RUBICON PERFORMANCE SYSTEMS

THE TACTICAL MANUAL



IN|CODE

CYBERNETIC HACKING

The tactical companion to the Rubicon P5 strategic manual

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AMAT VICTORIA CURAM

VICTORY LOVES PREPARATION

STEVE MORELAND · TYLER FITZSIMONS

RUBICON



EMULATE THE BEST,
OR DIE AVERAGE LIKE THE REST.

IN|CODE, short for **INside CODE**, is the tactical partner of the Rubicon P5 strategic performance system.

P5 gives you the strategy: where you are going, and why. IN|CODE gives you the tactics: how to speak to your own mind, and to other people, so you get there.

Work through it with your COMPASS™ beside you. Every technique in these pages is built to sharpen one of its answers.

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THE COLLABORATION OF
STEVE MORELAND AND TYLER FITZSIMONS

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Read P5 first for the strategy. Then use IN|CODE, chapter by chapter, to recode the answers on your COMPASS™, one week at a time.

SCOPE | THEORY

I BEARING

What information consumes is rather obvious: it consumes the attention of its recipients. Hence a wealth of information creates a poverty of attention.

– HERBERT SIMON, NOBEL LAUREATE IN ECONOMICS

IN|CODE (short for "INside CODE") is the tactical partner of the Rubicon P5 strategic performance system. Its techniques give you an immediate bearing, a clear direction to steer by. The result? A life that is more satisfying, more exciting and, in the end, more meaningful.

SCOPE

IN|CODE is about communicating better, both with other people (externally) and with ourselves (internally). We start from one simple premise: what anyone can do, everyone can do. Whether we are importing code from the Best or hacking their techniques to overwrite what isn't working inside us, our intent is our mantra:

EMULATE THE BEST OR DIE AVERAGE LIKE THE REST.

THEORY

"We're aware of 2,000 BITS of information out of the 400,000,000,000 BITS we process every second." (A BIT is the smallest piece of information, like a single dot in a picture.) Our attention is bombarded by this flood of raw data. It gets filtered through beliefs we picked up, without noticing, from our *peers*, parents, teachers, celebrities and heroes. And in this distracting chaos we try to communicate by sending and receiving symbols called language. Hence the old cliché: the moment we begin to communicate is the moment we begin to miscommunicate.

> *Knowledge is simply the current state of understanding. The key ingredient is to have the courage to face inconsistencies between what we see and deduce and the way things are. Progress in understanding requires that we challenge basic assumptions about how the world is and why it is that way.*
>
> ELI GOLDRATT

How we interpret those symbols depends on the stories we have built from the assumptions that make up our self-image. To test the quality of those stories, we have to look at where they came from: our peers. Seldom do our peers resemble the Best. More often they are satisfied with sameness, living a tolerable, comfortable life doing work that doesn't fulfill them. If we have adopted their beliefs, Professor Eli Goldratt warns us of the outcome in *The Goal*: "If we continue to do what we have done, which is what everybody else is doing, we will continue to get the same unsatisfactory results."

Old self-improvement ideas no longer work against this ever-growing flood of distractions.

IN|CODE uses a different approach called **Cybernetics**, from the Greek word for "steersman," the one who guides a ship. With proven techniques, we first take back control of our helm: the command center of our self-image. That shift lets us seek out Fate's adventures instead of running from them, so we

can navigate obstacles the way Homer's hero Odysseus did on his long voyage home.

Though much is taken, much abides; and though we are not now that strength which in old days moved earth and heaven, that which we are, we are; one equal temper of heroic hearts, made weak by time and fate, but strong in will to strive, to seek, to find, and not to yield.

ALFRED, LORD TENNYSON · ULYSSES

II

ATTENTION IS WHAT WE FIGHT FOR. EXCITEMENT IS WHAT WE STRIVE FOR.

Understanding the Unconscious

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

– GEORGE BERNARD SHAW

Think of your mind as having two parts: a conscious part and an unconscious part. The conscious part analyzes, criticizes and thinks logically all day long. It is where your attention is focused, and where some of your actions start. The unconscious part stores your memories, and it is home to your wisdom, creativity and problem-solving power.

When we sleep, the conscious mind rests and does very little. The unconscious, though, dreams wildly as it processes the day. Sleep is when events, thoughts and desires get sorted and examined. That is one reason studying right before sleep is said to work about six times better than studying at any other time of day. It is also why people tell us to "sleep on it" when we face a hard problem.

The unconscious is also where all our mental habits come from. Whenever we learn to do something with our minds, it becomes automatic, and we become unconsciously skilled at it. Some of those habits hurt us: depression, hesitation, stressing ourselves out, or feeling terrified and hopeless. Others help us: they motivate us, relax us, or bring confidence and hope.

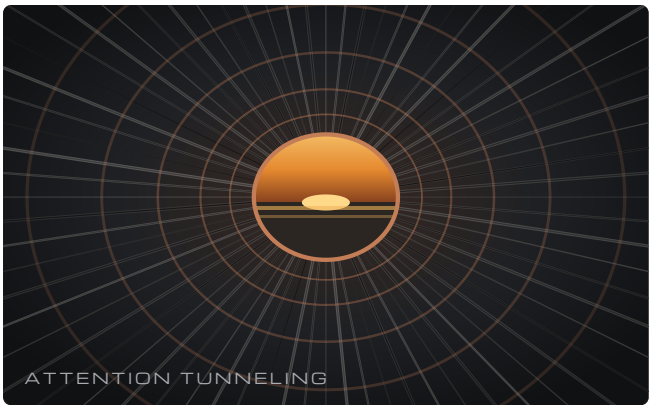
Hypnosis is one common tool for sorting through these unconscious habits and unlocking the parts that need to change. The state of mind created in hypnosis is called a **trance**: a person becomes completely absorbed in their thoughts. In reality, we slip into a kind of trance every day just doing ordinary things. How many times have you left home, arrived at work, and not remembered the drive?

Some people tap into their unconscious by daydreaming, practicing yoga or using deep mental focus (meditation). These are all forms of trance that are not created by hypnosis, and they can be extremely helpful. By calmly focusing on our thoughts, using our imagination, doing repetitive tasks or using Cybernetics, we can reach our unconscious habits and change them by consciously replacing outdated beliefs.

We use our rational mind to win back our attention so we can tunnel into the unconscious, where habits are made. The unconscious is ruled by excitement and desire. When we learn to control our beliefs about what excites us, we learn to "become who we wish to seem."

> *The greatest revolution of our generation is the discovery that human beings, by changing the inner attitudes of their minds, can change the outer aspects of their lives.*
>
> WILLIAM JAMES

ATTENTION TUNNELING



EXCITEMENT

The most basic rule the unconscious mind tries to follow is the body's desire to reward itself. That reward comes in many forms, but all of them come down to some level of excitement. Food, an emotional thrill, physical desire or achievement: excitement governs them all. That is why we are far more motivated (excited) to eat after going a few days without food.

If our level of unconscious excitement directly affects our mood and how clearly we think, shouldn't we learn to control our beliefs about what to get excited about? That control begins with understanding the different areas of the brain.

THE THREE MAJOR AREAS OF THE BRAIN

Most people think of themselves as having one brain with one set of thinking skills. In reality, the brain has three regions. Each controls different major jobs. Sometimes they work separately, and sometimes they work together.

1. **Neocortex.** This is where human reasoning (rational thought) lives. It is where we form our desire to keep our commitments, where we decide who we are and who we want to be, and where our need to be appreciated and accepted lives. In this busy place we also invent new, irrational thoughts to protect ourselves from being wrong. Those thoughts make us easy to influence, as the next chapter shows. This is the part of the brain most easily corrupted.
2. **Limbic system.** This older, mammal part of the brain is best understood as our instinct: built-in

reactions that happen without thinking. It drives how the body responds to things we like or dislike. These responses were shaped over a lifetime of experience. Their purpose is to steer us away from danger and toward reward. You can see them most clearly in a threatening situation, when we show one of the three F's:

A. **Freeze.** The limbic system's first defense is to freeze in front of a predator. Movement attracts attention, so early humans learned to stay still to avoid hunters that love to chase a moving target. Today we see it when people are caught bluffing, lying or stealing, or when they are frightened.

B. **Flight.** The second defense is running away, when a threat feels too close and we want distance from it. We see it when people avoid someone they don't like, dodge certain situations, or act in ways that block an unwanted conversation.

C. **Fight.** The last defense is survival through aggression, when fear turns into rage. Physical fights still happen, but the modern version is usually an argument that turns into a verbal attack. Insults, accusations, put-downs and sarcasm are all today's ways of fighting.

3. **Reptilian brain.** This part controls automatic functions like breathing, heart rate and the other essential work of the body.

To keep us running smoothly in both the physical and the social world, nature hands many jobs to parts of the brain outside our conscious awareness: perception, memory, attention, learning and judgment. That is why we must gain control of our unconscious if we want to manage our lives well and, in the end, enjoy them.

III

WHY WE DO WHAT WE DO, EVEN WHEN WE DON'T KNOW WHY

What Influences Us

Where all think alike, no one thinks very much.

– WALTER LIPPMANN

If other people can influence us with small, subtle suggestions, why don't we use the same tactics on ourselves to become our Best? By using these tactics to talk to our unconscious, we can build motivation, fix flawed beliefs, and communicate with others in ways that change our lives.

In his book *Influence*, Dr. Robert Cialdini explains what motivates people, and how we blindly follow subtle tactics even when we know they exist. Advertisers have used his findings for decades to shape our impressions, nudge our actions and lead our thoughts where they want them to go. With the same knowledge, we can become better.

COMMITMENT AND CONSISTENCY

Making a "final" decision can be a dangerous journey for some people. That commitment becomes the hill they stake their reputation on. Their need to stay consistent between a decision and a belief lets them convince themselves the choice was right, no matter what. None of us likes to admit it, but we are all like

this to some degree. Being consistent and firmly committed is usually seen as a sign of personal and mental strength. It sits at the core of what we call logical, rational, stable and honest. The opposite, being inconsistent, is seen as a weak character trait.

> *It is easier to resist at the beginning than at the end.*
>
> LEONARDO DA VINCI

Because being consistent usually serves us, we can easily fall into the trap of being consistent by default, even when the situation calls for new thinking. Automatic consistency is a shortcut around the distractions of everyday life. Once we have made a decision, we accept it and stop worrying about it. We no longer have to sift through the details; it is done, and we can move on to the next thing.

There is also another kind of consistency at the root of self-sabotage: we avoid the clear but dark truths we would rather not see. We are often our own worst enemy.

> THE HACK: So how can we use consistency in our favor? Simple. Make a commitment to change, and tell others about it. That creates both an inner and an outer commitment, and both will reinforce the action. Decide. Write it down. Tell others about your commitment!

SOCIAL PROOF: THE PATH TOO OFTEN TRAVELED

We have all heard the phrase "curiosity killed the cat," and it has never been truer than today. We go out of our way to find out what others are up to. Social media feeds on this. Who has the latest gadget? Who is the newest celebrity? What is the biggest news story? This urge to "follow the herd" was built into us over thousands of years, and today it has exploded. It is called **social proof**.

When we see others believe something is right, we feel more sure of it ourselves. We believe we will make fewer mistakes by doing what everyone else does than by going against the crowd. It is a handy shortcut: we just do what everyone else is doing, no thinking required.

> *A foolish consistency is the hobgoblin of little minds.*
>
> RALPH WALDO EMERSON

But while we follow others, they are following others too. That is why we often see a whole crowd frozen, everyone watching everyone else while nobody acts. This is called **pluralistic ignorance**. To avoid becoming the next "buffalo over the cliff," we must see the value of social proof without falling victim to it.

> THE HACK: How do we use social proof on ourselves? We find peers, heroes and great people who offer good advice and good insight, and we surround ourselves with them. In other words, we emulate them, and in doing so we take on their social proof. We blend the very best of their traits and use it to overwrite our own beliefs. We get better by building on the foundation the Best have already laid. It is the same reason Nike sells shoes named after Michael Jordan. People want to be winners. Jordan is a winner. Wearing his gear connects them with winning.

RECIPROCATION

We have all felt the obligation that comes with receiving a gift. Sometimes it is agonizing. We can feel so pushed to return the favor that we lose focus on what we really need to do. This simple instinct to repay what someone gives us has been at the root of civilization for thousands of years. The scientist Richard Leakey believed reciprocity is part of what made us human: "We are human because our ancestors learned to share their food and their skills in an honored network of obligation." It allowed people to divide up work, trade goods and services, and build networks of skills that bind people into groups. It is the basis of what we call "fairness."

> *Pay every debt as if God wrote the bill.*
>
> RALPH WALDO EMERSON

Reciprocation is one of the most powerful forms of influence, strong enough to override many others. A feeling of owing someone can get a "yes" even from people who don't like us. Even more important, the trade doesn't have to be equal. A small first favor can create a feeling that we owe a much bigger favor in return. Why is it so powerful? Think about it: a person who takes gifts or kindness without ever giving back is disliked by every group. We even have names for them: moocher, freeloader, and the list goes on. Everyone avoids them. We will sometimes agree to unfair trades just to avoid that label.

THE HACK: If we are this sensitive to the rule of reciprocity, how can we use it to help ourselves? First, by noticing when others are using it on us, we can stop it and limit the stress it causes. Second, by following through. If we deliberately create an obligation for ourselves, we lock in the commitment. Say you want to start a workout plan you have quit before. If you get someone to join you and give up time they normally wouldn't, you now owe it to them to show up. Feeling "indebted" raises the value of the deal and strengthens your commitment.

LIKING

We like people for all sorts of reasons. They may be attractive, share traits with us, enjoy the same hobbies or root for the same team. The list is endless. It may seem obvious that we are more likely to say "yes" to someone (or something) we like. What is less obvious is that we will say "yes" to people we don't even know, just because of who they seem to be connected to.

> *All things being equal, you root for your own sex, your own culture, your own locality... and what you want to prove is that you are better than the other person. Whomever you root for represents you; and when he wins, you win.*
>
> ISAAC ASIMOV

We go out of our way to spend time with people who feel familiar and seem similar to us. The reasons vary, but mostly it comes down to confirming our beliefs or raising our status. It goes back to our need for social proof that what we are doing is accepted. But this kind of association cuts both ways. The people and events we connect ourselves with shape how others feel about us. If those connections look good, people assume we are good too, and the reverse is also true.

THE HACK: Attractiveness, familiarity and association all work directly on our unconscious, which makes them powerful tools to use on ourselves. If we want to change our behavior and be seen in a better light, we need to figure out how to become more familiar to the group we want to connect with. The rapport techniques near the end of this manual will help us communicate better with the people around us. And better communication instantly improves our chances of performing better.

SCARCITY

Opportunities seem more valuable when they are limited. This idea, the heart of supply and demand, has driven economics since trade began. Limited supplies and deadlines are the scarcity rule we all use every day ("We only have one left," "This one won't last long").

> *An innocent association can become guilt by association when others don't act the way we expect them to.*
>
> THE PARADOX

As the old saying goes, the difference between a wish and a goal is a deadline, and wishes never get done. The logic is simple. Since scarcity raises how valuable something feels, we can use it to accomplish any task, whether it is a Goal, an Objective or a Next-Action. Setting a deadline creates a shortage of time and a surplus of motivation. Aimed the right way, it lets us achieve anything.

CONTRASTING

How do you make a bad deal sound good? Double the price, then settle for half. That is the core idea behind contrasting. We have all fallen for it at some point. We see an overpriced item, talk the price down, and then find out we could have bought it cheaper somewhere else.

> *"The way to love anything is to realize that it might be lost.*
>
> G. K. CHESTERTON

This kind of influence can really hurt someone who has spent time imagining the deal they expect. Most people picture the negotiation going their way. That unrealistic picture leaves them open to the shock of someone with real negotiating skill. When they hear a first number much higher than they expected, they get unsettled and nervous. From then on, any reduction feels like a win, no matter what they had hoped for.

The chance of losing a great deal to someone else is a huge motivator that reaches the core of our unconscious. Evolution taught us to feel stressed when supplies run low, which pushes us to act. For ancient people, that meant gathering food or making tools. For modern people, it has become an excuse to act irrationally and make uninformed decisions. That causes wild swings in what things seem to be worth, the dangerous force in economics that creates "bubbles."

> THE HACK: Since scarcity is often just a belief, it can be one of our most effective inner motivators. Remember: we should control our mind, not the other way around. So when we want to feel more or less strongly about something, why not picture it as being in shorter or greater supply?

> THE HACK: We can use contrasting on ourselves by setting our goal above our expectations, above our personal limiting beliefs. By reaching for the very edges of what we can do, we push ourselves to bigger gains with each Objective we reach. By contrasting where we started with where we ended, we see our progress. Even more important, when we compare how much we have done with how much is left, we find the gritty energy to keep going.

GIVE A REASON, ANY REASON

"Because" is the key to winning cooperation. When we tell people what we want, we often fail because we don't give a reason. That may sound like overkill for most conversations or requests, but it matters. Our reason is our meaning.

Harvard professor Ellen Langer ran a study on how much a reason helps when we ask someone for something. In a library, researchers interrupted people who were waiting to use a copy machine, using one of three requests:

- ☐ "Excuse me, I have five pages. May I use the Xerox machine?"
- ☐ "Excuse me, I have five pages. May I use the Xerox machine, because I'm in a rush?"
- ☐ "Excuse me, I have five pages. May I use the Xerox machine, because I have to make some copies?"

The result was clear. When the researchers gave a reason, even a meaningless one like the third, 93% of people said yes. When no reason was given, only 60% said yes. So if you are going to ask for something, attach a reason.

> *He that has a powerful enough why can deal with almost any how.*
>
> FRIEDRICH NIETZSCHE

THE HACK: If giving others a reason gets them to say yes, shouldn't giving ourselves a reason make us more likely to follow through? Surprisingly enough, that is exactly what happens. If we want to motivate ourselves to finish a task, meet an Objective or reach a Goal, we are more likely to do it when we have a reason. We all want things in life. And if we know *why* we want them, we are more likely to succeed. (See The 5 Whys chapter for more on this idea.)

AUTHORITY

Simply put, we are more likely to listen to someone who seems to have more authority than we do. Obeying authority keeps us in check and holds societies together. It has been used for thousands of years in many forms, most notably as the core of most religions. It is so built into our thinking that it has become another automatic habit: if an expert says it, we don't have to think about whether it is true. How often has history proven Voltaire right: "Those who can make you believe absurdities can make you commit atrocities"?

THE HACK: Everyone makes mistakes, and beliefs differ greatly from person to person. So it is essential to examine the things that matter to us in more detail, even when an "expert" has already given us the answer.

IV GREEK: "STEERSMAN, PILOT OR RUDDER" CYBERNETICS

All meaning is self-created.

– VIRGINIA SATIR

Just as it was for the ancient Greek steersman, bearing is central to destination. The main goal of cybernetics is to understand the process of steering toward any Goal: the rudder that turns us toward becoming better, and eventually the Best we can become.

Here are a few other definitions of cybernetics that fit our purpose:

- ☐ "The science of systems that can receive, sort and process information and use it for control."
  A. N. KOLMOGOROV
- ☐ "The science and art of understanding."
  HUMBERTO MATURANA
- ☐ "The art of ensuring the efficacy of action."
  LOUIS COUFFIGNAL
- ☐ "The art of interaction in dynamic networks."
  ROY ASCOTT

To know our meaning is to know our direction

Building on the work of the philosopher Søren Kierkegaard, the famous psychiatrist Viktor Frankl (1905–1997) created "meaning therapy," which he called **logotherapy**. It teaches that our will to meaning, the striving and struggling to find what our life means, is the most powerful force that drives us.

According to Frankl, meaning comes from dedication to a cause, from our values, and from clear goals built on crystal-clear convictions. When meaning is missing, it shows up as stress we can't control, addiction, depression and other problems. The cure works like strengthening a weak arch: it gets stronger when it is made to carry a heavier load. So dig up a legendary *raison d'être* (French for "reason to be").

> *What is defeat? Nothing but education; nothing but the first steps to something better.*
>
> WENDELL PHILLIPS

Consider this: if our interpretations are simply the meaning we each create (in other words, how we talk to ourselves), and if our destiny is shaped by how we react to life's challenges based on that meaning, then by changing how we interpret things inside, don't we gain the power to create our destiny?

LOGOS (GREEK: MEANING)

MINDSET: FIXED VERSUS GROWTH

"People think based on their beliefs about their identity, not consequences. Beliefs cause all problems, most unconsciously." In her book *Mindset*, Stanford psychology professor Dr. Carol Dweck shares her groundbreaking research, which sorts people by how they deal with failure. Our adopted "view" deeply shapes how we live (our *logos*). A few things decide whether our mindset is **fixed** or **growth**: whether we believe skills can be learned, whether we value learning that never stops, and whether we criticize ourselves in helpful ways. It also includes whether we forgive ourselves for our failures.

"I am a failure" (an identity) is very different from "I failed" (an action). Fixed mindsets fear challenges because of what failure would say about their self-image. They also believe in entitlement: getting the reward without paying the price. Their rigid demand that their expectations be met makes them act like spoiled children. They can't improvise, adapt or grow.

The biggest factor in becoming your Best "is not some fixed prior ability, but purposeful engagement," says intelligence expert Robert Sternberg. Growth mindsets understand that changing our expectations as we learn is like building muscle. Risks of failure, loss, rejection and suffering aren't just necessary to achieve anything worthwhile. The hardship we meet along the way makes us better.

Dweck's whole idea is captured in one line:

Everything is hard before it's easy.

CAROL DWECK, PH.D.

Your Turn: Fixed or Growth?

Dr. Dweck built this self-inventory to help us understand ourselves. For each row, mark F if the left side sounds more like you, or G if the right side does. Be honest. Your answers show you where to start.

FIXED	F OR G	GROWTH
Does not believe in effort		Believes in effort
Seeks to prove how smart or talented they are now		Seeks to stretch, learn and develop
Shies away from challenges for fear of failure		Thrives on challenges, curious about what they can do
Doesn't believe in making mistakes; wants fast and perfect		Focuses on learning over time; wants progress
About being		About becoming
Anxious for immediate benefit		Patient for potential benefit
When depressed, lets everything slide		When depressed, uses discipline to keep routine and duty
Lets failure label or define them		Lets failure spark the determination to perform
Respects effortless accomplishments		Respects persistence and determination, like grit
Sees *Seabiscuit* as a story about weaknesses		Sees it as a story about the power of effort
Terrified of effort that could end in losing		Loves the fight
Believes in talent		Believes in enthusiasm
Focused only on the outcome		Focused on the journey
Can't stand mistakes, criticism or setbacks		Treats setbacks as chances to learn
Thinks skills are granted by nature		Knows skills are built through effort
Thinks labels are permanent for life		Thinks labels are temporary and should change
After a poor performance, no recovery possible		After a poor performance, recovers through dedication
Studies by routine		Studies in their own way
Asks, "Can *they* learn?"		Asks, "How can I teach them successfully?"
Prejudice limits growth		Believes improvement benefits everyone
Believes in labeling each performance		Believes in development through practice
Afraid of challenges (praised for ability)		Loves new challenges (praised for effort)

FIXED	F OR G	GROWTH
Ability praise lowers IQ		Effort praise raises IQ
Sensitive to stereotypes		Resistant to stereotypes
Not necessarily planned		Plan-oriented
Judges self and others		Doesn't judge; works through challenges
Collapses under pressure, especially setbacks		Shines under pressure
Can't cope with losing		Doesn't mind losing if improvement follows
Leaves chance in charge		Takes charge of the process toward success
Always a victim		Never blames; chooses self-responsibility
A finished product		A work in progress
Expects to be entitled		Expects nothing to be handed to them
Focuses on blame and judgment		Focuses on self-development and self-responsibility
Never admits (or corrects) their weaknesses		Admits mistakes and starts over to correct them
A flaw is intolerable		Flaws are natural

ADAPTED FROM *MINDSET: THE NEW PSYCHOLOGY OF SUCCESS* BY CAROL DWECK, PH.D. · MINDSETWORKS.COM

V

DISCOVERING OUR MOTIVATION DIRECTION

Personality Types

Our ability to adapt, and bring different traits into play in different situations, is one of the most powerful capabilities you can possess.

– INICODE

Understanding personality profiles is essential to knowing how a person sees the world, and how they turn their feelings into their dominant **motivation direction**: moving *toward* what they want, or *away from* what they don't want. Everyone is different, but most people fall into one of four personality styles. When we understand ourselves and the people we deal with, our relationships get better (externally) because our performance gets better (internally).

Driver EXTROVERT · THINKER · TOWARD

Drivers thrive on the thrill of the challenge and an inner drive to succeed. They are practical people who focus on getting results, and they can get a lot done in a very short time. They usually talk fast, direct and to the point. Others often see them as decisive, direct and pragmatic.

POSITIVE TRAITS
Action-oriented · Decisive · Competitive · Problem solver · Direct · Assertive · Demanding · Risk taker · Independent · Determined · Results-oriented

NEGATIVE TRAITS
Opinionated · Domineering · Controlling · Insensitive · Unsympathetic · Overbearing

Henry Ford & Charles Lindbergh

How to deal with a Driver. *Drivers tend to be direct, use strong language and carry an air of authority. They lean forward, make good eye contact and are quick to show impatience. They can seem arrogant, push too hard and may not listen well or pay attention to feedback. Be brief, assertive and confident. Focus on objectives and results, and don't get caught up in unnecessary details.*

Analytical INTROVERT · THINKER · AWAY-FROM

Analyticals are known for being systematic, well organized and deliberate. They appreciate facts and information presented logically, as proof of what is true. They enjoy detailed tasks done in an organized way. Others see them as cautious and overly structured, people who do things by the book.

POSITIVE TRAITS
Controlled · Orderly · Disciplined · Deliberate · Cautious · Diplomatic · Systematic · Logical · Conventional · Perfectionist

NEGATIVE TRAITS
Rigid · Critical · Moody · Unsociable · Self-centered · Impractical

Thomas Jefferson & Albert Einstein

How to deal with an Analytical. *Analyticals tend to be formal, avoid physical contact, make little eye contact and take long pauses. They can be hard to work with. They focus on small details and may not consider other people's feelings, and they can be critical of other points of view. Be thorough, and don't expect quick decisions. They need time to weigh the details.*

Expressive EXTROVERT · FEELER · TOWARD

Expressives are very outgoing and enthusiastic, with lots of energy. They are great idea generators but often don't see an idea through to the end. They love helping others and especially enjoy socializing. They are usually slow to reach a decision, and others may see them as talkers: dramatic, impulsive and sometimes manipulative.

POSITIVE TRAITS
Motivating · Enthusiastic · Convincing · Impulsive · Influential · Charming · Confident · Dramatic · Optimistic · Animated

NEGATIVE TRAITS
Manipulative · Hasty · Unproductive · Disorganized · Undisciplined

Winston Churchill & Franklin Roosevelt

How to deal with an Expressive. *Expressives are relaxed, make good eye contact, use lots of gestures and a lively voice, and never let a conversation go silent. They can lack focus and be too casual. They lose interest easily, plan poorly and may not follow up. Be friendly, open and flexible. Enjoy some positive small talk, and don't bore them with details.*

Amiable INTROVERT · FEELER · AWAY-FROM

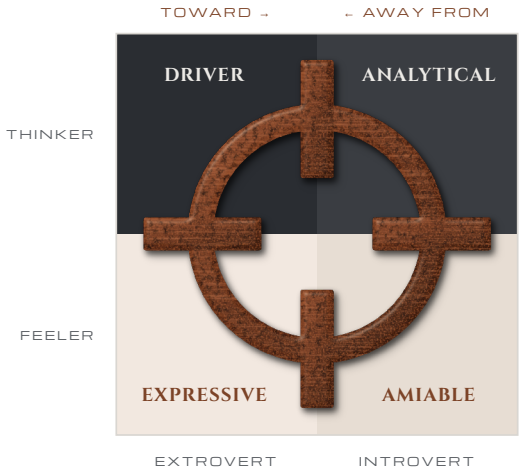
Amiables are dependable, loyal and easygoing. They like things that feel friendly and safe, and they dislike cold facts and impersonal details. They are usually quick to decide. Others describe them as warm and sensitive to other people's feelings, but sometimes wishy-washy.

POSITIVE TRAITS
Patient · Loyal · Sympathetic · Relaxed · Mature · Supportive · Stable · Considerate · Empathetic · Persevering · Trusting · Congenial

NEGATIVE TRAITS
Self-protective · Dependent · Unmotivated · Lazy · Stubborn

Robert E. Lee & Dwight D. Eisenhower

How to deal with an Amiable. *Amiables are relaxed, speak in a calm, quiet voice, make good eye contact and listen before they answer. They like routine and can be slow to adapt to change. They avoid rejection, may take problems personally and may dig in if pushed to decide. Be patient and supportive, and ask for their opinion.*



THE FOUR STYLES: THINKERS AND FEELERS, EXTROVERTS AND INTROVERTS, MOVING TOWARD OR AWAY FROM

Being "flexible" is sometimes the right move with others. Borrowing behaviors from outside our own quadrant for a while can help build rapport. We should know our own strengths and weaknesses well, and how they interact with other people's. By using the right body language, tone of voice and manner, we can communicate better with everyone around us.

VI CHANGING OUR WORLDVIEW FILTER
Navigational Paradigm

Everything is interpretation.

– FRIEDRICH NIETZSCHE

Leonardo da Vinci's favorite saying was *saper vedere*, "knowing how to see." It points to how we interpret things in general, and that decides everything else. A **paradigm** is an overall perspective, a worldview. Here are the nine beliefs that steer the IN|CODE paradigm.

1. **Anyone can learn to do what others can do.** We can copy the codes of the Best and make them our own. But too many people give up too soon. What stands in our way is failing to make a plan, practice and prepare, and failing to set aside limiting fears that come from poor beliefs.
2. **Our view is a perspective, not the absolute truth.** Our views are just that: ours. They come from interpretations that grew out of our own limited perspective, or that we copied from our peers' poorly formed assumptions. It is not so much which view is right but which is better. Beliefs are interpretations we build from our own sense of meaning. Absolute truth only exists in small

minds. We can update, change or even drop our beliefs whenever we choose.

3. **We are always trying to make the right choice.** Everyone has a unique perspective. Through experience we learn our codes: what we like and dislike, what we want and don't want, what we value and what we think is worthless. These codes drive our decisions, based on what feels right at that moment. Even bad choices that hurt others, or seem thoughtless, usually come from good intentions. So we should try to understand the belief before we condemn the action.
4. **We harness the tools we already have.** Our Worry Theatre runs at full power every day, whether we want it to or not. Images, inner voices, sensations and gut feelings, all rooted in beliefs, work either for us or against us every moment. We can harness them to steer our bearing, or stay average and do nothing.
5. **Experience creates a model.** Our thoughts and memories are built on a constantly changing model of our perspective. When we change parts of that perspective, our experience changes automatically. So we have the power to soften bad memories and strengthen the memories that move us forward.
6. **Our mind affects our body, and our body affects our mind.** Our beliefs instantly affect muscle tension, breathing, feelings and more. And those, in turn, affect our beliefs. Change one, and you change the other.
7. **Every action is communication.** We are *always* communicating. Every small movement is a behavior shaped over thousands of years. Through our tone of voice, hidden messages and gestures, our unconscious reveals our inner thoughts to everyone around us.
8. **Our message is what the listener hears.** When someone takes our words differently than we meant them, it is a chance to improve our clarity. The goal is to get "crystal."
9. **If what you are doing isn't working, do something different.** Doing more of the same while expecting a different result is the classic definition of insanity. When we try a new approach by changing our beliefs, new chances for success appear. When that approach doesn't work, try another. Then try again, and again, and again. If you want something new, do something new. There are always options.

> *If you do what you have always done, you will get what you always got.*
>
> JOHN TEMPLETON

UNLOCKING THE DOOR TO OUR IMAGINATION

VII Cybernetic Editing

Be less concerned with what you have than with what you are, so that you may make yourselves as excellent and as rational as possible.

– SOCRATES

Since the 1960s, experts like Richard Bandler, John Grinder, Maxwell Maltz and Milton Erickson have pioneered techniques that have helped millions of people live better lives. But as the amount of media has exploded, those techniques have been watered down by an endless stream of data, or distractions.

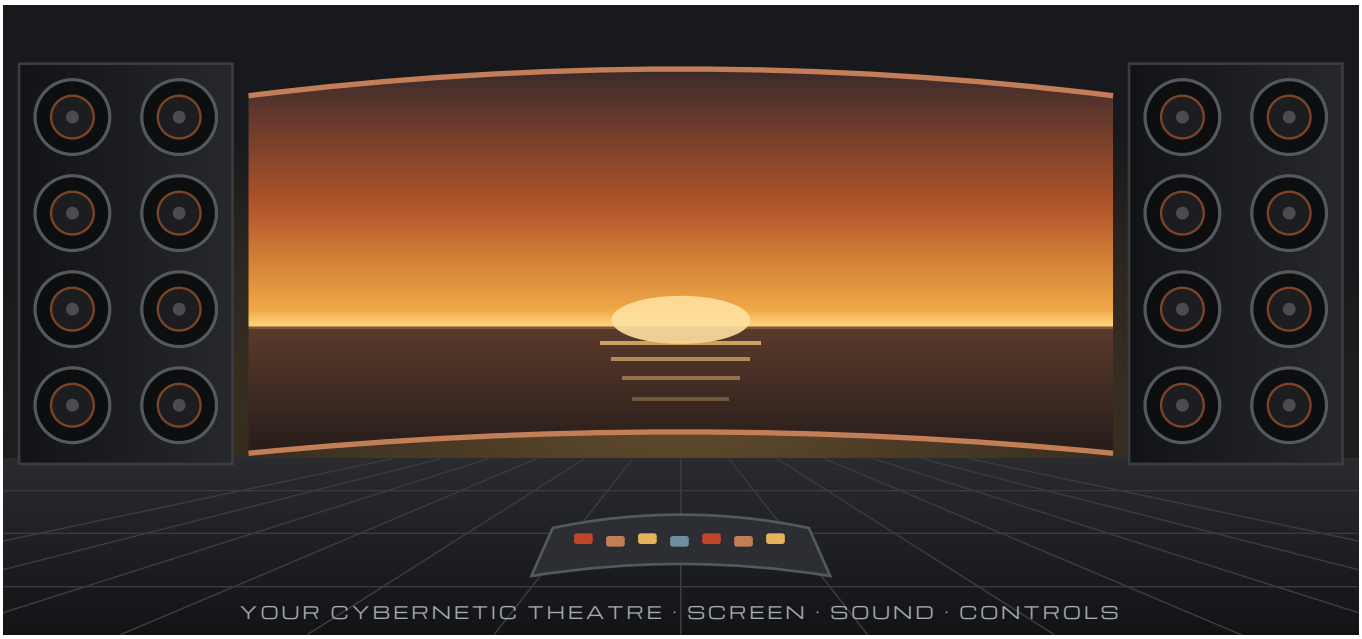
That led us to a new approach called **Cybernetic Editing**. It combines every proven level of influence with **reframing exercises** (ways of seeing the same event through a new frame) to create one set of techniques. They let us focus our attention in ways that beat the draining, chaotic distractions of daily life. By taking control as the steersman of the stories we imagine, we can steer ourselves toward becoming everything we want to be, everything we were meant to be.

CYBERNETIC THEATRE

Your imagination runs in the background like a computer, 24 hours a day, 7 days a week. It filters which 2,000 BITS out of the 400 billion get stored and turned into information. Picture this command center as a wrap-around movie screen that can show still frames or video, with a state-of-the-art surround-sound system for replaying audio.

This is where the pictures and sound clips that stand for our beliefs are produced, edited and stored. Left on autopilot, a song, a smell or even a phrase can bring back people or events in crystal-clear detail. And it is from this self-made interpretation, our **self-image** (how we see ourselves and our reality), that we react to life. So if we want to change anything, we have to change our self-image.

> THE HACK: We are already experts at directing our own productions, so we know how to **act as if**. Our best productions include turning molehills into mountains. Worry is turning an imagined event, one that hasn't even happened, into a real-time belief (a "be-LIE-f"). The video and audio clips we produce set our emotional state right now, and that state decides how we act. So our lives come from our own imaginings: from how we steer, or fail to steer, our imagination.



YOUR CYBERNETIC THEATRE: THE SCREEN, SOUND SYSTEM AND CONTROLS INSIDE YOUR IMAGINATION

IN|CODE hacking is an ancient process. It goes back to Aristotle teaching young Alexander to "be what you wish to seem." Twenty years later, Alexander had conquered the known world. Today we call it role-playing, or "acting as if." It is all about the symbols of belief we see and hear in our minds. Beliefs are like software code, and changing them is as simple as importing better lines of code (images, symbols or words). This re-imaging is nothing more than consciously swapping our poorly performing story for better pieces of code.

This process can create a better self-concept: how our identity lines up with what we believe is true about ourselves. In his book *The Believing Brain*, Dr. Michael Shermer offers this remarkable twist:

What you believe is what you see.

MICHAEL SHERMER, PH.D.

BELIEFS

One of the most important things human beings do is build beliefs. Beliefs are what trap people in their problems, which is why you may have heard them called "be-LIE-fs." Unless we believe we can get over, through or to something, we have little chance of succeeding. Most people form their beliefs early in life from parents, teachers, authority figures, peers and friends who place limits on them. If we were ever told we weren't good enough or smart enough, there is a strong chance we believed it. As soon as a person believes something, they start searching for proof that it is true. Too often they stay committed to that belief for fear of being wrong.

This is where the greatest chance for change lives. If we learn to doubt the limits we put on ourselves, we start to discover what is truly possible. As W. Clement Stone said, once we realize where our self-imposed

limits came from, we can change them. We create our own reality, so to speak. So why not create the one we want?

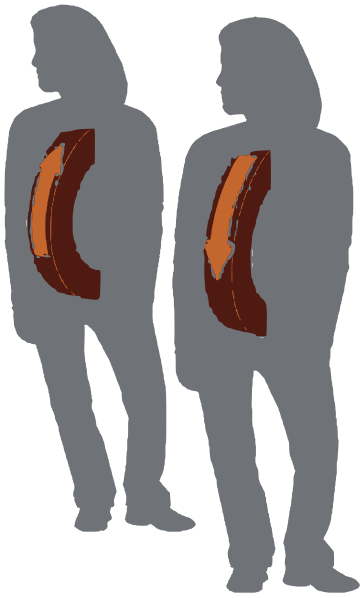
HOW WE REMEMBER

Every memory we have ever made belongs to one of our five senses. Stop for a moment and think about pictures, feelings (what experts call *kinesthetic* memory), words, tastes and smells (*olfactory* memory). Each has certain qualities in the way the mind replays it. These qualities, called **submodalities**, are the key to reworking our memories and beliefs.

> *If one advances confidently in the direction of his dreams, and endeavors to live the life which he has imagined, he will meet with a success unexpected in common hours.*
>
> HENRY DAVID THOREAU

Once we understand how memories and beliefs are stored, we can reverse the process and change how we see things. When we break the links in our mind to events or images that no longer help us, we can install new images in their place. Those new images can carry new submodalities and subtle influences that redefine our perspective. And that new perspective lets us move toward becoming our Best.

- ☐ **Imagine a picture.** It may be big or small, clear or fuzzy, a movie or a still shot. You may be in it (associated) or watching it (disassociated).
- ☐ **Imagine a feeling.** It may sit in one place in your body, or it may move or spin. We usually feel it as something we are doing, an event or an activity. What matters most is *where* the feeling is.
- ☐ **Imagine words.** They work the same way: we hear a phrase with a tone we like, or a hidden message that seems out of place.
- ☐ **Imagine a sound.** Sounds usually show up as words in our inner voice. They may be loud or soft, in our own voice or someone else's.
- ☐ **Imagine a smell.** Smells are usually tied to an image of something we like or know well.



FEELING MIGRATION: NOTICE WHERE A FEELING STARTS, AND WHICH WAY IT SPINS

SUBMODALITIES

By focusing on the details of the pictures in our mind, we can make them more or less important to our unconscious. Each detail you notice is a submodality, and every one of them can be changed. With the exercises later in this chapter, we will learn to change a memory so we see the event differently. These modern techniques of influence and behavior training, combined with reframing, can make dramatic improvements in a very short time.

By using indirect communication and trance techniques, we give ourselves the ability to tunnel straight into our unconscious. Recoding the words, phrases, tone of voice, images and motivation we use inside our heads is the key to breaking through the distractions that otherwise block our progress.

Submodality Checklist

Write in the details of one thing you feel **certain** about and one thing you feel **uncertain** about. Use only the submodalities that are present. Not every one will show up in every feeling.

SUBMODALITY	CERTAIN	UNCERTAIN
VISUAL		
Number of images		
Moving / still		
Size		
Shape		
Color / black and white		
Focused / unfocused		
Bright / dim		
Location in space		
Bordered / borderless		
Flat / 3D		
Associated / disassociated		
Close / distant		
AUDITORY (SOUND)		
Volume		
Pitch		
Timbre (mood of the sound)		
Tempo		
Tonality		
Duration		
Rhythm		
Direction of voice		
Harmony		

SUBMODALITY	CERTAIN	UNCERTAIN
KINESTHETIC (FEELING)		
Location in body		
Touch sensations		
Temperature		
Pulse rate		
Breathing rate		
Pressure		
Weight		
Intensity		
Movement / direction		
SMELL AND TASTE		
Sweet		
Sour		
Bitter		
Aroma		
Fragrance		
Pungency (strength of smell)		

ASSOCIATED AND DISASSOCIATED

Our memories, good and bad, are seen from different points of view when they play in our theatre. Usually we remember good events as **disassociated**: we watch ourselves in the scene like a third person in the audience. We remember bad events as **associated**: we relive them in first person, through our own eyes. And here is the paradox. If being associated with good things lifts our mood and makes us excited to do them

again, why do we step back from what pleases us? Now consider that most bad events get recorded as associated. That forces us to relive them over and over, as if they were happening again every time we think of them. It seems we are wired to sabotage ourselves: we hold the good at arm's length and soak ourselves in the bad. No wonder depression is such a never-ending plague.

> THE HACK: This is where we start to see the power of memory management. First, take the exciting events you want to remember and **act as if** you are living them right now. See them through your own eyes (associated), and your connection to the event changes instantly. Reliving it in first person brings back the details in full, vivid color.

The opposite works for bad events. If you want to stop a bad experience that replays as if it is happening again and again, view it from the third-person point of view. By **acting as if** you are watching a movie, you detach from the event. Once detached, you can turn down the movie's sound, shrink the screen, push it off into the distance, change how the characters look, make it black and white, and so on. Every one of these options is a submodality. Each one changes how we see the memory and separates it from our reality. That is how we become our Best.

TOWARD VERSUS AWAY-FROM

In the Personality Types chapter, we learned that each of us is motivated in one direction: **toward** what we want, or **away from** what we don't want. That is the first step in deciding how to picture the images we want to change in our theatre. We change our behavior faster when we follow our own personality type to build the details and backgrounds of the images we use to recode our memories. Consider how motivation direction changes these examples. If you are motivated toward an Objective like looking like a fitness-magazine cover model, imagine yourself with that body. But if you are more motivated away from looking like Homer Simpson, imagine yourself with *that* body type, to remind you of what you don't want to look like.

> THE HACK: When we frame these images to match our personality, we speak to our unconscious in its natural language. This small change takes almost no extra effort to work. In Cybernetic Editing, the partner ideas of *associated versus disassociated* and *toward versus away-from* become the canvas we use to paint new beliefs into our unconscious.

BE CERTAIN

Now that we know how our personality reacts to different kinds of motivation, we need to define the qualities of the beliefs we feel *certain* about. The submodalities of those beliefs are the keys that let us paint a new perspective over unwanted memories.

> THE HACK: Layering different submodalities over events lets us feel more certain or less certain about them. That change in certainty changes our perspective. And when we change our perspective, we change our beliefs.

Becoming our Best is all about building new mental codes, habits and skills. This is the beginning of running your brain the way *you* choose to run it. When we use our brain this way, we feel better more often, because we are taking control.

Exercise: Defining Certainty

1. Imagine something you absolutely believe is true, like the moon rising.
2. Notice the details (submodalities) of the image of the moon rising in your mind.
3. Write those details in the Certain column of the Submodality Checklist. Be specific.
4. Now imagine something you are unsure about ("maybe this, maybe that").
5. Notice the images, sounds and details that come up for this uncertain image. Again, be very specific, and write them in the Uncertain column.
6. Compare the two lists. Look closely for the differences between certain and uncertain.
7. Note any details that stood out in either image. You will use those strong feelings to change the impact of new images.

Be-LIE-fs

Our beliefs are only useful when they actually help us. Carrying forward someone else's beliefs because we never asked "why?" is the biggest mistake most people make. Why do things work like this? Why do I need to act this way? Why isn't it okay to do this? These questions are essential to understanding what is really "true" from our own point of view.

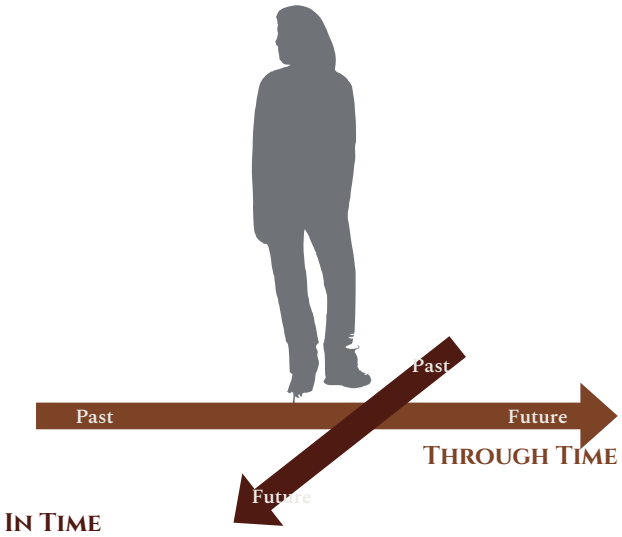
> THE HACK: Our aim is to turn a bad belief into a "big lie" so we no longer believe it. This lets us turn a certain event into an uncertain one, or the other way around.

Exercise: Changing Our Beliefs

1. Imagine a belief you no longer want, one you have found to be faulty.
2. Next, imagine a positive belief you want in its place. See all the subtle details (see the Subliminal Communication chapter), not just the submodalities.
3. From your Submodality Checklist, pick the three strongest details from your *certain* feeling.
4. Do the same for your *uncertain* feeling.
5. Push the image of the negative belief from step 1 off into the distance until it is the size of a postage stamp. Then snap it back to you in a flash, stamping the three *uncertain* details from step 4 onto it.
6. Now send the positive belief flying off into the distance, and snap it back wearing the three *certain* details from step 3.
7. Repeat this quickly at least 10 times, noticing more detail in the certain image each time it snaps back.

HOW WE EXPERIENCE TIME

Most of the problems we face in life happen in our minds. What is more, problems usually live in our idea of the past and the future, and the past and the future only exist in our minds! Once we understand how to change the way we think and feel about our past, present and future (our perception of time), it gets easier to move forward.



PERCEPTION OF TIME: THROUGH TIME RUNS FROM LEFT TO RIGHT; IN TIME RUNS FROM BEHIND YOU TO IN FRONT OF YOU

People tend to code time in one of two ways, called **In Time** and **Through Time**. If we code time In Time, we rarely focus on the past. We put the past "behind us." If we code time Through Time, we usually remember and relive our history easily. People who code Through Time picture their future somewhere off to the right. People who code In Time see their future directly in front of them.

LEAVE THE PAST IN THE PAST

Memories should help us learn, give us joy, or guide us toward better behavior. Instead, we tend to cling to terrible memories and relive them until we are exhausted. The problem is not the original event. It is that our own mind keeps replaying it. Nothing good comes from reliving trauma.

Over thousands of years, our unconscious learned to avoid trauma at all costs, as a survival trait to keep us from going through it again. All of our negative emotions and ties to bad memories are possible because of the way our mind stores them. Often these fearful memories become so heavy that we end up afraid of the wrong things. None of us is exempt.

"The best thing about the past is that it is over." When we take time to really look at the details of past experiences, we often regret how foolishly we acted. We get frustrated about the beliefs we had, who taught them to us and how we learned them. We hang on to that anger, and it keeps us from moving forward.

> *"When you realize that you create your own conditions, you can un-create them at will.*
>
> W. CLEMENT STONE

THE HACK: To move into the future, we first have to leave the past behind. Then we must build such strong, positive desires for our future that we want to move toward them. These exercises help us decide which images in our mind are worth being afraid of, which ones need to change, and which ones need to matter more.

Exercise: Changing Memories

1. To shrink or erase a memory, imagine one you dislike.
2. Notice the details (your body language and submodalities). Freeze it, and shrink it.
3. Skip to the end of the memory and freeze it there. Using your theatre controls, flip the colors (color to black and white, or the reverse).
4. See yourself from the third-person (disassociated) point of view at the end of the movie.
5. Now run the movie backward, with the sights and sounds in reverse. Even spin the feelings in your body the opposite way.
6. Repeat this at least 20 times, until the memory is no longer vivid.

To strengthen a memory, do the opposite: run it forward from the first-person (associated) point of view, and make it bigger and clearer. Spin the feelings faster, in the same direction they started.

NEVER FEAR OUR OWN THOUGHTS

THE HACK: When we think about something that scares us, we just need to imagine it differently. By simply adding different sounds and shrinking the images, we learn that we are in charge of how we talk to our unconscious. "One of the things we should never, ever be afraid of is our own thoughts."

IMAGE SWITCHING

THE HACK: We change a memory by building an image so attractive that we look at it and think, "That's what I want!" To do this, picture something you want on your theatre screen and make it life-size, as big and bright as possible. It should fill your whole view, so you can see every small detail. Next, go back to the image you want to change. Gray it out and make it fuzzy. Then shove the negative image off into the distance, and suddenly snap the new life-size image into its place.

IMPORTANT! Whenever your unconscious shows you an image from the past that you don't like, gray it out right away and replace it with a positive image! Over time this becomes automatic, as you train your unconscious through constant repetition: what you want, what you don't want, and that you are in control.

STACK TECHNIQUES FOR MAXIMUM IMPACT

Here are a few examples of how to combine several ways of talking to the unconscious to win the fight for attention. Cybernetics is all about weaving these tools together, or **stacking** them, for the biggest effect.

- ☐ **Body language.** Body language helps us communicate with others, and it can also shape our own thoughts through how we see ourselves in our imagination. When you picture yourself, see yourself smiling, charismatic, standing with confidence and using gravity-defying posture. "Being how we wish to seem" starts with how we picture ourselves.
- ☐ **Paralanguage (tone of voice).** Matching the speed and rhythm of our inner voice to our thoughts is vital. If we want excitement, our self-talk should be fast, stressing the words that motivate us. If we want to be calm, our inner voice should slow down.
- ☐ **Words and phrasing.** How we talk to ourselves creates emotion, and what we say matters just as much. If "repetition is the mother of memory," then we should pay attention to what we are saying, and repeat it often. Metaphors lock in thoughts, and repeated sounds and phrases drive the point home. Together they can motivate us dramatically.

Exercise: Change Everything (the Details)

1. Imagine a memory you like.
2. Notice the details (your body language and submodalities). Freeze it, and make it fill your theatre screen.
3. Now watch the movie and see yourself smiling, with gravity-defying posture. See every positive trait you show, and exaggerate them.
4. Snap your point of view into first person, seeing through your own eyes.
5. See everyone having fun, and feel the moment as if you were living it now.
6. Notice the positive things you are saying to yourself.
7. Repeat those phrases, using the speaking techniques in the Verbal Content chapter, until the memory is perfectly vivid.
8. Now imagine a negative experience.
9. Finally, take your new positive memory and its details, and paint them over the negative experience 10 times.

OVER AND OVER AND OVER AGAIN

These techniques are not something you do once and you're done. You run them over and over in your mind until they become familiar. We use these imaging techniques, along with the rest of the tools for indirect communication, to flood our unconscious with exactly the message we want it to get. That lets us move away from pain and toward hope, away from insecurity and toward confidence, and away from mediocrity and toward becoming our Best.

VIII CONTRASTING | SEQUENCING | INTENTION C.S.I.

In her book *Rethinking Positive Thinking*, Dr. Gabriele Oettingen uses science to challenge Norman Vincent Peale's famous school of positive thinking. The mind can't tell the difference between imagined wishes and reality, so it gets fooled into believing our big fantasies have already come true. That is why positive thinking alone fails: it removes the energy we need to get past the obstacles that always show up. There is no grit.

Oettingen's solution? Stop the fantasies and face the challenges! When you mentally contrast your Next-Action with the reality of your obstacle, you create a burst of energy called **eustress**, Greek for "good

stress." Don't confuse it with its opposite, deadly distress. Eustress is the healthy struggle and striving for something worthwhile.

THE CONTRAST HACK: In your theatre, vividly imagine yourself completing your Next-Action. Take time to experience every detail (see the Subliminal Communication chapter), event and possibility. While it plays on your screen, open a second screen and focus on what holds you back. Pretend you are a detective hunting for the challenge. What is it? Laziness, maybe? Or fear? Let your imagination roam freely, and trust it to guide you. For example, if the challenge is a fear like anxiety, notice how it triggers a clip of images. Those images change your attitude. Your heart races, your mind gets frazzled, and in the end you behave poorly.

THE SEQUENCE HACK: When someone is excellent at feeling any state of mind, ask, "How do you make yourself feel that way?" If someone suffers from depression, ignore the offended look and ask them to walk through it step by step: "Teach me your method for feeling depressed. Starting at the beginning, walk me through each step." This reveals the **sequence** of their code (see the Subliminal Communication chapter). Now, with intention (below), change the sequence to break that code! This hack also works for importing good emotional sequences. Find out an expert's exact sequence of images, self-talk, sounds and feelings. Use them to write a line of code that produces similar results. It's not magic. It's IN|CODE.

Intention means preparing ahead of time for a challenge, and for the automatic behavior that follows it. It is planning for a situation and pre-coding exactly how you will act, like installing a simple "if-then" statement in software: if the challenge happens, then do the planned behavior. In short: **"If situation, then behavior."**

THE INTENTION HACK: In your theatre, bring up the challenge you found while contrasting. Now write a code statement that starts with the situation: "If I feel like I don't have time to go to the gym..." Then add the behavior you chose in advance: "...then I'll picture myself looking like Homer Simpson!" Or: "If I feel like I'm getting depressed, then I will picture myself helping my friends do something extraordinary that makes a positive difference in other people's lives!" Or: "If I feel enraged, then I'll relax and carry on as usual."

COMPASS PANEL B · OBJECTIVE

MY OBJECTIVE I
By ___ / ___ / ___ I will...

MY NEXT-ACTION
By ___ / ___ / ___ I will...

OBSTACLE
What's stopping me externally?

CHALLENGE
What's stopping me internally?

IF (SITUATION)
If I...

THEN (BEHAVIOR)
then I will...

CLUE
The CLUE that proves I succeeded...

FILL YOURS IN AT THE COMPASS FORM ON THE RUBICON P5 PAGE

THE CLUE HACK: Each night before you sleep, replay your new video in your imagination at least 10 times, and add a Summit CLUE (see the Summit chapter). Pause at the end of each replay of the completed Next-Action. Now find the first CLUE that proves you succeeded. When you have it, pause again. Notice every detail of what the perfect behavior feels like! For example, if you used the Intention Hack above to IN|CODE regular arm workouts at the gym, see yourself walking onto a

crowded beach with Arnold-sized biceps, shouting, "Sun's out, guns out!"

IX THE PRIMARY TOOL OF KAIZEN
The 5 Whys

And happiness... What is it? I say it is neither virtue nor pleasure nor this or that, but simply growth. We are happy when we are growing.

– JOHN BUTLER YEATS

The 5 Whys came out of Toyota and became a core tool of *kaizen*, the Japanese way of continuous improvement that Dr. W. Edwards Deming helped spread through his work in quality management, the approach that turned Japan's war-torn economy into a global powerhouse after World War II. In Professor Eli Goldratt's book *The Goal*, asking why helps find the bottlenecks that limit output and slow down production, the same idea behind modern factory methods like Lean, Six Sigma and Just-in-Time. It does the same for us. Our limiting beliefs come from mistaken interpretations, and they badly limit how well we could perform.

It is the favorite technique of endlessly curious three-year-olds. Asking the same question again and again drills through the surface layer of answers we repeat without thinking, and forces the mind to dig for the real reason. Each time we ask "why?", the answer becomes the base for the next question. Step by step, we uncover the chain of cause and effect under a problem.

The "5" comes from experience: it usually takes about five rounds to get to the bottom of a problem. There are no hard and fast rules, so success depends on how persistent you are and how much effort you put in.

Here is how to use this simple but extremely effective technique to find the root of any challenge:

1. Write down the specific problem. Describe it completely.
2. Ask *why* the problem happens, and write the answer below the problem.
3. If that answer doesn't reveal the root cause of the problem in step 1, ask *why* again, and write that answer down.
4. Loop back to step 3 until you believe you have found the root cause.



Example: The empty gas tank

Problem: You are driving home from work, and your car stops in the middle of the road.

1. Why did your car stop? Because it ran out of gas.
2. Why did it run out of gas? Because I didn't buy gas on my way to work.
3. Why didn't you buy gas this morning? Because I lost all my money in a poker game last night.
4. Why did you lose your money in last night's poker game? Because I'm not very good at bluffing.
5. Why do you play when you aren't good at bluffing? Because it's fun to hang out with the guys.

Insight: *Your car ran out of gas because your idea of fun is bluffing badly with your friends.*

Success can be small but steady improvements that add up over time. As your continuous effort outlasts everyone else's resolve, your preparation, practice and planning create the chance to perform when others can't.

Telling a P5 Goal from an Objective

First, Rubicon uses one single Goal, which can be supported by any number of Objectives and Next-Actions. Instead of scattering your effort in many directions, this "economy of attention" lines up all your effort by focusing it on your Personal Legend. No wasted effort!

Second, because we follow Aristotle's "be what you wish to seem," a Goal is who you wish to *be*: what you are becoming. It can't be something you *do*. You'll see the difference in the example below.

Third, once you have written down your Goal, start the 5 Whys. If you ask *why* and get an answer, then what you thought was your Goal is really just an Objective. Keep asking until there is no other answer.

IMPORTANT! The last answer is your Goal. All the other answers are some kind of Objective.

Example: Goal or Objective?

Goal statement: "I want a million dollars!" Can you *be* a million dollars? "No." So, would you like to be *worth* a million dollars? "Sure, that's what I said!"

1. Why do you want to be a millionaire? Because I want to be rich!
2. Why do you want to be rich? Because I want to be a success.
3. Why do you want to be a success? Because I want to *feel* important around my peers.
4. Why do you want to *feel* important? Because being important makes me *feel* satisfied.
5. Why do you want to *feel* satisfied? Because I want to be . . .

Insight: *You don't really want to be a millionaire. You want to be . . .*

An Example from Home

Here is the same tool used on a family problem, answered two ways. The first answers come from someone who moves **toward** objectives. The second come from someone who moves **away from** problems (see the Personality Types chapter).

Moving Toward

Problem: Your wife is unhappy because you spend so much time playing golf with the guys.

1. Why is she unhappy? Because I give her the same excuses about being busy, but I always find time to play golf with my friends.
2. Why do you find time for golf? Because I enjoy the game and hanging out with the guys.
3. Why do you enjoy it? Because they make me *feel* accepted, and that's fun.
4. Why do you like feeling accepted? Because it makes me *feel* satisfied.
5. Why do you want to feel satisfied? Because it makes me *feel* happy.

Insight: *Your wife is unhappy because you lie about not having time.*

Moving Away From

Problem: The same one.

1. Why is she unhappy? Because I give her the same excuses about being busy, but I always find time to play golf with my friends.
2. Why do you find time for golf? Because it's fun to *feel* accepted.
3. Why do you like feeling accepted? Because I don't like *feeling* criticized all the time.
4. Why don't you like being criticized? Because it makes me *feel* incompetent, like I'm not accepted.
5. Why don't you want to feel incompetent and unaccepted? Because it makes me *feel* miserable.

SUGGESTION: Now that we have found the real reason we like playing golf, add one more step. Combine techniques by asking yourself a "What if?" question: "What if I scheduled part of my free time with my wife and children? Could that satisfy her, so she accepts me more? And as a result, could that change make me feel even happier?"

X SUMMIT

THE EINSTEIN-EDISON EFFECT

Genius is the ability to put into effect what is in your mind.

– F. SCOTT FITZGERALD

A Summit is a rehearsal in your imagination of a success you want. It boosts performance because you are "acting as if" you have already "become what you wish to seem."

Olympic and pro athletes, SWAT snipers, fighter pilots, astronauts, concert musicians and top tech leaders all practice it, and the results are endless. Albert Einstein used this method to work out his General Theory of Relativity, imagining himself riding on a beam of light. Thomas Edison did it before bed each night, picturing the inventions he would achieve the next day.

> "We are today where our thoughts have brought us; we will be tomorrow where our thoughts take us."
>
> JAMES ALLEN

Research backs this up. In a well-known experiment, college students practiced free throws. One group practiced 100 shots a day for a month. The other did the same, but only in their minds. When they competed, their accuracy improved by 24 and 23 percent. Why? Because the mind doesn't separate the images we imagine from the ones we call real.

The COMPASS™ suggests four ways to use Summits:

- ☐ **CLUE** looks for proof that you have finished your task, like a treasure hunt.
- ☐ **My Summit** focuses on experiencing an incredible place, adventure or event.
- ☐ **My Excellent Day** focuses on designing an incredible day.
- ☐ **My Excellent Performance** focuses on seeing yourself achieve greatly.

CLUE is a treasure hunt for your **imagination**. Whenever your COMPASS™ asks you for a future Goal, Objective or Next-Action, it then challenges you to find a CLUE: how you will know, in the future, that you accomplished it. By hunting for the CLUE, you aim your Cybernetic Theatre (see Cybernetic Editing) and know exactly what success looks like, and so which steps it takes to get there. Small but effective steps are the secret of the Best.

> *I practice in my mind.*
>
> ARTUR SCHNABEL, WORLD-CLASS PIANIST

PRACTICE ANY CYBERNETIC RECODING 30 TO 45 MINUTES BEFORE YOU SLEEP. REHEARSING IN THIS WINDOW MAKES YOUR UNCONSCIOUS REPLAY THE CHANGES ABOUT SIX TIMES MORE OFTEN THAN ANY OTHER THOUGHT FROM YOUR DAY.

MY SUMMIT

The brain's attention filter is called the **RAS**, the reticular activating system. It decides which data we turn into information and which we ignore. It gets accidentally reset when we buy a new red car and suddenly notice every red car on the road. Were they there yesterday? Of course. But our filter had marked them as not worth our attention.

RAS

The **R**eticular **A**ctivating **S**ystem is our data filter. It selects which data we process into information, and filters out the rest.

The biologist Dr. Rupert Sheldrake proposed a theory of an invisible information network he called *morphic fields*, something like a wireless internet. He compared it to a radio transmitter, with our minds as the receivers. When we get a sudden flash of insight, a eureka moment, it is as if we tuned into that network by accident.

We tune our unconscious on purpose by asking better questions and designing Summit experiences.

Summit exercises include journaling and making a collage, a board of pictures, to manually adjust your RAS filter. They train it to notice more of what you need, and to tune out what you don't. Start with four basic filters: (1) places to visit, (2) people to share your time with, (3) events to experience and (4) traits to live out.

> THE HACK: When you add pictures to your collage, the process speeds up (a picture is worth a thousand words), because looking at them again and again stamps them into your imagination. Some people say this actually attracts what they aim for. More realistically, it was there all along. We just learned to tune in to the right station.

MY EXCELLENT DAY AND PERFORMANCE

These follow the same idea. You can write more detailed versions in your journal and build a collage for each, but your COMPASS™ gives you room to impress them on your mind regularly, so you get crystal-clear. (See the journal example below.)

COMPASS — PANEL D · SUMMIT

MY LIFE MOTTO
Notes to Kratistoi: to the strongest

MY SUMMITS
Paint a word picture of my future peak performance

MY EXCELLENT DAY
Paint a word picture of my future peak day

MY VALUES
What principles guide my conduct? Why?

MY DATA INPUTS
What's going into my imagination? TV · Web · Books · News · Mentors · Peers

FILL YOURS IN AT THE COMPASS FORM ON THE RUBICON P5 PAGE

EXAMPLE OF A SUMMIT JOURNAL ENTRY · MAY 19, 2017

As I wake to the ocean breeze pushing through the sheer curtain of my terrace door, I think about how far I've come. Noticing the beauty still asleep next to me, I quietly follow the smell to the kitchen, where a kind older lady has brewed the most amazing coffee. She waves me out to the terrace to sample a delicious feast.

Later, running on the beach as the sun breaks the horizon, shades of blue, orange and pink form a kaleidoscope framed by the turquoise ocean lapping at my feet. I think to myself, "Paradiso!"

A Skype call comes in from Matt, who is on approach into Hong Kong. "I honestly don't know where I am," I tell him, "and I don't really care. But it's beautiful... and she's gorgeous," I say, smiling as my friend walks up in her bikini. "We're supposed to go sailing today," I tell him, "but I'm sure she'll talk me into shopping before I step onto the stage this evening. Jonny Z confirmed 5,000 people preregistered for the Rubicon event."

Tomorrow, before I board the jet, I'll share Rubicon P5 with the local group of entrepreneurs funded by Dr. Yunus' micro-loans. These tough street entrepreneurs inspire me with their never-quit attitude. They are the reason I do what I do.

Outstanding! This is the life I trained for!

XI Self-Talk

"SELF-COACHING" OUR WAY TO 50,000 BETTER COMMENTS A DAY

The quality of our lives is determined by the quality of our questions.

– TONY ROBBINS

Self-talk, the inner conversation often called "self-coaching," includes phrases we repeat (like "Why me?") and metaphors (like "You're such a dumbass!"). Riding underneath those words are **paramessages**: volume, pitch, tone and so on. Together they constantly send emotionally loaded messages below our conscious awareness. That wouldn't matter much, except that it is the smoking gun behind most of our self-sabotage. (Anything repeated long enough becomes "be-LIE-vable.") Like ridiculing a defenseless child, this "self-coaching" creates an endless loop of negative, self-fulfilling prophecies.

In *The Success Principles*, Jack Canfield warns that our inner critic makes about 50,000 comments every single day. And what is even more alarming? About 80% of them are negative! Psychiatrist Dr. Daniel Amen calls them ANTs: "automatic negative thoughts." His solution? First, become aware of them. Second, challenge the self-sabotaging thoughts by learning about them. Finally, replace them with better comments.

> *Awareness of our internal monologue opens our eyes to flawed interpretation filtering. It's a reining in of judgments in order to focus on improvement.*
>
> CAROL DWECK, PH.D.

Recoding means designing better awareness questions to change our constant inner coaching. We replace the negative (and harmful) with ready-made positive (and helpful) audio clips.

REMEMBER: THE BEST HAVE NO BIG SECRET, JUST MANY TINY ONES, PRACTICED TOGETHER WITH STEADY PERSISTENCE!

Your COMPASS™ uses many kinds of questions to help tune your imagination. Simply put, the quality of any question decides the quality of the answer. When we ask poor questions like "Why me?", we get poor answers that sound like excuses: "You're not lucky," "You're not smart enough" or "Fate loves everybody else."

Change your perspective, and your questions change. "Why me?" becomes "Why *not* me?" We may scoff that such a small change makes no difference. But imagine what 50,000 repetitions a day will do in just one month.

COMPASS PANEL F · SELF-TALK

WHAT AM I DOING TO BE THE BEST?

WHAT METAPHOR DOES MY LIFE REPRESENT?

WHAT IF I COULDN'T FAIL? WHO WOULD I BE?

WHAT IF I COULDN'T FAIL? WHAT WOULD I BEGIN?

WHAT IF I BECAME A MASTER COMMUNICATOR?

WHAT IF I LIVED WITH AN ATTITUDE OF GRATITUDE?

THIS QUOTE MOTIVATES ME:

FILL YOURS IN AT THE COMPASS FORM ON THE RUBICON P5 PAGE

When we look at the COMPASS™ and ask, "What metaphor does my life represent?", the answer defines our paradigm, the master filter we call our worldview.

Is life a circus, a war, a game or a mess? This master view of what life means affects everything else. Imagine how a life seen as a circus compares to a life seen as a battle.

Then move on to the next question: "What metaphor *should* my life represent?" We sabotage ourselves so often because we are afraid! Here we get to steer our life toward something extraordinary, without fear.

What-If questions reset your RAS (see the Summit chapter) in a unique way, and with even a little practice they bring eureka moments. They let you test-drive your unlimited potential with no risk. Consider this question: "What if I couldn't fail? Who would I be?" In your imagination, get crystal-clear about what it feels like to "be who you wish to seem." Write it down. Then practice contrasting (see the C.S.I. chapter) what your life could be with what it is today. The only thing holding you back is you!

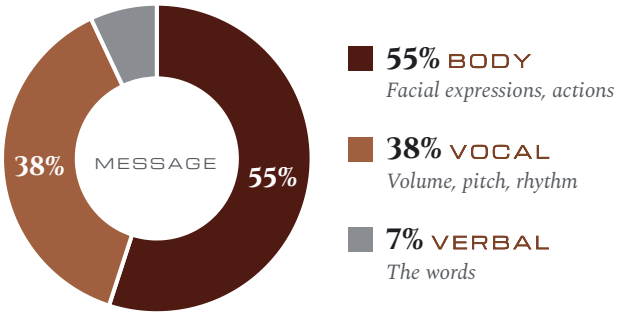
XII WE ARE ALWAYS COMMUNICATING
Subliminal Communication

Your language will be appropriate if it expresses emotion and character... This aptness of language is one thing that makes people believe in the truth of your story.

– ARISTOTLE

BODY LANGUAGE BASICS

We communicate without words in two ways: with body movements (facial expressions, gestures and posture), and with space, such as how much distance we keep from another person. More than half of a message's impact comes from body movements, so understanding body language is essential to **congruent** communication, where our words, voice and body all say the same thing. (Remember the word *congruent*. It comes up again and again in research on subtle communication.)



HOW A MESSAGE ABOUT FEELINGS LANDS, ACCORDING TO ALBERT MEHRABIAN'S RESEARCH

Nonverbal signals usually come in congruent clusters: groups of gestures and movements that mean roughly the same thing and agree with the words that go with them. For example, when someone is asked what's wrong, the frown, the shrug and the turning away all agree with each other. They all signal a problem. But if the person says, "I'm fine," the body doesn't match

the words. That tells us something is out of place: what is said doesn't fit how the person is acting.

Noticing when our own signals don't match can make us far better communicators. Say we have a good idea for making people more productive at work. But we slouch in our chair, sit in the back during meetings, fold our arms and keep our eyes down. Nobody hears anything except "Please ignore me." Even when we say we believe in the idea, our posture shows a lack of confidence, and that makes any proposal a tough sell.

As we become aware of our own signals, we will find that our body language reveals a wealth of information about our unconscious feelings and attitudes. Noticing poor posture, folded arms and other signs of our inner state can help us release the tension, or whatever else is causing the uncomfortable mood.

1. **Body movements.** *Social kinesics*, or body communication, is mostly learned. Gestures pass from one generation to the next without any special training. A boy learns to walk bowlegged like his rancher father, and a girl learns to laugh and cover her mouth like her mother. Body language is more alike across cultures than spoken language is, but the differences can still cause real confusion. For example, in the American Midwest, keeping steady eye contact while answering someone in authority is a sign of sincerity. In Puerto Rico, doing the same can be a sign of disrespect.

   Regulators are signals that guide the other person's speaking. As we listen, we nod to show we understand and want the speaker to keep going. We lean or look away to show we want them to stop. We raise our eyebrows in disbelief, hinting that the speaker needs to defend a point. A sensitive speaker adjusts the conversation to the listener's regulators.

2. **Facial expressions.** Watch whether the eyebrows are raised or lowered, the forehead is wrinkled or smooth, the chin is set or slack, and how flushed or pale the face is. These tell you a lot about a person's mood. Frowns, smiles, ear movement (a sign of tension or relaxation in the scalp), the tilt of the head and many other expressions all add up to a great deal of communication. Watch for changes from the person's normal starting point, called their **baseline**, to read their mood as you talk.

3. **Gestures.** *Legs and feet* can say as much as our arms and hands, or more. Here are a few telltale signs. Sitting with legs uncrossed and slightly apart signals openness. Straddling a chair signals dominance. Draping one leg over the arm of a chair suggests we don't care. Sitting with one ankle on the other knee, or with ankles crossed, can be a sign of resistance. Swinging or kicking a crossed leg often signals boredom, anger or frustration. Agreement is most likely when nothing is crossed. Notice, too, that the direction the legs and feet point is often the direction of a person's greatest interest. To see how much we rely on gestures, try having a conversation without using any body language at all. It is surprisingly hard.

   Arms and hands say a lot about what a person is thinking. We all know someone who talks with their hands. Even on the phone, people often gesture while they talk, though the listener can't see them. People scratch their heads when puzzled, touch their noses when doubtful, rub their necks when angry or frustrated, tug their ears when they want to interrupt, wring their hands in grief and rub them together in anticipation. Some put their hands on their knees to show they are ready, or on their lips to show impatience. Some lock their hands behind their back to show self-control, or behind their head to show they feel superior. Some stuff their hands in their pockets to hide what they mean, or clench a fist in anger or tension. Others cross their arms over their chest when they feel defensive or unwilling to talk openly. And some use their arms and hands for signs that translate straight into words, like "peace" or "up yours."

4. **Posture and breathing.** Slumped posture can signal feeling low, tired or inferior, or not wanting to be noticed. Upright posture usually goes with

higher spirits, more confidence and more openness. Leaning forward suggests openness and interest. Leaning away suggests a lack of interest, or defensiveness.

Breathing is another key sign of feelings and attitudes. Fast breathing can come with excitement, fear, irritation, great joy or anxiety. Holding the breath, then taking short gasps, is a sign of anxiety or built-up tension. Shallow breathing high in the chest often shows thinking that is cut off from feelings. Deep breathing into the stomach is more likely to go with feelings and action.

We can use this to experiment with how we feel. Take short, shallow breaths to create excitement, or long, deep ones to calm down.

> THE HACK: ISOPRAXIS. Isopraxis is the mirroring that happens naturally between two people who are comfortable with each other. One person can also use this mirroring on purpose to help another person relax in a conversation. You can learn a lot about someone by mirroring or matching their gestures, breathing, posture and eye movements. With practice, you will start to spot these common signals quickly.

PARALANGUAGE (VOCAL COMMUNICATION)

The sound of our voice is separate from the words we say. Through **paralanguage**, we reveal our moods and attitudes without meaning to. No matter what we say, *how* we say it reveals a great deal about who we are and what we feel. Paralanguage can encourage discussion, show disbelief, add emotional meaning and send many other subtle signals.

THE SIX ELEMENTS OF PARALANGUAGE

1. **Pitch.** When we tighten our vocal cords, our voice goes higher. Strong feelings of joy, fear or anger make our pitch rise. When we are depressed, tired or calm, the muscles of our vocal cords relax and our pitch drops. Pitch varies in normal conversation, but it moves toward the extremes when we express intense feelings.
2. **Resonance.** The shape of our vocal cords and chest decides our resonance, which is how rich or thin our voice sounds. A man with heavy vocal cords and a large chest is likely to have a deep, full voice. A woman with tight, thin vocal cords is likely to have a thin, high voice. With practice we can control both pitch and resonance, as singers and public speakers do. Deep chest tones communicate firmness, self-assurance and strength. Thin, high voices suggest insecurity, weakness and indecision.
3. **Articulation.** How carefully do we pronounce our words? Do we speak so loosely that our sounds slur together, or do we say every syllable precisely? Different situations call for different levels. A slight drawl can make a conversation feel warm and relaxed. But slurred words would be out of place in a board meeting, where clear, crisp speech is expected.
4. **Tempo.** The speed of our speech reflects our emotions and attitudes. Fast talkers sound excited, and they can be expressive and persuasive. But talking too fast can make listeners nervous, and it can also signal insecurity. A slow, hesitant speaker may come across as lazy or uninterested. To another listener, the same speaker may sound sincere, thoughtful and interested. How fast we talk often reflects where we grew up (our dialect or accent). People from New York City tend to talk faster than people from Arkansas, and people from big cities usually talk faster than people from the country. Fast and slow talkers often frustrate each other. The fast talker is uncomfortable with long pauses and often finishes the slow talker's sentences. The slow talker struggles to keep up, and may eventually stop trying to communicate.
5. **Volume.** On the positive side, a loud voice usually goes with enthusiasm and confidence. On the negative side, it can suggest aggression, a big ego or an inflated sense of how important the message is. A person of higher status may raise their voice over a subordinate's. That loud voice says, "I'm in

command. Do what I tell you." A soft voice may say, "Don't attack me. I know my place. I know I'm helpless." In everyday settings, a soft voice is often heard as a sign of trust, caring and understanding. It can also signal a lack of confidence, a feeling of inferiority, or a sense that the message doesn't matter. At the same time, the extreme version of a soft voice, a whisper, makes communication stand out. A whisper can suggest special closeness: "This is just between the two of us." It can also convey sadness, fear or awe.

6. **Rhythm.** Rhythm decides which words get emphasized in a sentence. In the question "What time is it?" the stress normally falls on "time." Stressing "what" would upset the rhythm. Notice how the meaning changes as the rhythm changes: "Am **I** happy!" versus "**Am** I happy?" The sentence shifts from a joyful statement of fact to a message of doubt. Just as every song has its own rhythm, so does every language. The words we choose to stress make a vital difference in what we mean.

Changing our paralanguage

If we never varied our paralanguage, we would sound like a robot. People would find us monotonous and tune us out. They would assume we were bored by what they were saying. To learn what your own paralanguage says about you, record your voice during a normal conversation. Wait at least 24 hours before you listen, so you can be more objective. And if you have never heard a recording of your voice, listen for a while until the strangeness wears off and it starts to sound natural. As you listen, ask yourself:

- ☐ Does my voice reflect what I want to say?
- ☐ Does my voice match the words I speak?
- ☐ Is there something about my voice I dislike?

If you find something you want to change, practice again with a recorder, maybe in front of a mirror so you can see your expressions. Speak or read into the recorder, varying your voice, always keeping in mind how you want to sound. Play your first recording for a friend and ask for feedback on how your voice sounds. Try any changes they suggest.

Making sense of congruent communication

Reading people, and using their "tells" (small giveaway signals) to judge their thoughts, feelings and intentions, is a skill that takes practice. Even more important, we must understand our own habits and how they affect our communication before we can spot tells in someone else.

- ☐ **Observe your surroundings in detail.** Notice the setting and what in it shapes how people act. This "situational awareness" gives you a baseline for the place you are communicating in. Someone talking to you next to a highway may act differently than they would in a park. They may be nervous because of the traffic.
- ☐ **Establish a baseline.** People have natural expressions that are simply part of how they look, like a naturally furrowed brow. That is their baseline. Now look for expressions that break from it again and again. Comparing the baseline to repeated changes over a conversation tells you whether the person is reacting well or badly (comfortable or uncomfortable).
- ☐ **Look for behaviors that come in clusters.** Any single tell can be misread. But when someone shows several tells together, and they match the person's tone of voice, you know you are on the right track to understanding what motivates them right now.
- ☐ **Find where they drift away and come back.** In a conversation, look for moments when something you say clearly affects the other person. See how they move away from their baseline. Do this again and again, and you will start to understand the person and how comfortable they are throughout the conversation.

XIII

THE SECOND LEVEL OF A STATEMENT'S MEANING

Metamessages & Embedded Commands

The manner of speaking is as important as the matter.

– LORD CHESTERFIELD

METAMESSAGES

Many statements carry two levels of meaning. The first level is the basic information in the words. The second level, the **metamessage**, carries the speaker's attitudes and feelings.

For example, we can change a sentence on purpose by shifting its rhythm and pitch, or by adding special words. "We like you, *of course*" is very different from "We like you." Stressing "we" and adding "of course" quietly changes the meaning. Now it hints that other people don't feel the same way, and that your charm may be in doubt. A few harmless words and a shift in rhythm are all it takes.

Consider the sentence "You are late tonight." If "late" is stressed with a slight rise in the voice, the sentence shows surprise. It may also ask what caused the delay. If "You are" is stressed, the metamessage is irritation. Metamessages cause a lot of conflict between people. On the surface a statement may seem reasonable and plain, but underneath, the metamessage carries blame and hostility. Take the statement "I'm trying to help." Insert the word "only" and give it a rising stress, and the metamessage changes completely. "I'm *only* trying to help" communicates hurt feelings and defensiveness.

Rhythm and pitch in a metamessage. A sentence where every word gets equal stress is unlikely to carry a metamessage. But by stressing the rhythm and pitch of one or more words, a speaker can reveal a lot about their emotional state. Take the phrase "just a minute." With equal stress on every word, it is a simple request. Stress "just" or "minute," and the message becomes annoyance or impatience. The sentence "You're sweet" changes a lot when "You're" is stressed with a rising voice. The metamessage becomes surprise, maybe even distrust: "You're being sweet, but that's unusual." When "sweet" is stressed, it is clearly appreciation. But stress both words hard, with a falling voice on "sweet," and it turns into a sarcastic, cutting metamessage.

Verbal modifiers. Verbal modifiers are special words that add shades of meaning to a sentence. Here are some common ones: "certainly," "only," "merely," "naturally," "now," "later," "sure," "just," "still," "again," "slightly," "supposedly." Phrases like "of course," "come on," "I'm sure" and "I guess" show up often in metamessages too. In general, any word that suggests an amount (a lot or a little) can be turned into a sarcastic metamessage. The table below pairs some sentences that use modifiers with the metamessage each one sends.

STATEMENT	METAMESSAGE
*"It's **only** a game."*	There's something wrong with you. You're taking this too seriously.
*"You **sure** have been tired today."*	There's something wrong with you, or you're up to no good.
*"I was **just** being frank."*	There's something wrong with you if you can't take honesty.
*"**Naturally**, you'll want to come."*	There's something wrong with you if you don't want to come.
*"Are you **still** here?"*	You shouldn't be here.
*"I was **merely** making a point."*	There's something wrong with you if you can't be reasonable.
*"You **certainly** are quiet."*	You're too quiet, and it bugs me.
*"**Come on**, let's relax."*	There's something wrong with you, and you are annoying me.
*"You tried your best, **I'm sure**."*	I'm not so sure you tried your best.
*"**Now** what do you want?"*	You ask for too much. You're trying my patience.

EMBEDDED COMMANDS

Dr. Milton Erickson coined this term when he showed that changing the timing and stress inside a sentence can influence a person's behavior. Once, a colleague asked him for an appointment, and Erickson said he didn't have time. The colleague replied, "**Dr. Erickson** [with emphasis]… some people know how to… **make time** [again with emphasis]." Recognizing his own technique, Erickson gave him the appointment. Repeated during a conversation, this "statement inside a statement" quietly plants the thought in the listener's mind. When it is set up as a contrast to what others can do, it creates a sense of commitment to the idea.

XIV

REPETITIO MATER MEMORIAE · "REPETITION IS THE MOTHER OF MEMORY"

Verbal Content

Of all the talents bestowed upon men, none is so precious as the gift of oratory. He who enjoys it wields a power more durable than that of a great king.

– WINSTON CHURCHILL

Rhetorical devices are patterns of speech. They work on sentences, phrases, words and even single sounds to create an emotional impact. Because they use emotion and symbols to reach the unconscious, the message is more likely to stick. You can hear them in all effective communication, from the leading politician to the most successful recording artist. When we learn to use these devices, both inside our heads with motivation and outside with other people, our message is heard at a deeper level than ordinary conversation. This quiet command of language is the secret behind many of history's most admired figures.

These devices work by building an expectation, then breaking it or highlighting it to emphasize your point. Don't worry about memorizing every device. Learn a few that work well for you. Small changes in structure can make a huge difference in how well you communicate.

INDIRECT REFERENCES

Metaphor

An implied comparison that makes people link a living thing with an object. *"His thinking was razor sharp."*

Simile

A direct comparison using "like" or "as." *"He was strong as an ox."*

Metonymy

Describing something by naming something closely tied to it. If a girl is very smart, you might say, *"There goes that brainiac!"*

Synecdoche

A part stands for the whole. Hands are part of a person, so we say *"All hands on deck."*

Irony

Words that mean something different from, or even opposite to, what they literally say. *"The unsinkable ship, the Titanic..."*

STRUCTURAL PHRASING

Parallelism

Saying similar ideas with similar structures, as in the passage below.

Now the trumpet summons us again, not as a call to bear arms, though arms we need; not as a call to battle, though embattled we are; but a call to bear the burden of a long twilight struggle, year in and year out, rejoicing in hope, patient in tribulation, a struggle against the common enemies of man: tyranny, poverty, disease, and war itself.

JOHN F. KENNEDY

Antithesis

Parallelism taken to the opposite extreme: contrasting ideas (there's that word again) in similar structures, to sharpen the contrast. *"Cowards die many times before their deaths; the valiant never taste of death but once."* (Shakespeare)

Asyndeton

Meaning "without connectors": leaving out the expected joining words to create urgency. *"They were beautiful: so large, perfect, round, firm!"* (speaking of cantaloupes)

Polysyndeton

The opposite: adding extra joining words ("and," "or," "but," "yet," "so") to build intensity, importance and drama.

Inversion

Reversing the normal order of a sentence. *"And so, my fellow Americans: ask not what your country can do for you; ask what you can do for your country."*

Isocolon

Clauses of about the same length, in a row: *"not as a call to bear arms, though arms we need; not as a call to battle, though embattled we are."* It lulls the listener into a pattern, so when you break it, it lands a powerful punch.

Repetitive Context

Anadiplosis

Repeating the last word of one clause at the start of the next. A famous Bible example: *"In the beginning was the Word, and the Word was with God, and the Word was God."* It lets us intensify and redefine an idea.

Anaphora

The same word or phrase repeated at the start of clauses in a row, to build urgency and a climax: *"not as a call to bear arms... not as a call to battle..."*

Antimetabole

(Also called chiasmus.) The words of one clause repeated in reverse order in the next. It creates rousing emphasis and a call to action.

> *"Whether we bring our enemies to justice, or bring justice to our enemies, justice will be done.*
>
> GEORGE W. BUSH

Epanalepsis

The word that starts a clause is repeated at its end. One of the best examples comes from JFK's 1961 speech to the United Nations: *"Mankind must put an end to war, or war will put an end to mankind."* It packages a thought neatly, like a sound bite.

Epistrophe

The opposite of anaphora: the same word repeated at the end of clauses in a row. JFK again: *"For no government is better than the men who compose it, and I want the best, and we need the best, and we deserve the best."* It conveys closure and control. (This example also uses polyptoton and isocolon.)

Polyptoton

Repeating words that share the same root, as when JFK says, *"not as a call to battle, though embattled we are."*

Ploce

Repeating a word in a different sense or form, such as plural or past tense, to set it in memory: *determine, determined, determining, determines.*

SOUND-BASED DEVICES

Alliteration

The same sound at the start of words in a row. *"The cute coeds swam."*

Consonance

A repeated consonant sound in words in a row, at the start or anywhere in the word. *"He struck a streak of luck!"*

Assonance

Repeated vowel sounds in words in a row. *"The cool, blue moon."*

> *The subtle art of combining the various elements that separately mean nothing and collectively mean so much in an harmonious proportion is known to very few... The student of rhetoric may indulge the hope that Nature will finally yield to observation and perseverance the key to the hearts of men.*
>
> WINSTON CHURCHILL

> *There is a simple rule: You say it, and you say it again, and you say it again, and you say it again, and then again and again and again and again, and about the time that you're absolutely sick of saying it is about the time that your target audience has heard it for the first time.*
>
> FRANK LUNTZ

BEING LIKED · LEADING OTHERS · GAINING RESPECT

XV Rapport Techniques

The deepest principle in human nature is the craving to be appreciated.

– WILLIAM JAMES

BEING LIKED BY OTHERS

1. **Project happiness and smile often.** Smiling is the easiest and most important thing we can do to make a good impression. Simply put, project happiness, and it will spread to others.

People who smile tend to manage, teach and sell more effectively, and to raise happier children. There's far more information in a smile than a frown. That's why encouragement is a much more effective teaching device than punishment.

JAMES MCCONNELL

> *"There is nothing either good or bad, but thinking makes it so.*
>
> WILLIAM SHAKESPEARE

2. **Remember people's names.** The fastest way to ruin good rapport is to forget who someone is. Everyone wants to be great in their own way, and forgetting their name tells them they don't matter to us. If we want someone to genuinely like us, we have to care enough to remember who they are.
3. **Be genuinely interested in other people.** To really bond with someone, we have to be engaged in the conversation. That means hearing what they say and remembering some of it. When we respond in a way that draws out more details, they will likely want to keep talking with us. And if we can keep the conversation going, we are well on our way to a meaningful relationship.

It is the individual who is not interested in his fellow men who has the greatest difficulties in life and provides the greatest injury to others. It is from among such individuals that all human failures spring.

ALFRED ADLER

4. **Let others talk about what interests them, and listen closely.** One thing is true everywhere: people would rather tell us about their own accomplishments than listen to ours. Think about it for a moment, and you'll see this competes with our own thoughts, because we want to talk about ourselves too. The secret is to quiet our own need to be heard. Only then will people want to engage with us, especially if we listen closely to everything they have done.
5. **Help others understand their importance.** The truth is, most people we meet feel superior to us in some way. A sure way to build rapport is to let them quietly see that we recognize their importance. That doesn't mean fake flattery. It means finding a genuine interest in what makes them special, and reminding them of it.
6. **Always make room for others to join in.** People hate being left out while others take part. We can win someone over instantly if we go out of our way to include them. Notice the people around you and give them a chance to join in. Then they get the

chance to return the favor and enjoy your company in the future.

LEADING OTHERS TO BETTER THINKING

1. **Always be respectful, and never tell people they are wrong.** If you want to prove something, don't be quick to announce it. Be subtle, so no one feels you are out to correct them. Watch your body language, because a look, a tone or a gesture can tell people they are wrong just as easily as words. Telling someone they are wrong is a direct hit on their intelligence, pride and self-respect. It will never make them want to change their mind. Even after you prove your point, you won't change their opinion, because you have made a negative emotional impact.
2. **Always take the noble approach.** Most people think highly of themselves and believe they mean well and are unselfish at heart. All of us are idealists inside, and we like to think our motives sound good, whether they really are or not. So to lead others to better thinking, appeal to a nobler motive.

> *A person usually has two reasons for doing a thing: one that sounds good, and a real one.*
>
> J. P. MORGAN

3. **Get the other person saying "yes."** When you talk with people, don't start with the things you disagree on. Start by stressing, and keep stressing, the things you agree on. If you can, keep stressing that you both want the same result, and that your difference is about method, not purpose. This has been known for centuries as the **Socratic method**: the skillful speaker gets a series of "yes" answers right at the start. That gets the listener's mind moving in a positive direction, a little closer to agreement each time.
4. **See things from the other person's point of view, and respect their wishes and opinions.** Other people may be completely wrong, but they won't think so. Don't condemn them. Any fool can do that. Try to understand them. Only wise, tolerant, exceptional people even try to see things from someone else's perspective. Follow this rule, and your skill at building and keeping relationships will rise sharply.
5. **Let others take ownership of the idea.** Getting people involved means letting them be creative and add to the discussion. To do that, find the right balance between using their feedback and protecting your original goal. Working through other people's input gets them invested in the idea, wins their support and moves your perspective toward your goal.
6. **Settle disagreements with small agreements.** You can't win an argument. If you lose, you lose. And if you win, you still lose. Why? Say you crush the other person and shoot their argument full of holes, proving them *non compos mentis* (Latin for "not of sound mind"). Then what? You feel great. But what about them? You made them feel inferior and hurt their pride. They will resent your victory, and "a man convinced against his will is of the same opinion still." So ask yourself which is better: an ego-boosting victory, or the other person's goodwill in the long run?

I consider my ability to arouse enthusiasm among my people the greatest asset I possess, and the way to develop the best that is in a person is by appreciation and encouragement. There is nothing else that so kills the ambitions of a person as criticisms from superiors.

CHARLES SCHWAB

GAINING RESPECT

1. **Ask questions instead of giving orders.** Very few people like having orders barked at them. The best way to give directions is to engage the other person with a question. Instead of "Move that desk over there!", try "Do you think that desk would work better on that side of the room?" Inviting discussion instead of giving commands earns far more respect in the long run.
2. **Give others a reputation to live up to.** If you want to improve someone in a certain way, act as though that trait is already one of their best qualities, and praise them for it sincerely. Give them a fine reputation to live up to, and they will work hard to live up to it rather than disappoint you.
3. **Offer real praise and appreciation before you offer advice.** It is always easier to hear hard things after hearing some praise for our good points. Starting with praise softens any difficult advice. Use whatever honest praise you can before you bring up someone's faults.
4. **Talk about your own mistakes, and never be afraid to admit when you are wrong.** It is much easier to hear a list of your faults if the person pointing them out starts by humbly admitting that they are far from perfect too. Put things in perspective and help others see that no one is perfect. What matters most is learning from mistakes and not repeating them.
5. **Never criticize, scold or gloat over someone's mistakes.** If you want to stir up resentment that lasts for decades, until death, just give someone a little stinging criticism, no matter how sure you are that it is deserved. When dealing with people, remember that we are mostly not dealing with creatures of logic. We are dealing with creatures of emotion, full of prejudices and driven by pride and vanity.

I learned thirty years ago that it is foolish to scold. I have enough trouble overcoming my own limitations without fretting over the fact that God has not seen fit to distribute evenly the gift of intelligence.

JOHN WANAMAKER

6. **Always let others save face.** This idea is vitally important, and so few of us ever stop to think about it. We trample other people's feelings to get our own way. We find fault, make threats, and criticize a child or an employee in front of others, without even thinking about the hurt to their pride. Yet a moment's thought, a kind word or two, and a real understanding of the other person's point of view would go a long way toward easing the sting. Next time you face the unpleasant job of correcting someone, do it in a way that protects their pride, and be encouraging when mistakes happen.

Every man I meet is my superior in some way. In that, I learn of him.

RALPH WALDO EMERSON

Everything you and I do springs from two motives: the sex urge and the desire to be great.

SIGMUND FREUD

If you argue and rankle and contradict, you may achieve a victory sometimes; but it will be an empty victory because you will never get your opponent's good will.

BENJAMIN FRANKLIN

Men must be taught as if you taught them not, and things unknown proposed as things forgot.

ALEXANDER POPE

You cannot teach a man anything; you can only help him find it within himself.

GALILEO GALILEI

Be wiser than other people if you can; but do not tell them so.

LORD CHESTERFIELD

People who can put themselves in the place of other people, who can understand the workings of their minds, need never worry about what the future has in store for them.

OWEN D. YOUNG

If there is any one secret of success, it lies in the ability to get the other person's point of view and see things from that person's angle as well as from your own.

HENRY FORD

Assume a virtue, if you have it not.

WILLIAM SHAKESPEARE

Compared with what we ought to be, we are only half awake. We are making use of only a small part of our physical and mental resources. The human individual thus lives far within his limits. He possesses powers of various sorts which he habitually fails to use.

WILLIAM JAMES

XVI

THE KEY TO SUCCESS LIES IN OUR ABILITY TO COMMUNICATE

Communicating With Others

Happiness doesn't depend on outward conditions. It depends on inner conditions.

– ANDREW CARNEGIE

ANALYZE WHAT YOU SAY TO YOURSELF

Are you saying negative things to yourself? If so, those negative judgments and labels need to change. The hard part is sticking with fair, non-judging descriptions when the pressure is on, or after you have been rejected. Old negative statements live in your unconscious, and they tend to come on strong at exactly those moments, hitting you hard. Instead of falling back on the old, distorted labels and judgments, go back to the positive list you will create below, and play it over and over in your theatre.

> THE HACK: Make a list of your negative labels and put-downs. Be descriptive, and take a good, hard look at whether they are true. Now, instead of seeing everything as negative, write a list of positive, descriptive statements. Picture yourself in your theatre and add these statements to your image. Turn up the sound as you repeat them over and over, and commit to being positive.

USE BODY LANGUAGE

One of the fastest ways to turn people off is through body language. Shy people tend to avoid eye contact, keep a blank, expressionless face and physically back away from others. The message they send is "Don't bother me." Do the opposite, and make real contact with others:

- ☐ **Smile.** For "effs" sake, smile! A smile is the most universally understood sign that you are open and interested in connecting.
- ☐ **Make eye contact.** Most people find it hard to look someone in the eye and think of what to say at the same time. Eye contact can make us anxious and make us lose our train of thought. The fix is to focus somewhere else on the other person's face. For example, keep your eyes on their nose, mouth or left ear. As long as you look within about eight inches of the nose, the other person can't tell you aren't looking them in the eye.
- ☐ **Use gravity-defying posture.** Stand tall and relaxed. Frowning, frumpy, lazy posture turns most people off. Be energetic, and that starts with how you carry yourself.
- ☐ **Move toward the other person.** Step into the circle or group instead of watching from the outside. And don't talk from ten feet away. Find a distance where you can talk comfortably without invading their personal space.
- ☐ **Lean forward.** Leaning back in your seat signals tiredness or boredom. Leaning forward shows you are engaged and ready to connect. So lean in and listen closely.
- ☐ **Uncross your arms and legs.** Crossed arms and legs signal a defensive, protective position. An open posture shows you are willing to listen.
- ☐ **Let your responses show.** Nod, frown, raise your eyebrows in surprise and so on. Be animated, and give feedback with your gestures as well as your words.

☐ **Touch the other person.** A brief touch on the shoulder, arm or hand of someone you know says more about your warmth and liking than any words. This small gesture shows you are comfortable.

THE ART OF CONVERSATION

Once you break the ice, the question is how to make a satisfying connection with the other person. A good conversation has three parts: asking questions, listening actively and sharing a little about yourself.

> *Whenever you go out-of-doors, draw the chin in, carry the crown of the head high, and fill the lungs to the utmost; drink in the sunshine; greet your friends with a smile, and put soul into every handclasp. Do not fear being misunderstood and do not waste a minute thinking about your enemies.*
>
> ELBERT HUBBARD

Ritual and informational questions. Ritual questions usually open a conversation. They focus on a person's name, where they are from and what they do. A ritual "How are you doing?" may only get a "Fine, how are you?" But an informational question, like "What's it like to work with children?", creates a closer connection. Informational questions let you start sketching a picture of who the other person is. They are more specific, and they draw out important facts about the person's experiences, beliefs and feelings.

The secret to an exciting conversation is to follow your curiosity and ask questions you really want answered. People are their own favorite topic, so let them talk about themselves, and listen closely. They will be flattered by your attention and interest. Be genuine, because every question keeps the excitement and pleasure of the conversation going. Active listening gets you around many of the problems that block meaningful conversation.

Active listening. The second sign of a good conversationalist is listening in a way that makes others feel heard. An active listener repeats back what was said, in their own words. There are three reasons to do it: first, to make sure you understood; second, to reassure the speaker that you were listening; and third, to get the speaker to share more. When people feel your attention, they will go to great lengths to tell you as much as they can.

By now it should be clear that listening is more than just keeping your mouth shut. Pay close attention to what is said, remember it and feed it back. Failing to listen is the most common cause of conversation disasters. If you can't listen, you can't give the interest, attention and respect you would want for yourself. Who wants to talk to that kind of person?

Sharing about yourself. Some people are afraid to share their tastes and feelings because they think it will destroy the feeling that the two of you are alike. They worry that revealing differences will ruin a possible closeness. In fact, contrasts are exciting, and differences in taste and viewpoint can bring a conversation to life.

If this is hard for you, think back to important moments in your life that helped make you who you are today. Focus on information that will help others understand you better. Add anything you think matters and fits the moment, but don't exaggerate! This doesn't mean you have to share your deepest, darkest secrets. Just be authentic.

Each thing you share adds another interesting layer to the conversation, and it excites the other person to be let into your world a little at a time. When you talk about your hopes and fears, your likes and beliefs, you become a unique person instead of a cardboard cutout. Your impact grows with your sincerity.

TRY IT OUT

You can use these techniques in the boardroom, on the beach, with your family and loved ones, or with a total stranger. Understanding the people you deal with will give you a huge advantage in every part of your life.

Building rapport means learning to use all these techniques to interact in a way that benefits both people. Conversation is the art of combining questions, active listening, sharing about yourself and body language, so trial and error is part of the process. The idea is to learn to read people's small differences and put them to good use, to help you keep things interesting.

XVII

THE ART OF COMBINING CYBERNETIC TECHNIQUES

Using the Tools

Here is how one person's COMPASS™ answers change as they add each layer of training, from no training at all (column 1) to advanced IN|CODE rapport and communication (column 6). Read across any row to watch the same answer get sharper. The small copper tags show which technique made each change.

HOW TO READ THE TAGS

- FMS — Fixed mindset, the answer is stuck
- GMS — Growth mindset
- 5-W — Found with the 5 Whys
- BL — Body language
- 1-P — Seen in first person
- 3-P — Seen in third person
- VC — Verbal content
- RT — Rapport techniques

The top seven rows are the P5 COMPASS™ answers, from Personal Legend down to Challenge. The last three rows are the IN|CODE "if-then" code and its CLUE of success. Use this chart as a model when you update your own COMPASS™ each week: ask which layer you could add to make each answer stronger.

COMPASS ANSWER	1 No training	2 P5 + direction, contrast, intention	3 Beginner: 5 Whys, mindset	4 Intermediate: images, body language	5 Advanced: self-talk	6 Advanced: rapport
PERSONAL LEGEND GRAVESTONE	I don't want to think about dying!!	FMS To show my son I love him.	GMS Here lies a man who grew to be the Best Father!	GMS Here lies a man who grew to be the Best Father!	VC Here lies a man who fought his Sirens like Odysseus.	RT For his friends and family, he fought like Odysseus.
WHAT MATTERS MOST?	Not sure...	FMS Not being an alcoholic like my father, because it's in my genes.	5-W Feeling happy.	BL Feeling happy, seeing myself smiling in the mirror.	VC Here lies the Best Father, the Best Husband, the Best Person he could be.	VC Here lies the Best Father, the Best Husband, the Best Person, because he listened.
GOAL TO BE WHAT?	To not be a loser?	FMS Not to be an embarrassment, like I've been all my life.	5-W After 2026, to be the best man at my boy's wedding!	1-P After 2026, being at my son's side, seeing him kiss his new bride!	VC After 2026, to be the best man, seeing myself like George Clooney.	RT After 2026, just like Clooney, he captured the attention of all at the reception.
OBJECTIVE TO DO WHAT?	To keep a job?	To earn my son's admiration.	GMS By 2018, I become the Senior Sponsor at my local AA.	GMS By 2018, I become the Senior Sponsor at my local AA.	GMS By 2018, I become the Alcoholics Anonymous member of the month.	GMS By 2018, I become the Alcoholics Anonymous member of the month.
NEXT-ACTION TO DO WHAT?	No clue what this is, and I don't like being asked all these questions.	To not take another drink.	GMS By 364 days from today, replace my addiction with CrossFit competitions.	3-P By 364 days from today, I see myself accepting a trophy for completing the competition.	1-P By 364 days from today, I am handed a trophy for completing the competition.	1-P By 364 days from today, I am handed a trophy for completing the competition.
OBSTACLE EXTERNAL	Addicted to alcohol, and repeated DUIs.	FMS Hereditary addiction to alcohol.	GMS Feeling of shame for not being my Best!	3-P I see myself gassed out at the 2-mile marker, like usual.	VC At 2 miles I'm winded, hurting, exhausted, puking, strong, determined.	VC At 2 miles I'm winded, hurting, exhausted, puking, strong, determined.
CHALLENGE INTERNAL	Never thought about it.	FMS I was born this way, and people don't change.	GMS Become my own hero first, before I can be my son's hero!	GMS Become my own hero first, before I can be my son's hero!	5-W I'm afraid of the pain of becoming a hero, and the responsibility it demands!	RT Fear of becoming a hero and the responsibility it demands, so I asked other winners for their advice.
IF SITUATION		IF I'm afraid of having another wreck when I drink,	IF I'm afraid of having another wreck when I drink,	3-P IF I see myself with friends, drinking and having a good time,	3-P IF I see myself with friends, drinking and having a good time,	3-P IF I see myself with friends, drinking and having a good time,
THEN BEHAVIOR		THEN I'll see a picture of my 5-year-old standing at my funeral, feeling that I abandoned him.	THEN I'll see a picture of my 5-year-old standing at my funeral, feeling that I abandoned him.	BL THEN I will see my son looking at me as I lie in the casket from my DUI.	BL THEN I will see my son's tears and despair as he looks at me in my casket.	RT THEN I will see my son's tears and despair as he looks at me in my casket, and I will ask others for their input.
CLUE OF SUCCESS		5-W Standing next to my son as he takes his vows!	1-P Standing next to my son as his hero, as he takes his vows!	1-P Seeing my son acknowledge me as his best man!	BL My son smiling as he acknowledges me as his best man!	BL My son smiling as he acknowledges me as his best man!

XVIII

THE MISSION CONTINUES

Putting It All Together

Privations and danger are the toll of deeds of glory. "What is sweeter than to live bravely and to die leaving immortal renown? When you seek my colors tomorrow, you need look only to the fore!"

– ALEXANDER THE GREAT

Navigating without direction leads nowhere. So we have charted a course with P5 strategies, bearing toward our Personal Legend. On this long journey, our odyssey, we must expect Fate to test our grit as she searches for those striving to "become what they wish to seem."

The psychologist Mihaly Csikszentmihalyi sums up the encouragement for such a journey in his book *Flow*: "Contrary to what we usually believe, moments like these, the best moments in our lives, are not the passive, receptive, relaxing times… The best moments usually occur when a person's body or mind is stretched to its limits in a voluntary effort to accomplish something difficult and worthwhile."

And more boldly still, Eric Greitens, a former Navy SEAL and Rhodes Scholar with a Ph.D. from Oxford, urges us on in his book *Resilience*: "Those who are excellent at their work have learned to comfortably coexist with failure. The excellent fail more often than the mediocre. They begin more. They attempt more. They attack more. Mastery lives quietly atop a mountain of mistakes."

IN|CODE is the art of copying the codes of the Best. When we upgrade how we communicate inside and out, the pain of traumatic memories can shrink or disappear entirely. Strained relationships can grow into partnerships that benefit everyone. And genuine authenticity can lead to success. When we recognize the forces that control our world, we can see what we want to see, feel how we want to feel and project what we want to project. When we arrive there, we may realize that life is not what we believed it to be. Instead, the odyssey becomes an understanding…

…that our perspective can create happiness
when we create our own perspective.

AMAT VICTORIA CURAM

VICTORY LOVES PREPARATION

“TO STRIVE, TO SEEK,
TO FIND, AND NOT TO YIELD.”

ALFRED, LORD TENNYSON · ULYSSES

THE TACTICAL COMPANION TO

RUBICON P5

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