



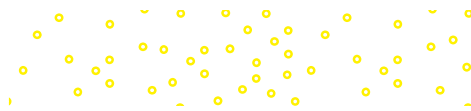
Eighth Edition

# PSYCHOLOGY *of* SUCCESS

*Maximizing Fulfillment in Your Career and Life*

**Mc  
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DENIS WAITLEY



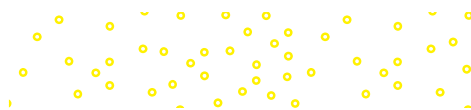
# Psychology *of* Success

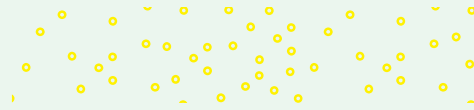
Maximizing Fulfillment in Your Career and Life

*eighth edition*

Denis Waitley, Ph.D.

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## PSYCHOLOGY OF SUCCESS

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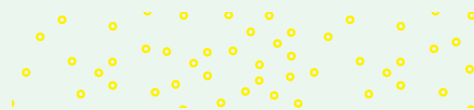
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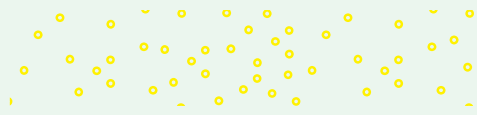
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# About the Author



**Denis Waitley** is a world-renowned expert and motivational speaker on human performance and potential. Best known as the author/narrator of *The Psychology of Winning*, he has helped millions of people throughout the world in their quest for personal excellence. He is the author of several best-selling books, including *Seeds of Greatness*, *The Winner's Edge*, *Being the Best*, and *Empires of the Mind*. His newest book, *The Dragon and The Eagle*, compares the challenges facing both China and America in education and business as they attempt to survive and thrive together in a rapidly changing world.

Long recognized as an authority on high-level achievement, Dr. Waitley has counseled leaders in every field, from CEOs to Super Bowl champions. He has lent his understanding and expertise to American astronauts and POWs. Dr. Waitley has also served as Chairman of Psychology on the U.S. Olympic Committee's Sports Medicine Council, dedicated to the performance enhancement of Olympic athletes.

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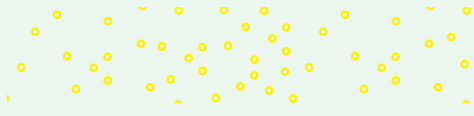
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# Introduction

## Author's Overview

This eighth edition of *Psychology of Success: Maximizing Fulfillment in Your Career and Life* is a more comprehensive version that combines leading-edge scientific research with timeless knowledge to substantiate how important it is to understand how and why we behave the way we do in our careers and personal lives. Further, this edition considers how the world has changed since the pandemic, particularly in regard to behavior, technology, health, and diversity. This edition designed to help you adapt and thrive in the modern world. As the age-old adage says, “It is not so much what happens to us that matters most, but how we take it and what we make of it!”

This new edition is designed to help you identify what authentic success means to you and train your brain to make success more of a habit, just like Olympians, astronauts, and gifted performers excel as a result of knowledge, skills, and practice.

Neuroscience research continues to advance at an unprecedented pace. As neuroscience researchers work to unravel the inner workings of the brain, we know more than ever about the mysteries, of where emotions originate in the brain and the connections among instinct, intelligence, and emotion. This work is yielding fascinating insights that we can use to understand how we react to situations and people. The brain, which is a much more flexible organ than previously thought, can be consciously rewired to be more emotionally trainable, understanding, and sensitive.

Recently, the convergence of behavioral psychology and neuroscience has become highly sophisticated with major corporations hiring neural research companies to understand employee and customer behavior from a new perspective. Just as yesterday's world records are today's entry-level requirements, so too has a new tipping point been reached in understanding the secrets to motivating and communicating effectively with the emerging leaders in our professional and personal lives.

We live in a fast-forward world with more changes in one of our days than in a decade of our grandparents' lives. Every five minutes a new scientific research study is published involving some new technological or biotechnology discovery. Unfortunately, some of our most incredible technology wonders, including virtual reality, artificial intelligence, robotics, and social networking bombard our senses 24/7. The average brain has around 50,000 thoughts per day and seventy percent of them are believed to be negative.

We learn by observation, imitation, and repetition. We seize upon role models, observe their actions, imitate, then become what we see, hear, read, feel, and touch. No single realization is as important as this in understanding and dealing with our brains and minds. “Why do we do what we do, when we know what we know? We know better than to fall into the trap of substance abuse, internalize unhealthy habits, procrastinate, alienate, prevaricate, yell and lose composure over trifles, and, on occasion, engage in road rage. So why do we do what we do, when we know what we know? Because we don't always do what we know. We do what we have learned!

Much of our learning takes place by unconscious modeling. Observation, Imitation, Repetition = Internalization. This edition of *Psychology of Success* is designed to make your definition of success easier to actualize in your own life. Our hope is that it will give you a clearer path as to:

- How to view your mind as your internal “software” program—containing attitudes, beliefs, and habits that can be overwritten to produce desired results.
- How to treat your brain and central nervous system as your physiological “mission control center” consisting of pre-programmed genetic data, as well as data based on past and present life experiences that prevent you from or propel you toward completing your aspirations.

- Provide real-life useful daily examples and action steps on how to lead yourself and others to more effective interpersonal and intrapersonal communications, increased focus on primary priorities, a healthier, more optimistic view of the future, and how to handle setbacks, challenges, and difficult situations with resiliency and emotional intelligence.

—Denis Waitley

## Preface

Welcome to *Psychology of Success*. Success is a lifetime of personal fulfillment that comes from creating a sense of meaning in all aspects of life. To succeed in this way, students must take an active role in discovering and pursuing their personal definition of success, and use the psychological and fundamental strategies in this course to achieve their goals. This book introduces you to the fundamental psychological principles of success—principles applicable to everyone regardless of age, background, or specialty.

Unlike many psychology books, *Psychology of Success* doesn't take a one-size-fits-all approach. Instead, it asks you to take an active role in defining what is right for you as an individual. *Psychology of Success* calls on you to use self-awareness and critical thinking strategies to examine your dreams, values, interests, skills, needs, identity, self-esteem, and relationships. This will help you set and achieve goals that are in harmony with your personal vision of success.

*Psychology of Success* presents the principles of success in a logical order. First you will assess who you are and what special qualities you possess, which will help you develop self-awareness and clarify your goals. Next you will learn about the importance of self-esteem and positive thinking to a satisfying life. You'll also learn about self-discipline and self-motivation, which are the tools you'll need to keep yourself on track toward your goals. Once you have mastered these psychological tools, you'll learn the fundamentals of

time and money management, communication, and positive relationships.

Because each chapter refers to concepts introduced in previous chapters, you'll derive maximum benefit from working through the book chapter by chapter. If your time is limited, however, you may choose to concentrate on the topics of greatest interest to you.

## Features

The features of *Psychology of Success* are designed to help you understand and remember the psychological principles introduced in each chapter. They are also intended to provoke thought and discussion and to help you make the material relevant to your life.

### Career Story/Real-Life Success Story

Begin each chapter by reading the Career Path/Real-Life Success Story, a vignette about an ordinary person struggling with the problems and challenges addressed in the chapter. Use the question following the story to put yourself in that person's shoes and take stock of what you already know about the topic of the coming chapter. At the end of the chapter, revisit the Career Path/Real-Life Success Story and use the concepts you've learned to create a successful resolution to the character's situation.

### Chapter Introduction and Learning

**Objectives** In each chapter, a short introduction previews the major topics that will be covered, and a list of objectives lays out the skills and information you can expect to have mastered after reading the text and completing the activities.

**Opening Quote** The opening quote relates to the ideas discussed in the chapter and serves as food for thought. Take a moment to think about what the author of the quote is trying to say. Do you agree with the author? Why or why not?

**Key Terms** Key terms appear in bold in the text and are defined in the margin for easy



review. Key terms, along with italicized terms, are also defined in the Glossary.

**Success Secret** Important lessons presented in the chapter are summarized in the Success Secret feature. These notes can be used to preview and review the chapter, as well as to remind yourself to apply these important principles of success in your daily life.

**Applying Psychology** This feature focuses on thought-provoking issues such as culture and body image, impulse control, the affects of social media, and the psychology of aging. It links one or more topics in the chapter to cutting-edge issues in psychology.

**Professional Development** The Professional Development feature makes chapter concepts relevant to the world of work, providing information on topics such as job stress, problem solving, and résumé writing.

**Internet Action** This technology feature discusses how to use computers, the Internet, social media, and e-mail efficiently and effectively. It also illustrates the link between technology and psychology in areas such as artificial intelligence and online collaborative learning.

**Activities** Each chapter has numerous activities that form an integral part of the material. The activities allow you to apply newly learned concepts to your own life through self-assessment, real-world observation, and critical thinking.

**Personal Journals** Each chapter also has several Personal Journals, short notebook-style activities that let you pause to offer personal reflections on the material.

**McGraw Hill Connect®** Connect offers a number of powerful tools and features to make managing assignments easier, so faculty can spend more time teaching. With Connect,

students can engage with their coursework anytime and anywhere, making the learning process more accessible and efficient. From Connect, instructors can also access chapter-by-chapter notes, test bank questions, a PowerPoint presentation, and additional resources. Student features include practice quizzes, assessment activities, links to related materials for research projects and helpful online tools, job hunting resources, and much more. References to specific Web site materials are provided throughout the text.

## Getting Started

*Psychology of Success* is a workbook as well as a textbook. Take notes, highlight important concepts, and flag passages that you want to explore further. Take time to do each Activity and Personal Journal thoroughly before moving on to the next—they will help you understand the material on a personal level. Don't worry, however, about finding the "right" answers—the only right answers are ones that are honest, true to yourself, and supported by reflection and critical thinking. When you complete *Psychology of Success*, you will have a valuable record of your goals and where you want the future to take you.

## What's New

### Introduction

- Updated material throughout Introduction

### Chapter 1

- New Career Path Story relating to Psychology and Success
- New material on Culture and Identity
- Updated material on What is Success?
- New and updated material on Internal and External Motivators
- Updated material on Who is Successful
- Updated material on Virtual Therapy
- New definition of Gender Identity



- Updated examples and wording throughout the chapter

## **Chapter 2**

- New Career Path Story relating to Self-Awareness
- Updated material on Self-Awareness
- Updated material on Putting It All Together
- Updated examples and wording throughout the chapter

## **Chapter 3**

- New material on Social Media (Scrolling the Day Away)
- Updated examples and wording throughout the chapter

## **Chapter 4**

- New Career Path Story relating to Self-Esteem
- New material on The Imposter Syndrome
- Updated material on Professional Development
- Updated examples and wording throughout the chapter

## **Chapter 5**

- Updated material on Aging in Today's Society
- Updated material on Self-Esteem
- Updated examples and wording throughout the chapter

## **Chapter 6**

- Updated material on Taking Responsibility
- Updated material on Behavioral Relapse (Relapse is Normal)
- Updated material on Job Market Skills (Professional Development)
- Updated examples and wording throughout the chapter

## **Chapter 7**

- Updated section on E-Learning in College
- Updated material on Rethink Failure
- Updated examples and wording throughout the chapter

## **Chapter 8**

- Updated material on Health and Wellness
- Updated information on Scheduling
- Updated examples and wording throughout the chapter

## **Chapter 9**

- New Career Path Story relating to Communications and Relationships
- Updated material on Emotional Intelligence
- Updated material on Personal Distance
- Updated examples and wording throughout the chapter

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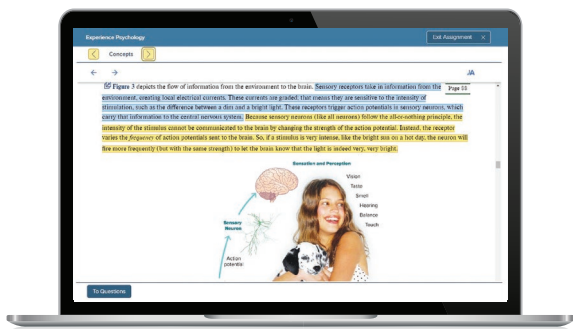


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- Jordan Cunningham,  
Eastern Washington University

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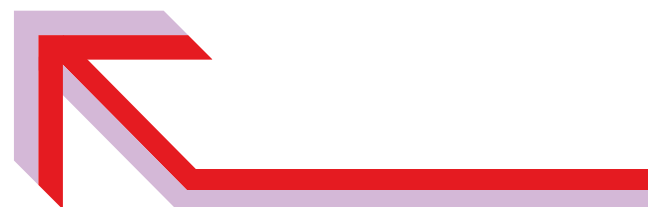


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## Career Path Story

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### “Moving Up the Ladder”

Elena Zhang received her B.S. in Computer Science. Her career goal of becoming a software engineer was off to a strong start when she accepted an internship at a technology company in Austin, TX. Following her internship, she was offered a part-time position as a software engineer, which later evolved into a full-time software engineer. She showed leadership potential and was admired by her peers. On her spare time, she enjoyed paddle boarding, hiking, and attending concerts with friends. Elena achieved pleasant work-life harmony.

One morning, Elena received a tap on her shoulder from her company’s Associate Vice President. He said that the executive board agreed that based on her leadership skills, she would be the perfect person for the vacant executive director position. Elena was surprised,

flattered, and conflicted. The new opportunity would almost double her salary and she liked the thought of no longer worrying about her personal finances. Yet, the new position required a substantial number of new hours, which would translate into very little time for her hobbies and friends. In addition, she would be managing the software engineers who are currently her peers—which could be awkward. If she didn’t accept the opportunity, what message would that send to the company? Elena faced a difficult career decision.

**What Do You Think?** Do you think Elena would be more successful if she took the executive director position? Would you recommend Elena accept the opportunity? Why or why not?

# Psychology and Success

## 1 Chapter

“What lies behind us and what lies before us are small matters compared to what lies within us.”

Ralph Waldo Emerson, Philosopher

### introduction

The first step on the road to success is to define what success means to you. In Section 1.1 you'll clarify your vision of success and begin to think about how you can make it a reality. You'll also consider the personal qualities that will help you reach success and discover how studying psychology can help you understand yourself and your world. In Section 1.2 you'll begin thinking about your identity and self-image. You'll consider how you see yourself and what it means to be you.

### learning objectives

After you complete this chapter, you should be able to:

- Define success.
- List several personal qualities that help people to be happy.
- Define psychology and cite its four major goals.
- Explain the relationship among thoughts, feelings, and actions.
- Define self, self-image, and identity.
- Describe the components of identity.



### WHAT IS SUCCESS?

Success in our culture and in many other industrialized nations is often associated with wealth and fame. Social media and mainstream media blast images of the wealthy, famous, and powerful. Those considered wealthy, famous, and powerful are often referred to as being successful. Does wealth, fame, or power equate success? Or, has society been seduced by these skin-deep characteristics and dynamics?

Success should be defined at the personal level. Consider the fact that about ninety-five percent of the human beings on earth are poor, and most likely a higher percentage of human beings are not considered famous. Yet, many of these human beings consider themselves successful. Why? They are each using a personal definition of success. Based on one's perspective, success could mean pursuing education, possessing a paying job, raising children to adulthood, supporting loved ones, giving back to the community, living a healthy lifestyle, and so forth. These personal definitions greatly vary.

The twentieth-century philosopher, Earl Nightingale, noted in his classic audio recording, "The Strangest Secret" that "Success is the progressive realization of a worthy ideal." It means that when we are working or moving toward something we want to accomplish—especially when that something brings us respect and dignity as members of society—we are succeeding. It has nothing to do with talent, IQ, age, gender, ethnicity, or birthright. It does not mean you have to be a celebrity, icon, influencer, millionaire, or entrepreneur to be successful.

So what exactly is success? In this book, **success** means a lifetime of personal fulfillment. Personal fulfillment comes from creating a sense of meaning in your work and life. This kind of success is not given by anyone else and cannot be taken away by anyone else. It requires taking risks, overcoming challenges, and using your best resource—you—to its fullest potential.

Success is a journey, not a destination. Success is a process, not a status. You don't arrive at success. You engage in living successfully on a daily basis. It involves looking inward, considering what you value, and navigating the life path that is most meaningful for you. Begin to think about what success means to you in Activity 1. As you work through this text, you may wish to return to this exercise to clarify your vision of success.

**success** Lifetime fulfillment that comes from creating a sense of meaning in one's work and personal life.

### Ingredients of Success

Lifelong success has several important ingredients, all of which you will learn about in this book. These ingredients, shown in Personal Journal 1.1, are positive habits of thought and action that you can integrate into your life. The first important ingredient is self-awareness. Closely tied to

#### **success secret**

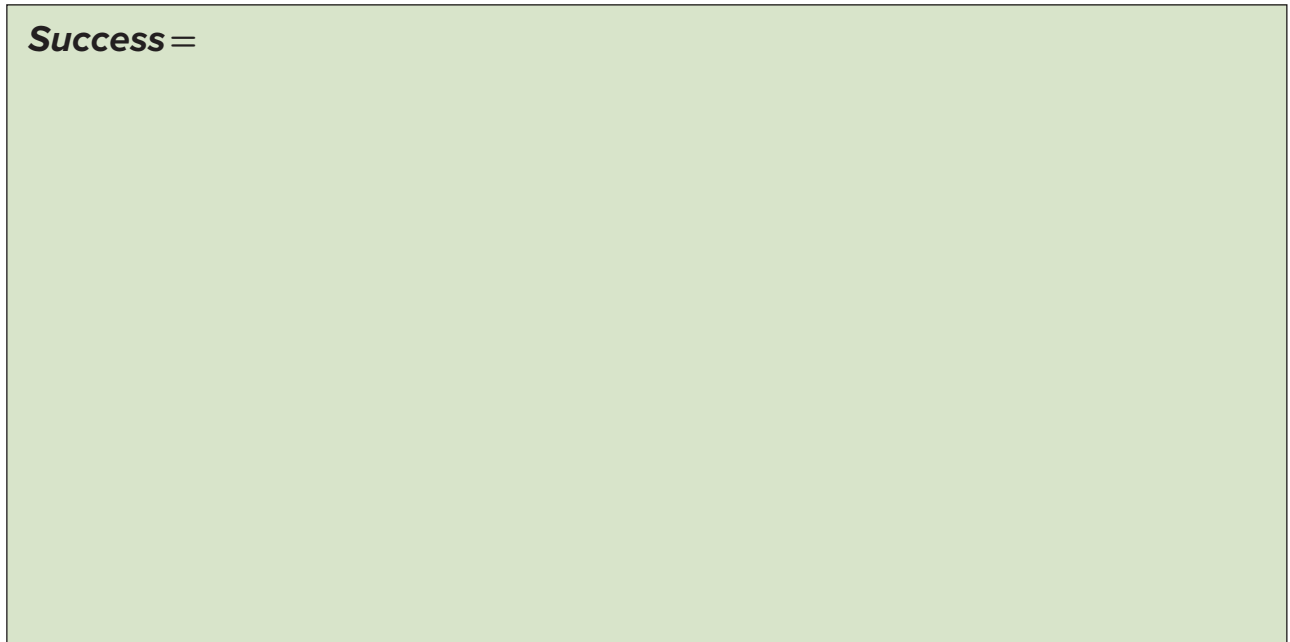
Money and fame don't equal success.



## ACTIVITY 1: What Success Means to You

- A** Take at least three or four minutes to brainstorm every word or phrase that comes to mind when you think of “success.” Write these in the box below.

**Success =**



- B** Look at everything you wrote. What do these words or phrases tell you about your vision of success?

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- C** Now put your definition of success down in writing.

*To me, success means* \_\_\_\_\_

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*continued . . .*

**D** Does your definition of success differ from the definition of success presented in this text? If so, how?

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**E** Do you think you will become successful according to your own definition of success? Why or why not?

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**F** Describe two people you know who have achieved success the way you define it.

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# professional development )))

## Internal and External Motivators

It is important to draw a distinction between internal and external criteria when exploring a career or career change. Internal criteria include the knowledge of your attributes, traits, abilities, interests, strengths, and weaknesses. Evaluating these areas are essential to becoming proactive when making career decisions.

The overwhelming majority of job-hunters and career-changers react to purely external pressures and circumstances—above all, to money. Their ideas about what careers pay well are likely to be outdated because many of today’s job descriptions didn’t exist a decade ago; and even if you choose a career that *is* lucrative, but makes you miserable, you may well end up viewing “your work” as a necessary interruption between weekends.

Many impactful career choices are often left to other factors outside of one’s passions, interests, skills, and so forth. Five common factors are: (1) *money*: valuing the starting salary and benefits over everything, (2) *ill-advice*: receiving outdated, narrow-minded, and/or biased advice is common even if the source is well-intentioned, (3) *family or social pressure*: following the expectations of those around you (e.g., parents or mentors expecting you to follow in their footsteps), (4) *job market perception*: failing to research the job market and simply believing the perception projected by recent advertisements or media instead of seeking a more reliable informational resource (e.g., the U.S. Bureau of Labor Statistics’ Occupational Outlook Handbook: <https://www.bls.gov/ooh/>), and (5) *luck*: leaving it all to luck.

Many people get locked into an inexplicably passive attitude and simply fall into their jobs, often with unsatisfactory results. We all must deal with external pressures and circumstances, but starting with them instead of the internal factors—our own minds and hearts—is a reversal of priorities. Take the time to become fully engaged and honest with the exercises and assessments in this chapter. Look in the mirror before you walk through that office door seeking your first or next job opportunity.

self-awareness are self-direction, self-esteem, self-discipline, and self-motivation, which are the tools to keep you moving in the direction of your goals and dreams. Your attitude is an important ingredient of success, too; positive thinking can help you put things in perspective and make it through the tough times. Finally, no real success is possible without positive relationships with others. Let’s look at each of these key ingredients of success.

**Self-Awareness** Self-awareness involves identifying and appreciating your individual values, personal qualities, skills, and interests. Without self-awareness, it’s hard to figure out what you really want out of life. Successful people use self-awareness to build confidence in themselves and find the courage to go after their dreams. They also use self-awareness to understand their thoughts, feelings, and actions and to relate better to others.

**Self-Direction** Successful people set themselves apart from the rest by developing an important trait: self-direction. **Self-direction** is the ability to set a well-defined goal and work toward it. Successful people can tell you where they are going, what they plan to do along the way, and who will be sharing their adventure with them. They have a game plan for life. They set goals and get what they want. They direct themselves along the road to success.

### success secret

Success is a journey, not a destination.



**self-direction** The ability to set a well-defined goal and work toward it.

**Self-Esteem** Self-esteem, a respect for oneself as a valuable, unique individual, is another foundation for success. Self-esteem helps people work toward their dreams and goals and keep going when other people criticize them or get in their way. It also helps them believe that they are worthy of success in the first place.

**success secret**

Use positive thinking to reach your goals.



**Positive Thinking** Everyone goes through good and bad experiences. Instead of dwelling on the bad ones, successful people learn to focus on future possibilities. They also use setbacks as opportunities to take stock and try again. Not every successful person is a born optimist, but successful people learn to use the power of positive thinking to propel themselves toward their goals.

**Self-Discipline** Success doesn't just happen—it requires effort. No matter how well you plan, you'll need self-discipline to put your plans into action. Successful people take charge of their lives. They take responsibility when things go wrong, but they also take credit when things go well. They learn how to make necessary changes and break free of bad habits. Habits are replaced, over time, by consistent training and practice, requiring focused self-discipline. They also learn to think critically, to make good decisions, and to use these skills to manage their time and money.

**Self-Motivation** To get and stay motivated, successful people set goals for themselves that are both challenging and inspiring. They focus on goals that have personal meaning for them, rather than goals that society or other people say they should have. They understand their needs and wants and are able to keep themselves moving forward despite their fears.

**success secret**

Always make time for relationships.



**Positive Relationships** Healthy and diverse relationships are essential for a successful life. Even in a society like ours that values individual achievement, no one ever succeeds without the help, ideas, and emotional support of others. The happiest and most fulfilled people are usually those who make time for other people in their lives instead of focusing all their energy on piling up accomplishments.

Which of the ingredients of success do you already possess? Which do you need to develop? Record your thoughts in Personal Journal 1.1.

## Who Is Successful?

Successful people get what they want out of life. They set and achieve their goals, which optimally benefit others as well as themselves. They do not rely on luck to succeed in life and ideally, their success does not come at the expense of others. They achieve success by utilizing the potential their born potential, continually learning and improving, and working toward

# Personal Journal 1.1

## Ingredients of Success

On the lines in each oval, write one way you think this action or quality could help you become the person you want to be.



a purpose that makes them feel worthwhile according to their own standards.

Just as it is not always obvious what success looks like, it's not always obvious who the truly successful people are. Mainstream media and social media glamorize people who have a great deal of money, fame, and power, but these people are not always the most successful. In fact, many will tell you that large amounts of money, fame, or power can sometimes lead to a feeling of aimlessness.