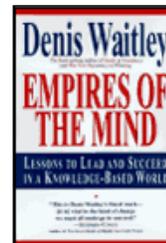


## Empires of the Mind

Lessons to Lead and Succeed in a Knowledge-Based World  
by Denis Waitley



Change of all kinds is happening at accelerating rates. In some areas of human activity, change is not just accelerating but exploding. And none of this shows any sign of slowing in our lifetime.

So, we are left with only two choices. We can simply allow ourselves to be overcome by a sea of uncertainty, or we can batten down the hatches and get ready to ride the waves of change.

Assuming you choose to ride the waves, you'll probably be in the market for a high-quality surfboard. So why not use the same board that all the big-name surfers are using these days: Empires of the Mind by Dr. Denis Waitley? It's solidly constructed, well-designed and just flashy enough to get you noticed at the beach. And if there's one thing all pro surfers know, it's that you can't go wrong with anything that has Denis Waitley's name on it!

Besides surfboards, of course, Denis Waitley is best known as the author of The Psychology of Winning, the all-time best-selling audio cassette on personal and professional development. His books, tapes and lectures have helped millions around the world to realize their potential.

In his latest book, Empires of the Mind, Waitley explains why standard management practices, job descriptions, and career tracks have become obsolete. Waitley says that for people and companies to succeed today, individuals at every level must change — they must learn to re-engineer themselves. As one of North America's most insightful authors, his book offers audiences specific tools and techniques for maximizing their personal potential and asserting self-leadership.

Today, in the knowledge-based world where change is the rule, Denis Waitley recognizes that a new set a personal strategies is essential for success (and for survival). Throughout his new book, Waitley shows us how to ride the waves of change. Many of the strategies are in the form of what he calls "paradoxical proverbs." They're proverbs in the sense of being short definitions of what we must do to take command of change. They're paradoxical in that they appear to contradict much of what we've long assumed to be true.

**You must welcome change as the rule but not as your ruler.**

"Today's America seems to have everything going for it," he says, "yet too little coming together. We seem to have been shoved into a race we didn't choose and whose finish line we can't picture." Waitley recognizes that the average person is working harder each day merely to stay even. We're having to produce more and

more with less profit, less time, less margin for error — because customers everywhere have come to expect instant quality. Global competition makes yesterday's world-records entry-level requirements. No one seems to have enough time to do anything anymore.

### **So how can we cope?**

According to Waitley, we must arm ourselves with strategies to lead when the only rule is change. And becoming a leader in the new empires of the mind means learning to learn. Today's leaders need — and many are demonstrating — a new attitude toward learning. Although most are too busy to spend much time in classrooms, they continue to learn by teaching themselves, absorbing new ideas and knowledge largely on the run.

But while there are dangers in trying to become a leader without thoroughly knowing your field, there are also dangers in thinking of yourself as an expert. Instead of being driven by curiosity, you become driven to defend what you've previously invented, marketed or published. "Leaders who continue learning throughout their whole lives," writes Waitley, "never forget that they always have more to learn."

### **You must accept responsibility for your actions, but not the credit for your achievements.**

We are living in an age of eroding responsibility. Blaming others — bosses, parents, companies, immigrants, the government or bad luck — is the mark of a juvenile mind. The mature mind asks what is in ME that caused this to happen. What did I fail to consider? What can I do better next time? Making the best use we can of our minds, skills and talents will bring positive rewards in our outer lives. And assuming the personal responsibility to use these gifts in positive ways will result in a lasting inner happiness. This is true of everyone.

Although many things in life are beyond anyone's control, we do have a great deal of control — more than most of us are willing to acknowledge — over many circumstances and conditions. Here are a few of the most important:

1. You can control what you do with most of your free time.
2. You can control how much effort you give to each task you undertake.
3. You can control your attitude.
4. You can control who you choose as role models.
5. You can control who you choose to spend your leisure time with.
6. You can control your commitments and the promises you make.
7. You can control your response to difficult times and people.

Waitley encourages all of us to take the blame for our positions in life with openness and honesty, and to share the credit for our successes with those who deserve it.

## **You must fulfill your expectations, but they may not be what you want.**

Much has been written for centuries about the self-fulfilling prophecy. A self-fulfilling prophecy is a statement that is neither true nor false but that may become true if believed.

For example, when our fears and worries turn into anxiety, we suffer distress. Our immune system then becomes less active and we become more vulnerable to bacteria, viruses and other hazards. In many cases, then, what we believe will happen, makes it happen.

One of the most desirable attitudes of a prospective employee, leader or manager is an ability to see challenges as opportunities and setbacks as temporary inconveniences. The positive attitude also welcomes change as friendly and is not upset by surprises.

"How we approach challenges and problems is a crucial aspect of our decision-making process," writes Waitley, "whether it be in business or in our personal lives." Fear of failure leads to avoiding failure at all costs. And the trouble with failure avoidance is that it's simultaneously avoidance of success, which depends on taking risks.

Here are some ideas from [Empires of the Mind](#) that will help you avert fear avoidance by framing your own expectations in a positive, healthy way:

1. Visualize, think of and speak well of your health.
2. When dealing with your associates and subordinates, don't criticize failures in front of others. Open criticism of others' mistakes will likely make them failure avoiders who will stop innovating and experimenting.
3. Instead of comparing yourself to others, set your own standards for achievement. Keep upgrading your goals, skills and desires so they're challenging and prompt real effort to achieve.
4. Above all, put your wishes and goals in positive terms. Live to greet success, not to avoid failure.

Genuine leaders focus on the benefits of success, while those chiefly motivated by fear concentrate on failure's painful consequences. Remember to continually tell yourself what to do, not what NOT to do.

## **You must get money to chase you, but never let it catch you.**

David Sarnoff, the founder of NBC, said that competition brings out the best in products and sometimes the worst in people. Although a competitive nature can help push individuals toward outstanding performance, it can also hold them back from enjoying the success that's been attained. Leaders and managers should take

special note here. They must be careful in their use of external motivators — money, perks, prestigious offices and titles — as a source of excellence. Enduring motivation must ultimately come from within.

The late Ray Kroc, the founder of McDonald's and Denis Waitley's former next-door neighbor, often stressed the importance of people doing a good job for the inner satisfaction, not just the money. Ray said that most people find it difficult to associate applause with their work when they can't hear literal applause — but the important applause should come from within.

Waitley's research has shown that an unsuitable career is the chief cause of lost inner motivation. "Too many people choose their work for convenience," argues Waitley, "then merely put in their hours before they can go home and do what they really enjoy." Leaders do it differently. First, they seek careers that are most rewarding and interesting in terms of their potential. Second, they accept that they may have to go through several job changes until they find the career in which they can develop their talents to the maximum.

So what does all this mean for folks like us? It means that if money and status are our only motivators in choosing a career, we'll likely abandon it as soon as we can make more somewhere else. Eventually, we'll find ourselves wondering what we're doing, and maybe even who we really are. Without the inner motivation to stay on a particular path, the great journey of life will be a long and difficult one. But the passion of knowing what you want to do and where you want to go will put you halfway down the road to the empire in your mind.

### **You must participate in person, but lead invisibly.**

"Effective leadership in the knowledge era," writes Waitley, "must promote initiative and responsibility, which simply can't be done by wagging fingers and presuming you know what's best for others." Especially in the hard work of adapting to momentous change — of pulling people from their comfortable patterns — leaders must tap into basic human motivations.

Take Pat Riley for example. The legendary NBA coach always managed to create an atmosphere in which his team members could flourish by freeing and inspiring them to use their best talents. He didn't rant. He never raved. And he certainly didn't intimidate. This is because Pat Riley understood, like so many great leaders do, that power multiplies only when it is shared.

More than trying to accumulate money and power, leaders in the new era acquire good will by helping their employees, customers and friends to win.

### **You must spend your time wisely, but never try to save it.**

Time never stops to rest, never hesitates, never looks forward or backward. Time spends itself NOW — this very moment — which is why how you spend your time is far more important than all the material possessions you may own or positions

you may attain.

"Not Madonna or Queen Elizabeth or even Bill Gates," writes Waitley prophetically, "can buy another hour." What that means is, none of us seems to have enough time, yet we all have all there is or ever will be. It would take a hundred lifetimes to accomplish all we're capable of, but we're given just one for learning and giving as much as we can, for doing our best.

In our journey into the empires of our mind, Denis Waitley reminds us that success is a process, not a destination. The only thing that counts is what you do now with what you have. Life, like the deepest ocean, is not so much to be admired for its external appearance and majesty, although these are attractive and noteworthy. Life, like an ocean, is more meaningful because of what goes on beneath the waves.

Surf's up everyone!

“Empire State of Mind” stands as one of Hov’s most successful singles. It was the first Jay-Z-lead single to ever top the Billboard “Hot 100,” sitting at #1 for five consecutive weeks (also being the last number #1 in the 2000s). It has been certified 5x Multi-Platinum by the RIAA for sales of over 5.5 million in the United States. The track was nominated for three Grammy Awards, winning “Best Rap Song” and “Best Rap/Sung Collaboration.” What has Jay said about the track? And definitely getting to be in the middle of Times Square on my piano [with] Jay, representing our home city is a triumph. It was unbelievable. “Empire State of Mind” is one of the music videos Jay pulled down from YouTube when he purchased his streaming service TIDAL. The Empire of Mind: Digital Piracy and the Anti-Capitalist Movement is a book by Michael Strangelove first published in 2005. It explores how digital piracy and cultural appropriation within art and popular culture by Internet users influences cultural reproduction within capitalism. It was a Canadian Governor-General’s Award finalist in the category of non-fiction in 2006.