

THINK YOURSELF HAPPY

**Five Changes in Thinking
That Will Immediately
Improve Your Life**

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Introduction

In 1984, I was about to turn 16, the Olympics were coming to Los Angeles, Richard Branson just started Virgin Atlantic Airlines and Apple Computers released their astonishing Macintosh desktop. There was no Internet or cell phones, laptops, flat screens or cable TV. My parents were divorced and I was living with my mom and brother in Canoga Park, California, a lower-middle-class suburb near Los Angeles. In Canoga Park there were only three major stations you could watch on TV — CBS, ABC, and NBC — with Fox broadcasting part-time programming that included Los Angeles Dodger baseball games. (There also was a Spanish language station that wouldn't come in very clearly, but you could adjust the antenna on top of our TV to improve the picture quality a little bit.)

By 1984, the U.S. Government had lifted the regulation governing commercial content on television, removing the restriction on commercials being a maximum of eighteen minutes in length. Boom! The infomercial was born. This new way of marketing to the masses exploded, with detailed offers promising secrets to real estate investing, miracle health cures and amazing personal development. But for infomercials to be effective, infomercial advertisers needed a *lot* of TV time, and they needed to buy that time for as little as possible.

Television stations make money by selling advertising. If they don't sell every spot available, that time gets filled either by giving top-paying advertisers extra commercial time or by selling that time at a discount. These spots, known as remnants, are perfect for infomercial product marketing — cheap time, and lots of it, generally offered late at night or early in the morning, in the hours when most people are not watching TV.

Lucky for me, in 1984 I *was* watching. And amidst the “get rich quick” pitches, the promises of miracle hair growth, and the devices to cut housework in half, one offer stood out from all the rest — literally. A guy with dark hair and big teeth, six feet seven inches in height, had a passion and confidence that radiated out of him like the sun, and a powerful message that spoke to me. I was mesmerized. The more I watched this guy, the more he made sense, and the more of what he said resonated with me.

My sixteenth birthday was coming up and I told my mom that since a car wasn't an option, the gift I wanted more than anything else was *Personal Power*, a 30-day cassette program for creating a better life. My mom was shocked. “That's what you want?” she asked. I told her that once I learned the secrets that this guy Tony Robbins was teaching, I could have everything I'd ever wanted and it was only going to be a \$195 investment, an excellent value!

My mom, who has always been one of my greatest supporters, bought me those tapes without hesitation (mom, you rock). I listened to all 30 days over the next 48 hours and then started over again and again, until I got the message loud and clear.

The message was, “If it’s to be, it’s up to me.” Nothing was going to happen for me in a big way unless I made it happen — that’s it.

So I got started. It all starts with getting started.

This book is the result of my getting started back in 1984. These ideas, strategies and tools come from over 30 years of reading hundreds of books, listening to thousands of hours of cassettes and mp3s, and watching and attending hundreds of seminars. I have been researching and studying the masters of every area of life that is important to me, applying these methods, strategies and paradigms in my own life with success, and then teaching others and helping to design company cultures where people love to work and thrive.

I personally went from borrowing on credit cards every month to finance my first small business, to generating over 30 million dollars annually in gross profits and a company worth a hundred million dollars within seven years. I went from working 100-hour, crazy-productive workweeks, to taking a 10-year sabbatical, spending priceless time with my family, traveling around the world a few times and learning that there was a lot more I wanted to learn.

I grew and I will always keep growing and contributing. I went from a focus of helping myself and the people in my inner circle, to understanding that everyone and everything on this planet are important and that contributing to making this world and the people on it better is what I do, every day, and love doing.

No matter if I'm doing corporate training for a Fortune 500 company, executive training for top senior management, a keynote speech somewhere in the world, or one-on-one high level coaching, regardless of industry, I love what I am doing and it shows. Helping people achieve ultra high levels of success in any and all areas of their lives is my specialized area of expertise.

But more than that, I have become a specialist in helping people *happily achieve*.

When high achievers are succeeding in nearly all areas of their life but happiness is missing, they call me. We work through the different areas of their lives and help them get to the point where they can be happy *and* successful. You wouldn't think those two feelings are often separate, but they are. Success for many people equals stress, fear, strained relationships, poor health, and a lot of other negative consequences. But in truth, it's easier to be successful and achieve your goals when you're happy. That's what I teach. And I believe that's the reason you're reading this book.

I'm here to help you learn how to **think yourself happy**. It's not complicated, but you will have to make five changes in the way you think. To get results, you must take action and invest the time and energy necessary to learn a few specific skills that will reshape your thoughts and emotions. The entire process takes only a few minutes a day to develop, and soon you'll find yourself thinking in new and different ways — ways that will help you to be happy no matter what your external circumstances.

Are you willing to do whatever it takes to make your life spectacular? People who achieve excellence at anything got there by disciplined, scheduled practice, not willpower. I'll deliver for you, but you need to jump in at some point and do some of the exercises. Look, you can do what you normally do, but then you will only get the results you normally get. That is not why you are reading this book. If you want real results, you need to commit to doing something different than what you have been doing so far.

Small changes over time yield great results. Adopting even one of these five changes in your thinking will help you be happier every day. And when you're happier, life seems better. Your relationships are easier. Work becomes a challenge rather than a chore. And yes, you may find yourself happily achieving more than you ever believed possible — simply by changing a few habits of thought.

Are you ready? Let's get started!

- Chapter One -

Why Be Happy?

If I asked you, “Are you happy?” what would you say?

In the U.S., our happiness level has held pretty steady since the early 1970s, with only about one-third of us saying we are “very happy.”ⁱ According to Joseph McClelland III in his book, *Get Happy Now*, only an estimated 3.5 % of people are happy, positive and optimistic.ⁱⁱ And in 2013 the U.S. ranked 23rd of 50 countries on a worldwide “happiness” scale, trailing such “underdeveloped” countries as Malaysia, Tanzania and Vietnam.ⁱⁱⁱ

This lack of happiness is showing up as different kinds of psychological problems. Studies show that in the U.S. 20% of people will suffer from a mood disorder sometime in their lives, 30% from an anxiety disorder, and about 9% from depression. Currently around 25% of women and 5% of men are on some kind of antidepressant, and almost 50% of both men and women admit to using food to improve their mood.^{iv}

Bottom line? Far too many of us are not very good at being really happy. And despite medications, counseling, food and other distractions, our happiness levels remain stubbornly low.

We need to fix this — now. Not simply because it’s just better to be happy with yourself and your life.

There's an entire body of research in positive psychology that shows how important happiness is to every area of your life.

People who are happy...

- Are more productive
- Live longer
- Have improved health
- Have stronger, longer lasting relationships
- Are married longer, and have lower divorce rates
- Report greater life satisfaction
- Earn more money
- Have a more positive attitude
- Contribute more
- Learn faster and easier
- Are more enjoyable to be around
- Are better team players
- Make fewer mistakes
- Are more creative
- Are better problem solvers and solve problems faster^v

What Do You Need to Be Happy?

I have observed two obstacles that get in the way of people experiencing happiness on a regular basis. The first is what I call the “then I’ll” problem. For example...

“Once I get the promotion, *then I’ll* be happy.”

“If he/she goes out with me, *then I’ll* be happy.”

“I pass this test and *then I’ll* be crazy happy.”

“When I score the goal/touchdown/run...”

“... come in first...”

“...my kid gets into college...”

“...my kid graduates college...”

“...land the big client/contract...”

“...pay off my house/car...”

“...get the job...”

“...retire from the job...”

“...reach this weight...”

“...break my personal best record...”

“...*then I'll* let myself be happy.”

Most of us were taught that happiness would come after we earned it. By listening to our parents and teachers, studying hard in school, getting into a great university, landing a fantastic job, finding the perfect mate, having a challenge-free relationship, working hard and earning promotions along the way, following along, not breaking the rules or rocking the boat, possibly having some flawless kids — and if you do all of that, then happiness will be there waiting for you at the end of it all.

That game sounds rigged, and not in your favor. With this kind of thinking, you'll spend your life *waiting* and *wanting* to be happy but never giving yourself the chance to **feel happy in the moment**. And that not only sucks; it's counterproductive. When you think you have to reach a milestone or attain a goal in order to be happy, you are trading one moment of happiness for days, weeks, months and years of unrewarding effort at best, and active unhappiness at worst.

I believe that happiness is not something you have to earn; it's something that you already deserve.

Everyone deserves to be happy — and everyone has the opportunity any day, any moment, anytime.

The second obstacle to happiness is “more.” Let me illustrate with a story from my own life.

In 1999, I was the founder and principal partner of what would become one of the largest ticket wholesale companies in the world, Wiseguy Tickets. By 2007 Wiseguy would be buying over a million concert, sports and theater tickets a year and supplying North America’s largest ticket brokers with the tickets that they would resell to the public.

My business partner, Ken, and I had known and worked with each other since we were 16 years old. Both of us ran a “crew” of junior high school kids, driving them to different neighborhoods to sell newspaper subscriptions door to door for the *Daily News*. We each would train our “crews” and have them recruit their friends. It was fun and we were very competitive.

I had started Wiseguy after years of working for a large entertainment magazine selling advertising. I really enjoyed that job because I would help businesses dramatically increase their revenues while I met a lot of amazing, talented people. But when I finally decided to walk away from a solid, steady paycheck and give everything to building the wholesale ticket business with Ken, we both were all in. Day and night, whenever there was enough energy to work, we worked. We put our blood, sweat and tears into building the business to provide everything we could for our families. We wanted to give them the luxury lifestyles we longed for but did not have as kids.

We worked hard on being smarter and asking better questions than our competition. Averaging 110-120 hours a week for years straight without a vacation, we designed and built a real money machine. We sacrificed precious time with our families so we could buy more for them. It made us feel like heavy hitters while allowing them to feel privileged and lucky.

Within five years the value of our company was well in excess of fifty million dollars. In fact, “excess” would be the company’s mantra. But this trajectory would eventually take my partner and me in very different directions.

On December 30, 1999 Ken and I and our wives were finally enjoying a well-deserved, first-class vacation. My three sons, Tanner, Dillon and Austin, were staying with my dad and his wife for a few weeks, so we were going to do this vacation right.

Our first ten days we had rented a private villa in Bali, overlooking a jungle canyon and the Ayung River below. This night however, we were celebrating at the exquisite Amandari Resort. It was the birthday of Lina, Ken’s wife. As luck would have it, Rocky (my wife) had a friend who happened to be the new head chef of this six-star resort, and arranged for us to experience a private “chef’s creation” dinner just for us.

When we arrived, we were led across a garden bridge to our table, which sat alone on a small island on a private lake, under a beautifully lit *palapa* (a thatched-roof pavilion). It was spectacular. It felt like everything we had ever dreamed about had come true.

All of those long hours of work for so many years had allowed us to create this incredible experience!

During a break between courses, Ken wanted to smoke a cigar (he was really into that), so we left the girls and went for a short walk. We walked around the simple yet stunning resort for a few minutes before stopping by another pond where dozens of very large koi swam over to visit us, thinking that we must have food for them.

I asked Ken, “What is it going to take to have more of this?” My thinking was along the lines of, how can we spend less time working, and invest more time enjoying our lives?

But the answer he came up with was not in line with what I was thinking at all. He said, “More! We need more of everything. We need more money, more power, and more domination.”

I remember thinking, *Who is this guy and how did we end up thinking so differently?* I just shook my head, because I knew that my life’s purpose was not to amass more — and his was.

That moment kicked me into changing everything about my life and business. I realized that my priorities had been out of line with what was most important to me — what truly made me happy. Work was getting all of my energy, time and attention instead of it going to my family. At the end of January 2000, I arranged to sell half of my half of the business to my partner. By the end of that year I had abdicated all corporate responsibilities and walked away forever.

My focus and energy went from being a successful business operator to working on being an excellent, husband, dad, friend and person. I grew creatively, spiritually and altruistically. I practiced and learned to be fully present in the moment that is right now. My life became more about helping others to get clarity on what is truly important to them personally, as well as in their relationships and businesses.

And I found that I was a lot happier out of the trap of pursuing *more*.

When you obsess on wanting more than you currently have or have achieved, you lose the joy of experiencing what's right here. Have you ever heard someone who is materially successful today reminiscing nostalgically about their earlier days, when they lived in the walk-up apartment and ate dinner off of a tiny kitchen table with mismatched silverware, delighted that they could afford a takeout dinner? Or have you ever been around someone whom you think has a great "significant other" but they can't seem to appreciate him or her because they're dreaming of their "ideal" soul mate?

Our culture in the U.S. is driven by ambition and aspiration and always looking for the next level — but if ambition and aspiration stops us from being happy with what we have now, then (pardon my language) we're screwing ourselves.

However, I believe that it's possible to be both happy and ambitious, to happily achieve. That's the driver of my life and what I teach others. And it's not complicated: you simply have to change the way you think. Luckily, that's a lot easier than most of us believe.

What Does Happiness Look Like?

Think of the last time you were happy — and if you can, think of a time you were happy for no particular reason. Maybe you “woke up on the right side of the bed.” Maybe you and your spouse or your kids were getting along. Maybe you felt that you and your team had done a particularly good job on a project or an issue. Maybe you handled a customer service issue gracefully and the customer said, “Thank you.” Maybe you did something kind for another human being and you felt good about yourself.

Can you think of such a time? (If not, you *really* need this book.) How would you describe your happiness at that moment?

Most of us think of happiness as an emotion — and it is to some extent. But the kind of happiness I think is most valuable is a *mood* or *state of mind* of being happy. It’s more sustainable than an emotion; you can be in a happy mood or state of mind for much longer than you can feel the elation of the emotion you call “happiness.”

Happiness should not to be misunderstood for pleasure. Although pleasure is one form of happiness, it lives in the shallowest end of the happy pool. Pleasure is a sensation or momentary satisfaction of a craving. It’s like scratching an itch or eating a big meal when you are hungry; it feels good for a little while but never lasts long.

I believe that the mood or state of mind of happiness is fundamentally unselfish. Yes, you are the one feeling it — but usually it occurs because you are involved with something more than just yourself.

In studying happiness, I have found that it usually benefits the greater good, or it's unsustainable and short-lived.

All of us have the desire to feel these kinds of happy moods and states of mind. In fact, I think that most people would *love* to live a happier life. They want to be able, not to whistle as they skip down the street, but to feel that kind of effortless satisfaction, ease, and optimism as their usual state of being. And they want to have access to happiness without having to achieve anything to deserve it.

Unfortunately, you cannot *will* yourself to be happy. However, there are some specific steps you can take to *become* happier. By implementing these scientifically proven methods, you can attain and maintain higher levels of happiness and life satisfaction.

It's time to set yourself up to win every step of the way. It starts by understanding the power of your thoughts.

- Chapter Two - It's All in Your Head

I regularly attend live seminars to learn new ideas and paradigms that I can use to improve myself overall. One such event was held over several consecutive days in Santa Barbara, where I live. There were about a hundred of us in the class, and the facilitators put us into pairs and led us through a series of questions and some interesting exercises.

Being open to new processes, both Rocky (my wife) and I were committed to doing all the exercises without prejudging. Even though some of the exercises to me felt unnecessarily uncomfortable, I still continued to participate fully.

On the second night of the seminar, our homework was to fill in the blank in this phrase: "Life is _____." To me, this was easy, because at this point in my life, things matter. Every minute matters, and I'm purposefully, crafting, designing and really living life happily every single day. Now, I know that living with purpose isn't the normal way most people live, but I thought that my answer to this question about what life is couldn't be too far off of normal, right?

Morning came and since I believe that with a new seat in the room comes a new perspective, I sat in the center of the back row. The facilitator asked for the hands of the people who had done their homework, and nearly everyone raised their hands. He said, "So let me ask you, what is life? I'd like to hear your answers."

My hand went up with about 30 others, and he started calling on people.

"Pain!" someone yelled out.

"Disappointment," said the next girl.

Then he pointed to me. I yelled, "Life is fucking awesome!" I meant it — I wasn't trying to be the funny guy, it was totally heartfelt.

The facilitator's response to that was, "Too broad." And he moved on.

The next person he pointed to said, "Life is heartbreak." The next person said "Sadness." The next person said, "Waiting to die."

Wait, what? Life is waiting to die? Who are the people in this room? Are all these people (who are clearly hurting inside) an accurate representation of how the normal population of the world feels?

My heart was hurting because there I was feeling grateful and lucky for how amazing my life is in every area, and there were so many people around me in pain. I didn't even realize how bad it is out there.

He said with a big smile, “Nope, you are all wrong. Life is dangerous.” Then in case we didn’t get it the first time, he repeated, “Life is dangerous.” He told us that we were all afraid, that we were scared of the people sitting next to us, in front of us, at work, at school, the people on the streets, the people we don't know — everywhere in the world, all of them. We are frightened of them and they are frightened of us.

For some reason the word “dangerous” wasn’t too broad of a concept, but “awesome” was clearly over the line.

At this point I was thinking, *This is complete bullshit*. I turned to the girl next to me who was in her mid-twenties, and said, “I want you to know that I’m not scared of you, and I hope you aren’t scared of me either because I’m not a scary guy and this world is an amazing, beautiful place and is rarely dangerous.” She smiled and assured me that she was definitely not afraid of me either.

That session illustrates one of the most important lessons I have learned about happiness ...

IT’S ALL IN YOUR HEAD!

Whatever dominates your thoughts: that is how you live your life. In other words, you get whatever you focus on with intensity for prolonged periods of time. This works all the time, every time, good and bad, for everyone. You say that life is dangerous? You’ll see danger everywhere. You say that life is heartbreak? Even in your best

relationships, you'll probably be looking ahead to the moment your heart will inevitably be broken.

Have you ever known people who are “victims”? They expect bad things to happen, and they do. Bad luck seems to follow them around. If you listen to these people, they are asking themselves questions like, “Why do bad things always happen to me? What terrible thing is going to happen next? Why can't I catch a break?”

You get what you focus on, and you also get answers to the questions that you ask. What do you think might happen if “victims” asked themselves questions that they might actually want the answers to — like, “How can I make this happen? What if things worked out perfectly, what would that look and feel like?”

If you are consumed by the thought of terrible things happening, they will continue to happen. If you want to change what happens to you, it starts by changing how you think. And if you want to be happy, you have to learn how to think differently.

Life at the Basic Level

Think of babies: when they're born they experience very few emotions. But they *respond* to emotions they see on the adult faces around them — that's how they learn the different emotional states that extend beyond pain and pleasure.

Researchers believe that within the first three months babies can express and react to five basic emotions: joy, interest, anger, sadness, and disgust.^{vi} (Interesting that three of those five emotions are what would be considered “negative.”) As they continue to grow, babies' emotions

develop and they start to link particular emotions to particular people, actions, and physical feelings.

I believe that these links are the beginnings of the vital interconnection between our thoughts and our emotions.

Are there a few emotions that we can feel without any thoughts? Yes — and no. The human response to danger, the so-called “fight, flight, or freeze” reaction, has been shown to occur *before* the cognitive mind kicks in and produces even the fastest thought. So we can feel the rush of adrenaline that we call fear before we actually recognize danger cognitively. But for the most part, our emotions are triggered by our thoughts. We see someone we love and have the thought, “It’s ____!” and the emotion of love/happiness/pleasure occurs. We see someone or something that we dislike, have the thought, “It’s ____,” and the emotion of hate/disgust pops up.

But we also can simply think about someone we love or hate, or a situation that scares us, and we will feel the corresponding emotion — without actually being near that person or in that situation! Our feelings are greatly influenced by our thoughts that stimulate chemical releases in the brain. This happens all the time naturally, whether we’re aware of it or not, 24 hours a day, even while we sleep. Our thoughts are inexorably and intricately linked to our emotions. And the great news is that this means **we can use our thoughts to direct and shape the emotions we experience.**

(For a greater insight into the scientific function of thoughts and how they relate to happiness and pleasure, I recommend reading *The Science of Happiness* by Stefan Klein. See the Positive Psychology Research section in the back of this book for more information.)

The problem, though, is with our darn survival instinct that makes negative thoughts and emotions more “important” than the positive ones. We are always unconsciously looking for danger and how to avoid it. That’s why negative emotions dominate our psyche and are much stronger and easily accessible than positive emotions — it’s the “save the organism” auto-response we all have.

So knowing this, how can we think ourselves happy? How do we train our minds and bodies to be content, and to make happiness our default setting? This is not just about finding happy moments or creating happy moments and locking them in. It’s how to make “happy and fulfilled” your default setting, instead of “worry and scarcity.”

We can think ourselves happy by **actively taking control of our thoughts and emotions**. Thoughts control our feelings, which control our actions. Without control of our thoughts, we are stimulated by circumstances beyond our control, and we react rather than respond. When we choose to direct our thoughts, we can calm the chemical storms racing through our bodies. We can move ourselves from fear to awareness, anger to focus, disappointment to reflection, and satisfaction to active happiness and joy — simply by changing our thoughts, or choosing what to think in any situation.

“Easier said than done,” I can hear you saying. True. But I believe there is a way to train ourselves to think in such a way that we are happier more often. Like any other learned behavior, thinking yourself happy takes training, practice and some discipline. But believe me, the rewards are worth it. With a little practice, when someone asks

you, "What's life like?" you too will want to yell out loud,
"It's AWESOME!!!!"

- Chapter Three -

The Five Changes You Must Make to Think Yourself Happy Immediately

Happiness, along with all your emotions, is a product of your thoughts. The way you think about yourself, your life, your relationships, your work, and the world in general affects your emotions dramatically. And, as the title of one of Wayne Dyer's books states, when you change your thoughts, you change your life.

However, it's not quite as simple as just waking up in the morning and thinking, "Okay, I'm happy!" To think yourself happy requires a system. It means you have to make *five specific changes in the way you think* so that happiness becomes your default response to the world.

But even before you learn the specifics of this system, you need to get clear on what's important to you and what drives you. To get where you want to go, you not only have to know where you are going, but you also need to

know where you are right now. *Clarity* is where it all starts. Once you know what you want, you can figure how to get there, and the thoughts and emotions you want to have along the way.

Now, the answers that we get in life come from the questions we ask ourselves. Here are some questions you must eventually answer. I suggest you look them over now and spend a little time thinking about them. The answers will clarify what ultimately drives you — and whatever drives you will have a big impact on your thoughts and, ultimately, your happiness.

Question 1:

Who am I and what do I want?

What is important to me? What would I do with my time if money weren't a factor? Am I spending time in the areas of my life that I enjoy the most and bring the most joy? What would my best life look like?

These questions help you determine the conditions that would make it easy for you to be happy. They also will give you an idea of your current happiness level and start you thinking about ways you can increase it.

Question 2:

Who do I want to become?

If I were on my deathbed and looking back on my life, who would I want to have been during the course of my lifetime? Was I kind, successful, loved and loving, creative, admired, or supportive? Was I a leader, and driven? Looking at my life now, is there a gap between who I want to become and who I am currently?

To become someone new, or an expanded version of who you are now, you need to be a person you've never been. Once you are that person, you will be living that life. This does not mean pretending to be different than you are. This means upgrading you to the best you that you can be by your standards, not the standards of others. Purposefully shaping your character will allow even more amazing opportunities to enter your life.

Question 3:

What would my life be like if I were happy every day?

Would I be nicer to the people around me? More focused and creative? A better boss, leader, employee, contractor? Would my family enjoy my company and would we all be closer? Would I be healthier and my stress level lower if I could be happier every day? Would I get out of bed in the morning with excitement and pleasure, and go to bed at night feeling more fulfilled and at peace?

All of that is possible if you are willing to put in the work to change the way you think. It's not complicated rocket science, nor do you have to meditate for hours (although I recommend daily meditation for a lot of reasons), or become a vegan. You won't lose your drive or "edge" or whatever you call the force that you believe has made you successful in the past. In fact, I've found that thinking yourself happy actually can make you *more* driven and successful, simply because you feel better about yourself and the people on your team like being around you more.

But you do have to break some long-standing "bad" thinking habits and adopt a few new ones. Luckily, these

new habits aren't like quitting smoking or going on a diet — there's little to no pain or deprivation involved. But you do need to be able to catch yourself when you are falling into your old negative thought patterns and to change your approach in the moment.

I believe there are five changes you can make to your thinking that will create greater happiness immediately. In fact, doing *any* of these five things will increase your level of happiness, and doing all five will explode your happiness beyond anything you might believe is possible.

Retraining your brain does take consistent application of these new ways of thinking. But with a small amount of sustained effort over the course of a couple of weeks, you can retrain your brain to be happier and make your life better as a result.

Let's take a look at the five changes you need to make to think yourself happy. It starts with *visualization*.

- Chapter Four -

Change #1:

Visualization

In 2007 two researchers at Bishop's University tested the effects of visualization and positive anticipation on the body. They took 30 college athletes and put them in three groups. The first group went to the gym and worked out to train their hip flexor muscles. The second group did no exercise but only visualized working their hip flexors. The control group did neither physical exercise nor visualization.

The study lasted for two weeks. At the end of that time, while the control group had not improved at all, the athletes that went to the gym had increased their hip strength by 28%. But the athletes that only visualized working out had increased their hip strength by 24% — almost as much, without lifting a weight or using a machine!^{vii}

That's the power of visualization. The brain can't tell the difference between an event you have imagined clearly, with emotion, and something that "really" happened. When you see it as though it is already done, your nervous system is getting used to you accomplishing that task. It will make it easier to replicate again and again so when you take the physical action, it will already feel natural and doable.

As humans, we have the unique ability to play out any scenario in our brain that we choose. We can visualize something happening, and our nervous system doesn't know the difference if it is made up or actually happening — we have the same visceral reactions either way. This can work to our advantage or disadvantage. We can feel great and excited when we see ourselves succeeding. We also can feel afraid and discouraged if all we can picture is failure.

Both my former business partner and I had grown up having rich friends but no access to money ourselves, and we would talk about how things will be so fun and easy once we became multi-millionaires. We would cut out photos of super high-end cars, jets and yachts from magazines and tape them on our walls and mirrors so we could actually see ourselves with these things and would get accustomed to having them around.

That may sound funny to you — but not if you have ever done it yourself. To this day, this is a practice I continue doing because I have had such stunning results. Visualization of success is a process utilized by most high achievers. I have never met anyone who has done this and not had at least some of these items show up in their lives.

To attract the things in your life that you want, you must visualize them first. The clearer the picture, the stronger the pull there is to making that happen. Focus on these pictures intensely and often. See them in your mind's eye as if they are on their way and then see them as though they are already part of your everyday life. Your brain doesn't know the difference between a real and a well-imagined event, so the same feelings will follow whether you're visualizing success or actually creating it.

However, the same process also works for bad events that have happened in the past or that you are worried may happen. You see it and feel it, and often you manage to create it in your life. Or you feel the drag of past bad events that puts a damper on your emotions and your drive. That is *not* where you want to live. So make a practice of visualizing yourself as the way you want to be. See your success. Above all, see yourself successful and happy.

Athletes use visualization all the time. Michael Phelps, the incredible U.S. swimmer who has won 18 Olympic gold medals, visualizes every moment of every single race he swims. His coach, Bob Bowman, calls it “putting in the videotape.” Every night and every morning, Phelps rehearses his upcoming race. He sees himself walking out to the pool, standing on the block, getting into position, jumping in the water. He sees and feels every stroke, every breath — right up until the moment that he touches the wall ahead of everyone else.

Phelps also visualizes what to do when things go wrong, like the time at the Beijing Olympics in 2008 where his goggles leaked and he had to swim an entire race completely blind. (He still won the gold, by the way.) But what he *never* visualizes is failing to achieve his goal. He uses his mind to create the physical, mental and emotional habits of success.^{viii}

The process of visualizing exactly what you want and then the feeling of already having it is something we all should practice and master. Try this exercise.

Exercise:

Visualize the Best and Worst Case Scenario

Think about something you want to create in the future. It can be a new job or promotion, a new client, a better relationship, a fit and trim body — something that would be important to you.

Now, see yourself already having achieved that particular goal. Visualize yourself in the new job or signing the new client. See and feel what your life is like with an even more deep and meaningful relationship. See and feel yourself with that strong, fit, powerful, trim body, and feel what that body is like as you move down the street. Create powerful, positive feelings of happiness at being the person who has this particular goal in your life.

This is your best-case scenario. Feels great, doesn't it?

But remember, your thoughts can make you feel lousy if you don't direct them in the best way. Try this experiment: see yourself having tried to reach your goal but failing. Visualize the worst-case scenario: someone else gets the job, the client tells you there's no way they will hire you, your significant other turns a cold shoulder to all your efforts to improve your relationship, and try as you might, you can't lose the weight or get fit.

How do you feel? Defeated? Depressed? Worried? Angry? Frustrated? Sad?

That's the power of your mind to make you feel terrible — even though *nothing bad has actually happened!*

In later chapters you'll learn how to turn around your thinking even when things aren't going your way, but for now, let's change this up and use your thoughts to visualize a different future. See yourself having overcome all the obstacles you faced in the worst-case scenario. Someone else got the job? You go out and find a better one. The client says no? Tell them thanks and then close *two* other clients. Your significant other rebuffs your efforts to be closer? See yourself doing something so incredible that he or she is astounded by your passion and commitment and fall into your arms. You don't make your weight goal? Visualize trying something else that is exactly what you need to drop the pounds or to gain the level of fitness that you want. Then see yourself walking triumphantly down the street, having overcome obstacles that you thought were impossible, happy beyond measure at your success.

Shakespeare once wrote, "There's nothing either good or bad but thinking makes it so." Visualizing is your ticket to making yourself happy in good and bad times, by creating pictures of what you want and then letting yourself feel the happiness of becoming someone who is living that way.

In the next chapter we'll talk about the second change: positive anticipation.

- Chapter Five -

Change #2:

Positive

Anticipation

Remember a time you really looked forward to something? The night before your wedding... the day before a big race... the time you started college or went to a new school or a new job... or maybe you were awaiting the birth of your first child. Do you remember the butterflies, the excitement and the happiness? Even though the event hadn't happened yet, you were in a state of *positive anticipation* because you knew something great was on its way. You can attach these same feelings to any situation that may be in your future and use them to make yourself happy and to make your success more likely.

How does this work? Positive anticipation builds confidence and certainty. Once you have visualized success in your mind and celebrated your victory in advance, you know that you can do it. This is different from thinking you "can" do something, because you have proof inside yourself. In your mind's eye, you have seen yourself win and already felt what it was like — so of course, you can achieve the same success again.

Remember Michael Phelps' visualizations of each race he swims? Phelps doesn't stop his visualization with the

sight, sounds and feelings of touching the wall. He also sees his head coming out of the water, ripping off his swim cap, looking up at the timer on the wall, seeing a record-setting time — and then celebrating his victory.

He creates a positive anticipation of success every time he mentally rehearses a race.

When you see it as though it has already happened, your nervous system is getting used to you accomplishing that task and will make it easier for you to replicate success again and again. Then, when you actually take the physical action, it will already feel natural and doable. So before you ever get started, make a practice of visualizing yourself as being successful at whatever you attempt. Like Michael Phelps, every night and morning run the videotape of whatever you need to accomplish. See every moment and feel it fully. Then you too will find yourself on top of the podium, with whatever your version of a gold medal draped around your neck!

Exercise:

Positive Anticipation

Imagine that it's next New Year's Eve and you're at a party with your closest friends and family — all the people you love and care about, and who love and care for you. Someone proposes that each person in the group stands up and describes his or her past year. You listen to your friends and family talk about the successes and challenges they've experienced and you reflect on their stories.

Now it's your turn. You stand up and start to describe the past year. What do you say?

Of course, it's not New Year's Eve, and you are describing events that haven't happened — or if they have, your perspective on those events is completely in your control. (More on perspective in Change #4.)

Therefore, you can choose to make your year a victory celebration, celebrating all that you have become and all that you have made happen for yourself and others. On the other hand, you can imagine the worst disaster possible — your personal nightmare of a year, whatever that is.

Good or bad, neither has happened. So, after feeling both in your mind and your body, which feeling serves you and which does not? Since most of those events haven't happened yet, you get to choose what it will be like when they do. Choose to feel good about what's coming: it's more fun that way!

Now you'll learn about the effects of meaning upon your thinking — and your emotions.

- Chapter Six -

Change #3: Choose the Right Meaning

If you were a 35-year-old executive and walked into the office holding on to the old, ratty teddy bear you used to take to bed every night as a child, people would think you were crazy — and they'd be right. Yet how many of us are still holding on to some really old, ratty stories from our past that continue to make us miserable?

As humans, we live out the stories that we make up for ourselves. And the meaning we assign to whatever happens in our lives affects everything that we do and don't do. The problem is that most of us choose to tell ourselves some really lousy stories — again and again and again. For example: you had a relationship that imploded. Or a business venture that failed. Or a class you flunked. Or a college you didn't get into. Or you blew a race or a game. Or we lost someone that we cared about deeply. All too often people hang onto the pain of these pieces of the past for years, and let these incidents shape their lives for the worse.

Things that have happened in the past have hurt you enough. Don't let them continue to do their damage by giving them energy in your thoughts.

Though these things happened, they only happened once — and you can choose not to keep reliving them.

This is the story of you, who you are and why you are the way you are. What is the story and meaning that you have given to the events that have happened in your past? How does that story continue to affect you every day in every way?

Although you can't change the events of your past, you can always choose to change what those events mean and how they affect you. Re-examine the beliefs you have around those stories that may be holding you back. If your story is that someone you loved left, and therefore everyone that you love in the future will leave too, how would that belief cause you to treat the people trying to get close to you?

Change the meaning: someone you loved left, that means they had to go and that is all. This is where you can choose to believe that everything happens for a reason and it is for your benefit.

The Universe conspires for you, not against you. If you believe that, how would you approach your day? How would that affect the way you view obstacles and so-called problems? If it's really true that life is ultimately on your side, what would you attempt? And how much happier would you be regardless of circumstances?

The mind can only occupy one space in time, so choose to fill your mind with active thoughts that move you in the direction you want to go, not to the place you want to stay away from. If something is coming up and you can't bear

the thought of what might be, then don't. The event hasn't even happened yet, so don't live the worst thoughts as though they are really happening now.

If we let it, our mind will take us through the worst possible scenarios, ones that couldn't possibly happen, and emotionally we get to live through every one of those visions as though they actually happened. Choose to believe things will work out for the best every time, and whatever happens when it happens, will only happen once and you will deal with whatever that is then. But until then, choose a story that works for you, not against you. Choose a powerful meaning, and you will take back the power over your own life.

Exercise:

Change the Meaning of a Past Event

Think of a past event that really sucked. It could be something relatively small, like getting picked last for a sports team when you were in grade school; or something big, like the time you got fired, or dumped by your "soul mate," or a trauma you experienced as a child or adult, or the death or injury of someone you loved. What meaning did you give that event at the time? Was it one that made you feel better, or worse?

Often we give events the worst possible meaning immediately afterwards, as we are in the middle of very powerful negative emotions like fear, anger, sadness, hurt and guilt. Those emotions influence the meanings we give those events. But that was then and this is now — and today you can choose to change the meaning of any event by changing how you think about it.

Looking back at that past event, is there another meaning you can give it based on what you have learned and experienced since then? Maybe getting picked last for the sports team made you work harder and become a better athlete.

Or perhaps it caused you to pursue other activities, like computers, or literature, or music, that you liked a lot more.

Maybe getting fired put you on the path of a different career, or caused you to move to a different city, or helped you decide to become an entrepreneur and never have to work for someone again. Maybe your “soul mate” leaving made you get really clear what you needed to do and who you needed to be to be a great partner.

If you *had* to put a positive meaning on the event, what could it be?

Perhaps your past event was the loss of a loved one, and the pain of their passing is still strong. If your loved one were standing in front of you right now, what do you believe he or she would tell you that you should believe about their passing? Would they want you to hold on to the pain you feel, or would they ask you to remember them with love and use that memory to make your life great?

If you still find yourself hanging on to the pain of that past event, try looking at the event from the perspective of God or the Universe or whatever you believe powers reality.

From the Universe's perspective, and knowing that the Universe conspires for us, not against us, what could be a positive and powerful meaning of this past event?

Now, some events are incredibly difficult to find a positive meaning for. I understand: there are things no human being should have to go through. But if you keep reliving the event and continue to experience the pain of it again and again, you're never going to be free of the event, and your happiness will continue to be affected by it. You deserve better. If necessary, get some help. Find a good therapist or someone who can walk you through letting go of the feelings that are holding you back and help you discover new meanings that will allow you to move forward.

Our thoughts and feelings should be under our control. But thoughts, like breathing, can be controlled consciously or unconsciously. You can actually stimulate yourself to feel anything you decide to, by assigning a meaning of your own choosing to any past, present or future event. When you really get this, when you understand that you can choose the meaning of any event, the more control you will feel and the happier you will be.

To develop a better meaning often requires us to look at the past, present or future from a different perspective. That's the next step to thinking yourself happy.

- Chapter Seven -

Change #4:

Perspective

My son, Tanner, has a friend whose dad is a well-known celebrity. Not long ago this friend was at our house complaining that someone had stepped on his new shoes earlier that day. He was still very upset about the incident several hours later. Tanner commented that he had only two pair of casual shoes, and told his friend not to complain about a small dirt spot on one of his more than 50 pairs of shoes. Then Dillon, Tanner's twin brother, chimed in and said that he has only one pair of shoes with several holes, but he loves them and doesn't want to give them up.

As I listened, I remembered visiting villages in Fiji where no one owns any shoes and yet everyone has huge smiles on their faces all the time. Come to think of it, I remember people there with no legs, happy as can be. And here is this kid that has everything he could want but chooses to focus his thoughts on a time when his shoe got dirty. I suggested he clean off his shoe and move on with gratitude for the abundance in his life.

You can use perspective to change how you feel by internalizing various possibilities of how your situation could be much worse than it is. You can also help ease a painful situation by exploring the possibilities of how you could be happy even in those circumstances.

I've heard people use the phrase, "Well, at least..." as a way to take a different perspective on something that made them unhappy. You had a fight with your spouse? Well, at least you dodged the plate they threw at you; otherwise you'd be in the hospital. You're being audited by the IRS? Hey, at least you made enough money last year that they thought you were worth auditing! (If you can find a somewhat humorous perspective in events, so much the better.)

One of the best tools I've found to develop a new perspective is to ask a question that makes you focus on whatever makes you happy. Here are a few examples.

- How amazing is my life right now compared to where it could be?
- Several years ago, would I have considered this a "high-quality" problem?
- Is this a problem or an opportunity?
- Ten years from now, will I really care about this?
- In the grand scheme of things, how much does this *really* matter?
- What can I learn from this?

One question I learned a long time ago is, "What's great about this?" Simply asking that question can cause you to look at the situation in a different way. If your manager embezzled funds from the business and vanished, aren't you glad he or she is gone and can no longer steal from you? Maybe what's great is that you now will have to dig in and go through your books thoroughly for the first time in a few years — and you might find new ways to make or save money that you never would have discovered otherwise.

Questions will change your life when you come up with the right answers. The answers are always there: you just need to ask the right questions, ones that serve and empower you. Stay away from negative questions such as, “Why can’t I?” or “Why don’t things ever work out?” Better to ask, “How can I?”

And remember to frame your questions so the answer is beneficial to your desired outcome. For example, if you tell a kid, “Don’t spill your drink,” what usually ends up happening? Yep — the kid’s drink ends up all over the floor. A better choice of words would be, “Make sure to keep your drink in your cup please.” This reinforces the action you desire rather than focusing on what you do not want to happen.

There are always things to be grateful for, and things could always be worse. Make the decision to spend less time in unhappy by changing your perspective. Things happen that aren’t pleasant and they are going to knock us down, but don’t stay there — get up and do something. If you think about and do things that you enjoy, you will be happy. If you spend time thinking about things that make you sad, you will feel sad. I suggest that whenever you find yourself unhappy, take the perspective that unhappiness means that your situation needs to change.

Exercise:

Gain a New Perspective

Whenever you find yourself in a less-than-optimum circumstance, take a moment to look at things from a different perspective. Ask yourself, “What’s great about this?” or “What *could* be great about this?”

Try a question like, “Will this even matter in ten minutes, ten hours, ten days, or ten years?” (I use that question a lot when it comes to other drivers on the freeway.)

See if you can find humor in the situation: “Wow, I never knew someone could be *that* bad a driver!” Or use the phrase, “Well, it could be worse — I could be...” and then come up with something absurd, like, “I could be stuck in the middle of quicksand with no vines!”

Anything that puts your situation in a different perspective can help you be happier — or if not happier, at least on a more even keel with your situation. Remember that happiness is a choice, so change your perspective and then take action immediately to do what you can to create the circumstances you want.

One of the easiest ways to change your perspective is to thank your lucky stars every day for the gifts in your life. That’s what the last step is all about: gratitude.

- Chapter Eight -

Change #5:

Gratitude

Gratitude is appreciation in the now. It is love for what is. It is a state of grace. Living in gratitude is the perpetual act of being thankful. This state is also one of the deepest, most meaningful and sustainable forms of happiness there is. And this feeling is available to you at any time you choose.

Science is finally starting to research the powerful effects that gratitude can have on our health and happiness. For example:

- Grateful people are healthier and report fewer aches and pains.
- Experiencing gratitude decreases toxic emotions like frustration, regret, envy, and anger. It also raises self-esteem and reduces our tendency to compare ourselves to others.
- Gratitude fosters resilience and helps people deal with trauma and setbacks.^{ix}
- Finally, according to Robert Emmon, Ph.D., professor of psychology and a positive psychology scholar, regular grateful thinking can increase our happiness by at least 25%.^x

One of my favorite quotes is by the ancient Greek philosopher Epicurus: *Do not spoil what you have by desiring what you have not; remember that what you now have was once among the things you only hoped for.*

Take a moment and think of three things you are grateful for in your life — perhaps three things that were once only a dream but you have now turned into reality. Hold a clear picture of them in your mind, and notice how you feel about them. Feel thankful for these things right now. Think of nothing other than how happy you are that these things, people, and situations exist in your life, just for you, right now.

I use the power of gratitude every day whenever I'm feeling frustrated or overwhelmed. It moves me from those negative feelings to being open and appreciating everything I have. Gratitude also helps me in my closest relationships. Somehow it's very easy to get upset with family members, simply because they're closest to us and we're in proximity to them more often — and for whatever reason, they seem to be really good at pushing our buttons! But gratitude helps us to get past the upset and recognize how much we love these people, even if they're upsetting us in the moment. Whenever I have a challenge with Rocky (my wife), I think about what I'm grateful for — and I remember that Rocky and my sons are always at the top of my gratitude list.

You can use gratitude to pull yourself out of a mental rut, or bad mood. It can lift you up from anger and help you through grief. Gratitude will eliminate thoughts of “Why me?” or “Why not me?” It will center you right where you need to be, when you need to be there. It's free, easy, and beneficial.

Most of us recognize the power of gratitude, and we mean to feel it more often. But because we are over-stimulated all day and busy doing other things, we can lose track of our gratitude. So how can we remind ourselves to be grateful more often? In order to effectively create a habit, you must repeat the same activity regularly for a minimum of 21 days. So do the following three practices for the next three weeks.

Exercise:

Three Gratitude Practices

#1: Starting today, think of two things you are grateful for, and every day add at least two more items to that list. After 20 days, you will have a solid list. On day 21, be grateful that gratitude is part of your daily life!

#2: When you wake up from any sleep, before you get up do two things. First, be grateful. Be grateful for waking up! Then think of the list of things you are grateful for, and be happy about each of them.

#3: From there, prepare to get moving with intention. Even before you stand up, have a vision in mind for how you would like your day to go. Be specific. What are you putting out into the world? Who is counting on you and how are you showing up for them? Feel grateful to have the day you have envisioned ahead of you. Be clear on your intentions, and make it happen in a big way with enthusiasm, confidence and energy!

Take on this “gratitude practice,” and your life will change massively. In 21 days you will have it, and you will want to continue this practice for the rest of your life.

You get to choose how to feel, so why wouldn't you start every day being grateful and directed?

- Chapter Nine - Conclusion: The Science of Happily Achieving

There you have it — the five changes in thinking that will immediately improve your life. You must change your thinking through visualization, positive anticipation, choosing your meanings, perspective, and by practicing gratitude. When you practice any of these five changes regularly (try doing them for 21 straight days so they become a habit) you too can think yourself happy.

You not only will be making yourself happier, but you also will be training your brain to create greater results for yourself. You see, a long time ago I came up with what I believe is a formula for success. It starts with right thinking — and with these five changes you will be on the path to getting your thinking headed in the right direction. But right thinking is nothing without *follow-through*, without practice, without active effort. That's why the formula looks like this:

Right Thinking + Follow-through = Success

These paradigms of thinking are developed and strengthened over time; if you follow through and practice them regularly, you are conditioning yourself to feel fantastic every day, both mind and body. Then you'll find yourself taking the right actions in life that will lead you to the success you want.

At first it is not easy to remember to do the things that benefit us, but ultimately, once you start implementing these short, proven happiness strategies, you will notice immediately a massive improvement in every area of your life. These results will happen immediately, without any lag time. You not only feel like you can have anything you want at any time, but you actually feel like you already have those things, feel grateful you do, and celebrate, because your brain and body won't know the difference.

These five changes are part of a bigger system that teaches people to be happy and achieve great things. For too long we've been taught that we can achieve by working hard, putting our nose to the grindstone, focusing only on success. We've been taught that we achieve and only *then* can we be happy. But I hope that you saw from the story I told at the beginning of the book about myself, my business partner, and our wives in Bali, I decided a long time ago that I wasn't interested in that kind of success. I believed it was possible to happily achieve any result I wanted to create — and I have lived according to that principle ever since.

If you follow the ideas in this book you'll discover how easy it can be to make happiness a regular part of your daily life. And when you do, you'll also discover how much

faster you can achieve the results you want to produce when you are happy while you are working toward them.

Think about anything you want to accomplish or create: how much more fun would it be if you made it a point to be happy before you start and while you're working? Why in the heck should you wait to be happy and to celebrate? Isn't the effort a lot more fun if you celebrate and are happy every step of the way?

My hope is that you enjoy this process and share it with everyone. And I would love to hear from you and hear how you're doing. Please go to greg@happilyachieving.com and drop me a note, and I'll be happy to respond to you.

Remember, this is your life: you are the star, writer, director and producer. Are you making an epic blockbuster, or a low-budget reality show that is the train wreck you can't seem to look away from? The choice once again is all yours — and there are no limits. If you can dream it, you can have it. If you think it, you can do it. You can think yourself happy, *right now*, this moment. So get started — it's your turn to produce the next blockbuster of a life!

I wish you all the best. Expect great things!

Positive Psychology Research

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The Oxford Happiness Questionnaire was designed to provide a snapshot of your current level of happiness. You can find the questions and a self-assessment scoring key at <http://www.meaningandhappiness.com/oxford-happiness-questionnaire/214/>.

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Let me start by thanking my beautiful and amazing wife Rocky who contributes massively to my amazing life every day, as do my sons Tanner, Dillon and Austin whom I love, respect and appreciate. To my Mom who has always believed in me, thank you, you are loved and appreciated beyond words. Tony Robbins, you are a man among men. You truly walk the talk and continue to passionately help others even after decades of improving the lives of tens of millions of people. I believe you are without a doubt one of the greatest teachers in the history of time, any teacher, any subject.

Thank you to my friends and the family that I have always been able to count on no matter what, I'm grateful for you every day, you keep me grounded. I wouldn't have it any other way. You know exactly who you are, because I tell you regularly just how much I love you and appreciate you. Nothing goes unsaid. It is love that binds us, not blood. Thank you for always being honest, genuine and having the integrity to always give it to me straight, even when I don't like what you are telling me.

Thank you to all the people who helped and are helping me to get my message out into the world, including my editor, Victoria St. George, and my web master Bjorn Wallman.

Thank you to the people who make a difference, who help people, who help animals, who help make this planet a better place to be. You folks that are there for your neighbors, you are cool people, and those of you who are genuinely happy when things go well for others, you rock too!. You are the people who inspire me to show others that happiness is there for everyone to enjoy, anytime, all the time. You are the people I point to, and talk about when I say that people in this world are good and really do care about others, and want to help. Please keep it going. Do the little things, they matter, you matter, we all matter, it all matters.

If you are not yet one of these people, do what you need to do to become one. These are the people who are happily achieving. You are invited to join us. The water is great, jump on in!

About the Author

*Being happy doesn't make winners lose their edge,
it sharpens it!*

—Greg Jacobson

Author, international speaker, corporate trainer and business coach Greg Jacobson has packed more into one lifetime than most people — starting multiple businesses, directing and producing award-winning documentaries, selling high-end real estate in one of the top luxury markets in Southern California. But it wasn't always easy. He personally went from borrowing on credit cards every month to finance his first small business, to generating over \$30 million annually in gross profits and a company worth \$100 million within seven years.

And then Greg discovered the real secret of success: how to happily achieve. He went from working 100-hour, crazy-productive workweeks to taking a 10-year sabbatical, spending priceless time with his family, traveling around the world several times, and developing a powerful focus on growing and contributing to others.

Today, Greg combines his background in business strategies, management and sales training, growth strategy, planning and implementation, cash flow management, executive and corporate peak performance training with his insights on happily achieving to help companies improve both their bottom line and culture. His proven, turnkey strategies show both employees and

CEOs how to be happier in their personal and professional lives.

When high-level achievers are winning in nearly every area of their lives and still aren't fulfilled, Greg Jacobson shows them how to *happily achieve*.

*For more information and to contact Greg about speaking
or consulting, go to
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ⁱ Jeffrey Kluger, “The Happiness of Pursuit,” *Time*, 27 June 2013, <http://www.time.com/time/magazine/article/0,9171,2146449,00.html-comments>.

ⁱⁱ Joseph McClendon III, *Get Happy Now!* (Lake Dallas, TX; Success Press, 2012).

ⁱⁱⁱ Jeffrey Kluger, “The Happiness of Pursuit.”

^{iv} Ibid.

^v Evidence for this list includes the following. (a) “[...]the evidence is clear: people perform better when they’re happier.” Teresa Amabile and Steven Kramer, “Employee Happiness Matters More Than You Think, Pro: Bring on the Smiles, Count the Profits,” *Bloomberg Business*, February 2012, <http://www.businessweek.com/debateroom/archives/2012/02/employee-happiness-matters-more-than-you-think.html>. (b) “...a positive mood stimulates people to be creative, tolerant, constructive, generous and non-defensive.” Ray Williams, “How Workplace Happiness Can Boost Productivity,” *Psychology Today*, 20 July 2010 (originally published in *Wired for Success*), <https://www.psychologytoday.com/blog/wired-success/201007/how-workplace-happiness-can-boost-productivity>. (c) A worker’s level of happiness has not only a profound impact on workers productivity, but also bolstered their creativity, level of commitment and improved their working relationships. Sean Achor, “The Happiness Dividend,” *Harvard Business Review*, 23 June 2011, <https://hbr.org/2011/06/the-happiness-dividend/>. (d) “Happy people are 12% more productive at work, make better decisions, learn faster, are more optimistic, they take less unscheduled time off, they are more engaged, have less accidents, have a higher job satisfaction, are more motivated, have better physical health, have increased energy, are more pleasant to be

around, and stay with a company significantly longer. In addition, the studies show that unhappy people are an additional 10% less productive. That is a 22% swing in employee productivity if they become happy.” (According to Shawn Achor in *The Happiness Advantage*, the swing in productivity is closer to 37%.) Andrew Oswald, Eugenio Proto and Daniel Sgroi, “Happiness and Productivity,” *Journal of Labor Economics* (2014), <http://www2.warwick.ac.uk/fac/soc/economics/staff/academic/proto/wor kingpapers/happinessproductivity.pdf>.

^{vi} Marc H. Bornstein and Michael E. Lamb, *Development in Infancy: An Introduction* (New York: Psychology Press, 2002), n.p.

^{vii} Erin M. Shackell and Lionel G. Standing, “Mind Over Matter: Mental Training Increases Physical Strength,” *North American Journal of Psychology* (2007), Vol., 9, No. 1, 189-200.

^{viii} Brian White, “Tips from an Olympian: Visualize Your Success,” San Diego Uptown News, 19 January 2013, <http://sduptownnews.com/tips-from-an-olympian-visualize-your-success/>.

^{ix} Amy Morin, “7 Scientifically Proven Benefits Of Gratitude That Will Motivate You To Give Thanks Year-Round,” *Forbes*, 23 November 2014, <http://www.forbes.com/sites/amymorin/2014/11/23/7-scientifically-proven-benefits-of-gratitude-that-will-motivate-you-to-give-thanks-year-round/>

^x Robert Emmon, *Thanks! How Practicing Gratitude Can Make You Happier*, (New York: Houghton Mifflin, 2008), back cover.