



Success Intelligence

Essential Lessons and Practices from the World's Leading Coaching Program on Authentic Success

THE SUMMARY IN BRIEF

There are many so-called successful people who have not learned how to enjoy their success. True success should not have to cost you your joy, your health or your relationships. On the contrary, true success is about enjoying these things.

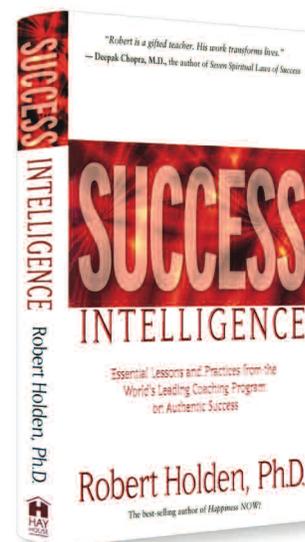
Success Intelligence examines how to enjoy real, soulful success while living in a manic, busy and hyped-up world. Author Dr. Robert Holden describes his unique coaching program — called Success Intelligence — which is used worldwide by artists, writers, entrepreneurs, business leaders, and global companies and brands.

Holden shares some the experiences and techniques he uses to coach success with talented people from all walks of life. He also presents the key principles and exercises he teaches in his Success Intelligence presentations.

The name “Success Intelligence” emphasizes the need to think wisely about success. Practicing Success Intelligence helps turn any true personal success into a valuable gift for others.

IN THIS SUMMARY, YOU WILL LEARN:

- How to create a vision for your life, work and relationships that doesn't get lost in the rush.
- How to identify what the real you really wants and discover the real purpose of your life.
- How to free your mind, liberate your talent and attract more effortless success.
- How to conduct a Busyness Audit, give up Destination Addiction, release dysfunctional independence and overcome your fear of success.
- Why happiness is the key to greater inspiration, creativity and meaningful success.



by Robert Holden, Ph.D.

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THE COMPLETE SUMMARY: SUCCESS INTELLIGENCE

by Robert Holden, Ph.D.

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Prologue

What is Success Intelligence? Simply put, it is about applying wisdom to success.

We live in a “Success Culture.” Many people pursue success as a primary goal in life and are often obsessed with it. They judge their entire lives on whether or not they are a success. They secretly attack themselves for not being successful enough. But how much success is enough? People crave success because they hope it will deliver salvation from the ego’s self-attack.

Success Intelligence challenges you to apply your best thinking to success. ●

Vision

The pace of life for many of us has accelerated past fast to manic. In the Manic Society, we speed ahead, on fast-forward, and the danger is that we leave behind the truth. Winston Churchill said, “Men stumble over the truth from time to time, but most pick themselves up and hurry off as if nothing happened.”

In the Manic Society, we propel ourselves so fast that we often exceed the speed limit of intelligence and common sense.

Of particular concern is how our relationships suffer in the Manic Society. Our frantic schedules cause us to skim across the surface of each other’s lives without ever really connecting. The pressure to work harder is relentless, and we often end up emotionally unavailable and socially isolated.

In the Manic Society, our nonstop speed ethic can easily blur our vision. We are living faster, but for what?

What is the vision? Without vision, we may simply be attempting to win prizes that aren’t worth winning. We may be “getting there” faster, but we may also be missing what is “here, now,” within us and before us. As Mahatma Gandhi said, “There is more to life than increasing its speed.”

In the Manic Society, we are changing faster, succeeding faster and failing faster. The challenge is to make sure we do not blur the vision, blur the goals, blur what’s important.

Cultivating a strong vision, in which you learn to “see” not only with your eyes but also with your mind and your heart, is essential for success. Make time for vision.

The Busy Generation

Permanent busyness is not intelligent. In fact, permanent busyness is often a major block to success in work, relationships and life.

The Busy Generation has to learn that *it is not enough to be busy*. A busy life is not necessarily a life well lived. A busy work schedule is not evidence of any great accomplishment. Being busy neither guarantees success nor equates to success.

Permanent busyness is mainly compensation for a lack of clarity about true success.

The value of regular coaching is that it creates a space that helps you to punctuate your business. Space is a restorative that helps people breathe deeper, clear their minds, connect to their wisdom, remember what is important and be open to new possibilities.

White space refers to thinking time for vision and re-evaluation. White space is the 20 minutes you take each



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day to make sure you are living and working wisely. Without these moments, life is just more busyness as usual.

The Hyperactive Workplace

The Hyperactive Workplace is a modern tragedy where people work without vision and joy.

An increasing number of people report that they are generally unhappy with their jobs. One recent work survey interviewed 5,000 households and found that job satisfaction has decreased by 10 percent overall in the last few years. In another survey, three out of four people said they did not trust the CEOs of large companies. Relationships rarely prosper in a hyperactive climate.

In the hyperactive world of work, more computers, more printers and more photocopies will not save us. Prayer can. Vision can. And so can courage.

The Joyless Economy

Economist Tibor Scitovsky wrote a landmark book in the 1970s titled *The Joyless Economy*. It is considered by many thinkers to be one of the most important books written in the late 20th century. Scitovsky argued that the reason why so many people are successful and unhappy is not because there is not enough to accumulate; it is because we have not figured out what we really want.

In our consumer society, which has so much to offer, it is essential to know what you value and what you really want. Otherwise the distractions and disappointments can be endless.

The key to feeling successful is not only more stuff, money, credit or more shops, but also *more vision*. Before you ask yourself “How much more can I get?” you first have to ask “What do I really want?” This simple question is the key to feeling truly successful. ●

Potential

Success Intelligence begins with an awareness of and respect for the vast potential inside us all.

William James, author of *The Principles of Psychology*, wrote: “Most people live, whether physically, intellectually or morally, in a very restricted circle of their potential being. They make very small use of their possible consciousness and of their soul’s resources in general, much like a man who, out of his whole bodily organism, should get into a habit of using and moving only his little finger.”

Realizing our potential, and using it in intelligent ways, is our purpose and our salvation.

Authentic Success

Self-knowledge is a primary key to Success Intelligence. The better you know yourself — what you value, what inspires you, what you are made of — the more effectively you will live, work and relate to others. Self-knowledge is the jewel in the crown of success. It enables you to be inner-directed, self-referring and true to yourself.

Without self-knowledge there can be no authentic success, no authentic happiness and no authentic living. The failure to be true to oneself, to be faithful to core values and to listen to innate wisdom leaves even the most accomplished person feeling unsuccessful and as if something is missing.

The Self Principle

The “Self Principle” has an enormous influence on how every person experiences his or her life. It is an essential key to potential and talent, transformation and growth, success and happiness. The Self Principle states unequivocally: The quality of your relationship with yourself determines the quality of your relationship with success, happiness, love, God, money, time, health, luck and everything.

The better you know yourself, the better you can live and work with authenticity and authority. Your self-knowledge is what helps you discern between true purpose and pointless goals. Self-knowledge also teaches you about your inner strengths and true values. The better you know yourself, the better you can trust your wisdom, follow your joy and liberate your talent.

When you change the way you see yourself, you change your experience in the world.

The Success Contract

By learning how to “read” and “rewrite” their Success Contracts, people can experience more happiness in their relationships and more success in their life.

The Success Contract is a metaphor, but its effects are very real. The Success Contract is a personal agreement drawn up by you and your ego (your self-image) that states — in categorical terms — how much success is possible and how much is impossible. The Success Contract is your guide to potential success. It is full of conditions and rules that are, essentially, your beliefs about success. These beliefs are very influential and may fully determine your relationship with success if you let them.

When you become aware of your Success Contract and re-author it, it can unlock your potential for success, often in immediate and dramatic fashion.

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Inner Dialogue

People talk to themselves constantly. Psychologists call this behavior inner dialogue or sub-vocal speech. They estimate that you speak to yourself at a conservative average of 50 words per minute, 3,000 words per hour. If you listen to your inner dialogue, you will notice an assortment of observations, judgments, commentary, beliefs, doubts, hopes, fears, anxieties, chatter and general nonsense. Fortunately, it takes only one great thought — one inspired piece of inner dialogue — to create some success.

The most important conversations you hold in life are the ones you hold with yourself. Your own inner dialogue is an important key to success.

Set aside some time to listen to your inner dialogue. See if you can discern between “learned thoughts,” “everyday chatter” and “inner wisdom.” What are your wisest thoughts about success? What is your wisdom trying to teach you?

Let yourself be inspired. ●

Wisdom

Wisdom is a lifesaver in a Manic Society, where so many people complain that they have no time to stop and think. Wisdom is what will save the Busy Generation from a life of meaningless busyness. Wisdom is the key both to authentic success in the Hyperactive Workplace and to genuine happiness in the Joyless Economy. There is never any shortage of wisdom, only the confidence to use it.

Success Intelligence is about recognizing inner wisdom and using it to good effect in your relationships, your work and everything you give yourself to.

Wisdom Is Not an MBA

“Character Goals” (i.e., *being* a good leader and *being* confident) are different from “Achievement Goals” (i.e., *doing* an MBA). Too often, the language of goal-setting is about “doing,” “having” and “getting” and not about “being.” Without some focus on “being,” there is no true way to test if a goal is right for you or not.

Set aside time to review your goals. Identify your criteria for setting your goals. How do you decide if a goal is important or not?

Reflect on how you evaluate your success. Review your Spiritual Goals, your Character Goals, your Achievement Goals, etc. Think wisely about your true goals in work, relationships and life.

Success Is Not Always Up

Too often people throw success ahead of them, into the future, and hope to bump into it someday. In the meantime, their lives are full of Destination Goals and no Present-Time Goals.

Success Intelligence is about allowing your inner wisdom to teach you what success is *today*. It is the ability to live life well *now*. Too often, our up-goals are nothing more than a self-serving, desperate cry for significance, attention and approval. These up-goals will get us nowhere if we do not learn how to be happy and successful along the way. A successful life can only ever be the one you are living now.

Happiness Is Not an It

The language of happiness is important because how we talk about happiness influences how we encounter happiness. For example, when we talk about happiness as something “to have,” the danger is that we reduce happiness to an “it” and a possession. Thereby, we externalize happiness, and we end up *pursuing* happiness instead of *being* happy. It is the same with success. In the Manic Society, we are busy trying “to achieve” success instead of cultivating a deeper sense of inner success.

Success Intelligence recognizes the value of happiness. It knows happiness is an important goal because happiness is a great teacher. True happiness is an inner guide that teaches a person how to live well. In particular, happiness can teach a person a lot about success.

Money Is Not Your Purpose

The “Money Trap” is about waiting to have enough money before you commit to what is true, to what you love, to your real purpose. Money, by itself, cannot make you secure. Money, by itself, cannot heal fear. Money, by itself, cannot give you faith. And money does not make someone more intelligent.

What is money anyway? Money does not define you. Money has no vision. Money does not have your talent, nor your wisdom. Money cannot guarantee you success. Money cannot buy happiness. Money can’t even prevent unhappiness.

Never put money first. The key to success is to commit first to your purpose, and let the money follow after you.

Love Is Not Just an Emotion

Love is not just an emotion. Love is an intention. Love is a purpose. Love is our true power. It is what inspires us and what evolves us. “We are all born for love. It is the principle of existence, and its only end,” said British Prime Minister Benjamin Disraeli.

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Love is the heart of success. Any life goal that is not somehow about love is not really a goal; it is just compensation or a distraction. Love is the ultimate goal and the only real goal.

If your definition of success has little or no measure of love in it, get another definition.

Success Intelligence is the wisdom to keep putting love first in your life. ●

Relationships

German physicist Werner Heisenberg took a small subatomic building block of life, called a photon, and showed that it has a dual nature, which is both a “particle” and “wave.”

If a scientist observes a photon with a particle detector, he or she finds that a photon looks like a particle — a small, fixed, singular object that has hard boundaries and is separate from all else.

However, Heisenberg’s Uncertainty Principle found that if a scientist observes a photon using another device, called a wave detector, the photon no longer looks like a separate particle floating through space on its own. Now the photon appears as a wave that has momentum and is in connection, flow and dialogue with everything else. Heisenberg said, “The world thus appears as a complicated tissue of events, into which connections of different kinds alternate or overlap or combine and thereby determine the texture of the whole.”

Thus, the photon may look like a separate, independent entity, but it is never really separate. The Uncertainty Principle is one of many breakthroughs in quantum physics to establish that *relationship* is the basic building block of life — on every level.

Relationship is the heart of physics, the heart of life and the heart of success. Our personal challenge is to be both particle-like and wave-like; in other words, we have to embrace our apparent uniqueness and also realize our deep connection and oneness with all. We have to learn how to live for ourselves *and* for everyone else.

The Broken Community

Excessive individualism and the lack of deep intimate attachments is not a formula for success. It breaks up communities and people’s lives.

The spiritual imperative of every human is to overcome his or her perceived aloneness. Separation — the optical delusion — is the mental virus that causes so much fear, pain and disease. Intimate relationships are the basic building blocks of true success and well-being.

Positive relationships promote strength, resilience and happiness. The heart of success is about living for ourselves and for others.

The Independence Myth

A dogged insistence on independence — “my way or the highway” — is a very common block to success in work, life and relationships. Total independence makes everything more difficult than need be. Excessive individualism cuts us off from our team. Absolute self-sufficiency is unnecessary and egotistical.

Albert Einstein extolled the virtues of independence, but he balanced this beautifully with his praise for community and his experience of connectivity and oneness with life. In *The World As I See It*, he writes: “A hundred times every day I remind myself that my inner and outer life depend on the labors of other men, living and dead, and that I must exert myself in order to give in the same measure as I have received myself and am still receiving.” Independence is part of a greater picture that leads to interdependence and wholeness.

The Competition Block

One of the biggest obstacles to success is “the competition block.” A common characteristic of dysfunctionally independent people is that they make everything into a competition.

When people’s only strategy for success is to compete, they often block all sorts of opportunities for mutual support, potential for shared learning and possibilities for creative collaboration.

The Tao of competition is about knowing when to compete (which is *yang*) and when to cooperate (which is *yin*). It is also about knowing how to compete. A true champion will work with his or her competitive instinct to achieve a personal best. He or she will also keep his or her primary focus on his or her own personal vision and values so as not to let the competition urge distract or derail him or her. Ice-skating champion Katarina Witt said, “When I go out on the ice, I just think about my skating. I forget it is a competition.” Herein lies the Tao of success.

Thin Conversations

The faster we go, the more we specialize in thin conversations. When we are busy, we communicate mostly on the run, using cell phones, BlackBerrys and e-mail. Occasionally we stop, and we wish our lives could be better than this.

Social literacy is an important key to success in work, happiness in relationships and well-being in life. The

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positive news is that communications surveys agree no one is too old to learn how to be a better communicator. Also, most of us already know how to communicate well; where we fail is that we don't make time to put our wisdom into practice.

A Better Balance

The story goes that word-champion boxer Muhammad Ali was invited to give a talk to the Harvard Business School shortly after his famous victory over George Foreman in the “rumble in the jungle” fight in Zaire. An eager audience member asked Ali to recite a poem. Ali stood up, pointed to himself and said, “Me,” and then threw his arms wide open to the audience and said, “We.” Ali said that “Me We” represents his whole philosophy of success.

“Me-we” thinking offers a crucial way forward for the individualistic cultures that fail to teach us that we can access higher levels of success when we live for ourselves and each other.

Healthy relationships are vital for “me-we” balance and work-life quality. To enjoy sustainable success you cannot keep putting your relationships on the back burner. ●

Courage

The word *courage* is derived from a French word meaning “from the heart.” There are many men and women of great courage. These people have often experienced the worst in life, such as personal heartbreak, major illnesses and financial disaster. They distinguish themselves because they have faced their personal hell, survived their dark nights and chosen to live. Often, these people seem extra alive; they live from their heart and inspire everyone they meet.

Shift Happens

Change can often be a deeply unsettling process that tests our faith and our resolve. Yet, if we learn to handle change well, we can open ourselves up to new levels of creativity and success.

Shift happens when we are willing to make the inner shifts that create more success. The world does not change because business changes, society changes or our relationships change; it changes because we do. When we show up differently, the world responds differently to us. When we give the world another chance, our chances for success and happiness improve. Furthermore, until we put our whole hearts into our lives, we will not know what is truly possible, nor will we reach the hearts of others.

A Failure Policy

To be successful, a person must have a “Failure Policy” that is honest and effective. A Failure Policy is a similar idea to the “Success Contract.” Both your Success Contract and your Failure Policy sit in the back of your mind beneath a pile of thoughts. Both are metaphors, of course. The Success Contract represents your philosophy and beliefs about success, and your Failure Policy represents your attitude and approach to failure.

A Failure Policy usually has three main parts to it:

- **Definition of Failure:** Often by asking “What is failure?” a person is better able to answer the question “What is success?”
- **Meaning of Failure:** An effective Failure Policy can help a person adopt the best possible attitude of failure. Attitude creates meaning, and meaning points the way forward.
- **Uses of Failure:** An intelligent Failure Policy can help a person decide how best to use failure.

Further Education

Success requires an intelligent balance between making the fewest possible mistakes *and* the best use of mistakes. A person who is good at relationships is probably very mindful and is also willing “to go to school” on any mistakes he or she makes. A person who has a great talent for something often has what is commonly called “a natural ability” (translation: courage) to risk learning by trial and error. A person who is a great leader has often made “every mistake in the book” *and* has learned how to capitalize on them.

Success Intelligence includes the wisdom to avoid making unnecessary mistakes and the courage to accept the necessary education when mistakes are made.

Higher Learning

A true definition of success must embrace a profound truth about life: There is suffering. Literally every moment of the day, somebody, somewhere, is coming to terms with pain and loss.

The power of inner alchemy describes a person's innate ability to transform setbacks into lessons, problems into opportunities and pain into wisdom. Alchemy happens when we are prepared to look with new eyes, think new thoughts, make better choices and act differently than before. Every problem has a message for us. Each adversity hides some gift. Every conflict points to a better way.

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True success is about growing your awareness of who *you* are and what your *strengths* are. It is also about placing your faith and your power in what will help you to grow beyond the mistakes, failures and setbacks you encounter by seeing them as opportunities, not blocks. It fashions everything into a gift. ●

Grace

Grace has something to do with the universal dialogue between all things. People who believe in grace believe that life is a collaborative adventure and a joint effort. Grace is the meeting point between an open-minded individual and the whole of Creation. It is the experience of being moved or inspired by something bigger than your ego.

Destination Addiction

In the Manic Society, people exhibit a frantic, neurotic behavior called “Destination Addiction.” This addiction is a major block to success. People who suffer from Destination Addiction believe that success is a destination. They are addicted to the idea that the future is where success is, happiness is and heaven is. Each passing moment is merely a ticket to get to the future.

If only we could stop a while and let wisdom and grace show us a better way. “One’s destination is never a place but rather a new way of looking at things,” wrote novelist Henry Miller.

Success Intelligence is knowing when to go fast and when to take things slowly. The ability to go fast becomes counterproductive when you try to do *everything* fast. The joy of slow teaches you to discern between busyness and wisdom, effort and grace, progress and truth. Slowing down can help you to stay true to your vision during the fast times. In fact, going slow can help you go fast better.

Insane Busyness

Most of us are either very busy or insanely busy. Our busyness eats up our space. There is no space in our schedule. Our schedule is a never-ending to-do list.

Excessive efforting hides compensations that block success. For example, maybe people over-effort because they are dysfunctionally independent and never ask for help. Or maybe they over-effort because they are trying too hard to control a situation. Sometimes effort is just fear.

Success requires commitment, particularly the commitment to balance effort with grace.

Great dancers, like Rudolph Nureyev, and great

singers, like Maria Callas, found a way to balance effort with grace. So too did great artists, like Leonardo da Vinci, who believed in the need for work and rest. They know how to give their best and also make space for grace and inspiration.

Greater simplicity helps to avoid excess busyness and unnecessary effort. It increases effectiveness and it welcomes grace and inspiration. It also preserves your sanity. Take time to reflect on how you could simplify your life and work to enjoy greater success.

The Failure of More

Social psychologists have amassed a large body of research on the “failure of more” to make us happy and fulfilled. One study, “Happiness of the Very Wealthy,” found that millionaires in the *Forbes* 100 (with a net worth of \$125 million plus) reported only a slightly higher average of happiness than people on average incomes. In fact, 37 percent of the millionaires were *less happy* than the national average. One very wealthy millionaire reported that he could never remember being happy. It seems that even the “winners” feel like “losers” in the culture of more.

Success Intelligence encourages you to think wisely about what it is you really want. It teaches you to distinguish between an “illusory more” that has no permanent value and a “real more” that is in alignment with your values and success.

The Energy Crisis

Many people suffer from a personal energy crisis. They are either exhausted or at the edge of exhaustion. Their permanent tiredness inhibits success and intelligence. Chronic exhaustion often traps us in an ineffective “effort economy” in which we keep on trying harder and doing worse.

Success Intelligence encourages a wise balance between adrenaline and grace.

Success Intelligence interprets exhaustion as a vital lesson in how to care for ourselves better. Exhaustion is a call to be wiser. ●

Renaissance

Success Intelligence is a journey that can be mapped over three distinct stages of consciousness: Determinism, Adaptation and Renaissance.

Determinism is the Dark Ages of the human consciousness. A formula for this stage is: the world = my life = me. In Determinism, we believe we have no choice in our lives.

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Adaptation is the New Dawn of the human consciousness. It opens us up to a world of choice. A formula for this stage is: the world + me = my life.

Renaissance is the Creation Song of the human consciousness. It opens us up to our true being and identity. A formula for this stage is: me + the world = my life.

Success Intelligence teaches that we create the world on three levels: our actions, our thoughts and our *being*.

First, if we act differently, we create new outcomes. One new action can rearrange the world around us.

Second, if we think differently, we create new possibilities. We learn that by choosing our thoughts, we can choose our lives.

Third, on a level of being, we change the world by choosing *to be what we want*. For example, our lives change when we stop searching for happiness and we decide to be happy.

Be the Goal

The real challenge of leadership is to “be the goal.” This means that leadership is about *bringing into being* what you most value. Thus, if you want honesty, you have to be honest. And if you want trust, you have to be trusting. Ultimately, if you want any change to happen, you have to think about how you can “be the change” you want.

Success Intelligence is about finding the authenticity of each moment. The value of authenticity is that it encourages true authority, i.e., wisdom and inspiration. In every situation, ask yourself, “What is my true goal here?” and listen. And in every conflict you are in, ask yourself, “How can I be more honest?” and listen. And in every relationship, ask yourself, “How can I be a true friend?” and listen. More authenticity enables greater effectiveness.

The Big Fear

People often hold themselves back in life because they will not face their fears. They will do anything to avoid fear, including keeping busy, working harder, playing small and generally increasing the noise of their lives. Their fear of fear prevents them from following their passion, realizing their talent and finding their voice.

Success Intelligence recognizes that if you want to be your best self and contribute fully to life, you have to reach beyond your fears. These fears sometimes include the fears of success.

When you next review your major goals, uncover any unresolved fears of success. Think deeply about each goal and ask yourself, “What are my fears of success

Service

Albert Schweitzer said, “I don’t know what your destiny will be, but one thing I do know: The only ones among you who will be really happy are those who have sought and found how to serve.”

Service helps to transcend your ego, evolve your gifts and realize your potential. When you dedicate your success to the good of others, it activates all manner of inspiration and help.

here?” Check thoroughly.

Hidden fears (i.e., the fears you hide from) will interfere with your best efforts to succeed.

Happiness

Scientists have traditionally overlooked happiness because, in terms of evolution, it was judged to have only “entertainment value” compared with the survival value of emotions like fear or anger. Recently, however, thanks to psychologists like Barbara Frederickson, there is growing evidence that happiness plays a big part in our growth and development.

Happiness is not now dismissed as just a pleasurable emotion; it is valued more as a creative power that can help you evolve and thrive. Today leaders are learning that happiness, talent and success work together.

Saying Yes

Success Intelligence has to take into account that our adventure on Earth is both transient and temporary. Therefore, an intelligent question to ask is, “Knowing I will die, how shall I live?”

Success is not about driving yourself harder; it is about letting go of what blocks your heart. Think deeply about what you most want to say “Yes” to. Be willing to let go of old heartbreaks and wounds to which you still cling. You didn’t come into this world to shrink and play small. Nor are you here to play dead. You have gifts to share and a contribution to make. ●

RECOMMENDED READING LIST

If you liked *Success Intelligence*, you’ll also like:

1. **Mojo** by Marshall Goldsmith and Mark Reiter. In his follow up to *What Got You Here Won’t Get You There*, top executive coach Marshall Goldsmith lays out the ways that we can get — and keep — our Mojo.
2. **The Next Level** by Scott Eblin. For every rising executive, Scott Eblin’s practical coaching — interwoven with frank mentoring advice from top executives — is invaluable in achieving success at the next level.
3. **The 7 Habits of Highly Effective People** by Stephen R. Covey. Stephen R. Covey offers a holistic, integrated, principle-centered approach for solving personal and professional problems.