

# S.U.E.



## Your Way To Success

How To Use Your Mindset To Overcome All Mental Obstacles

Paul G. Longobardi, Ph. D.

Success and Mindset Group  
[www.SuccessAndMindset.com](http://www.SuccessAndMindset.com)

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## Chapter 1 Introduction

Too many people do not have the success they deserve. They have all the right technical knowledge but are undercut by self limiting beliefs and thoughts, poor clarity of goals, poor stress management, poor communication, and poor time management. In this book I will share simple strategies and mind shifts to help make your thoughts work for you rather than against you. I also will show you how to use a relaxation strategy to reduce your stress. Using the strategies discussed in this book will help you make this your best year personally and in business. The acronym S.U.E. in the book title refers to specific mindset strategies which will be made clear as we proceed.

Since we will spend some time here together, let me tell you a little about myself. I've been a psychologist for over 35 years. I'm a product of a father who had an 8<sup>th</sup> grade education but instilled in me a love of learning. My father literally all but died while going in and out of New York City to learn about astronomy even while he had a heart condition. He was a man who was a learner and instilled that in me. I saw so many people living below their potential that I became very concerned about that as I took training in psychology. In my early career, I worked with military officers and corporate executives to help them become more functional and lead their organizations in a positive, cohesive, and productive manner. I then became a psychology consultant to dysfunctional executives. If you've ever seen George Clooney's movie Michael Clayton, he was an attorney who fixed problems. I was a fixer of executives who had all kinds of mental health issues and problems but who were functioning at high levels in their organization. I got to see what kind of mindsets and attitudes helped them to be successful and was able to assist them in improving what they did with their organizations. Of late I have worked more with people around successful aging issues and I have spent a lot of time learning what it takes to age healthfully and to help people enhance that as well. I have a lot of experience in working with helping people become more successful in whatever life area, endeavor and stage of life in which they are engaged.

Why people aren't more successful than they are.

This is a fundamental question. Why it is that people actually aren't more successful than they are? There are certainly many reasons and we won't discuss all of them. However, here are some of them.

Certainly one of the foremost is their mindset. These are the views we hold about ourselves and I'll be talking about that shortly. If we have a limiting mindset then we are less likely to be successful than we could have been otherwise.

Another reason why people are not more successful is that some people have such very poor time management that this gets in their way and they can't get things done and yet they are always rushing, hurrying and feeling stressed.

Yet another reason is that many people have poor clarity of goals. We will also discuss that shortly. There's an old saying that if you don't really know where you're going any road will take you there. That is true in business and life as it is anywhere else.

Some people don't handle stress very well. Toward the end of the book I will provide a very brief progressive muscle relaxation exercise that can help you to breath, visualize and also release tension in your body because that's a way to help you reduce stress and thereby behave more successfully.

Some people communicate poorly. That is another reason as to why people are not more successful than they are. The clarity of your language determines how well you will communicate. If you cannot clearly communicate your thoughts you're not too likely going to be as successful as you can be.

There is a critical reason why people are not more successful. It is the actual source of the title of this book. Some people have very self-limiting and self-defeating thoughts and attitudes. These limiting beliefs get in the way of someone living their best life. We are going to spend time discussing that point as well.

## Chapter 2: What is Success?

### Definition of Success

There are many definitions of success and you can get about as many as you will have individuals. One definition I find useful comes from Dr. Denis Waitley's book The Psychology of Success. He defines success as lifetime fulfillment that comes from creating a sense of meaning in your work and your personal life.

Let's examine that definition. What is success not? He didn't say money. What else is success not? Dr. Waitley did not say fame. In fact, he didn't even say that success brings about happiness. Really truth is often the reverse. The findings of research studies are consistent with the conclusion that it tends to be happier people who are more successful. This becomes a problem for many people. Some people think and say that when I am successful I'll be happy. Well in fact it's quite the reverse. I remember meeting a woman in real estate some years ago who was very unhappy with her results in real estate. When we talked for a while, she pointed out that she actually hated and detested real estate. What she really wanted to do was graphic arts and designs. However, she thought she could get around to doing those things when she became successful in real estate. Her unhappiness in doing what she was doing led to absolutely no success for her at all either in terms of finances or in life fulfillment.

So success is a journey and not a destination. The happier you are and the happier you will be has a lot to do with what you think, which influences how you feel, what you do and the kind of results that you get.

What are the Characteristics of successful people?

What do we know about successful leaders?

There are many myths about successful people and some characteristics we do know from research. Let's examine several myths first. One of the myths about successful people is that they thrive on risk. That is a stereotype. Actually when we review the literature on management, this is not true. What makes successful leaders different from other people is how they respond to stress. Usually rapidly advancing CEOs enjoy facing adversity but most of them also manage and mitigate the risk and actually seek to diminish it.

A second myth about successful people is that they are control freaks. In terms of what we know about management literature, they actually focus overtime. They are essentially

willing to sacrifice anything necessary to achieve a goal, but they are not control freaks at all.

A third myth is that they are lousy at strategy. In fact, the dominant style of most successful managers is analysis. They are very high on awareness, they read situations very well. A fourth and final myth about managers and successful people is that they are bullies, that they pressure people and run up on people, are curt and aggressive and hostile. In surveys done, some of them by the Inc. 500 group, results showed that greater than 80 percent of the population of CEOs expressed a lot of support and encouragement to those with whom they worked. This was higher than almost any other group except high performing sales people. From the survey, the dominant impression is that CEOs generally succeed by helping other people rather than controlling, managing and bullying them.

What are some of the characteristics of successful people? We know that they are more successful when they are persuasive and have strong social skills. This appears to be a very important characteristic for successful individuals. Social skills help you to communicate better. As we mentioned earlier, one of the reasons why people sometimes are not as successful as they would like to be is that their use of language creates miscommunication resulting in poor outcomes. Others do not understand them, act on what they think they understand, do not clarify, and create difficulties.

Another characteristic of successful people comes from studies of entrepreneurs. What happens is that entrepreneurs are worse at coming up with reasons they might fail and surprisingly they don't seem to care as much about what other people think about them. These are rather strong characteristics. What we're gleaning from some of the literature is that people who are successful have a harder time imagining failure and they don't care as much about what you think. It's not that they don't care at all but they don't care quite as much as less successful people. Relevant to the issue of mindset that we mentioned, successful entrepreneurs have more difficulty imagining failure than other groups of people do. There are three success core principles which we will discuss. These are:

- 1) Mindset
- 2) Goals
- 3) Self-limiting and self-defeating thoughts and attitudes.



## Chapter 3 What is Mindset?

### Definition of Mindset

A mindset is a view you that you adopt for yourself and about yourself. One of the best distinctions I've seen is in a book by Dr. Carol Dweck, a Stanford University psychology professor titled Mindset: The New Psychology of Success. In that book, Dr. Dweck contrasts a growth and a fixed mindset.

### Growth versus Fixed Mindset

A fixed mindset is a belief that your qualities are unchangeable. What this mindset leaves you with is an urgency to prove yourself repeatedly. The reason for that is because the individual with the fixed mindset doesn't see that he or she has any capacity to grow, learn, and change. In each case they have to prove themselves anew every single time and they are also more threatened by any possibility of failure. In contrast, the growth mindset is a belief that your qualities can be cultivated through effort. This distinction between a growth and a fixed mindset is evident even in school children and how they respond to challenges, failures, and setbacks in school. However, Dr. Dweck also gives numerous examples of individuals who have led Fortune 500 companies who adopt such principles and mindsets to either their betterment or their detriment. One of the main example she gives as to a fixed mindset was the set of executives of the Enron company. They spent so much time worrying about proving themselves that they actually didn't take actions that could have rescued their company. So the question is, is success about learning or is it about proving that you're smart? Individuals who are more successful spend more time with an open attitude about learning. The distinction then becomes one of learners versus nonlearners. Your failure can define you. This happens if you have a more fixed mindset. Conversely, your failure does not define you in the case in which you have a more growth mindset. In the growth mindset, individuals look for what they can learn from the particular experience, how can they change, how can they do this better, how can they see this as a challenge but not a complete devastating failure. The point is that your mindset can change. Even if at this time you have a somewhat fixed mindset you can actually change that as well. As you can ascertain, people who are trying to better themselves in an entrepreneurial or in a business way are best helped by a more growth mindset.

## Chapter 4 What are Goals?

### Definition

A second core success area on which we will focus is in discussing goals. As mentioned earlier, if you don't have any goals you're not likely to achieve anything. You may not fail at anything either but your life will not be as fulfilled and successful as you would like it to be.

Goals are outcomes you want to achieve toward which you direct effort. I have spent many years in hospital and medical settings and I'm sure some of you have probably also heard the acronym SMART goals. That stands for specific words:-

'S' for SPECIFIC - your goal needs to be clear and you need to have a plan of action that can achieve the goal. First, you need to be clear about what is your goal. If it's too vague, you won't know how to get started or if you ever reach it.

'M' is for MEASUREABLE - how will you know whether you ever achieved your goal? Does it give you something to measure, like the amount of money to be saved or earned, number of books to be read, number of pounds to be lost if you're on a diet?

'A' is for ACHIEVABLE - is your goal doable, can you actually succeed at it or are you dooming yourself to failure?

'R' is for REALISTIC - is your goal possible and desirable given your values, your skills, and your interests? Does the goal fit with your schedule and your financial situation, your personality and any other goals you may have?

'T' is for TIME -related. Does your goal have a time frame for evaluating whether you have achieved it or not? Does it motivate you to get started right away or is it off somewhere in the future?

How realistic are your goals?

Usually one or more of these components are missing for people who have unsuccessful goals and outcomes. A person may have a fairly specific goal and it may be measurable but it may not be achievable or realistic. My goal to become an all-star NBA player may



be very specific and measurable but not very achievable and realistic given my advancing age, average height, and generally fair athletic condition. More seriously, let's suppose if we have a goal to lose weight. You can design very specific measures for that. For example, I will lose one pound each week for the next 15 weeks. This goal is specific, it's realistic. It's far more realistic than if I wanted to lose 30 pounds in one week versus one pound. It's time related in that I have a time period of 15 weeks that I plan to actually achieve this goal and it is measurable, 15 pounds over a 15 week period. Other examples could include calling on 10 prospects this week or making 5 cold calls or having a social interaction with 10 or more people over the next two weeks. All of these goals are measurable and time related. These are now well set goals and have a far more likely chance of being met and having those goals put you on a route to success. One of my childhood idols was Dr. Norman Vincent Peale. In his book Why Some Positive Thinkers Get Powerful Results, he talked about how to set major goals and achieve them. He recommended multiple strategies, many of which I have followed. Dr. Peale advised to:

- a) Think about where you want to go in life.
- b) Come to a firm decision about your basic goal.
- c) Write down your goal in a clear statement, study and learn all you can about your goal.
- d) Set a time for achieving your goal.
- e) Make sure your decision about your goal is right.
- f) Give your goal all your effort and never stop trying.
- g) Be a positive thinker and once you have achieved one goal, go on to the next.

He would suggest writing your goals on 3x5 cards and carrying them around in your wallet. Every time you think of another goal write it down on the card near to the others. As soon as you achieve the goal, get rid of the card. I have done that. Sometimes my wallet became full with many cards in there. These included goals I had not yet achieved. Gradually I would achieve them and move on to the next goal and dispose of my 3x5 card.

So, as you can see, good goal specification is critical to your success.

## Chapter 5 Self-defeating thoughts, attitudes and setbacks

### Definition

The third area is a key area for all of us and that is handling self-defeating thoughts, attitudes and setbacks. People have been talking about our attitudes towards events since Roman times. The real progenitor of the mindset approach and how to handle thoughts and your views of situations was Epictetus, the Roman Stoic philosopher. Epictetus said that it is not what happens to someone that upsets them but rather their view of it. The point is that how we view what happens to us greatly influences how we feel and what we do. In cognitive therapy, which I have spent many years studying, Dr. Aaron Beck, a psychiatrist, also discusses the same phenomenon. He talks about how your thoughts then influence your feelings that influences your actions and then your results (TFAR). This TFAR acronym also comes up in some current popular mindset psychology such as T. Harv Eker and his book Secrets of the Millionaire Mind that many of us may have read. Another colleague of Beck's was Dr. Albert Ellis, a psychologist who talks about the ABCs and in fact uses a little piece of paper that I have used many times with individuals and clients and patients.

The ABCs include A (activating event - what happened - what actually occurred, e.g. did my boss criticize some work of mine?), C (consequence - that's the feeling - how did I feel, disappointed, upset, down on myself, worthless, a failure), and B (in between the A and C was the belief - what was my thought, what did I say to myself about this event?). It's very clear that what you say about the event will have a great deal to do with how you feel and then what you do. If I get a dressing down from my boss and I decide that I'm a complete failure as a person, as a psychologist, as a male, as a parent, I'm likely to feel a whole lot worse than if I do something else. If I actually say that this particular event is disappointing but that there is other contrary evidence – e.g. it's not nice to hear criticism of one's work- but I have done other good work; or it's not the end of the world, I actually have many other good capabilities. Following on our earlier conversation about the growth mindset, let's ask what can I do to help me improve in this area? This assumes I even believe my boss' criticism of me. However, if I actually believe that what has been said about me is generally true, I'm going to become devastated, demoralized and probably not do too much. I withdraw and then I have less likelihood of being able to accomplish anything.

In case you think that this is all academic psychology let me introduce you to the work of a psychologist named Dr. Martin Seligman. Dr Seligman has been studying peoples' mindset since the 1960's. In an exciting book titled Learned Optimism he showed how we can actually learn to be more optimistic, while some people think we're just born the way we are. Dr. Seligman says that's not true. He says that how we explain events and setbacks in our life really influence how we're going to perform in many areas whether it is in school, in sales or in entrepreneurial activities. Dr. Seligman was retained by some major insurance companies to evaluate individuals who were candidates for their sales training programs. Dr. Seligman was able to identify how they would perform as sales people, just based on their responses and how they described setbacks that occurred. He was able to save companies millions of dollars in training that would otherwise be wasted training a sales person who would not work out. That is, the first time that a sales prospect said something negative to them they became all upset and couldn't handle it anymore. They then started doing the things people do when they don't want to go out and actually face real life prospects or customers. They fiddle around with their coffee cup and do their email and spend a lot of time doing nonproductive things.

We have actually finally reached the point to explain my title acronym of S.U.E. in S.U.E. Your Way to Success. Actually I'm not advocating taking legal action against people as you might have thought. The S.U.E. acronym stands for three specific words that are extremely important in helping you to control your reaction to set backs and handle your thoughts.

The S.U.E. stands for:-

S – stands for Specific- specific contrasted with general. If I am criticized, or if I have a setback, or a customer hangs up in my ear, then there is a specific response I can make. I can say that was annoying that this person hung up in my ear but that's all, I've had a number of other successful experiences. The person who becomes more depressed and demoralized believes that in contrast to specific what just happens is general. In other words, what has happened to me is far more general. People generally hang up in my ear and don't treat me well. If I think more generally, then that's very demoralizing and depressing. That person is on their way to becoming demoralized, devastated and starting to think that they don't have any skills and talents.

The U – stands for Unstable contrasted with stable. If I view the situation that happened as unstable I am in effect saying that it happens from time to time but it's not a regular part of my life. Let me give you the example I frequently give my patients about something going wrong, If the annoying event is that the car breaks down I can say to myself this is annoying, this is inconveniencing, but this doesn't happen very often and

the car generally works. I can call up the automobile club and I can get some help. That's more of an unstable view which is what we want. In contrast a more stable view (and more upsetting) is if I say to myself that everything bad happens to me, everything goes wrong for me, nothing works right for me, and God has singled me out for all the bad stuff in this world including this car that just broke down at this moment. Fill in the blank for yourself. Perhaps the prospect just hung up on you, the business call did not work out. If you answer and/or talk to yourself with a more stable view of the event (versus unstable), then you're on your way to a much more negative mindset and you will have more ongoing upset.

Finally the E - stands for External contrasted with internal. The idea is that if the same negative event happens, I view it as more outside myself and not a permanent negative characteristic or trait of me. Now please understand I am NOT saying to go around and blame everybody else for everything that happens in your life. DO take responsibility for your thoughts. What I am saying is to treat the event that happened like my car breakdown, the criticism I got from the boss or the prospect that hung up in my ear as external to me. It's the car (not me), things break down. It's the prospect (not me), maybe they're having a bad day and it has little if anything to do with me. Again, this is in contrast to the explanation that because the car broke down that just goes to show what an incompetent person I am (internal view). After all, I should be able to anticipate and fix everything ahead of time and never have anything break down. This is a very internal explanation. I can explain my sales challenges as I must not be very good at sales because this prospect that I just called and hung up in my ear means that I'm not very good at any of this. This is an internal characterization of you. Internal characterizations will create more difficulties because you will get down on yourself more often and overgeneralize about your negative aspects. You will feel worse at that moment and increase the likelihood that you will overreact to the next negative event, setback, or obstacle you experience.

Increasingly what I want you to do is not suing by going to your courthouse to file legal papers. Rather, I want you to sue (S.U.E.) situations that are frustrating to you by thinking of them as specific, as unstable, and as external to you and not reflective of an internal general capacity for yourself. If you do so you're going to do better and feel better at handling setbacks and limiting the self-defeating thoughts and having more positive attitudes. What I'm hoping for you to be able to do overtime is several things. One is to change your mindset to a more growth oriented one compared to a more fixed mindset. Second, be more clear and self-aware about what you really want. I want you to be able to develop well-defined SMART goals. Remember SMART stands for specific, measurable, achievable, realistic, and time limited. Third, I want you to be able to S.U.E. your way to success by identifying, disputing, and changing your limiting

thoughts by making them more specific, unstable, and external. This will help you lessen your overreaction to setbacks and obstacles. Now to do some of these things we've discussed, we often need to calm ourselves and reduce our anxiety.

## Chapter 6 Relaxation Exercise

### Definition

We certainly know that stress has a great deal to do with limiting our success. It leaves us vulnerable to negative thoughts and interferes with our abilities to be clear about what we want and set goals. It is remarkable that it was only decades ago that it was thought impossible to affect parameters such as heart rate, thought to be involuntary. Now we know that we affect such parameters by thoughts, focus, and breathing. To help you, I'd like to show you briefly a basic progressive muscle relaxation sequence that involves breathing, visualization and the scanning and releasing of your body tension. These are not new areas. I know many people do relaxation procedures. Actually, in academic psychology such procedures have been around since 1938 with Dr. Edmund Jacobson at the University of Chicago. There are three key components. Do this on your own and it will take you approximately 10-15 minutes. If you use this sequence and if you practice it 3 to 5 times per week, you will get actually become much more able to calm yourself so then you can use some of the other techniques and approaches we have been discussing.

### Exercise

One component is breathing. Wherever you are close your eyes, uncross your legs and your hands, whatever chair you are in just take in a breath through your mouth, Then feel that breath go into your diaphragm, feel it fully, and then release that breath and think relax. Once again take a deep breath into your diaphragm, hold it a second then exhale and as you begin to say exhale, you want to associate exhalation with relaxation. Most people associate exhaling with tension, they start hyperventilating, they feel tense and tight. Then they say to themselves to relax when in fact they are just more tense with each breath they are taking.

The next component is visualization. Visualization, sometimes called imagery, becomes important as you close your eyes and try to imagine a pleasant scene for you. This is very individual. Ones I find helpful for people are several. One is to imagine yourself out on a beach. It's twilight, it's a lovely warm calm night, palm trees are swaying, you're out there and there is nobody else and you are listening to the gentle sound of the waves coming in. It's just so peaceful to you that you find yourself at ease. Another one that sometimes people find helpful is imagining yourself just floating high in the sky on a cloud, a very soft pillowy cloud and it's much like you're on some kind of lounge chair in

your living room. It's so soft and so peaceful and the sky is so blue. If either of these images help, use them as you close your eyes because I will ask you from time to time to visualize your pleasant scene. At that time, you should take a breath, exhale, and think relax. If you have another image that's good for you use that one. Let's take you through a quick scanning of your body for possible tension. This is the third component, muscle tension/relaxation. In each case I'm going to focus on some particular area of your body. If you need to actually tense that area to notice what tension is then go ahead and do so and then let go of the tension. Let's start with your hands, left and right hand, clench your fist just for a second or two. I do not want you to do anything to hurt yourself. Rather, just tense enough that you feel tension and then release it, let it go and always begin to notice what relaxation feels like as you let go of the tension. Then put your left and right hands on the arms of the chair and press down. You will feel some tension in your forearm, notice it and then release that. Then with your left and right arms just make a muscle like you thought you were on the beach and you were trying to be a muscle person. You will feel some tension in your biceps, hold that tension just a moment, release it and let both arms and hands float down on to your chair or the arm of your chair. Let the tension just flow out of both your left and right arms. Now we come to your head. People have lots of tension around their head and neck. To start just frown, just frown as if you were angry with someone and notice the tension right above your eyes, Release it and let it go. Following that, close your eyes tightly, not so tightly to hurt yourself, just enough to feel that tension in your eyes. Hold it, let it go, don't forget your breathing. Go back to regular inhalation and exhalation. Go back to your pleasant scene for a moment. It takes you away from your daily concerns and can help you regroup, visualize and refocus on your goals and clarity. Go back to your head now. Press your lips together tightly. Just put them together for a moment, hold it and release, Then clench your teeth very gently but just enough to feel the tension, hold it and release it. Take your head and put your chin down into your chest, you will start to feel some tension in the back of your neck. Notice what that feels like, release and let it go. Then take your shoulders and shrug them, try to bring your shoulders right up to your ears and you will feel some tension in your neck and in the shoulder area. Hold that for a moment, notice what it feels like and let it go. That's a very common area for people who have tension and you will be able to release that. As you need to, you will practice tensing and then relaxing those areas so that you will become very good at scanning your body and realizing where you have tension and letting it go. You're going to do so well with this. Now I'm going to actually ask you to hold your breath just for a moment so you feel the tension in your chest. Inhale, hold that breath, notice the tension in your chest, now exhale and release and let it go. Frequently when people get very tense, they shorten their breathing, they tighten their chest and they don't even notice it. I want you to be able to release all that tension that you are experiencing.



Next, go down and tighten your stomach. Tighten your stomach muscles like you're trying to impress somebody at the beach and show them just how fit you are. Hold that tension in your diaphragm for a moment, release it, and let it go. Remember breathe, exhale, and think relax. Go back to your pleasant scene for a moment. Maybe you are up there on that lovely little cloud high above the sky and enjoy that for a moment. Scan whether you have any tension in your arms, your head, your eyes, your lips or your chest and lastly we go down to your legs. We want to get rid of any tension there as well. If you are sitting on a chair or a couch what I want you to do is to lift your legs like you are doing a leg raise like you did in physical education in school. Hold the tension that you feel in your thigh and your calf and then drop your leg back down and release the tension and let that go. Take your toes, left and right foot and curl them back towards your head. Then you will feel some tension in your calf. Hold it a moment, feel it and let it go. Finally, take your toes and curl them under your feet and you will feel some tension in your left and your right foot. If you do hold it, feel it, then let it go and release it. You should increasingly be freer of muscle and body tension. Check your breathing, regular in and out and scan your body one last time for any tension. Just like you made it happen and then released it, see if you can notice it without having to tense the area. Start with your hand, left or right, notice any tension there, the forearm and your biceps, notice any tension, go up to your head, how is your forehead? Smooth that forehead if you are furrowing it. Keep your eyes closed but not tight, no pressing of your lips, and no clenching of your jaw. Let it go smooth, your shoulders are down, not up, not forward tight, they are just down and relaxed. Let your head float down if it feels right, don't shorten your breaths. Take regular breaths in and out so that your chest feels quite relaxed. Be sure there is no tightening of your stomach and then notice whether there is tension in your legs or any tension in your thighs, calves, or feet. If so, release and let it go. You can enjoy that feeling for a few minutes if you like. Just get rid of the tension, focus on your regular breathing and put your mind on your pleasant scene. You can do that same sequence, which is only for about 10 to 15 minutes, several times a week. As you get better, you will be able to do it quicker, faster, and you will be able to employ it in different situations, even at work. I know people who can take this sequence and go into their office, sit in their chair and actually calm themselves and release that tension. If they don't have even that much privacy, they go to the rest room and sit on the stall and actually calm themselves and release the tension.

Practice these progressive muscle relaxation strategies at least three times per week. Within one month you will see all the progress you will have made when combined with proper breathing and visualization. Try it, you have nothing to lose except your stress.

## Chapter 7 Conclusion

We have covered much ground in our short excursion together. I am confident that you are more clear about the importance of mindset, being more self aware about what you really want, setting smart goals, and helping you learn to identify, dispute, and change your limiting thoughts using the S.U.E. strategy to your success.

Take those thoughts you have about the inevitable setbacks and obstacles you face as well as the limits that you think you have and make them specific, unstable, and external. The more you are able to do that, the more you are going to be able to find your way to success and happiness. Use the relaxation strategies to reduce and manage better the stress in your life. Stress is inevitable in life. How you respond to it is not. I wish you well and hope all your thoughts may be enhancing for you. Thank you for your kind attention.

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