

1

The Growth Mindset

*You were not born a winner, and you were not born a loser.
You are what you make yourself to be.*

—Lou Holtz

WHILE VISITING A LOGGING CAMP in Myanmar, an American tourist watched how at the end of each day, the loggers secured their elephants with just a small piece of tattered rope tethered to a teak tree. The tourist couldn't understand how such a thin flimsy rope could restrain a powerful 8,000 lb. bull elephant. Having watched the pachyderm haul over a dozen one-ton logs that afternoon, surely, thought the tourist, this massive creature had the brawn to destroy the cord and break free. Quite perplexed, the American asked the trainer, "Why don't the elephants just break free?" The trainer explained that from birth, the elephants are tied up with the same size rope, and since as babies they weren't strong enough to break free, they were conditioned to believe that the rope is inescapable. By the time they are full-grown adults, they stopped trying and accepted their lot in life. What's tying up your future?

Truth #1 – You Must Have a Growth Mindset

If you are reading this book and are broke, here are three comforting facts: you are not alone, it's not your fault, and a year from now you can be a millionaire. While the stock market is at an all-time high, the sad truth is that the vast majority of people are drowning in debt. Americans owe more than \$1 trillion in credit card debt and another \$1.5 trillion in student loans. According to a recent Bankrate survey, the majority of Americans don't even have the funds to cover an unanticipated \$1,000 emergency. As the Covid-19 virus pandemic taught all of us, life can be full of expensive surprises. Your car needs a new transmission, your appendix bursts, or you suddenly lose your job. The smallest financial challenge and you could be just weeks away from being on the street homeless. The income inequality gap in the US has never been wider, with the poorest half of Americans owning just 1 percent of the nation's wealth. According to recent research by the Institute for Policy Studies, 140 million Americans are poor or low-income, living below 200 percent of the Census's supplemental measure of poverty. For almost half the US population, life is a never-ending balancing act of juggling bills and paying off debts.¹

Before you know it, retirement age creeps up, leaving one third of US households with nothing saved for their old age and the majority (56 percent) having managed to only stash away less than \$10,000. Adding to these woes are the facts that younger people will be living longer and the Social Security trust in the US will run out of money by 2034!² For most people, the golden years aren't so golden, with financial independence and security completely out of their reach.

How Do So Many Fail in a Land So Rich with Opportunity?

There are two reasons most people don't attain wealth: they didn't think they were smart enough to get rich and they were never taught how to create wealth. Let's dispense with the myth about intelligence and money. "There is no relationship between IQ scores and net wealth," according to Ohio State University economist and research scientist Jay Zagorsky. Zagorsky tracked the progress of 10,000 participants from 1979 to the present.³ While those with higher IQs

tended to earn more (each IQ point above average increased earnings from between \$202 to \$616 per year), smart people weren't any better at holding on to their money and building wealth. Surprisingly, those with higher IQs tended to have more problems. When Zagorsky compared people's IQ scores and their likelihood to have problems such as paying bills, declaring bankruptcy, and defaulting on credit cards, those with the highest IQs were more likely to have financial instability.

What if you didn't get good grades in school? That doesn't matter, either. Standardized tests and rigid curriculums do a poor job of measuring creativity and drive. As we will discuss in later chapters, effort, critical thinking, collaboration, and curiosity are the traits most needed for success. Unfortunately, just like the tethered elephants, too many people internalize failures at school into believing they will fail later in life. Average student Steven Spielberg, the genius director of *Jaws*, *Indiana Jones, E.T.*, *Jurassic Park*, and *Saving Private Ryan*, was rejected *twice* by the University of Southern California's film school. (Decades later, multi billionaire Spielberg, whose films have grossed more than \$9 billion, showed that there were no hard feelings when he donated \$500,000 to USC's School of Cinematic Arts.) Even Nobel Laureate and renowned physicist Albert Einstein failed his entrance exam to the Zurich Polytechnic Institute. A recent study of 700 millionaires found that their average GPA was 2.9 out of 4; C students were the most likely to become millionaires.⁴ Forget about how you did in school. You don't become a success by looking in the rearview mirror.

Believing in your ability to succeed is the key to becoming *Future Proof*. Self-perception is more important than any other factor in predicting success. Scientists at Basel University in Switzerland and the University of California analyzed the data of 1,824 people ranging from 16 to 97. "We established that self-esteem is more likely to influence success than vice versa," according to psychology professor Ulrich Orth who led the research.⁵ If you think you can or think you can't, you're right. Self-made billionaire Larry Ellison dropped out of two colleges before co-founding Oracle. "I studied everything but never topped," the world's most successful average student Bill Gates once declared, "But today the toppers of the best universities are my employees."

Most parents, having spent their lives struggling to make ends meet, encouraged their children to get good, steady jobs and then retire with a pension. In 1950, the average American family income was \$3,300 a year and the median home price was \$7,354.⁶ In other words, a house cost a little more than two years' wages. The American dream was within reach of most Americans. In postwar America, companies were adding jobs and the average worker stayed at his job for over 14 years. People felt secure in their work, financially secure about their future, and could send their children to college debt-free. The greatest generation lived a Future Proof lifestyle. Such a halcyon world is long gone.

Job Security Is a Myth

Hundred-year-old companies are being displaced by newer, leaner startups. In a booming economy, retailers such as Radio Shack, Payless, Toys-R-U's, Kmart, and Macy's shuttered over 5,000 stores in 2017 displacing tens of thousands of workers. Of the original Fortune 500 companies, only 10.4 percent are still on the list.⁷ And when large companies fail, so do their underfunded pension plans. Over 120,000 retired United Airlines workers saw their former employer's pension fund collapse when the company filed for bankruptcy. The same thing happened to the pension funds of the once great industrial giants Delphi and Bethlehem Steel. So where are these so-called secure jobs?

Manufacturing jobs in the United States peaked way back in 1979. Even if factories are coming back to America, they are going to be employing robots, not humans. According to the *Washington Post*, American factories now produce twice as much as they did in 1984, but with one-third fewer workers.⁸ Studies show that each factory robot replaces six human jobs. Foxconn, the world's largest manufacturer and maker of the iPhone, now has 10 *lights-out* production lines. (The lights are out in the building because no humans work on those production lines.) In 2017, Foxconn announced that their goal was to replace all 1.2 million employees with automation.⁹ Our public school system was designed to educate workers with enough reading and math skills to boost factory productivity but not enough skills to venture out on their own. The standardized instruction and conformity we were

taught in school leaves most people ill prepared for a postindustrial globalized world dominated by artificial intelligence and robotics.

Only one-third of Americans have a college degree, and yet high school no longer prepares young adults for a trade or even how to find a job. And for those of you who racked up massive college debt, I am sorry to be the one to break the news to you but, research now shows that earning a degree from a major university has no long-term impact on income, job satisfaction, or life satisfaction.

Security doesn't even exist for those working at the most prestigious corporations. Employees at successful tech companies, such as Microsoft, Google, Apple, and Amazon, keep their jobs on average for less than two years.¹⁰ Even for the most educated among us, there is no job security. The adage that security robs ambition needs to be updated: it isn't security that robs ambition, but the illusion of security that robs ambition. The good news is that it isn't too late to change your trajectory and learn how to make money.

Wealth Comes from Creating Money, Not Earning and Saving It

Before diving into the *Future Proofing You* process, it is important to dispel a major misconception about money that hinders most people's ability to create wealth. In the twenty-first century, one doesn't get rich by accumulating and saving money. Slowly reread that sentence again: "One doesn't get rich by accumulating and saving money." One gets rich by *creating* money. Money, and the value it represents, can be created from thin air as if by an alchemist using magic. Wealthy people create money that wouldn't have existed if not for their efforts. To comprehend this fundamental principle, we need to journey back to our formative years and revisit third-grade arithmetic. In elementary school, most math problems went something like this:

If Jeff buys two bananas for one dollar each and sells them to Mark for two dollars each, how much did Jeff make?

In this example, the only way John makes his two-dollar profit is by taking it from Mark's pocket. Jeff wins. Mark loses. While mathematically sound, this equation teaches children that in order to gain money, someone else has to lose money. In game theory, this is known as a

zero-sum game. Poker is a zero-sum game. You can't win more money at a poker game than the other players bring to the table. Unfortunately, growing up with a zero-sum perspective is like a horse wearing blinders – it limits the field of view for opportunity. For me to win, you must lose. Taken to the extreme, everyone in the world is your competition. There is only so much money to go around and if you don't take what you can, someone else will get it. As you begin your career, this point of view causes a scarcity mindset. There is never enough money to go around. At work, she got a raise so I can't. Immigrants are taking our jobs. Foreign nations are taking our jobs. Robots are taking our jobs. Technology is evil. Everyone is the enemy. Every day you live with this outlook, your life grows more and more stressful. Your life is reduced to a dog-eat-dog world filled with misery and despair. It is hard to have a positive outlook if this mindset has been drilled into you your whole life (and as you will soon realize, mindset is everything). But there is another perspective that is much more conducive to *Future Proofing You* and living a life of happiness and success.

Compare the zero-sum game problem from your youth with this growth mindset example:

If Jeff starts a company with \$1,000 and sells 10 percent of his company to investor Mark for \$10,000, how much is Jeff now worth?

The answer: Jeff created a company valued at \$100,000 with his \$1,000 investment and still retains 90% ownership. So, Jeff is now worth \$90,000. Looking at it from another angle, one person with only \$1,000 and another person with only \$10,000 created \$90,000 from thin air. Viola! \$90,000 that wasn't printed by the Federal Reserve or borrowed from a bank now exists. Jeff can spend it just as easily as you and I can spend cash. In this example, instead of the transaction being a zero-sum game, by cooperating and working together, both Jeff and Mark made money. Jeff made so much money with this approach that he can stop purchasing bananas a few at a time and buy the whole food market! Now you understand how Amazon, which rarely turned a quarterly profit during its first 20 years in business, made Jeff Bezos the world's richest man with a whopping \$188.7 billion. (On January 30, 2020, Bezos made a whopping \$13.2 billion in just 15 minutes.)¹¹ Or how Uber founder Travis Kalanick, who has never made a profit with his company or the other two companies he previously founded,

is personally worth \$4.8 billion. The proliferation of billionaires today is happening because it has never been easier to create vast sums of money. Startups that are valued by venture capital and investors at more than \$1 billion are referred to as unicorns. In 2009 there were just four such rare creatures. As of April 2020, their number multiplied to 465.

Incredibly, each of us has the potential to be a modern-day sorcerer with the Midas touch: we can turn anything we create into gold. What does this have to do with you making a million dollars and *Future Proofing You*? Everything.

The first decision you will have to make in building your fortune is to decide if you want to make money the way John Mackey did with Whole Foods Market – buying items at one price and reselling them at a higher price – or the way Jeff Bezos did with Amazon, by creating a new service with a business model that will be highly valued by investors. Both can earn you money, but only one is likely to make you a millionaire in a year.

Airbnb, Google's search engine, and cryptocurrencies such as Bitcoin are all examples of new business models that created billions of dollars that would not have otherwise existed. Airbnb monetized surplus rooms, thereby unlocking billions of dollars of stored value. Silicon Valley's venture capital firms are all based on this model. VCs look to invest in disruptive ideas that can generate at least a tenfold return on their money. The best of the best, venture capitalists who generate billions of dollars, are tracked on the Midas List. Sequoia Capital's Jim Goetz topped the 2017 Midas List by being the only person to invest in the 55-person mobile app developer WhatsApp, which sold to Facebook for nearly \$22 billion after only five years in business. What makes the WhatsApp story even more astounding is that its founder, Jan Koum, just prior to starting WhatsApp, had applied for a job to work at Facebook and was rejected. Without a job, he created his company and became one of the wealthiest billionaires on the planet. Koum, a college dropout and Ukrainian immigrant, made \$7.5 billion on an idea he would have gladly given Mark Zuckerberg for free if only Facebook had hired him.¹² Unlike the wealthy industrialists of the twentieth century, today's Future Proofing millionaires and billionaires don't amass wealth, they create it. And, so can you.

To benefit from the opportunities available in the twenty-first century, you must first understand how businesses create value. As I illustrated with the previous arithmetic problems, you need to unlearn how you thought companies made money and look for ways that existing businesses can be disrupted. In my previous book, *Disrupt You!*, I walked readers through all the parts of the modern business value chain from research and development, design and production, through to marketing, sales, and distribution. New technologies such as mobile, social media, and blockchain provide opportunities for small startups to greatly improve upon one part of the chain and dislodge large, less nimble incumbents. Instagram upends Kodak. Netflix destroys Blockbuster and destabilizes Hollywood studios. Airbnb destabilizes the hotel industry. Uber disrupts 17 million taxi drivers. Depending on the industry, businesses can be disrupted at any link upon the chain and thereby release value that can be captured by new startups. (If you haven't read *Disrupt You!*, I highly suggest you do before launching your new business. If this was a college course, *Disrupt You!* would be the prerequisite for enrolling in *Future Proofing You*.) Beating the competition is but one path to financial success.

Fostering a Growth Mindset

Even more than I hate the zero-sum mindset, I hate competition. I am one of the most competitive people you will ever meet and yet, I really hate having to compete. As confident and motivated as I may be on my best day, I am still pretty sure that there is someone out there that is better qualified, better financed, or just plain smarter than me. So, whenever I am starting a new business, I try to avoid competition for as long as possible. You will win every race as long as you are the only runner on the track. To increase my chances of winning, I go where there aren't any competitors. I always focus on the next new thing. I started on the internet in 1978, created software for the first personal computers in the 1980s, pioneered ecommerce in 1996, built a million-member social network in 1998, launched a top 100 mobile app in 2011, and got involved with Bitcoin in 2013. I didn't invent the internet or the smartphone. I didn't create cryptocurrency. I am not even an engineer. I am just an entrepreneur looking for the next opportunity to disrupt

the status quo. As the world's greatest hockey player Wayne Gretzky famously said, "I skate to where the puck is going to be, not where it has been."

In my Ted talk *It's Time to Disrupt You!*, I pose this question to the audience, "Ever ask yourself where virtually reality experts or Internet of Things Experts or Bitcoin experts come from?" In reality they are people who started with no more expertise than the rest of us. They are all just self-proclaimed experts who then worked hard to grow and defend the turf they so wisely staked out. They race to where the puck is going to be and then figure out how to skate. I live by the adage, "be the best at what you do or the only one doing it." For if you are the only one doing it, by definition, you are the best. To succeed you need to embrace a growth mindset.

In her 2006 book, *Mindset: The New Psychology of Success*, Stanford Professor Carol Dweck coined the term *growth mindset*. Dweck spent decades researching students' attitudes about success and failure. She wanted to understand why some children could easily bounce back from major failure while others were completely devastated by the most minor of setbacks. The differences among children had less to do with the external circumstances of the specific task at hand and more to do with their preconceived notions of their own abilities. Some students, those with fixed mindsets, believed they were stupid and there was nothing they could do about it. *I'm not bright enough to learn algebra*. For them, intelligence was innate and failure was predestined. Why try when the outcome will always be disappointing? Remember the elephant with the fixed mindset at the beginning of this chapter?

On the other hand, students with a growth mindset saw the world completely differently. These students believe that with work and effort, they can improve and grow smarter. *If I make flashcards, I'll ace the Spanish test*. The more you believe that you can improve, the more effort you will put toward your goals. Over time, students with a growth mindset attain higher achievement and a more positive outlook on life. Positive thinking expands creativity, increases energy, raises intelligence, and even closes more sales. Success doesn't make you happy; being happy creates success. As long as you are in control of your happiness, you are future proof.

Having a growth mindset not only changes how you deal with setbacks; it actually rewires the physiology of your brain. The human brain is not hard-wired from birth. Numerous studies in neuroscience have proven that the connectivity between neurons in the brain's neural networks grow with experience. The brain's plasticity, the degree to which it is malleable, can be improved by basic actions such as asking questions, eating healthy foods, and getting enough sleep. Turns out, science supports everything your mother told you to do as a kid. So how does an adult develop a growth mindset?

The first truth you must accept for *Future Proofing You* is that nothing can be achieved without a growth mindset. Developing and maintaining a growth mindset is the foundation upon which all other great accomplishments can be achieved.

"This growth mindset is based on the belief that your basic qualities are things you can cultivate through your efforts," Carol Dweck writes in her book *Mindset: The New Psychology of Success*. "Although people may differ in every which way in their initial talents and aptitudes, interests, or temperaments, everyone can change and grow through application and experience," Dweck explains.¹³

People with a fixed mindset see having to work hard at something as proof that they are not smart enough or good enough to achieve anything. *I'll never become a real estate agent because I could never pass the exam*. Every aspect of their lives is viewed through a lens of seeing their hard effort as needing to compensate for a lack of talent. A person with a fixed mindset thinks, for example, that they could never play basketball like Michael Jordan because he has *natural* talent. When in fact, a growth mindset is the real reason Michael Jordan became the greatest basketball player of all time.

"I've missed more than 9000 shots in my career. I've lost almost 300 games. 26 times, I've been trusted to take the game winning shot and missed. I've failed over and over and over again in my life," Jordan famously said. "And that is why I succeed."¹⁴

A fixed mindset not only limits your future, it can prevent you from enjoying every aspect of your life. *Will doing this make me look stupid to co-workers? Will I be rejected?* If every social setting requires you to feel like you have to prove your self-worth, life begins to feel like a never-ending struggle. Quite simply, living with a fixed mindset is

exhausting, and that is why too many people give up. Some of the most influential people in your life, parents and teachers, friends and spouses, discourage you from trying because they have given up on their dreams. Parents and spouses don't want to see you hurt as they may have been. If you train your own mind, it will silence all the naysayers in your life.

With a growth mindset, you teach yourself to reframe every fixed negative thought into a potentiality. Instead of thinking, "I tried and I failed," ask yourself, "Are there other strategies I could try?" Start embracing obstacles as opportunities, or as Michael Jordan says, "If you're trying to achieve, there will be roadblocks. I've had them; everybody has had them. But obstacles don't have to stop you. If you run into a wall, don't turn around and give up. Figure out how to climb it, go through it, or work around it."¹⁵

Remember, your future is mutable. My eldest son wanted to be a Hollywood screenwriter. It is an incredibly difficult industry to break into. Out of the thousands of screenplays written each year, only a couple dozen are produced into movies by the film studios. Many writers give up because, suffering from a fixed mindset and facing constant rejection, they are fearful of people asking the question: Have I seen any of your movies? And having to answer, no. To them, not having sold a script or having a film produced is an acknowledgment of their personal failure. They think of themselves as not good enough because no studio has made their movie. But my son has a growth mindset. For years, when people would ask Benji or his writing partner Dan Hernandez: Have I seen any of your movies? He would always answer, "Not yet." Not yet implies it can and will happen. Today, after a decade of writing, when people ask the question, he can reply, "Did you see *Pokémon Detective Pikachu*? (And his proud father can add, "The second highest grossing film in the world in 2019!")"

As with screenwriting or basketball, developing a growth mindset takes practice and effort.

Six Techniques for Developing a Growth Mindset

1. *Stop failing and start learning.* Every time something doesn't work out the way you would have liked, stop thinking of it in terms of winning or losing. You didn't fail, you just figured out a path that

doesn't work. With that one approach out of the way, what is a different technique that might yield a better result? Learn to embrace your imperfections. Imperfections are not career-ending flaws, but rather areas for personal growth and improvement. Once you focus on learning how to overcome obstacles, you will start to enjoy the journey (instead of constantly focusing on the ultimate destination).

2. *You don't need others' approval. You need their criticism.* When you constantly seek validation, you are putting praise ahead of learning. Too many people's careers are ruined by praise instead of propelled by criticism. The only path to success is constant learning and improvement. As an adult, when I was taking painting lessons from a world-famous artist, I didn't want him to tell me how good my watercolor pictures were. I didn't want him to hang it on his refrigerator like a first grader's mother would do. I wanted to know what could be improved. What wasn't working, and why? You should look at every day at work, every interaction with others, as a chance to learn. Your bosses and clients got to where they are by learning things from experiences you may not have had yet. Think of your job, even if it is a job you hate, as you getting paid to learn. You are getting a degree in business without any student debt.
3. *Track your progress with a journal.* Keeping a daily journal is crucial to changing your mindset. It focuses you to take a moment every evening to analyze what worked and didn't work each day. What goal did you set for that day or week? Did you achieve it? If not, what steps could you take to get closer to your goal? People who write down their goals do significantly better in life. According to Mark Murphy, bestselling author of *Hundred Percenters*, "Vividly describing your goals in written form is strongly associated with goal success, and people who very vividly describe or picture their goals are anywhere from 1.2 to 1.4 times more likely to successfully accomplish their goals."¹⁶

Pay careful attention to the language you use to describe your goals and your actions. If you are reflecting on the day in dark or negative ways, so shall your actions follow. By focusing on what you learned from disappointing experiences, you are less likely to repeat the same mistakes. The added benefit of carefully choosing

the words in your journal entries is that growth mindset censorship will impact how you speak and communicate with others at work and in your social life. Remember, you don't fail, you learn. Replace judging yourself harshly every time you make a mistake or fall short of your goals with self-acceptance.

On those days that really go wrong, we all have a tendency to dwell on our mistakes or misfortunes. Here is a clever trick to free your mind and move forward. Take a blank page in your journal and write down all your negative thoughts about the bad experience. Get it out of your mind and onto the paper. Next, rip out that journal page and throw it away! You are done with those thoughts and are ready to move forward.

Lastly, keeping a journal will give you a sense of purpose. You are on a mission. You are not competing with others as if life is some kind of race. (After all, we all end up buried at the same finish line.) Measure personal growth over speed. That way, any time you are down or hit a roadblock, you can always look through your old journals and congratulate yourself on how far you've come – regardless of how long it took to get there.

4. *Focus inwardly and not on your image.* You don't need others' validation to achieve your goals. Be who you want to be and don't worry about what others think. Take solace in the fact that people who want to bring you down are already below you. The more you build a growth mindset and focus on your internal voice telling you what is possible, the more you will come to realize that haters are speaking their truth, not yours. When anyone tells you *no*, they are not saying you can't do it, they are just informing you that you won't be doing it with them. A growth mindset will have you thinking, "their loss."

Part of growth and acceptance is redefining *genius*. Genius isn't a gift anointed on a select few at birth. "Genius is one percent inspiration and 99 percent perspiration," the inventor Thomas Edison famously proclaimed. Johnny Carson, the *Tonight Show* television host who gave an entire generation of comedians, everyone from Ellen DeGeneres to Jerry Seinfeld, their start by having them appear on his show, said, "Talent alone won't make you a success. Neither will being in the right place at the right time, unless you

are ready.”¹⁷ The more you keep track of your hard work in your journal the more you will start to internalize the fact that genius is not born, but created.

5. *Learn and grow from the mistakes of others.* Success is not about comparing yourself with others. But we can shorten our road to success by learning from the mistakes of others. Today, we live in a world where the vast majority of all of humanity’s knowledge is just a few clicks away. Leverage that tremendous resource. Need help figuring out a new company, client, or industry? Reach out on LinkedIn to people who have been there before. I have yet to meet someone who doesn’t want to share their knowledge and feel appreciated for what they have accomplished. And I have yet to meet someone who I can’t learn from.

The more you learn about the mistakes successful people have made along the way, the more willing you will become to take risks and try new ideas. I’ve run four person startups and managed companies with over 250,000 employees. For decades, I have instructed every person I hire that if they work for me for a year and don’t make any mistakes, I will fire them. I do this to free them from being afraid to fail and therefore, afraid to venture outside of their comfort zone. Your business will never grow if your team has fixed mindsets.

6. *Practice gratitude.* Take time every evening when you are journaling and every morning when you first look in the mirror to practice gratitude. Motivational speaker Zig Ziglar aptly noted, “People often say motivation doesn’t last. Neither does bathing – that’s why we recommend it daily.”¹⁸

The antidote for self-pity and negative thinking is gratitude. Find something in your life to be grateful for. You may not have a private jet, but be grateful for a roof over your head, food in your stomach, and the fortitude to continue executing on your goals. Start with the basic good manners of saying “thank you” when someone helps you, holds the elevator, or just interacts with you in any way. According to a study published in *Emotion* magazine, thanking a new acquaintance makes them more likely to seek an ongoing relationship. (I didn’t remember much about the first time that I met the woman who was to become my wife, but when

I received a thank you note from her after our first meeting, my life changed forever.) Gratitude has been proven time and again to improve your physical health.¹⁹ Music industry impresario Ralph Simon, whose label Jive Records signed such acts as the Backstreet Boys, NSYNC, Britney Spears, and Janet Jackson, sends dozens of handwritten notes each week to his friends and colleagues no matter where in the world he is traveling. Even after 25 years of our dear friendship, I still light up when I get a note from Ralph.

Feeling true gratitude silences all the negative emotions floating around in your head. Regret, envy, fear, and resentment lead to anger and depression. Remember the warning Yoda gave to young Luke Skywalker, “Fear is the path to the dark side. Fear leads to anger. Anger leads to hate. Hate leads to suffering.” Gratitude enhances your health by reducing aggression. Just spending 15 minutes before you go to bed writing down what you are grateful for, according to a 2011 study published in *Applied Psychology: Health and Well-Being*, will enable you to have a deeper, more restful sleep.

In the morning when you awake, you again have the opportunity to start your day with gratitude. I start each day, as I brush my teeth and shave, saying two affirmations to myself in the mirror, “Today can be better than yesterday, and I have the power to make it so.”

A growth mindset is the one trait that separates achievers from failures. It gives you the outlook and perspective to see obstacles for what they really are: short-term events that momentarily get in your way. From positivity and gratitude grow perseverance. Perseverance, by definition, makes you unstoppable.

Notes

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