes

***"The most important single ingredient in the formula of success is knowing how to get along with people."***

THEODORE ROOSEVELT  
POLITICIAN

***"How far you go in life depends on your being tender with the young, compassionate with the aged, sympathetic with the striving, and tolerant of the weak and strong. Because some day in your life, you will have been all of these."***

GEORGE WASHINGTON CARVER  
SCIENTIST

***"There is only one rule for being a good talker—learn to listen."***

CHRISTOPHER MORLEY  
AUTHOR

***"If you find it in your heart to care for somebody else, you will have succeeded."***

MAYA ANGELOU  
POET AND WRITER

***"To mature is in part to realize that while complete intimacy and omniscience and power cannot be had, self-transcendence, growth, and closeness to others are nevertheless within one's reach."***

SISSELA BOK  
PHILOSOPHER

***"Anger and intolerance are the twin enemies of correct understanding."***

MAHATMA GANDHI  
PHILOSOPHER AND ACTIVIST

# Chapter 9 Success Secrets

**Good communicators are self-aware.** (p. 328)

**Good communication requires effort.** (p. 332)

**Emotional awareness helps you communicate well.** (p. 332)

**Everyone interprets messages differently.** (p. 333)

**Words are expressions of thoughts—to speak clearly, think clearly.** (p. 333)

**Cultural differences affect communication.** (p. 333)

**Nonverbal signals often tell more than words.** (p. 334)

**Nonverbal cues often suggest what a person is thinking and feeling.** (p. 337)

**Pay attention to nonverbal cues in all five senses.** (p. 337)

**Our voices and bodies are powerful communication tools.** (p. 338)

**Men and women communicate differently.** (p. 340)

**Look for role models who are effective speakers.** (p. 340)

**Stay open to feedback of all kinds.** (p. 343)

**Take responsibility for your feelings.** (p. 343)

**Resist the urge to interrupt.** (p. 345)

**Think about how group norms affect your behavior.** (p. 350)

**When you are anxious to conform, you lose your real self.** (p. 350)

**Welcome diverse opinions.** (p. 351)

**Don't assume that the groups you belong to are better than others.** (p. 353)

**Positive stereotypes often mask negative feelings.** (p. 353)

**Be quick to empathize and slow to criticize.** (p. 355)

**Perform an empathy check-up on yourself.** (p. 355)

**Everyone is different because everyone is unique.** (p. 356)

**Intimacy requires time, trust, and emotional openness.** (p. 357)

**To build intimate relationships, you need to reveal your true self.** (p. 360)

**Self-awareness is crucial in relationships.** (p. 360)

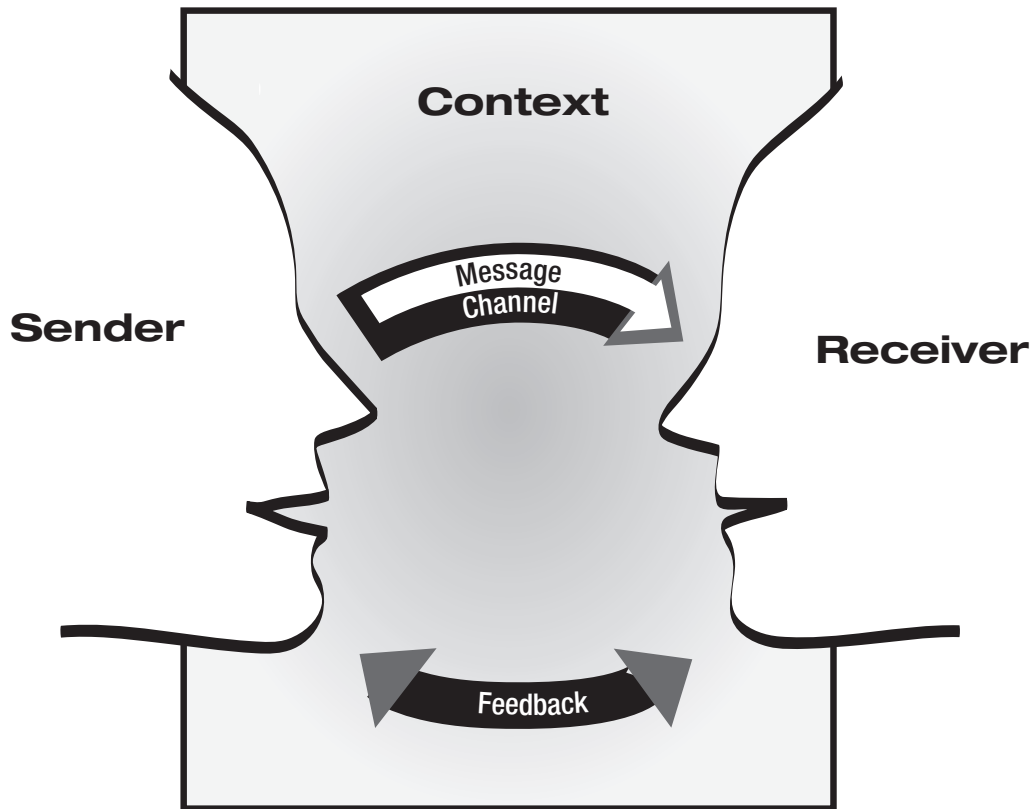
**The more you invest in a relationship, the more you get back.** (p. 361)

**Conflict can strengthen a relationship.** (p. 362)

**Focus on solutions, not blame.** (p. 364)

# Elements of Communication

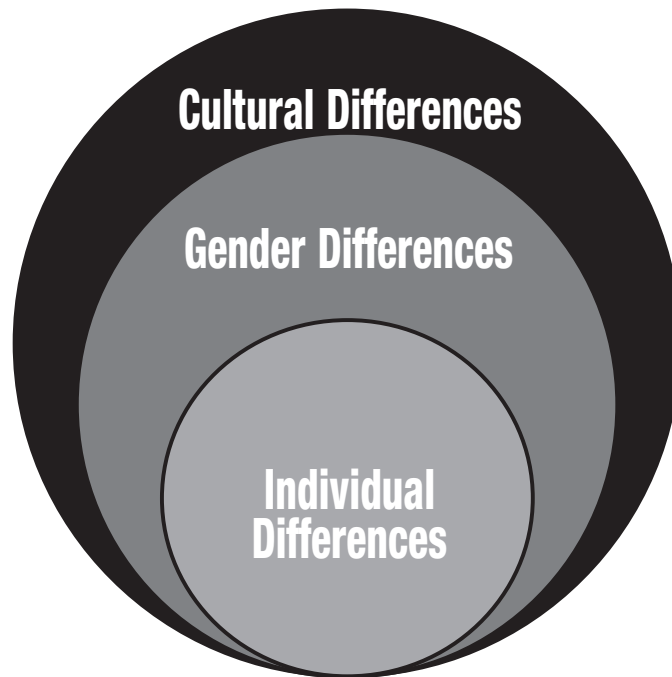
FIGURE 9.1



**Sending and Receiving** Every communication requires a sender, a message, a channel, a receiver, feedback, and a context. *Which channels of communication make it impossible for the receiver to provide feedback immediately?*

# Influences on Nonverbal Communication

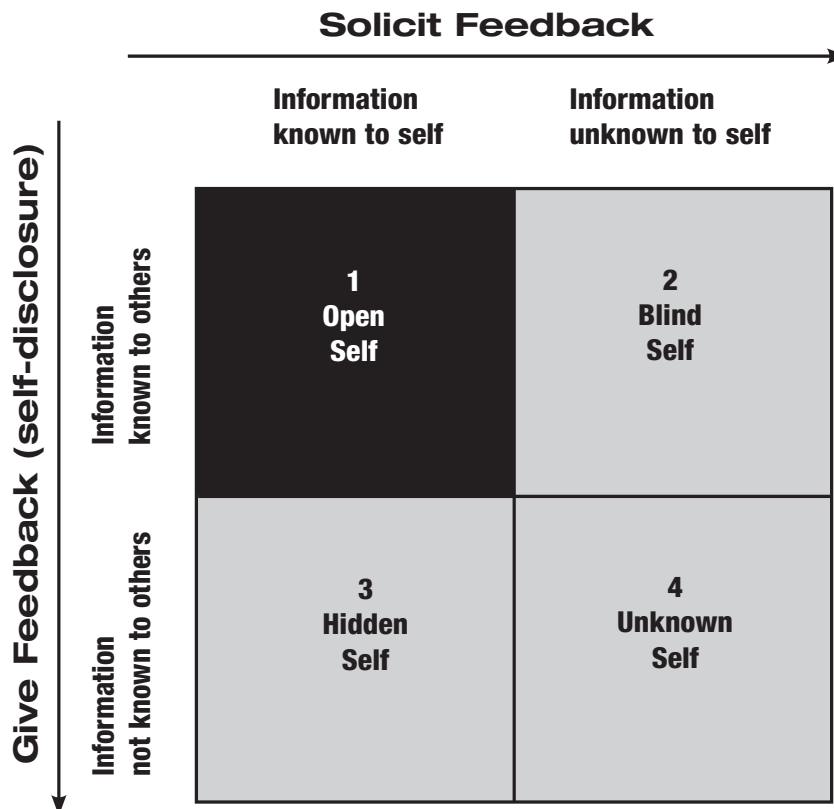
**FIGURE 9.2**



**Putting It in Context** Nonverbal signals are used in different ways by different cultural groups, by men and women, and by individuals. *What do you think explains the fact that women use submissive nonverbal signals more often than men do?*

# The Johari Window

**FIGURE 9.3**



**To Disclose or Not to Disclose** The Johari window shows how we understand ourselves and how we interact with others. *Which of these four selves do you think contains the most information about you? Explain.*

SOURCE: Joseph Luft, *Groups Process: Introduction to Groups Dynamics* (Palo Alto, CA: National Press, 1970).

# Listening Do's and Don'ts

*Which are do's and which are don'ts?*

- **Giving the speaker your full attention**
- **Showing pity**
- **Leaning forward**
- **Saying “uh huh” or “go on”**
- **Restating the factual content of the message**
- **Listening for feelings, not facts**
- **Restating the emotional content of the message**
- **Restating the errors in the message**
- **Tuning out**
- **Putting yourself in the speaker's shoes**
- **Leaning back**
- **Looking the speaker in the eye**
- **Rehearsing what you are going to say**
- **Reassuring the speaker that everything will work out fine**
- **Internally relating the speaker's words to something in your experience**
- **Using “I” statements**
- **Making sure you get to speak at least half the time**
- **Listening for facts and feelings**
- **Showing empathy**
- **Using “you” statements**
- **Changing the subject to something more interesting**

# Listening Do's and Don'ts

## (answer key)

Listening Do's	Listening Don'ts
Giving the speaker your full attention	Showing pity
Leaning forward	Listening for feelings, not facts
Saying "uh huh" or "go on"	Restating the errors in the message
Restating the factual content of the message	Tuning out
Restating the emotional content of the message	Leaning back
Putting yourself in the speaker's shoes	Rehearsing what you are going to say
Looking the speaker in the eye	Reassuring the speaker that everything will work out fine
Internally relating the speaker's words to something in your experience	Making sure you get to speak at least half the time
Using "I" statements	Using "you" statements
Listening for facts and feelings	Changing the subject to something more interesting
Showing empathy	



# Communication and Interview Success

## VERBAL COMMUNICATION

Positive	Negative
Asking questions about the job and company	Not asking questions about the job or company
Listening actively	Talking excessively
Providing specific, detailed answers; relating your strengths to the job	Giving short answers with very little detail
Showing respect and a positive attitude toward others	Criticizing past employers
Speaking articulately	Speaking inarticulately

## NONVERBAL COMMUNICATION

Positive	Negative
Having a professional appearance	Having an unprofessional appearance
Using calm, self-confident body language	Using nervous mannerisms
Speaking at a comfortable volume	Speaking loudly or too quietly to be heard
Displaying enthusiasm through body language, posture, and tone of voice	Displaying lack of enthusiasm through body language, posture, and tone of voice
Maintaining eye contact	Avoiding eye contact

# Improving Relationships Through Communication

*Write some of the good things about your relationships with the people listed. Then write some ways each relationship could be improved, and how you could use communication skills to make that improvement.*

## **My partner**

What's good: \_\_\_\_\_

What could be better: \_\_\_\_\_

Communication solution: \_\_\_\_\_

## **My family**

What's good: \_\_\_\_\_

What could be better: \_\_\_\_\_

Communication solution: \_\_\_\_\_

## **My friend(s)**

What's good: \_\_\_\_\_

What could be better: \_\_\_\_\_

Communication solution: \_\_\_\_\_

## **My instructor(s)**

What's good: \_\_\_\_\_

What could be better: \_\_\_\_\_

Communication solution: \_\_\_\_\_

## **My coworker(s)**

What's good: \_\_\_\_\_

What could be better: \_\_\_\_\_

Communication solution: \_\_\_\_\_