

ANDY ANDREWS
NEW YORK TIMES BEST-SELLING AUTHOR

STORMS of PERFECTION

LESSONS FROM THE MASTERS



E-BOOK

As Heard on Past Premier Performances

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INTRODUCTION

You've seen the statistics. The chances of your business being around after 12 months are small. The chances of your business being around after 5 years are infinitesimally smaller. The letters you are about to read can help ensure that you are not part of those statistics. If you follow the principles these *Masters* demonstrate in this book you WILL succeed in your business ... guaranteed!!!

I know that sounds like a bold statement. Care to put it to the test?

As you know, starting and operating a business can be extremely rewarding. It's your baby. You call the shots. Your vision drives the business. And when the money is on the line, people look to you to make the tough decisions. As an entrepreneur, your destiny is in your hands.

But there's a problem—actually, a series of problems. In fact, your entire enterprise is nothing but a continual stream of increasingly more complex problems. Here's the good news: These problems can denote progress. Having more challenging problems causes you to grow as individual and as a company. Knowing this, how can you best approach your problems to ensure victory when everyone else around you says you'll fail?

After researching the lives of hundreds of successful entrepreneurs, athletes and entertainers, I've isolated only one constant. They were not all well educated. Most, in fact, were not. Some didn't receive support from their families. Age, race, and gender didn't seem to matter. Neither did the presence or absence of money.

Problems were the one common thread that invariably wove through the lives of all these people. These problems occurred at various stages in their professional lives and were manifested in an innumerable ways: rejection, illness, poverty, self-doubt, etc.

Take heart. The letters and stories you are about to read will transform the way you look at problems. Yes, they will help you build your business. Yes, they will help you see something greater within yourself. And yes, you will not be the same when you are through.

Some time ago, I began contacting people from all walks of life who were enormously successful business people. I specifically asked, "What was the worst rejection or biggest problem that you had to overcome before you became successful?" Even now, I am not sure what I was expecting, but as the letters came in, I became more and more convinced that these men and women had become great due to their attitudes toward the difficulties in their lives. Here then, in their own words, are their stories...



JOAN RIVERS

Entertainer

...one of the biggest names headlining in Las Vegas. She tours the country playing to sold-out theaters and can be seen weekdays on her nationally syndicated television program, "The Joan Rivers Show."

When people find out that I toured as Joan Rivers' opening act off and on for almost two years, they invariably ask the same question: "What is she really like?" It's a question I don't mind answering. Joan Rivers is one of the nicest, most generous people with whom I have ever had the privilege of working.

This is not a casual observation. Understand that I traveled with her; sometimes for weeks at a time. I was around Joan constantly and never once saw her refuse to sign an autograph. Even when we were in a hurry, she took time to really talk to the people who stopped her. I saw Joan on her knees, backstage after a performance, hugging and laughing with children in wheelchairs...not once or twice, but dozens of times.

And she always had time for me. She encouraged me, she bugged me to get married, and she was constantly watching out for my money. Once, she knocked on my dressing room door and asked if I knew how much hamburgers cost at our hotel. They were \$8.95 she told me, and proceeded to march me to her dressing room where she insisted that I take the sandwiches and fruit that had been left for her.

I have more stories about Joan Rivers than this space will allow...and they're all good. I'll always be grateful to Joan. She set a wonderful example of how to treat people.

"Perseverance, my dear, will always be just as important---important as talent."



Andy Andrews
PO Box 2761
Gulf Shores, AL 35647

Dear Andy,

You want an example of one rejection in my life? Only one rejection?! I'd be lucky to keep this letter to one page! As far back as I can remember, people were telling me "no".

On December 7, 1958, I walked into The Showbar in Boston. I was to be paid \$125 dollars for the week---two shows a night. I had already checked into the hotel across the street. It was a dirty, horrible place, but I didn't care. This was my first job.

I had already been turned down by every agent in New York when I found Harry Brent. He was the man willing to work with me, mold my act, and ultimately book me into The Showbar as "Pepper January...Comedy With Spice!" Things were really looking up...or so I thought. After the first show, the manager called me over. "Hey Pepper", he said, "you're fired."

I was devastated. Fired! Fired from my first job! I went back to my crummy hotel room and collapsed. I literally could not stop crying. I cried as I stood under the shower in that filthy tub, my feet protected with socks, the curtain open so that the killer from "Psycho" could not stab me! Standing in that dirt-blackened tub, I no longer knew whether the thing inside me struggling to get out was talent or only an obsession. But I didn't give in.

Soon, I was booked and fired from my second job. Harry Brent also left me taking the name "Pepper January" with him. "Women comics I can find", he explained, "but a name like this is hard to come by!" Meanwhile, I was back to square one.

Let me condense this letter, Andy, by telling you that I tried everything and called on everyone. Very little worked and everyone said no. My own mother said, "You have no talent. You're throwing your life away." One of the most powerful theatrical agents in the business told me, "You're too old. If you were going to make it, you would have made it by now." The talent coordinator for the Tonight Show said, "We just don't think you'd work on TV." The verdict certainly seemed to be in, but I just couldn't quit.

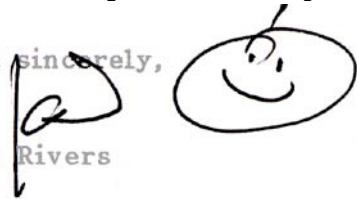
I had no money. My office was a phone booth in Grand Central Station. I lived out of one small suitcase and slept in my car while my father threatened to have me committed to Bellevue. All in all---not an easy time. It did, however, serve to shape the determination and an inner strength I have called on in my life many times since.

Even as I write this, it is far easier to recall my successes than the failures I've experienced. We all tend to forget the tough times. Children especially, I believe, sometimes see success as a "lucky lottery ticket" that one chances upon. And that is why I think it important to note, that in my case, I was thirty-one years old. Thirty-one years of hearing "no". Thirty-one long years before the acceptance began. And that even in my darkest moments, I knew instinctively that my unyielding drive was my most valuable asset. Perseverance, my dear, will always be just as important---important as talent.

Never stop believing! Never give up! Never quit! Never.

Most sincerely,

Joan Rivers

A handwritten signature of Joan Rivers, consisting of a stylized 'J' and 'R' followed by a smiley face drawn inside a circle.

CBS Broadcast Center • 524 West 57th Street • New York, NY 10019
(212) 975-5522



JIMMY DEAN

Entertainer/Entrepreneur

...wrote the six-million seller “Big Bad John.” He is currently Chairman of the Board of Jimmy Dean Foods and enjoys time on his 110 foot yacht.

I ran into Jimmy Dean at a Nashville television studio where we were to tape a show. I have always enjoyed the opportunity to talk with him—he is constantly in a state of good humor and has some of the best jokes I’ve ever heard! As I explained this project and asked if he had a few words he would be willing to share, he smiled and said, “Son, I could write your book for you!”

And so, that’s how I ended up reading his letter for the first time only one week later. I laughed as I read it because his words were obviously put on the page with both barrels. Jimmy Dean was waiting for the chance to get something off his chest!

Some years ago Mr. Dean attended a benefit for a destitute entertainer—a former star. He decided that night that there would never be a benefit for Jimmy Dean. And, believe me, there will not have to be! Even as he maintains his presence in the world of show business, the products of Jimmy Dean Foods have become a favorite of the nation.

As a self-made millionaire, he is convinced that hard work and a belief in oneself are the two major ingredients for success. And I’m not about to argue with him. Jimmy Dean is right!

“I have probably had almost as many rejections as acceptances, but I have ascertained that, were it not for the rough roads, you would never appreciate the super highways.”



Jimmy Dean Meat Company

5001 Spring Valley Road/Suite 630E/LB 31/Dallas, Texas 75244-3942/(214) 239-1190/Toll Free (800) 527-9419

Jimmy Dean
Chairman of the Board

Mr. Andy Andrews
PO Box 2761
Gulf Shores, AL 36547

Dear Andy:

In your letter you addressed my "success and wealth". To me success and wealth have always been a state of mind. My grandfather, W.J. Taylor, was the most successful and wealthy man I ever knew, and I doubt seriously that he ever made more than \$10,000 in any given year in his life. But he was the best farmer in Hale County, Texas. He knew that. He had the straightest fences, the cleanest end-rows. He had the neatest barn and the neatest house. He raised nine kids; he had a great relationship with the man upstairs and a wonderful inner peace. To me, this is success and wealth.

Many look at me and say, "He's the luckiest S.O.B. that ever lived." It is true - I have had much good fortune, but things were not, and are not always easy. I have probably had almost as many rejections as acceptances, but I have ascertained that, were it not for the rough roads, you would never appreciate the super highways.

Being knocked down is part of life - getting up is also part of life, and people who cannot withstand the bludgeonings of temporary setback and bounce back, I have very little use for. Being able to handle temporary setbacks, (Notice I did not say defeat. The word defeat is not in my vocabulary.), overcome them, and stand tall is what entitles you to the sweet bows of victory.

We, unfortunately, in this wonderful country have created an element that condones giving up. In my opinion, when our great President, F.D.R., decided it was proper that we

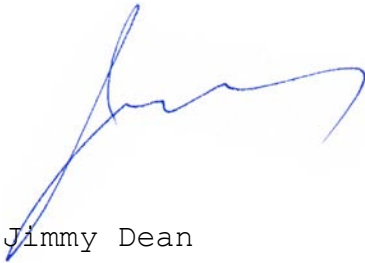
compensate people for non-productivity, it was the gravest mistake that ever happened.

The good book says, "You'll earn your bread by the sweat of your brow", as it should be. I have no use for anyone who can help themselves and does not - reminds me of once when I told my youngest son, Robert, that I was a self-made man, and he said, "That's what I like about you, dad, you take the blame for everything." It's just that this country has been so wonderful to me, I would like it to remain the land of opportunity for my great, great grandkids.

I feel instead of every day creating another organization for the weak, we should create organizations that make people want to stand on their own two feet and say, "I believe in me." We cannot create a muddle of mediocrity that makes people feel the world owes them a living.

Every time I talk like this, someone will invariably say, "Easy for you to talk like that; God gave you talent." Damn right he gave me talent; he gave everyone a talent. My greatest fear is that with all our federal aid, state aid, city aid, county aids, etc. that they're going to be many wonderfully talented people who will never be forced to find out what their talent is.

Sincerely Yours,



Jimmy Dean

JD: bmm



STAN LEE

Comic Book Illustrator

...is chairman of Marvel Comics and Marvel Films. Stan is the creator of Spider-Man, the Incredible Hulk and hundreds of other comic book heroes.

As the chairman of Marvel Films; Stan Lee is perhaps the most influential personality in the comic book industry. He created the superheroes that propelled Marvel to its preeminent position. Hundreds of legendary characters such as Spider-Man, the Incredible Hulk, the X-Men, the Fantastic Four, Thor and Dr. Strange all grew out of his fertile imagination.

For years, the comics have given us entertainment and a slice of Americana all their own. Many of these issues are now valuable collector's items.

Stan is also the chairman of the American spirit foundation. He has demonstrated an unprecedented ability to communicate with young people through his comics. Stan invites leading members of the entertainment community to join his "entertainers for education" committee to make substantive contributions to solving America's education crisis.

"You neither learn nor grow by your successes, only by your failures."



Mr. Andy Andrews
P.O. Box 2761
Gulf Shores, AL 36547

Hi Andy,

I've rarely followed anyone else's advice in my lifetime, so I don't know why your readers would want to follow mine. But, for what it's worth, here's a thought you might want to play with...

You neither learn nor grow by your successes, only by your failures.

Failure is the grease that keeps the world's engines running. It's the adrenaline that sparks the human condition that keeps us grasping and groping and growing. But, you have to know how to deal with failure—and, most importantly, how to free yourself of its yoke.

Case in point...

For the first twenty years of my career in comic books, I tried in vain to sell a comic strip to the major newspaper syndicates. I wanted to be right up there with the guys who created Dick Tracy, Terry and the Pirates and Flash Gordon. But, for that entire twenty-year period, I received rejection after rejection. Talk about failure—I was its poster boy!

Did I quit? Did I figure I was wasting my time? Did I give up? Damn right I did!

I then devoted all my energies to making my comic books as good as they could be. And what happened? After I stopped wasting time collecting rejection strips from newspaper syndicates and started concentrating on what I did best, Spider-Man, the Incredible Hulk and all our other Marvel heroes made it big, they became world famous.

And then it happened!

The syndicates came after me! No more writing countless letters or endlessly knocking on doors. Now I could pick and choose which syndicate I deigned to allow to represent me!

That taught me an unforgettable lesson. I'm just sorry it took me twenty years to learn it.

Persistence is a great virtue. Whatever it is you're trying to accomplish, you should never give up while there's a shred of hope left. But...

You must also be perceptive enough to know when something just isn't going to work. There has to be a time when you let it go and look for other opportunities—the world is filled with them.

Not everybody makes it in every endeavor. Not everybody gets to grab the gold ring in a chosen field. Just as it's important not to give up so long as you have a fighting chance, it's equally important to know when to stop wasting time trying for an impossible goal. It's sometimes better to switch gears, change your direction, find another challenge, one which has a better chance of success.

The trick is not to get hooked on failure. You don't need that monkey on your back. If something doesn't work, jump off the track, take another train. There's a big, wide world out there; you've got countless options—don't neglect a single one!

Just like me. I suddenly realize that this letter may not be making it, so I'm smart enough to quit—right now!

All the best,

A handwritten signature in cursive script, appearing to read 'Stan', with a light grey shadow effect behind it.

Stan Lee
Chairman of the Board



GENERAL H. NORMAN SCHWARZKOPF

American Icon

...was the Commander of Allied Forces in Operation Desert Shield and Operation Desert Storm. He is now a Leadership Trainer and Entrepreneurial Analyst for Fortune 500 Companies.

General Norman Schwarzkopf is quite possibly the most popular military figure our country has produced in this century. His strong and decisive leadership during the Gulf War helped bring an early end to that conflict. History will record the skill with which the General coordinated a war effort in a country deeply suspicious of foreigners. He was also able to maintain the secrecy so critical to the success of our troops – not an easy task during America's first internationally televised war!

General Schwarzkopf, you might also be interested to know, has a great sense of humor. On several occasions, I have enjoyed spending time with him and his son, Christian. The General laughs easily and is extremely quick witted. He is not only one of my heroes, he has become one of my favorite people. And Christian is a terrific young man—that in itself says a lot about his father.

“I must tell you two of the most important lessons I learned from those and other challenges I have faced: (1) don't dwell on disappointment-- determine to do your best anyway, and (2) we don't always know what's best.”



Mr. Andy Andrews
P.O. Box 2761
Gulf Shores, AL 36547

Dear Andy,

When I received your invitation to share a time of discouragement in my life, my immediate concern was how to select only one.

The years have presented me with a series of crossroads which have often taken me down a different path than I might have chosen.

It is, of course, understood that if this were a perfect world, I would not be writing this letter at all. My childhood would have been easy, my military career without detours, and there would simply be no story to tell. As you know that is not the case.

In December 1972, the Army was considering officers in my year group for early promotion to full colonel. Routine promotions were in order two years down the road, but after having gotten feelers from various generals who wanted me for a colonel's job, I thought I had a pretty good chance. No one had a right to expect an early promotion; however, being promoted early boosted an officer's reputation, and I'd secretly let myself look forward to it.

As I walked into the War College on a Monday morning in January, I saw several of my peers patting themselves on the back. At that moment, I knew my name was not on the list. I realized that I would have another shot at early promotion the following winter, but this was the first time in my career when I was clearly no longer at the front of the pack. Friends offered condolences, which made me feel worse, as well as theories as to why I had been bypassed. I was disappointed, confused, and shaken.

The following November, I was nominated by the Army to serve as a military aide to Vice President Gerald Ford. I was honored and excited to be chosen out of all the

lieutenant colonels in the Army. This was a prestigious job that would leave me with powerful connections in the event I decided to retire.

As the selection process went on, I got my hopes up. I was interviewed by the Vice President's assistant for national security affairs and even sat down with the Vice President himself. I thought we really hit it off.

In early January 1974, two events happened almost simultaneously. First, the Army released its list for early promotion to colonel and, to my shock; again I'd not been selected. Then, a few days later, I was called and told I had not been selected to work with Gerald Ford. In addition to the discouragement I felt, my frustration level was at an all time high.

At this point, I must tell you two of the most important lessons I learned from those and other challenges I have faced: (1) don't dwell on disappointment-- determine to do your best anyway, and (2) we don't always know what's best.

Moving forward, I was soon commanding troops as a colonel in Alaska. This led to a troop command at Ft. Lewis, Washington, and promotion to brigadier general, followed by Pacific Command in Hawaii, and an assignment as assistant division commander of the 8th Mechanized Infantry -- part of NATO's front-line defense in Germany.

After several other exciting assignments through the years, including command of the 24th Mechanized Infantry Division and participation in the Grenada student rescue operation, I took over Central Command headquartered in Tampa, Florida. My area of responsibility was the Middle East.

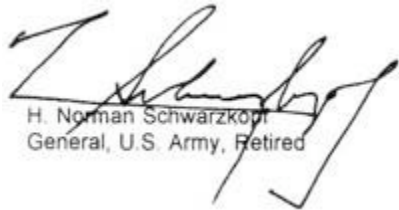
Looking back at my military career, I can see now that every struggle I endured pointed me toward my destiny in the Gulf War.

The challenges we face in certain situations sometimes hold a purpose beyond our understanding at the time. We don't always know what's best. The tough times in my life often dealt with being put in positions not of my choosing, but the ultimate result is now a matter of history.

I am frequently asked if I miss the Army. I suppose the answer would have to be yes, but what I miss the most is

the camaraderie of those who have suffered great adversity. This is the bond that links all old soldiers. Not surprisingly, it is also the bond that links successful people. Success without adversity is not only empty... it is not possible.

Sincerely,



H. Norman Schwarzkopf
General, U.S. Army, Retired



HARVEY MACKAY

Envelope King

*...is Chairman and Chief Executive Officer of Mackay Envelope Corporation. He is the author of *Swim With The Sharks Without Being Eaten Alive* which was on the *New York Times Best Seller List* for fifty-four weeks.*

I talked with Harvey on the phone one afternoon in Minneapolis and smiled the whole time. He has an engaging personality and a wonderful way of putting his ideas across. At one point, he told me that “if you give the public something that is used every day and provide it at a reasonable cost, you will have a successful business.”

That is exactly what Harvey did in 1959 when he founded Mackay Envelope Corporation, a business that now manufactures over twenty-three million envelopes per day. And who better to write a book about dealing with businessmen than a successful businessman!

Following his first book, which sold over four million copies, Harvey met equal success with *Beware The Man Who Offers You His Shirt* and *Sharkproof: Get The Job You Want, Keep The Job You Love*. These books also became national best sellers within weeks.

“I have learned that in order to increase the number of my successes, I have had to accept an increase in the number of my failures.”



Mackay Envelope Corporation

Andy Andrews
P.O. Box 2761
Gulf Shores, Alabama 36547

Dear Andy,

When I was seven years old, I decided to become a golfer. After my first round, I decided to become a professional golfer. For the next twelve years, golf was the center of my life. I lived in St. Paul, Minnesota, not exactly the heart of the Sun Belt. With a max of six months a year of decent golfing weather, every spring I was on the links as soon as I could beat a path through the snow. I won the city title two times in high school, was the runner-up for the state title, played three years of varsity golf at the University of Minnesota and lettered two of those years. My mind was as problem-free as a six-inch putt. The big question was: would I fly from tournament to tournament in my own Beechcraft, or would it be a Cessna?

Then came the epiphany. You don't see that word very often, because it only happens once or twice in a lifetime, usually accompanied by a parting of the waves or a voice from the heavens.

Mine came at the NCAA golf tournament at Purdue my sophomore year. The best college players from across the country competed. This was to be my launching pad. Instead, after encountering the likes of Don January, Billy Maxwell, and Ken Venturi, I left Purdue permanently anchored to ground zero.

My mother, a schoolteacher, softened the blow by pointing out that the top players in that tournament had come from warm weather states. Where they had been practicing twelve months a year to my six, which over the dozen or so years since we all had taken up the game, meant they had experience a total of six more full years of practice.

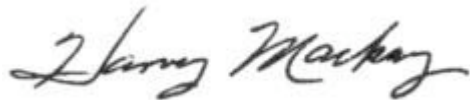
It helped. Some.

What helped even more was the realization that losing in a sports events is not the equivalent of coming in second in a Banana Republic coup d'état: it is not terminal. Athletic shortcomings are not character flaws. The "Man in the Arena" became my role model, and adversity, not easy victory, has been the toughening agent of my life.

I have been a salesperson for forty years. I have gone from selling envelopes to selling ideas and found that successful sales techniques apply pretty much across the board, whatever the product or service. Like anyone who sells for a living, I am no stranger to rejection. If selling were easy, who would need salespeople? It would be the low bid meeting specs every time, and insurance policies would jump off the shelves into customers' laps.

I have learned that in order to increase the number of my successes, I have had to accept an increase in the number of my failures. I think any success worth having is like a 100 rung ladder. There's no use trying to jump on in the middle; take it as a bottom to top proposition, one step at a time. Yes, to the faint of heart each of the first ninety-nine of those steps represents a failure of sorts. But to those with the determination to stay the course, success is inevitable.

Sincerely,

A handwritten signature in cursive script that reads "Harvey Mackay".

Harvey Mackay



THOMAS S. MONAGHAN

Pizza Delivery Man

...is the founder of Domino's Pizza, Inc. Now the owner of 5,300 franchise locations, he is a billionaire listed as one of America's 400 wealthiest people.

Tom Monaghan is a man who has helped most of us many times. Not directly, of course, but by having his pizzas delivered...hot and on time! When he conceived the idea of guaranteeing delivery in thirty minutes or less, there were those in the business world who said it would never work. As we all know, it did work, and a very nice man became a mega-success.

There are very few towns in this country without a Domino's. Most have more than one. The enormous popularity of these pizzas has enabled Mr. Monaghan to indulge his dreams. He has his own professional baseball team and is now able to support his church not only with his time, but in a financially substantial way.

When I received his letter, I was interested in Mr. Monaghan's comments concerning failure. "A failure," he says, "is when you stop trying, and I never did that."

Neither did I. I was turned down two times by office personnel before my third request for a letter from Mr. Monaghan was accepted. I can only believe that the first two never saw his desk!

Thanks for your letter, sir. I'm glad I didn't give up!

**"A failure is when you stop trying,
and I never did that."**



Domino's Pizza, Inc.
30 Frank Lloyd Wright Drive
P.O. Box 997
Ann Arbor, Michigan 48106-0997

Mr. Andy Andrews
P. O. Box 2761
Gulf Shores, AL 36547

Dear Mr. Andrews:

Thank you for the invitation to contribute to your book to help encourage others to overcome obstacles and achieve their goals.

Obstacles, I certainly know all about those. When I started Domino's Pizzas in 1960, I had no idea what in store for me. After a childhood of living in orphanages and detention homes I struggled to fund my college education with hopes of becoming an architect.

As a means to do this, I purchased a pizza store in Ypsilanti with my brother Jim. The store turned into a full time job, causing me to make the decision to not enroll the next semester at a school and stick to the pizza business.

When my pizza store earned a reputation as being the best in the area sales were increasing, I started to expand with more outlets. The financial setbacks and disagreements with among partners, dissolved partnership, and an office fire, a trademark lawsuit appeal all tried our patience tremendously. All of these setbacks I feel were tools for me to learn from and I used them as stepping stones, and didn't see them as failures. A failure is when you stop trying, and I never did that.

It is safe to say that my life was full of setbacks and rejection, but certainly not failure. If I did not learn from my many mistakes, then I could call them failures, but they were constructive aspects of my life.

Today, looking back at the 30 years since I started Domino's Pizza. I can safely say that 20 of them were one rejection and obstacle after another. In building Domino's pizza, it has afforded me the resources to greater use in the church, as this work is most important to me. Many of the obstacles I encountered enabled me to see that there

are much bigger things than Domino's Pizza, I intend to go after them, and I am prepared for the obstacles this time.

Sincerely,

A handwritten signature in cursive script that reads "Thomas S. Monaghan".

Thomas S. Monaghan
Chairman of the Board

TSM/mm



PETE BABCOCK

President and General Manager of the Atlanta Hawks

...was formerly the President and General Manager of the Denver Nuggets.

Okay. The Hawks had Spud Webb...and Pete Babcock was the man who brought him to Atlanta. Spud was only 5' 6" and could dunk the ball! In fact, the year he came to Atlanta, Spud Webb won the Slam Dunk Competition at the NBA All Star Game.

Pete was also the man who brought the "human highlight film" to the Hawks. Dominique Wilkins, a perennial All-Star, also won the Slam Dunk Competition several times!

Pete Babcock has a profession that a lot of guys would love. As the head man of the Atlanta Hawks, he deals daily with some of the greatest basketball players in the world. What would it be like, I wonder, to step outside your office for a break and toss a few free throws with Moses Malone, or Michael Jordan, or Larry Bird, or Dikembe Mutombo? Pete's done it. Tough work, right?

Well, yeah. For one thing, if the players don't win, the General Manager is usually asked to find another place to work! It is his job to bring together the best players he can sign, coordinate them with the best coach he can find and literally will the whole thing to work.

Pete Babcock is one of the few men who have lasted in his profession while consistently achieving a high level of excellence in this demanding position. What's his secret? As you read his letter, notice how Pete focuses on solutions and pushes problems aside.

"Although each rejection was a major disappointment, I always learned something from the process that enabled me to do a better job the next time."

Atlanta Hawks

One CNN Center • South Tower • Suite 405 • Atlanta, Georgia 30303 • Phone (404) 827-3800

National Basketball Association

Andy Andrews
P. O. Box 2761
Gulf Shores, AL 36547

Dear Andy:

Although I was a mediocre athlete at the high school and college levels, I still had a dream of someday being in the NBA (professional basketball).

I found the path to pro basketball was filled with many setbacks and strange twists. Starting my career as a freshman basketball coach at the school level, I found the next step of becoming a varsity coach frustrating as I interviewed and pursued five different coaching positions before I finally was hired six years later.

Due to my frustrations of not being able to obtain a varsity coaching job, I turned to scouting on a volunteer basis for an NBA team and a collegiate scouting service. Through two years of volunteer scouting, doors slowly began to open as I moved into regional scouting positions and finally into a full time assistant coaching position with the San Diego Clippers.

Once I had my opportunity to work in the NBA, I certainly wanted to make the most of it. In the past ten years I have had the privilege of fulfilling many roles from coaching, scouting and player personnel, to serving as President/General Manager of the Denver Nuggets and ultimately owning a minority share of Nuggets franchise.

Looking back, I feel my patience and persistence through volunteer and part-time work helped develop an attitude that you truly can find a way to "live your dream". The years of preparation represented an exciting time in my development with many great memories and a true appreciation what it really takes to achieve long term goals.

Although each rejection was a major disappointment, I always learned something from the process that enabled me to do a better job the next time.

Thank you for the opportunity to share my experience with you as it always helps keep things in proper perspective by reviewing the past.

Sincerely,

A handwritten signature in cursive script that reads "Pete Babcock". The signature is fluid and written in black ink.

Pete Babcock
Vice President & General Manager



AL COPELAND

Restaurateur

...is Founder and Chairman of the Board of Popeye's Famous Fried Chicken and Biscuits and Copeland's of New Orleans. He is also Chairman of the Board of Church's Chicken. These holdings are in addition to his ownership of hotels, Improv Comedy Clubs, and various other chains of restaurants around the world. Al Copeland Enterprises, Inc. now employs over 50, 000 people.

Al Copeland is a native of New Orleans. Having been poor as a child, he grew up planning his "escape from the trap." That escape started from scratch in 1972 with one small restaurant-and a very big dream.

He developed his special recipe to appeal to his hometown's love of highly seasoned food. But the spicy chicken craze he started swept the fast-food industry nationwide, catapulting POPEYE'S into the spotlight. In 1989, Mr. Copeland acquired CHURCH'S CHICKEN, which propelled his company to the number two spot in the fried chicken franchise industry.

His business success has provided Mr. Copeland with the opportunity to combine his personal interests with activities that bring benefit to the community. Virtually every charitable organization in New Orleans has received generous donations. The effort most dear to his heart, however, takes place at Christmas when, with the cooperation of the Archdiocese, Al Copeland provides gifts to thousands of needy children in the area.

Al Copeland's drive has lifted him from obscurity to his position as one of the country's most aggressive corporate leaders. Helping others is just one of the joys that success has brought to a man whose childhood fantasies gave him ambition.

"I started out with limited formal education, which I certainly don't recommend, but I've never allowed that to hold me back."



Andy Andrews
P. O. Box 2761
Gulf Shores, AL 36547

Dear Andy,

Your request letter stimulated a lot of memories and gave me an opportunity to reflect on some really important events in my life.

My company, Popeyes Famous Fried Chicken & Biscuits, is now 29 years old—about eleven years older than I was when I first started out in business. Looking back, I can see that I probably didn't represent a sure - fire winner to anyone but my family then, and perhaps there were days when they had doubts.

I had a doughnut shop when I began developing my recipe for spicy fried chicken. I used my family and friends as I tested each variation of ingredients. My friends' advice was that while they loved it, the chicken was too spicy for general taste, especially children. When I opened my first fast - service chicken restaurant, "Chicken on the Run", I offered the spicy recipe as a special order.

Seven months later I was awash in red ink and ready to give up. Since customers were willing to wait in order to get the original spicy recipe, I felt I owed it to myself to follow my own instincts and go with it. I changed the name to Popeyes and in just weeks sales reached the break - even point and I had started making plans for three more stores.

In 1989, with 750 Popeyes across the country and in several foreign countries, I purchased Church's Chicken and the merger took Al Copeland Enterprises to the number two and number three positions in fried chicken chains.

When you condense the story as I've done here, it does not convey the long hours, the risks and sleepless nights - or the thrills, the pride of accomplishment or the gratitude I feel for the experience. I started out with limited formal education, which I certainly don't recommend, but I've

never allowed that to hold me back. I learned to set goals for myself and my company and to believe in my ability to achieve them.

Sincerely,



Al Copeland



1333 S. Clearview Parkway • Jefferson, LA 70121 (504) 733-4300



ORVILLE REDENBACHER

Popcorn King

(1907-1995)

...lived in San Diego with his wife, Nina, until his death at the age of 88.

Our love affair with popcorn goes back centuries to the time when American Indians introduced it to the European colonists. But, just forty years ago, one man's efforts helped change the "face of the kernel" for centuries to come! In 1965, Orville Redenbacher produced a hybrid variety of popping corn that popped up lighter, fluffier, and more consistently than any other. Yes, it didn't come without a lot of hard work and determination.

That hard work and determination is the subject of Mr. Redenbacher's letter. The time he spent and the knowledge he acquired along the way, quite literally changed the snacking habits of the nation!

The Orville Redenbacher's brand name now includes "Original Gourmet Popping Corn," "Gourmet Hot Air Popping Cord," "Gourmet White Popping Corn," "Gourmet Popping and Topping Buttery Flavor Oil," "Frozen Gourmet Microwave Popping Corn," "Gourmet Light Microwave Popping Corn" in two flavors, and "Gourmet Microwave Popping Corn" in eight different flavors.

Orville Redenbacher's family still benefits from the goals he set years ago. His letter is a special treasure of mine from a man whose life I greatly admire. And isn't it amazing, even though he's no longer with us, his face is still as familiar as his popcorn!

**"When someone tells me something can't be done,
that's exactly what I'm going to do!"**

ORVILLE REDENBACHER
1780 Avenida del Mundo, Apt. 704
Coronado, CA 92036



Andy Andrews
P. O. Box 2761
Gulf Shores, AL 36547

Dear Andy,

I was born in Clay County, Indiana in 1907. Our family raised produce which, twice a week, we Redenbacher children would drive to Terre Haute and sell door to door. I was the only one of the four kids to get beyond the eighth grade, continuing on to Purdue and majoring in agronomy. While at Purdue, I paid for my tuition by scrubbing hog houses, feeding cattle, and tending chickens.

I had developed an affinity for popcorn back on our family farm where it was our favorite snack and at Purdue became involved in the research of hybrid popcorn seed. Becoming a millionaire was the farthest thing from my mind. I just wanted to come up with the best popcorn in the world!

After more than forty years of cross-breeding over 3,000 hybrids, perseverance finally paid off. I came up with Orville Redenbacher's Gourmet Popping Corn. It is fluffier and lighter than other popping corns, and it has superior poppability—at the end you're left with virtually no unpopped kernels. Do you want to know the secret? It is the exact moisture in each kernel - 13.5%.

In 1976 I sold my Gourmet Popping Corn to Hunt-Wesson, Inc. and it took only one year to become the number one selling popcorn the United States - a position it still holds today!

I suppose that persistence and stubbornness were responsible for my success. For years and years I was told I was looking for a will-o'-the-wisp, to leave well enough alone. I didn't listen. When someone tells me something can't be done, that's exactly what I'm going to do!

So follow the classic homespun principles. Never say die. Never be satisfied. Be stubborn. Be persistent. Integrity is a must. Anything worth having is worth striving for with all your might. Does it sound corny? Honestly, Andy, that's all there was to it for me. There were no magic formulas?

Sincerely yours,



Orville Redenbacher



CANDY LIGHTNER

MADD Mother

...is the founder of Mothers Against Drunk Driving (MADD).

In 1980, Candy Lightner was a successful real estate agent in Fair Oaks, California. On May 3 of that same year, her life was completely changed due to an accident caused by a drunk driver. Her initial grief and shock turned to anger when she realized the inequities of the criminal justice system in dealing with drunk drivers – particularly those with prior convictions.

Only four days after her daughter was killed, Candy began Mothers Against Drunk Driving. The organization now has chapters in all fifty states as well as many international affiliates. MADD's goals are to educate, prevent, deter, and punish. It's members have been enormously successful in bringing about true reform.

Candy Lightner forged a national agreement on a divisive social issue which brought together both Republicans and Democrats. It resulted in the passage of over 500 bills at the state and national level including laws raising the drinking age to 21. Much of this legislation is credited with saving thousands of lives.

“ . . . I don't view rejections as failure, but instead as a learning experience . . . ”



Andy Andrews
P.O. Box 2761
Gulf Shores, AL 36547

Dear Mr. Andrews,

Unlike many successful people highlighted in your book, most people do not think I lead a "charmed life". My sorrow, problems, obstacles and rejections have been well publicized starting with the death of my 13 year old daughter, Cari, by a drunk driver in 1980.

Since I don't view rejections as failure, but instead as a learning experience, I would have to discuss the obstacles I encountered when I started MADD.

When I began the anti-drunk driving movement, it never occurred to me that there would be individuals who would actually oppose my attempts to reduce the threat posed by impaired drivers. As someone who was very politically naive and believed that the system was supposed to work for you, imagine my shock when I discovered that saving lives was a political issue and not a human one.

My first day lobbying in Sacramento was extremely frustrating. At that time we were attempting to pass tougher laws against drunk driving. The first legislator I visited wouldn't even see me. His aide did and told me his boss felt the laws on the books were adequate. At that time, impaired drivers were receiving nothing more than a slap on the wrist. I angrily responded, "If I were to walk into this office and shoot everyone here and miss, while under the influence of alcohol, would you want to see me fined just \$250.00?" Well, He didn't even answer me, he just walked away.

The second legislator I called on told me that if I didn't like the way this country was run. I should leave it. Not change it, leave it. When I finally walked into a third legislator's office I thought, "Aha, a woman, perhaps, now I'll get some sympathy". As I told her of my daughter's death and what I was trying to do I began to cry. It had

been a very difficult day. She proceeded to take a phone call in the middle of my conversation and was still on the phone when I left! I never felt more angry and determined in all my life.

Well our bills passed, lives have been saved and attitudes towards impaired driving have changed. Those legislators? They are still in office one even went on to Congress.

I recently have started a new organization, Americans Against Crime, because I know what a difference passion, determination and perseverance can make. Serious and violent crime has become all too commonplace and has made victims of us all. I am hoping to break through the apathy on this issue and help bring about some much needed changes in our system.

MADD taught me more than just how to lobby, speak before an audience and run an international corporation. It taught me that one person can make a difference.

Sincerely,



CANDY LIGHTNER

Candy Lightner



DR. KEN BLANCHARD

Corporate Management Guru

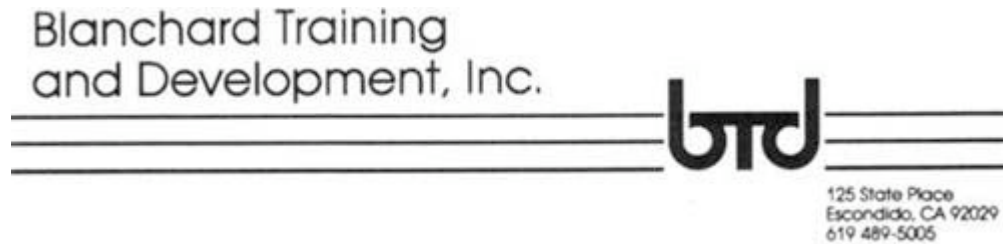
*...is chairman of The Ken Blanchard Companies with twelve United States offices and twenty-one international affiliates. His books have been translated into twenty-four languages and have sold more than thirty million copies. His latest books include *Whale Done!* and *Gung Ho!**

Over the years, I have read a large number of “self help” books. Ken Blanchard’s publications concerning business and people management have always impressed me as being easily understood. He gets his point across and most importantly, I have always been able to apply the information.

His impact has been far reaching. His One Minute Manager Library, which includes *The One Minute Manager*, *Putting The One Minute Manager To Work*, *Leadership And The One Minute Manager*, *The One Minute Manager Gets Fit*, and *The One Minute Manager Meets The Monkey* have sold millions.

A gregarious, sought after speaker and business consultant, he is universally characterized by friends and colleagues as one of the most powerful, insightful, and compassionate men in business today.

“Any rejections I have gotten in life I have assumed were someone else’s problem. I have immediately looked for another opportunity and moved forward without self esteem. If you aren’t your own best friend, who will be.”



Andy Andrews
P.O. Box 2761
Gulf Shores, AL 36547

Dear Andy:

I have always felt that life is what happens to you when you are planning on doing something else. When I headed off to college my intention was to get a gentleman's 75 average at an Ivy League college and then seek a sales job in a top U.S. company. My junior year at Cornell, Richardson Merrill which owned Vick Chemical advertised a fabulous summer sales program for college juniors. It involved four weeks of sales training, four weeks on the road with one of their salespeople and four weeks of sales work on your own. I applied and got into the finals. Twenty students were chosen and brought to New York City. Ten final candidates would be selected at that time.

George Malti, a good friend of mine at Cornell and I became finalists. We went to New York, took the tests and were interviewed extensively. Neither of us were selected for the final group. I couldn't believe it. I wrote the Vice President for Personnel and told him he had obviously made a mistake. George Malti and I could outsell any of the people they had chosen. People who knew him said he had never gotten a letter like that before. My response to their rejection was "forget the business world". I thought if their selection process is that poor, why would I want to be involved.

Now I needed a new career. At the time I was working as a counselor in the freshmen dormitories while studying at Cornell. People said I would be a wonderful Dean of Men. I thought that was terrific. I'll go into student personnel. When I asked people what I needed to do to get in that field they said I had to go to graduate school.

I wondered how I was going to do that with my gentleman's 75 average. I hustled my last two semesters and was

provisionally accepted into a graduate program at Colgate University.

When I got to Colgate my major was to be in education. After one week in classes I knew that program would be a disaster for me. I had been a government major at Cornell where classes were lively and provocative. The education courses looked like real "snoozers."

One evening I found myself sitting at the bar at the Colgate Inn feeling sorry for myself and the unmotivating program I felt I was in. It was at that time I met Warren Ramshaw who had just joined the faculty at Colgate. He had just arrived on campus from the University of Illinois. His wife was still packing so he was staying at the Colgate Inn. Warren was in sociology. When I told him my dilemma he said, "Why don't you come and study with me.?"

"What a great idea. I'll major in sociology". Warren Ramshaw changed my whole career as I got excited about applying the social and behavioral sciences to organizational problems. As a result I got a Master's degree in sociology.

Now I was ready to be a Dean of Men. "What did I have to do now?" I thought. People said you had better get a doctor's degree. I said, "Doctor's degree. You've got to be kidding." I remember as an undergraduate watching the doctoral degree candidates walking across the stage. I had thought those people must be so smart. In reality what I learned is that graduate education is more endurance than intelligence. So I applied to Cornell for a graduate degree in educational leadership and was provisionally accepted again. My great undergraduate record and lousy test scores kept on coming back to haunt me. My chairman, Don McCarty told me the great advantage I had at Cornell was I could take a lot of courses outside the School of Education. I wandered all over campus in every behavioral science course I could get. When it came to graduation I was now ready to be a Dean of Students.

I went to Washington to the big national meeting of students personnel administrators. I had some wonderful job interviews with folks from Dartmouth, Wesleyan, Colorado State and several other institutions. All the jobs I wanted to interview for involved working closely with the faculty. My feeling was that student personnel administration was

usually on the bottom floor of the administration building and that's about where it fit in the hierarchy. I thought the key to being effective in this field was to work closely with the faculty and be an expert on student environment. All of my interviewers said they were going to invite me to their campus. No one did.

I finally called one of the interviewers whom I had gotten to know quite well. I asked him why I hadn't been asked to campus. He said he felt bad. He had thought of calling me because I had two awful recommendations in my placement file. I asked from whom? He said the Dean of Students and the Associate Dean of Students. I couldn't believe it. I always thought I had a good relationship with both of them. The Dean of Students said in his recommendation, "Ken Blanchard is a wonderful guy. He's terrific in the dormitories but don't let him near the faculty. He has no academic interest." I took a course from this dean. We called it "Sleeping with Stan". It was an awful course and here he was attacking my academic interest. The Associate Dean of Students said, "Ken Blanchard is a wonderful guy; not particularly bright but great in the dormitory area". As a result of those two letters I was "dead" in the student personnel market for that year. What was my reaction? "Forget student personnel. If they have people like that I don't want any part of it".

Now I was off career planning again. I chatted with Joe DiStefano who had been at Harvard Business School. He was getting a doctorate in social psychology. I explained my situation and he suggested I write to Vern Alden, president of Ohio University in Athens, Ohio. He had been at Harvard and was trying to make Ohio University the Harvard of the Midwest. I wrote to Alden and he sent my letter off to Harry Evarts, dean of the College of Business. Harry called me and said, "Blanchard, you have a crazy background but we have a bunch of crazy people out here. I'd like you to come out and talk with me". Harry was looking for an administrative assistant to help him create a curriculum in administration. He felt that having separate programs in business administration, hospital administration, educational administration, public administration and the like was ridiculous. He felt there was more commonality between running organizations than differences. As a result, I headed off to Ohio University as a College administrator.

When I got to Athens, Ohio Harry said "I want you to teach at least one course. I like all my deans to teach". I had never thought about teaching since my faculty at Cornell had always told me my writing wasn't academic enough. (I later learned that you could understand it.) I felt if I couldn't write how would I survive as a faculty member. At any rate, Harry put me in a course in the management department and my life came alive as I got in front of students. That became my passion to be a "loving teacher of simple truths". This is a long way to tell you that any rejections I have gotten in life I have assumed were someone else's problem. I have immediately looked for another opportunity and moved forward without self esteem. If you aren't your own best friend, who will be.

Hope these comments help. Feel free to edit, change, drop any part of it. Good on you.

Regards,

A handwritten signature in cursive script that reads "Ken Blanchard". The ink is dark and the handwriting is fluid and personal.

Kenneth H. Blanchard.

/et.



BRENDAN R. BANAHAN

Publisher

*...was the publisher of *Field & Stream* and *Outdoor Life*, the nation's two largest outdoor magazines.*

Brendan describes in his letter the most common reaction he receives upon being introduced to someone new. When we met several years ago, it was my reaction, too. I could not believe that someone so young was the top guy at not one, but two major magazines.

Before taking responsibility for two of Times Mirror's largest publications, Brendan spent almost a decade with Time Incorporated where he most recently served as advertising director for *Martha Stewart Living*. Prior to that, he was the New York advertising director for *People Magazine*.

As I have gotten to know Brendan, I have come to admire him and his abilities. I have also heard stories about his "problem" of not being the proper age ! When there were those who would deny him the experience needed to advance, Brendan found opportunity in other places.

"Age is not a function of ability or desire to be the best at what you do."



Mr. Andy Andrews
P.O. Box 2761
Gulf Shores, AL 36547

Dear Andy:

It is a rather onerous task to represent the accumulated knowledge of the outdoors embodied in the titles of *Field & Stream* and *Outdoor Life*. I have been given a tremendous responsibility at an early age to manage two of America's most respected outdoor magazines. In fact, I have often been introduced to individuals or groups only to have someone stop me at some point and say, "We expected you to be older". Age is not a function of ability or desire to be the best at what you do.

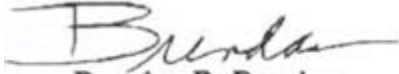
While this may be disarming for some, it can present a problem for others. I have been the "youngest" staff member or manager in a number of situations in the past. While I have been known to be rather strong-willed and maybe even opinionated, I have worked hard to earn the respect of those individuals who would be an obstacle to the success of a project or your entire business. I believe in listening, asking questions and seeking the advice of respected experts on subjects of personal and professional importance. No matter how much you think you know about a subject or how skilled you become, there is always someone more proficient than you. Find them!

My parents always encouraged excellence. Choose a career they said, grand or obscure, but be the best in your field. I encourage all outdoorsmen to be the best representatives of our sports. Respect the environment, observe all game laws and prove to those individuals that oppose our rights that not all of us will exploit all species to extinction.

I have been very fortunate to combine my passion for the outdoors with a career in this exciting, wonderful industry. It has brought me into contact with exceptionally thoughtful individuals like you. My best wishes for

continued success and many safe hunting and fishing seasons to come.

Best regards,



Brendan R. Banahan

☞ Times Mirror
☞ Magazines

Two Park Avenue
New York, NY 10016
(212) 779-5230



JOHN SCHUERHOLZ
General Manager of the Atlanta Braves

...is an extremely rare front office executive who will be elected to Major League Baseball's Hall of Fame. He has presided over eighteen Division winners and three World Championships. He is the only baseball executive in history to have won World Series Championships in both the American and National Leagues.

I was excited when John Schuerholz agreed to provide a letter for this collection. We were quail hunting in Albany, Georgia with the folks from Quail Unlimited when I heard his story.

Many people have tunnel vision when dealing with what they want out of life. John was diverted from his initial goals and dreams, but went on to be a part of the game he loved. He has also become an incredible success. After only four years with John as General Manager, the Royal won the World Series in 1985.

In 1990, John assumed the position of Executive Vice-president and General Manager of the Atlanta Braves. They had just finished that season mired in last place. Under John's leadership, the Braves went to the World Series the every next year. And the next ! In fact, the Braves have won the National League West pennant every year since John arrived.

“My dream and my goal from that day forward was to become a Major League General Manager.”



Atlanta Braves • P.O. Box 4064 • Atlanta, Georgia 30302-4064 • (404) 522-7630

John Schueholz
Executive Vice President
General Manager

Mr. Andy Andrews
P.O. Box 2761
Gulf Shores, AL 36547

Dear Andy:

Thanks for giving me the opportunity to share with you the story of my career in professional baseball.

First, let me say the success I have enjoyed lately didn't come easy or quickly. From the time I was a youngster, I had a life-long dream of playing professional baseball and, in fact, playing in the major leagues. Although I enjoyed relative success in high school and college while playing baseball, I must tell you that the disappointment I suffered in not having an opportunity to sign a professional baseball contract is one that I have carried with me throughout my life. Fortunately, however, I have been able to take that disappointment for what it is and use it as a personal motivation to pursue professional baseball from a different perspective and enjoy some success administratively.

I was so determined and so certain that I would sign a professional baseball contract, that as late as my senior year in high school I had made no college plans because I was convinced baseball would come knocking with playing opportunity. Much to my disappointment, however, no contract offer was made and I found myself with no alternative plans in place. Fortunately, thanks in large measure to the intervention of my high school soccer coach, I made the necessary quick adjustment and made application to college, and four years later graduated with degree in Secondary Education from Towson State Teachers College.

Throughout my four years in college, I still maintained the dream of signing a professional baseball contract, but had to deal once again with the ever-present disappointment of not having that opportunity. Upon graduation from Towson

State in 1962, I began my teaching career as an eighth grade English and Geograph teacher in Baltimore, Maryland. At that time, I began to be fairly convinced that while I still had the burning desire to be a part of professional baseball, the opportunity to play the game at the professional level could no longer be a dream of mine. Rather than to pursue that dream, I began thinking about the possibility of a career as a baseball administrator.

Midway through my fifth year of teaching, I was about ready to completed my Masters Degree work in Supervision and Administration of Secondary Education. It was at that time that I decided to write a letter to the Baltimore Orioles applying for an administrative position with that organization. At this time, the good fortune of appropriate timing was on my side and I was invited to attend a job interview by the Orioles and, happily for me shortly thereafter, was offered an opportunity to begin a career as a baseball administrator with that organization.

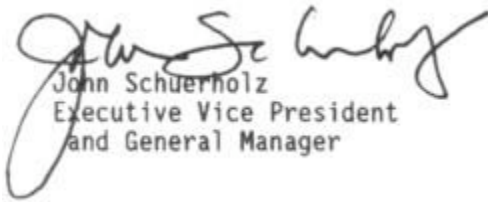
I can't begin to share with you the depth of excitement and anticipation that I enjoyed at that time knowing that at last I would have an opportunity to be a part of professional baseball and would have the opportunity to begin a career in that profession. While I was at once delighted by this opportunity, the hard cold reality of the sacrifices of a new career became very apparent, to this day I believe that I am the only person to leave the teaching profession that had to take a reduction in salary to begin a career outside of the education field. I did that, however, when I joined the Baltimore Orioles simply to provide myself with the opportunity to experience a career in professional baseball.

Although my first desk in professional baseball was a portable typing table and my first real responsibility was filing and sorting various everyday documents, I knew almost from the very first day that this was where I was meant to be. My dream and my goal from that day forward was to become a Major League General Manager. I committed myself to that goal and dedicated myself to doing whatever was necessary to reach that goal. Happily, in October of 1981 at the age of 41, I was named General Manager of the Kansas City Royals and have enjoyed having the opportunity to continue as a General Manager to this day.

Andy Andrews' Lessons from the Masters

As you nom know, I am in my third year as General Manager of the Atlanta Braves and while my first two years with this organization have provided as much excitement and enjoyment as any years in my baseball life, I often think back to how my career as a baseball administrator really began because of the rejection I experienced as a hopeful player. While I still wonder about the judgment of the scouts who overlooked my playing ability, I am thankful that that specific rejection proved to be a springboard for the success and enjoyment I have had these past 27 years.

Sincerely yours,



John Schuerholz
Executive Vice President
and General Manager

JS/jc



MARTY INGELS

Promoter

...is a former comedian and actor. He is now the largest packager of celebrity promotional and endorsement campaigns in the world.

With all attempts at a “normal” job dead-ending early, Marty Ingels embarked on a show business career in 1957. Tenacious and talented, he rode the comedy rails to national prominence as the raspy voiced star of the ABC series “I’m Dickens, He’s Fenster.”

As Marty reveals in his incredible letter, all that he had worked for came to a crushing end in a most humiliating, public way. He did, however, emerge from his storm a stronger, more determined person.

Marty Ingels now owns and operates the “Celebrity Brokerage” with offices in New York, Chicago, Dallas, London, and Tokyo. He is the largest and most successful packager of celebrity endorsements in the world.

With all his accomplishments, Marty is perhaps best known for his wacky, whimsical courtship of (and subsequent marriage to) Shirley Jones. A book about that time in their lives, “Marty and Shirley, An Unlikely Love Story” was a best-seller in 1991 and is soon to be a TV movie.

“Most of us would perceive an “obstacle” story to concern some sort of Snag or Stumbling-Block on the road to success. But how about a situation where SUCCESS ITSELF was the Snag and the Stumbling-Block?”



Mr. Andy Andrews
P.O. Box 2761
Gulf Shores, AL 36547

Okay, Andy, you asked for it!

My story's not gonna be like the others. But I know that this "obstacle" tale will hit home for so many people out there who think, as I did during my terrible time, that they are all alone.

Most of us would perceive an "obstacle" story to concern some sort of Snag or Stumbling-Block on the road to success. But how about a situation where SUCCESS ITSELF was the Snag and the Stumbling-Block? And, when you think of it, aren't there many people you know who are as AFRAID and INTIMIDATED by the very "achievement" they claim to seek, as they are driven and dedicated to it ??? For me, it was a constant ambivalent agony. In my head there were two loud and unceasing voices, one pushing me on every minute of every day to uncompromising victory everywhere, assuring me always of my capability and my worth; And the other, mocking, deriding, and sabotaging all of it at every turn, undermining and decrying each step forward with a thousand frightful reasons to fall back and lose.

And I SEEMED to be beating it. My "Good Guy" voices SEEMED to be drowning out the other ones. It was 1964. I was young and healthy, in Hollywood less than a year, and already the star of my own network TV sitcom ("I'm Dickens, He's Fenster" -ABC). But, alas, those creeping sounds of doom and defect were not to surrender without a last counterattack. They were about to mount their dark dismal launches and hit the bean with everything they had.

It began as little "nerve" sieges - rashes, nausea, shortness of breath. Then worse - headaches, chest pain, dizziness, and panic so acute it was hard to carry on. And

little by little I carried on less and less, dreading normal encounters, the simplest responsibilities, even the hard-won audience exposures I had thrived on for so long.

That next week I was to appear on "The Tonight Show" with Johnny Carson (a super pinnacle in my business) and there, sitting on that famous couch and before the entire world, my whole professional life would come to a mystifying and cataclysmic end in the virtual flash of an instant.

Carrying on one of my routine stories, I suddenly felt a kind of "trembling" in my toes and my right leg. I tried to ignore it and continue, but it slowly began traveling to my knee and my thigh and then my whole right side, which was now beginning to lose its feeling. I had anxiety attacks before, but this one was different. It was unyielding and horrendous and it wasn't going away. By now my whole body was numb, and tingling like a zillion little needles. It was like I was just "slipping away" little by little, right there on network television. And the more I fought it, the more I twisted and turned in that chair, trying to sit on my hands and rattle my feet, the louder the audience laughed. Crazy Marty was at it again. What a card!

Suddenly my hearing started to dim, my head got lighter, and (I think we've all had that terrifying) "pieces of the vision puzzle" started falling away. All I could think of was getting off that stage before I lost consciousness. True comic to the last, I mustered the strength to stand up and announce that I would be the first guest to ever use Johnny Carson's private bathroom, and off to the rear I staggered, the audience still howling, and Johnny himself plainly dumbfounded. I managed to make it to the curtain, which I held tightly onto, swinging myself around to the other side, where I just dropped into the waiting arms of the backstage crew. They carried me to my dressing room, and then to my car and to my Hollywood apartment. Inside, they bundled me up in a big woolen blanket that was lying on my living room floor in front of the TV (ironically, a familiar place of refuge during past anxiety attacks) and left me there, conscious, terrorfied, and waiting for the only sure deliverance, sleep. As always, whatever this oneboggling seizure was, it'd be gone in the morning. This time I was wrong.

Incredibly, I lay on that floor, on that very spot in that dingy apartment building, for nine months, three weeks, and four days, crawling to the kitchen, crawling to the bathroom, and back to my little fetal nest on the floor. There was no family and few Hollywood friends to see me through this nightmare even I couldn't understand. Were it not for a young and obese neighbor next door (herself a kidney-transplant home-dialysis shut-in) who brought me hot food for all those months, I would truly have expired there on that dismal apartment floor.

There are lost of theories about what it was that hit me so hard and almost counted me out, from "complete clinical depression" to Hypoglycemia and all the fancy nouveau diagnoses in between. What is more important is that, whatever it was that KO'd me for all those long and agonizing months, found it timely to just disappear... all at once...one Sunday afternoon, just like that, and bring me back to life again...older, wiser, stronger for what I'd survived, and determined to keep the list of fervent promises I had made to myself while I was down there, bent and beaten. They spoke of not making any of the mistakes I'd made before, of having the strength to hold tight to the dream and the purpose and to all the pure objectives no matter what; And, most of all, of never being "scared" again - for what, NOW, was there to be scared OF ? I had already been beyond the gates of Hell and there were no other places left but UP.

I spend a good deal of time now telling my story to groups of all sizes at schools and seminars and rehab centers across the country. Somehow, it makes its point and serves its purpose by the mere telling. Most of the people in those seats are only too familiar with the early thoughts and feelings that pushed my final crash, and, from what they've come to tell me, tapping into them and sharing them has worked wonders, perhaps even sparing them the likes of the holy nightmare that was mine.



Marty Ingels

Marty Ingels



JOSEPH G. LAKE

Philanthropist

...co-founded the Children's Miracle Network. Under his leadership, CMN has raised over two billion dollars for children's hospitals in the United States and Canada.

I first met Joe Lake at two o'clock in the morning. I was about to perform on the CMN telethon which was broadcast live from Disneyland. Joe was moving through the crowd backstage, shaking hands and quietly giving directions. I knew when I saw him that he was the guy about whom everyone had been talking.

I had heard all the stories-how he had worked for several years as the advance man for the President. I knew he had been named Young Businessman of the Year by the National Junior Chamber of Commerce and that he had owned a large entertainment company dealing with live events, record production, and management.

I also knew he had chucked it all for a dream. His dream was to create funds and awareness for children's hospitals. And there was a twist. The money raised in a local area would stay in that area. That is the way it is still done today. Last year, Joe's dream raised over 200 million dollars that went directly to the hospitals. His letter describes the journey.

“Because I failed at one business, another opportunity, a much more satisfying one, became a reality.”



Mr. Andy Andrews.
P.O. Box 2761
Gulf Shores, AL 36547

Dear Andy,

What an honor to be asked to put a letter in your book.

As you know, Mick Shannon and I, along with John Schneider and Marie Osmond, co-founded the Children's Miracle Network in 1982, producing our first telethon for Children's Hospitals in May of 1983. In the 10 years since, and with the help of great hospitals, corporate sponsors and friends like you in the entertainment business, we have raised in excess of half a billion dollars.

Before I got together with Mick, I had an interesting other life. After graduating from college, I went to work full time for a New York-based insurance company and enjoyed a very successful experience. I started in sales, and then on to agency management. I found that it came rather easy for me. I was earning a good income and providing well for my young family, but I was not happy. I was looking for an "avocation" to add some excitement and enjoyment to my life.

I found myself managing an up-and-coming vocal trio, and for several years, I helped build their career in music. I was having a ball. I worked with a lot of celebrities and was able to book the trio as an opening act for major entertainers in Las Vegas, Reno, Lake Tahoe, and on the college concert circuit.

I found that I was spending more of my time with my "avocation" and less time with my life insurance "vocation". All was well until the home office of the insurance company told me to "make a choice". I decided to leave the 15-year stable career of life insurance to start my own entertainment management company.

It was fun to have turned my "avocation" into my "vocation" and for the first several months, I was doing well. I was making some money, not like the insurance business, but I was having fun. I borrowed from the bank (a lot of new business do this, right?). After a while, the bottom fell out of my business and I had to close up shop. I was in debt; I had a family, a mortgage, and I was out of work.

I spent 8 months trying to find a full time career opportunity that I could enjoy and still feed my family. Nothing came my way. I was an out-of-work, over-qualified college graduate.

I had been a volunteer for a charity in Salt Lake City that did an annual "local" telethon. I recruited the celebrities for this annual event. The executive director of the charity was Mick Shannon. He and I became friends working a few weeks a year together on the local telethon.

During my "out of work period", Mick called and asked me if I would be willing to work for two months to prepare for the local telethon and I said yes. Fortunately, at the end of the two months, he asked me to stay, and together, we worked on an idea he had to take our "local" telethon to "national status".

We worked together years for three years with this charity to expand the telethon into more cities. I was working hard to recover from the failure of my business. I had lost my home and had to rent a small house, but I was working and I was happy. It was not easy. I had to travel a lot, but I was doing something that I felt was important.

After three years, the charity we were working for decided that they did not want to go "national" with our idea, and so we did an unbelievable thing. We both quit ! Everyone thought I was off my rocker to give up a pay check after what I had been through. But Mick's idea of a national telethon was a great idea. I believed in Mick, and together we believed in the idea of doing a national telethon for kids. Because of our relationships with John Schneider and Marie Osmond, we all joined forces, and in 1982 co-founded the Osmond Foundation / Children's Miracle Network.

We are now into our 22nd year and expect to raise in excess of \$250 million this year for our 170 hospitals for children!

If I had never left the security of the insurance business and if I had never started a business that failed, I never would have been in the position to become partners with Mick Shannon is starting Children's Miracle Network. I hated the 8 months I looked for work. I hated the feelings of not being worth anything. I felt I was a failure. But I never gave up. I worked hard and started over and my family was at my side through it all.

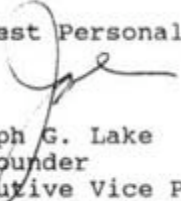
I cannot thank Mick Schannon enough for having confidence in me, allowing me to share in his dream, and inviting me to become his partner.

If you believe I yourself and believe in others, you cannot fail. I am proud of the dream Mick and I, along with so many others, have built, but I appreciate most of all, the belief Mick had in me that allowed me to believe in myself again. We are doing good things for the children of the world, and as Moses Maimonides said, "If I am not for me, who will be for me? But, if I am only for me...what am I?"

Because I failed at one business, another opportunity, a much more satisfying one, became a reality. Never give up, never doubt yourself and what you can do...with help from good friends.

Kindest Personal regards,

Kindest Personal regards,



Joseph G. Lake
Co-Founder
Executive Vice President and C.O.O.
Executive producer, Children's Miracle Network Telethon



TOXEY HAAS

Outdoor Enthusiast

...took his love of hunting and the outdoors and turned it into a billion dollar camouflage enterprise.

Toxey Haas is a likeable young man with an endless supply of enthusiasm. That trait obviously served him well as he encountered the obstacles he describes in his letter.

I have spent a few of my favorite days in the woods and on the water with Toxey and several of his associates. We weren't always successful in our pursuit of game of fish, but as any outdoorsman knows, that is not the purpose of the trip anyway. The enjoyment comes from other, more intangible things. Toxey gets as excited about seeing a track as he does the real deer and as excited about an early morning gobble as he does about the actual turkey. This, he will tell you, is as it should be.

Toxey is a family man, a businessman, and a person to hold up as an example of one who has his priorities straight. He is also a wonderful example of a person who made something he loved into his life's work.

“I finally realized that the one God given talent I have is hard headedness. I won't take no for an answer.”



Mr. Andy Andrews
P.O. Box 2761
Gulf Shores, AL 36547

Dear Andy,

I read your first book... What an inspiration! Real stories in the words of the people who lived them are so meaningful. The book helped me reflect on how I got to where I am today. I'm not one to look back at all, and sometimes I forget just how fragile "success" is in the beginning stages.

I grew up on a farm and spent almost all my time outdoors. I learned to love wildlife and hunting at a very early age. As a kid it always bothered me when I spooked a deer. I had a fantasy of being invisible so that I would never scare away any more wild animals. As I got older I never lost the fantasy. In the back of my mind I knew that the camouflage clothes I wore were not that good. They didn't really blend in well of look natural.

After I finished school, I worked for a large consumer packaged goods company, Bryan Foods of Sara Lee Corporation. I worked in marketing as a product manager and learned how successful products "solved consumer problems". Soon I realized that my camouflage idea would do just the same - solve a consumer problem - the hunter not being camouflaged. It would be so simple! Only one little problem. I had no knowledge of fabrics, textiles, garment sewing, or even the sporting goods industry... I mean nothing! Plus I had no money except a small savings and a few shares of stocks I had inherited.

But... the dream... and what I knew this product would honestly do for hunters was too strong. I took all I had and a little of some of what my dad could invest and plunged full speed ahead. I called everyone from label printers to wallpaper plants to try to get them to print this camouflage design of mine. Getting laughed at and told no was a daily occurrence for me for about 2 ½ years.

Only after thousands of phone calls, I did find out that there were only a handful of plants in the world that could print fabric like I wanted and they required 10,000 yards minimum to be printed. What a let down. Finally I persuaded a plant in Georgia to run a "test" and print a smaller run of my design (which took all they money I had). Then I found out the fabric I had bought from the cotton broker was bad. Half was too fragile and half wouldn't hold its color. I had to make this work because it was my only chance.

My years of calling and bothering people had at least made me one friend. A gentleman who had a garment sewing plant, who had come to admire my persistence. He agreed to make the fabric into clothes for me. We then found that the only chance to improve the color fastness was with high heat. The fabric mill couldn't and wouldn't do it they had had enough of me already. Amazingly, we found a way. So me, my mama, and my partner Bill Sugg took our entire start-up inventory and put them through the dryers of a local laundromat on the highest level. It worked, barely!

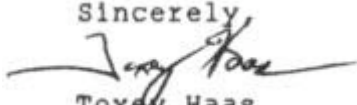
We had to guarantee all the clothes and hold our breath. We had convinced about fifteen stores to take it on. Luckily everyone was so excited with the camouflage pattern they forgave the quality. From then on we became so obsessed with quality that we never looked back. We promised ourselves that we would never go trough that again.

Well today, eighteen years and many, many more problems later our quality has become the industry standard. With less than \$20,000 in initial capitalization and no outside investment, we have already passed even my highest expectations and Mossy Oak camouflage is a household name with hunters nationwide. We conservatively estimate well over one billion dollars of Mossy Oak Products being sold on the retail level annually with Mossy Oak Camouflage on it, and growing fast. We have already diversified into licensing, sales consulting, media and advertising services.

I've been asked so many times "How'd you do it" or "What makes you successful" etc. Well, I never thought about it much until recently. I finally realized that the one God given talent I have is hard headedness. I won't take no for

an answer. Believe in yourself and persist, you said it
Andy and your right! The formula really is that simple!

Sincerely,

Sincerely,

Toxey Haas

Toxey Haas



J.B. HUNT

Trucker

...is an active chairman overseeing J.B. Hunt Transportation Services, Inc. He was most recently named to the Board of Directors of the Texas Mexican Railroad.

The explosive growth of J.B. Hunt Transportation can only be attributed the man himself- J.B. Hunt. His imagination, determination to succeed, and ability to overcome obstacles are reasons why he owns the largest truckload carrier in the United States.

J.B. Hunt now employs over 11,000 people who utilize his 7,000 trucks and 17,000 trailers. This is quite an accomplishment for one with such humble roots, but as you will see in his letter, the years of sacrifice, exhaustion, and ejection were all a part of building a successful empire.

In his sixties, J.B. Hunt remains dedicated to a number of other organizations as well. He is currently a member of the board of Daystar, Inc., a media ministry of the First Baptist Church of Springdale. He is also a member of the Arkansas Business Council and the Director of the American Trucking Association Foundation. In May 1991, Mr. Hunt was honored by the Arkansas Motor Carriers Association as the first inductee in the AMCA Hall of Fame.

“Much has been accomplished since my younger days when I was know as a dreamer. I made a number sacrifices, worked hard to provide for my family’s well being, experienced dejection, yet in the end managed to build a successful empire. Today, people take my dreams more seriously.”



Andy Andrews
P.O. Box 2761
Gulf Shores, AL 36547

Dear Andy,

Being born during the depression like many of my generation, I was forced to sacrifice my education in order to work for my family's survival. I left school at the age of 12 to work in my uncle's sawmill. In the years that followed, I picked cotton, harvested grain, sold lumber, auctioned livestock, drove a truck, sold lawn sod, invented a rice hull press, designed and built a specialty poultry truck, started several businesses, lot thousands of dollars yet made millions more.

After returning from a stint in the Army, I resumed hauling lumber for my uncle in Heber Springs, Arkansas where I sold freshly dressed lumber from Monday to Friday and couldn't go home until the load was sold. A year later I experienced my first business venture by opening a livestock facility with my cousin. The sale barn eventually went bust and in 1951 borrowed \$ 10 from a friend, caught a ride to Little Rock, Arkansas and landed a driving position with a trucking company. I saved up my money and wed my sweetheart of 5 years in 1952. It was at this time when my life began to take a turn for the better.

Around 1953, I took a job with another trucking firm where for the next 9 years I traveled the highways between Little Rock and St. Louis. My route later changed to eastern Arkansas which took me through Stuttgart. It was this run where I noticed rice farmers burning off their hulls. I quickly started envisioning a way to reuse this waste product. During the long hours over the road, problem solving became my salvation. Eventually, I pioneered a method of using rice hulls for poultry litter, but to manufacture the product, I had to sell stock in my proposed rice hull plant in one weeks time. The year was 1960 and my wife Johnelle, and I were about to embark on the business adventure of our lives.

After the first year, the business lost \$ 19,000 and everyone advised us to close up shop. We had sold our house and borrowed all the money we could possibly borrow to start the rice hull plant and felt we had gone too far to give up now. The next year we experienced a small profit, then the next year more profit.

In 1969, J.B. Hunt Transport was born. I stated the trucking company with five trucks and seven refrigerated trailers. In 1983, J.B. Hunt Transport Services, Inc. went public and my wife and I sold the rice hull business in order to concentrate on the trucking company. Today our top line revenues are expected to reach \$1 billion dollars before the year's out. Within a 10 year period of the company going public, J.B. Hunt Transport boasts a 2200 % revenue growth, employs over 11,500 people, and is now know as the nation's largest truckload carrier.

Much has been accomplished since my younger days when I was know as a dreamer. I made a number sacrifices, worked hard to provide for my family's well being, experienced dejection, yet in the end managed to build a successful empire. Today, people take my dreams more seriously.

Sincerely,



J. B. Hunt
Chairman

JBH:cg



MARY KAY ASH

Cosmetics Visionary

...is the founder of Mary Kay Cosmetics. The company now has more than 950,000 independent Beauty Consultants in 35 countries worldwide.

One has only to see a soft pink Cadillac to know that the name “Mary Kay” will be in the back window. This is just one of the rewards that Mary Kay Ash used to motivate and encourage her beauty consultants to have a successful business.

Mary Kay’s dreams and willingness to go out on a limb when everyone and everything said she shouldn’t are what made her one of the wealthiest women in history.

In the early nineties, Mary Kay Cosmetics joined the Fortune 500 list of largest industrial companies in America. Mary Kay’s personal legacy, that which perhaps made her most proud, was the listing among “The 100 Best Companies To Work For In America” and among “The 10 Best For Women”.

**“I had always believed that ‘when God closes a door,
He always opens a window.’”**



Mary Kay Ash
Chairman Emeritus
Mary Kay Cosmetics, Inc.
8787 Stemmons Freeway
Dallas, Texas 75247

Mr. Andy Andrews
P. O Box 2761
Gulf Shores, AL 36547

Dear Andy,

You might say Mary Kay Cosmetics is a tribute to overcoming rejection where women are concerned. In the early 60's I had spent 25 years in direct sales, always finding that women did not have a chance of progressing in the corporate world- not because the brain power was not there- but because they were simply in the wrong body. In all those years I had known many women who had talent and ability, but who were passed over- simply because they were female.

I had worked my way up to being a member of the board of the company I was with only to find that, even though our sales force was made up entirely of women, governed by an all male board, my opinions were of no value. I constantly heard "Mary Kay, you are thinking like a woman again!" I felt rejection in the worst form. So I decided to retire- for a whole month! I sat down at my dining room table hoping to write a book that would help women overcome some of the obstacles I had encountered. I didn't know how to write a book, so I simply took a legal pad; and to clear my heart of the bitterness I felt, I began to write every good thing the companies I had been with had done. After spending a couple of weeks doing this, I took a second legal pad and began to list all of the problems I had encountered -and there were many. One day I decided that if I was so brilliant, how would I have solved those problems had I had the opportunity and responsibility? I began to write down my answers, much like I was solving a crossword puzzle. When I read what I had composed I discovered that inadvertently I had put on paper a marketing plan that would give women an open - ended opportunity to do anything they were smart enough to do. Suddenly I thought "Wouldn't it be great if somebody did this instead of just talking about it."

With that, I decided to start a company to give women the chance I felt I had been denied. I needed a product,

something women could put their hearts into selling. Over the years I had discovered that women have one thing in common: they simply do not believe in their own God-given abilities. Since most women feel they are cosmetic experts at twenty, I felt cosmetics would be something they could put their hearts into selling.

Ten years before, in 1953, I had met a woman who had developed a cosmetic that I felt was the best one I had every used. She had died in 1961, never having gotten her product on the market to any extent. She had tried to sell it out of a little home beauty shop in the wrong end of town. As we say in Texas. "That dog won't hunt!" I was able to purchase the formulations from her heirs. Now I had a marketing plan and a product.

I went to my attorney to set up my little corporation. His answer was, "Mary Kay, if you are going to throw your life savings away, why don't you just go directly to the trash can. It will be so much easier than what you are proposing". To further "encourage" me, he sent to Washington for a pamphlet telling me how many cosmetic companies went broke every day!

My accountant agreed with him, telling me I would go broke in six weeks, that I couldn't pay the commissions I was proposing. Further, I would never get a loan to enhance my \$5,000 savings (a woman applying for a loan to start a business in those days would have been laughed right out the door). I responded, "I think people will support that which they help to create." I left more determined than ever to proceed with my "great idea."

To add to this rejection, since I knew nothing about administration, I assigned that task to my husband who had expertise in that area. When he tried to talk to me about the percentages, I must admit I didn't listen! In my mind that was his problem. I was working on the "important" things, the product, the jars, a training manual, and recruiting our first Beauty Consultants. One month to the day before we were to open our doors, when every single penny I had was spent or committed, my husband died of a heart attack at the breakfast table! I suddenly realized I had only half a company and that I would have to go back to work immediately for someone else if I did not go on with "my" company.

I had always believed that "when God closes a door, He always opens a window". That window came in the form of my 20-year-old son. The day of my husband's funeral my two sons and my daughter and I sat down to decide what I should do. Richard, the youngest of the three children, said, "Mother, I will move to Dallas tomorrow to help you". How would you like to turn your life savings over to your 20 year old? I must say that if Richard had a brain, I didn't know about it. Little did I know that just five years later he would be awarded the American Marketing Association's "Man of the Year" award and today is recognized as one of America's young financial geniuses!! My daughter, Marylyn, offered to take the first showcase to Houston and start there. My older son, Ben, offered his help, too, and six years later became part of the Company.

That was the inauspicious start of Mary Kay Cosmetics on Friday, September 13, 1963 (nobody starts a company on the 13th-but we did!). In 1991 (again on Friday 13th of December) we hit the BILLION DOLLAR mark in retail sales!! We now have more than 950,000 Beauty Consultants worldwide, and we are presently in 35 countries around the world.

Sincerely,

A handwritten signature in cursive script that reads "Mary Kay".

Mary Kay
Chairman Emeritus

MKA: tr



BILL HANNA
Producer of Animation
(1910-2001)

...was co-founder and co-chairman of Hanna Barbera, Inc., produced of the world's largest library of animated entertainment. He and his partner, Joseph Barbera, have won seven Academy Awards and eight Emmy Awards.

Bill Hanna was a major force in the field of animation. With Joe Barbera, his partner of more than fifty years, Bill has created a lifetime of entertainment for us all.

Their first collaboration at MGM in 1938 became the immortal "Tom and Jerry". They won additional acclaim for making cartoon characters dance with Gene Kelly in the motion picture "Anchors Aweigh" and swim with Esther Williams in "Dangerous When Wet".

Hanna-Barbera produced the first ever animated prime time show "The Flintstone" which aired for six years. Following that success were the additional series "The Jetsons," "Top Cat," and "The Adventures of Johnny Quest".

Bill Hanna will always be remembered for the creation of our most lovable cartoon stars, each with their own unmistakable voice and personality. As Bill, in his letter, tells of his failure to become what he most wanted, I couldn't help being a little grateful for that failure. Had he succeeded, we would never have seen Huckleberry Hound or Yogi Bear, Quick Draw McGraw, Augie Doggie, or Snooper and Blabber.

"Thank the Lord, I am still in love with the cartoon industry and working at it"

Andy Andrews' *Lessons from the Masters*

William Hanna
Co-Chairman, Founder

HANNA BARBERA, INC.
3400 Cahuenga Boulevard
Hollywood, California
90068.1376
213.969.1240
fax 213.882.4340



Andy Andrews.
P.O. Box 2761
Gulf Shores, AL 36547

Dear Andy,

I am not sure I am the right person to become a part of one of your exciting books, *Lessons from the Masters*.

I started in the animated cartoon business at the tender age of twenty in 1930, and have enjoyed every minute of it since. But, at the more tender age of sixteen, I desperately wanted to be a singer. Even after I had started in the cartoon business, I still wanted to be a singer.

I studied voice with the same instructor who had coached Donald Novice a long, long time ago. Donald Novice was my idol. He sang at the Coconut Grove here in Los Angeles on Wilshire Blvd. I listened to him every night that he sang.

I studied voice for years, sang in church choirs, once for Billy Sunday, the evangelist.

Later in life I was lucky enough to become a member of the Society for the Preservation and Encouragement of Barbershop Quartet Singing in America. Hurrah! I got to sing in a choir of about fifty voices.

Alas, it didn't last long. I developed a malignant tumor on my vocal chords which, thank the Lord, was removed after four months of daily radiation treatments, which also took what little singing voice I had left.

Thank the Lord, I am still in love with the cartoon industry and working at it. But I still listen spellbound to the sound of a good quartet or chorus.

Sincerely,

A handwritten signature in cursive script that reads "Bill Hanna".

Bill Hanna
Co-Chairman, Founder

/ gmr



JOSEPH F. BARLETTA

Head of TV Guide

...is President and Chief Executive Officer of TV Guide, the nation's most successful magazine.

Joe Barletta is the president and CEO to TV Guide, the nation's largest magazine, which sells approximately 14 million copies per week in 117 editions. TV Guide is also the nation's most successful magazine by revenue count, according to Advertising Age, a trade publication.

Joe Barletta is also the President and CEO of Murdoch Magazines, which distributes for client companies over 26.5% of the nation's total magazine circulation. Both companies generate annual revenues of approximately 9 billion dollars. By anyone's standards, Joe has achieved enormous success.

I have learned that no one reaches the level of success that Joe has attained without coming face to face with rejection and adversity. Joe's letter, however, was not reflective of a great number of terrible times or tragic hindrances. In fact, Joe seemed to feel that his letter would be of little value to this book.

Clearly, although Joe has quite obviously experienced rejection and disappointments, he simply refused to view his challenges in that light. We are all subject to rejection in one form or another. Joe Barletta makes plain the simple fact that one's attitude makes the difference between failure and success.

“In my career climb, I've encountered no storms that I can recall, only a few drizzles that simply motivated me to move on to better opportunities.”



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Fax: (610) 975-0645

1211 Avenue of the Americas
New York, NY 10036
Tel: (212) 852-7204
Fax: (212) 852-7214

Andy Andrews.
P.O. Box 2761
Gulf Shores, AL 36547

Dear Andy,

Despite the significant honor, you've embarrassed me! Clearly, I don't belong alongside these magnificent stories of spirit and perseverance and courage and vision and self reliance. In my career climb, I've encountered no storms that I can recall, only a few drizzles that simply motivated me to move on to better opportunities.

Here's a vignette I'll offer, if appropriate:

I participated in high school newspapers and yearbooks, and while at Marietta College (Ohio), I was news editor of the newspaper and sports editor of the yearbook. Also, while in college, I was a daily correspondent for a newspaper in Columbus and was a stringer for UPI. Then, after college, I was hired as a reporter for the local daily newspaper where I worked until military service intervened.

Some years later, I was graduated from law school with the goal of learning management labor law. I asked my friend who ran the county legal placement office to get me an interview with the leading law firm in the big city --- which had several Fortune 500 industrial companies as clients.

I was crushed when he said he'd get me a courtesy interview but the firm would not consider hiring a Catholic and certainly not an Italian-American.

For the next couple of years I tried unsuccessfully in Washington and Harrisburg to get a government job where I

Andy Andrews' Lessons from the Masters

could learn labor law but I had no connections. Finally, I filed a resume with the American Bar Association placement service and I promised to go anywhere in the United States and work for any law firm or company where I could learn labor law.

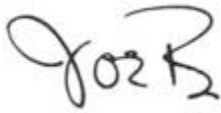
This led to an interview where I was hired by Dow Jones, publisher of the Wall Street Journal, and in a few years both ambitions had been joined. I was considered to be one of the leading specialists in management labor law in the newspaper industry.

From that serendipitous beginning, my career has been a glorious gift and has seen me living on Michigan Avenue, Fifth Avenue, Russian Hill, California's Riviera and Philadelphia's Main Line.

Today I am entrusted with the management of the biggest magazine in the United States, enjoyed every week by forty million readers. In addition, I have a front row seat as the greatest media adventure in the history of the world is conducted by the man who brought me here—Rupert Murdoch.

Andy, none of this would have been possible if that law firm had been willing to hire me!

Cordially,

A handwritten signature in black ink, appearing to read "Joe B.", written in a cursive style.

Joseph F. Barletta
President, Chief Executive Officer



MANNIE L. JACKSON

Professional Sports Owner

...is Chairman and owner of the Harlem Globetrotters. When he purchased the Globetrotters in 1993, he became the first African American and former player to own a sports/entertainment organization.

Who among us has not watched the Harlem Globetrotters open mouthed and amazed at the impossible shots? As a piece of Americana, they are entrenched in our minds. Everyone loves the Globetrotters.

As an all-star basketball player in college, Mannie Jackson prepared himself for the pros. After a career in New York, Mannie played for the Globetrotters. The mental devotion and winning philosophy he reinforced then was drawn upon to see him through a coming storm.

Mannie now owns the Harlem Globetrotters and was the first African-American and former player to own a sports/entertainment organization. Mannie has succeeded personally by exercising his standards of excellence while facing obstacles.

“I consider “obstacles” only as something to be gotten over. As we have all heard before, life is 10% what happens to us and 90% of how we react to it.”



Mr. Andy Andrews
P.O. Box 2761
Gulf Shores, AL 36547

Dear Andy:

It was an honor to be chosen to be a part of *Lessons from the Masters*. As an African American, I have had many obstacles to overcome, but the one I will share altered my life and could have happened to anyone.

In the summer of 1969, I had just moved to Minneapolis from Detroit, Michigan and was beginning a career with Honeywell Corporation. In the back of my mind, I entertained the idea of going back into professional basketball. I was in shape, I always had been, having been an All Star at the University of Illinois and having had a professional career with New York and the world famous Harlem Globetrotters. My dreams were dashed by of all things, "the hiccups". The "hiccups" were caused by a ruptured diaphragm resulting from an altercation several years earlier in a Harlem Globetrotter game.

I was on summer break at my parent's home in Edwardsville, Illinois, when I started hiccupping. It seemed like normal hiccups, except that I continued for nearly 12 hours! I ended up in St. Louis University Hospital with pneumonia caused by the ruptured diaphragm. I was rushed into emergency surgery to repair my diaphragm. Four surgeries followed which resulted in my diaphragm being repaired and a portion of my stomach being removed along with surgery on the valve from my esophagus into my stomach. From my well-conditioned 195-pound athletic body, after four months in the hospital, my 6'3" frame weighed only 95 pounds! I can vividly remember from my bed seeing family and friends come to visit and the look on their faces. I must have looked like death to them and on at least two occasions the

doctors lost hope. However, even after seeing myself in the mirror, I really believed I could come back and play professional basketball again. Truly the power of positive thinking!

My mother was my "Rock of Gibraltar" during this time. She never missed a day driving one hour and a half to visit me in my hospital room that had become my whole world. With the unending support of my family and friends, and an optimistic attitude, I was able to make the transition from the hospital to my parent's home. There were a couple more hospital stays due to complications. All in all, I spent almost a year recovering from surgeries and hospitalizations.

It was during these experiences—which were often spiritual; I realized the power of the human mind. Despite medical reports to the contrary—I never lost my will to live and to be productive or my belief that I would make a total come back. I learned to appreciate what really matters in life. I learned not to take my health for granted again. I never played professional basketball again, but I learned to re-focus and I dedicated myself to my family and my professional career. I realized that I was in charge of what happened in my life and that I had been given a second chance. I have since finished a great career with Honeywell, becoming a Senior Vice President and an Officer of a Fortune 500 corporation. I have several business interests and I am the Chairman and majority owner of the world famous Harlem Globetrotters.

I consider "obstacles" only as something to be gotten over. As we have all heard before, life is 10% what happens to us and 90% of how we react to it. Good luck with this and future projects, Andy - you have the right attitude.

Warm Regards,



Mannie L. Jackson
Chairman

Harlem Globetrotters International, Inc. • 6121 Santa Monica Blvd. • Hollywood, California 90038 • (213) 468-0280 FAX (213) 468-0292

333 So. 7th Street, Suite 2880, Minneapolis, MN 55402 • (612) 338-2102 FAX (612) 338-2400

Harlem Globetrotters International, Inc., A Division of MJA, Inc.



VIC CONANT

Self-Help Producer

... is president of the Nightingale-Conant Corporation. The corporation is the world's leader in producing business and personal development audio programming.

As president of Nightingale- Conant Corporation, Vic Conant both teaches and experiences phenomenal success. Nightingale-Conant, based in Niles, Illinois, is the world's undisputed leader in producing business and personal development audio programming. The corporation sells more than ten million inspirational items each year.

Vic has headed the company since 1986, when his father, co-founder Lloyd Conant, passed away. Lloyd's fellow co-founder and long-time business partner was Earl Nightingale, whose "The Strangest Secret" received the first ever Gold Record – representing one million copies sold – given to a spoken word recording.

Vic credits these two visionary pioneers with creating the foundation of success on which his company is based. And he vows to continue that vision. New product development is key to the vision and remains an ongoing concern, one that in recent years has seen Nightingale –Conant move into the ever expanding markets of video, books and other motivational products.

Because of its international reputation as "the shortest distance between where you are and where you could be", for 35 years tens of million men and women have turned to Nightingale-Conant to help themselves achieve the greatest possible success in their professional and personal lives.

With a stable of speakers and authors that includes such business greats as Tom Peters, Brian Tracy, Roger Dawson, Jay Abraham and Denis Waitley, and inspirational masters like Dr. Wayne Dyer, Zig Ziglar, Leo Buscaglia and Deepak Chopra, M.D. Nightingale-Conant Corporation-with Vic at the helm-seems destined to enjoy at least another 35 years of spectacular success.

“Reviewing my journey to this point, Andy, I believe the key is to never lose sight of the fact that we can control the ultimate outcome of our life situation.”

Nightingale Conant

Andy Andrews
P.O. Box 2761
Gulf Shores, AL 36547

Dear Andy,

The lessons we can all glean from the letters in your book are certainly useful in any endeavor. I thank you for thinking of Nightingale-Conant and me in your effort. My particular story actually begins and ends with the family-owned Nightingale-Conant business. Fortunately it has a happy ending. However my wife and I had a period of struggle in the middle portion of our journey.

After I returned from the service, in my mid-twenties, I went to work for my father and Earl Nightingale in their joint business, Nightingale-Conant. Also working with me was Earl's son Dave. After about a year the company found itself going through some very hard times. The sales techniques we were using weren't working, and as result both Dave and I were let go. My wife's parent's were living in Florida, so we picked ourselves up and took this as an exciting time to pursue other opportunities. In fact, I wanted to go into commercial real estate which, at that time, was very lucrative in Florida. Once in Florida I discovered that the state required a year's residency before you could apply for a real estate license. So I went to work selling cars, which turned out to be great training and a pretty good living. After 12 months passed I was ready to carry out my real estate plan.

As life would have it, however, my entry into real estate coincided with the major recession of 1973. Interest rates skyrocketed, fueled by the oil embargo. Real estate and my wife and I (she had entered the field as well) took it on the chin. It was a terrible time for many people. Banks folded, people lost lifetime investments and the entire industry collapsed. We had purchased a nice home preparing for the prosperity we felt was just around the corner. I was trying to sell waterfront condominiums for the next year. That year our combined incomes were a couple thousand dollars! We were sinking fast. We had to sell our home and move into an apartment complex. In fact, I had made friends

with the apartment complex owner, and he let us live in a unit rent-free as long as we managed the complex for him. This was a blessing, but a far cry from where we had hoped to be by this time.

Then, again as life would have it, I came across an old recording as I was packing to move. It was called *The Science of Getting Rich* by Wallace D. Wattles. The book that the recording was taken from was written in the early 1900s. The message I heard was metaphysical in nature and affected me very strongly.

It related the basic truth that you can control your destiny by focusing on the things you desire and going after them with single-minded clarity. At the time I was working on our home in preparation to attempt to sell it. Remember, the bottom had fallen out of the real estate market. Nothing was selling. This was the worst time to try to sell a home. But I decided to experiment with the idea I had heard on the tape. As I worked on the house, and in every spare minute I had, I began visualizing the sale. I focused my mental energy on a consistent basis toward that end. In two weeks it sold for the full asking price! I was stunned.

I decided to try this again. This time I would put the energy into landing a good job. I had done my research and had chosen the field of medical supply sales as the area to pursue. I had chosen Zimmer USA as the optimum medical supply company. So I called on the regional rep, told him that I had decided to work for his company and basically "Here I am". We talked, but he finally told me there were no openings. To which I replied, "Well, I'm sorry but I've decided to work for your company and there is nothing you can do about it!" I kept calling on him every two weeks for six months. My wife and I had even begun to wonder if we were crazy. Well, he never hired me but he talked to a friend of his who had a distributorship in Chicago. His friend called me with an offer, which I accepted. Later we learned through a series of conversations that he knew my father. Several other "coincidences" left us feeling like it was a match that was meant to be.

The principles I heard on the recording obviously worked. They gave me hope during a somewhat desperate time. They also gave a path to positive action, which led us out of the fear and the paralysis that fear can cause. Later I

rejoined my father and Nightingale- Conant; as did Dave nightingale: The Company is now international and growing at the healthy pace.

Reviewing my journey to this point, Andy, I believe the key is to never lose sight of the fact that we can control the ultimate outcome of our life situation. In other words, learning to control and focus our thoughts toward the ends we desire will unlock an ability to recognize the opportunities that will lead us there and give us the energy we need to take advantage of those opportunities. As I said, it certainly worked for me. But the best news of all is that it will work for anyone! Thanks again, Andy, for your kind invitation to be included in *Lessons from the Masters*.

All the best,

A handwritten signature in cursive script that reads "Vic Conant".

Vic Conant

VC:mr



KEN KRAGEN

Personal Manager

...has spent more than forty years in the entertainment business. He was the creator and organizer of “Hands Across America” and the “We Are The World” African relief effort.

I have had the good fortune of knowing Ken Kragen for over 10 years. Ken has a warm personality that seems to draw people to him, and a skillful aptitude to see a project through to its successful conclusion. His attributes have been recognized and tapped into by several entertainers to promote their own careers.

Ken has been the cog in the wheel of success for several major undertakings. We have all been able to enjoy the efforts of a “behind the scenes” organization that facilitated the success of such stars as Kenny Rogers, Lionel Richie, Olivia Newton – John, Burt Reynolds, Travis Tritt, Trisha Yearwood, The Limelighters and the Smothers Brothers. Ken has even taught a weekly course in personal management at the University of California at Los Angeles.

Ken displays a heart of compassion in an entertainment industry that all too often fosters a self – centered attitude. Ken was the creator and the organizer of the “We are the World African relief effort. Not only did he arrange the 45 artists who performed the song, but more significantly, Ken created the organization which supervised the raising and distribution of the funds. Ken similarly created the “Hands across America” project to raise money for America’s hungry. He rallied some seven million Americans to stand hand in hand from the Atlantic to the Pacific. Combined, these two project have raised \$101 million for programs to help society’s disadvantaged.

To recognize his efforts, Ken has two rooms full of awards and plaques, including the highly coveted United Nations Peace Medal. Ken Kragen realizes that the glory is not in never failing, but in rising every time you fail.

“Everything in life happens for a good reason and that if you can train yourself to believe that, things really do seem to work out for the best.”



1112 N. SHERBOURNE DRIVE
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(310) 854-4400
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Personal Management and
Television Production

Mr. Andy Andrews
P.O. BOX 2761
Gulf Shores, AL 36547

Dear Andy,

Thanks for asking me to participate in *Lessons from the Masters*. I am honored to be included.

As I try to tell everyone I come in contact with through my business dealings, lectures and books, "everything in life is an opportunity - even the negatives." This is a philosophy I've lived by throughout my entire life. It was taught to me, I'm sure, by my parents. As a result, I've had very few real setbacks in my life and have taken even the most difficult situations - the death of a loved one, the loss of major client, an injury or illness - and immediately sought to make something positive of it.

For example, in 1981 my client Harry Chapin was killed in an auto accident. I reacted to this tragic news by going to work immediately to raise funds in his memory to continue the work on the issues of hunger and homelessness which Harry cared so deeply about. I knew that the window of opportunity to raise significant dollars was a very small one before people were confronted by some other event in their lives that would take the edge off their willingness to give.

I also convinced Kenny Rogers to pick up the torch that had fallen with Harry and carry it forward, becoming a major champion of these issues. When in the mid-80s "We Are The World" and "Hands Across America" rolled around, I felt Harry's loss the most, knowing he would have been at the forefront of those efforts. Still, I had an eerie

experience one day in New York City, when I actually felt Harry had somehow crawled up inside me and was directing my efforts.

Later in the same decade when my mother passed away, many people remarked to me about what a tragedy it was to lose her. My response was that it is a tragedy when an eight-year-old child is killed by a stray bullet. When a 76-year-old woman who had lived a wonderful life dies with a minimum of pain and discomfort at a time when her family has had ample to express their love for her, I look on it rather as life fulfilled, part of the natural order of things. This is not to say that I do not miss my mother and think about her often, but I try to use those memories in positive ways.

Forty years in the entertainment business have also taught me to take a philosophical approach to lost business. Whenever a client has left me, for example, my first reaction is frankly that it is their loss and not mine. I start thinking about how I won't have to deal with the problems I was having with that client or how I'll have a lot more time to spend with my family. I even wonder what's out there that will be coming my way next. I simply have this undying belief that the future will work itself out; that whatever comes next will be even better and more exciting. I have enough confidence in my own abilities to be secure about the future.

Another setback that we all have to face is illness or injury. I badly injured my neck and was in a brace at the time I began to organize "We Are The World". Later on I realized that the injury had greatly restricted the amount of outside activities I could participate in (particularly basketball, which I love and play frequently). It allowed me to focus completely on the effort of organizing the artists to sing the great song that Lionel Richie and Michael Jackson were in the process of writing.

I used another serious injury and the resulting double spinal fusion as motivation to keep playing full court basketball well into my late '50s. It was a very famous orthopedic surgeon who unwittingly motivated me to keep active. He examined me for some paralysis I was having in one of my legs and informed me that I was lucky to be walking, that I should restrict my activities and be grateful for whatever mobility I had. His negative approach

so angered me that I strengthened my back and overcame the problem.

So, Andy, I hope you and everyone who reads your books will remember that everything in life happens for a good reason and that if you can train yourself to believe that, things really do seem to work out for the best.

Sincerely yours,

A handwritten signature in cursive script that reads "Ken Kragen". The letters are fluid and connected, with a prominent loop at the end of the word "Kragen".

Ken Kragen

Kk/ajs



MORRIS HACKNEY

Steel Magnate

...is Chairman and Chief Executive officer of the citation corporation, one of the largest companies in the iron casting industry.

Morris Hackney is Chairman and CEO of Citation Corporation, which he founded over thirty years ago as a small company. Today, Citation Corporation does business in many states and enjoys sales of hundreds of millions annually. The shares of common stock have continued through the years to be a solid performer.

Citation Corporation has grown from a single location producer of ductile iron castings to one of the largest companies in the casting industry. Today, the company produces casting in gray and ductile iron, steel and aluminum for a wide variety of industries in the United States, Mexico and Canada. The corporation has grown to approximately 3,000 employees. Morris was president and CEO of the Hackney Corporation prior to founding Citation Corporation. He is a 1949 graduate of the United States Naval Academy.

“So disaster was actually camouflaged luck! Life deals all of us strange hands at times.”



CITATION CORPORATION

2 Office Park Circle
Suite 204
Birmingham, AL 35223
(205) 871-5731
FAX (205) 870-8211

Mr. Andy Andrews
P.O. BOX 2761
Gulf Shores, AL 38547

Dear Andy,

Something that I have realized over the course of my business career is that everyone's life has the same amount of luck. The difference is some take advantage of it and others don't. I believe the reason for this is that luck is sometimes disguised or camouflaged as an insignificant or even disastrous event! Let me give you an example:

After returning home from the service I went to work for my father as 10% owner of a modest hardware store. Over the next 15 or 16 years we transformed the store into a chain link fence business that ultimately expanded into a \$35 million company. My father was approaching retirement age by then so my brothers and I decided it would be best to sell. We executed a successful sale and, in the agreement, I remained on staff in a management capacity. Then, at 42 years of age, I was fired. Literally on the street at a time of life that one shouldn't be thinking about starting over.


At the time it seemed disastrous. Add to this the fact that I had leveraged the proceeds of the chain link fence business sale to buy a small foundry that was failing, and it seemed double disastrous. We had done business with this particular foundry previously so I thought I knew the business. It turned out I didn't. I struggled with it for two and half years. Every month losing more and more money with one piece of bad news after another. There were many times during this process that I wanted to quit. In fact, I would have if I'd had an alternative. I even tried to sell a number of times but the business was doing so poorly no one would buy it. I learned many lessons about business in those years and, out of an apparent disastrous period of my life, came a shining success. We finally assembled the

right management team, we learned how to run the foundry efficiently and things took an upturn.

Today my interest in the foundry business is worth \$100 million. Please don't take that as boastful statement. It simply represents the result of doing your best everyday... learning and applying what you've learned everyday in the process of becoming successful. I took the lessons learned in turning that business around and started another company specializing in buying struggling businesses and "fixing" them, making them profitable and the selling them. My interest in this business, The Hackney Group, is roughly \$25 million.

I tell you this, Andy, only to make the point that I thought being fired at 42 was a disaster at the time. Had I continued working at the chain link fence company I would be nearing retirement today at about \$50,000 annually. The fact that I was fired led me (or perhaps pressured me) to be a part of the success my companies now enjoy. So disaster was actually camouflaged luck! Life deals all of us strange hands at times. It's important to remember that the game isn't over until we say it is. Doing your best everyday, learning and applying what you learn will create long-term success every time. Thank you for the opportunity to share my experience with you and your readers, Andy. I wish you continued success in your journey.

Sincerely,



Morris Hackney



NORMAN E. MILLER

Battery Builder

...is chairman of Interstate Battery System of America. Interstate has become the number one replacement battery brand in North America.

Norm Miller is an American entrepreneur who has developed a multi-million dollar auto battery business while believing that religion not only belongs in the workplace, but is an essential part of business success. Norm's unorthodox approach to business, which includes company sponsored Bible studies and prayer groups for employees, has been a tremendous success. It does, however, occasionally generate ridicule from a secular business market that does not understand Norm's success or his heart. This however, is not the painful issue Norm chose to depict in his letter. Rather, his challenge came before his taking the helm of his corporation.

It is always the pioneers who get the arrows shot at them. The nail that stands the tallest is the one which receives the first blows of the hammer. Norman Miller is a man of convictions pointing America's compass back toward its earlier values and former glory. He has my respect and admiration for doing so.

“Regardless how good a battery may be, it won't last forever, but the greatest thing that ever happened to me was when I became charged for life with the truth that sets people free here now and forever more!”



Andy Andrews
P.O. Box 2761
Gulf Shores, AL 36547

Dear Andy:

To be asked to contribute to a book of this nature is an honor I do not regard lightly. I am convinced that more is learned from our difficult experiences and what might be perceived as failure, than from whatever achievements and successes have come our way. For sure this has been true in my case. I lived a troubled life for many years and I'd like to share with your readers how I came from where I was to where I am, by God's grace, today.

I grew up in Galveston, Texas, where my dad ran a service station and garage, so I've been around cars for as long as I can remember. That's probably why I ended up in the battery business. But I inherited something else from my dad -drinking. I followed in my dad's footsteps and started drinking in junior high school. For more years than I care to admit, my major game plan was to have fun and party.

Somehow I made it to college where I drank and partied even more. I wasn't of a student, but managed to complete college and marry Anne, the girl of my dreams. That year my dad started an Interstate Battery distributorship and Anne and I moved to Memphis where I worked with him and my brothers. Later, I moved to Dallas where I began working directly for Interstate in the national office. That meant I was on the road a lot, traveling across the country selling and setting up distributorships. Drinking, partying, and selling batteries—that pretty much defined my life-style at that time. The drinking seemed to ease a pressure that built up in me every four or five days.

After several years, my wife had decided that sooner or later she was going to leave me. I'd been drinking for twenty years, and the tension this created in our marriage forced her into that decision. By now we had two children. I was doing great with Interstate, but behind the scene at home there were some problems. One night back in 1974, I ended up drinking as usual until the bars closed, but

afterward, as I was driving home, I got pulled over by the police. I talked my way out of getting arrested. However, the next morning all hung over, I called in sick to work. As I lay there in bed, the truth overwhelmed me. I was an alcoholic! I'd lost control of my life. That was a frightening realization! In that instant of desperation and realization, panic hit me. Terrified, I blurted out in a half-yell, "God help me! I can't handle it!" I realize it doesn't happen that way for everyone, but God took the compulsion to drink away completely. If you had asked me the day before if I believed in God, I would have told you that I didn't know, that I hadn't even really thought about it.

Religion meant nothing to me and I seldom went to church, but about this same time, a friend started telling me what the Bible says about life and living it. I quickly cut him off. "If you can show me how I can accept the Bible as the TRUTH, logically with my brain, then I'll pay attention to what it has to say. Otherwise, as far as I'm concerned, it's just another old book, a bunch of people's outdated philosophies or whatever, and I don't need it."

I thought I was throwing my friend a big challenge, but he met me head on and gave me some books which documented the validity of the claim that the Bible is God's truth. I was overwhelmed by the objective evidence concerning the Bible from three major areas: From archaeological discoveries, the history and weight of manuscript authenticity, and most of all, from the proven fulfillment of Old Testament prophecy hundreds of years later in the New Testament. I studied all this thoroughly and it left no doubt in my mind that the Bible is indeed the Word of God given to man exactly as He intended it.

The supporting evidence was so strong that I began reading the Bible, and my wife and I attended a Bible study class. An important verse from the Bible spoke of the need to seek for truth and that you'd find it (see Matt.7:11). I told God if he was for real I was a "seeker" and that I wanted to find the TRUTH. So we kept studying the Bible and going to the Bible study. I learned that "Jesus is the Way, the Truth, and the Life" (John 14:6); and that we are all "slaves" (2 Pet. 2:19), not just to alcohol and drugs, bad habits and other things, but overall to sin, and that, as a result, our lives fall short of the glory of God (Rom. 3:23): The Bible also showed me that "the Truth shall make

you free" (John 8:32), and Christ is the TRUTH! I longed for freedom. I recognized that my life-style wasn't pleasing to God, and that I needed to humble myself, change my mind about preconceived ideas about God, Jesus and the Bible, and trust Jesus for forgiveness and the ability to live life God's way. I made a decision about Christ's claims and my life hasn't been the same!

Many things have happened in my life since I made that decision- fear went out of my life and love came in and daily I experience the fullness of life God intended for us. All of what has happened in my life—the good stuff and the less-than-good things...have brought me to the understanding that God loves us, we are His created offspring, He is our heavenly Father, and my career, popularity, or the success of my personal relationships and Interstate Batteries, will be measured on how I use my life loving Him and loving and serving others.

At Interstate we make the claim that our batteries are "built to last," and we stand back of our claims. Regardless how good a battery may be, it won't last forever, but the greatest thing that ever happened to me was when I became charged for life with the truth that sets people free here now and forever more!

Sincerely

A handwritten signature in cursive script that reads "Norm Miller". The signature is written in black ink and is positioned above the printed name.

Norm Miller

INTERSTATE BATTERY SYSTEM OF AMERICA, INC.

12770 Merit Drive • Suite 400 • Dallas, Texas 75251 • (214) 991-1444 • FAX 458-8288



DAVID W. JOHNSON

The Man Behind the Soup Empire

...is former Chairman, President and Chief Executive Officer of the Campbell Soup Company. Also formerly the CEO of Gerber Products company.

David Johnson was responsible for Campbell Soup's tremendous success since the late 1980's. An Australian native, it was always David's dream to live and work here in America. Although he met with great success in international markets, his dream of coming to America eluded him for many years. He began to wonder if this dream would ever become a reality.

David's business talents were eventually rewarded with an assignment in America. But when did David capture that dream for himself? Was it when he accepted that assignment to work in America? Or, was it when he was giving 110% of his own efforts while assigned to the places he would rather not have been – revealing the qualities in himself that would be so coveted by those giving the assignments in America? Success always occurs when opportunity meets preparedness.

David is now a member of the Board of Colgate-Palmolive Company. He is married to the former Sylvia Raymonde Wells. They live in Suburban Philadelphia and have three grown sons.

“Doubt began to intrude. My once-clear path was dimming. My dream of America and world business leadership was receding.”



WORLD HEADQUARTERS
Camden, New Jersey 08103-1799

DAVID W. JOHNSON
CHAIRMAN, PRESIDENT AND
CHIEF EXECUTIVE OFFICER

Andy Andrews
P.O. Box 2761
Gulf Shores, AL 36547

Dear Andy:

Even though I was born in the snowy mountains of Australia. I enjoy telling people that Chicago is my hometown. That's because Chicago was my first experience of the United States and the beginning of a love affair that has lasted a lifetime.

When I graduated from the University of Chicago, a number of leading U.S. companies offered me a job. I couldn't accept, as my student visa was conditioned on a return to my home country. "Don't worry; I said to myself, "In a few years they will be begging you to return..." Famous last words"

In Australia, I joined Colgate Palmolive as a management trainee and indicated my strong preference to follow an International career. I never doubted that my business journey would bring me back to a world headquarters in the U.S.A.

Promotion followed promotion and I was moved to Africa. However, I was very aware that Australia and Africa were remote outreaches of corporate empire. After six years in Africa I asked my boss (the President of International) where my next move might take me. He said greater responsibility in Africa and most likely including the Middle East. Hardly the answer I wanted. I queried, "Why not Europe and the challenge in the U.S.?" He said simply, "Because you are a third country national and we can make the greatest gains using your talent and pioneer spirit in emerging countries.

Those words should have inspired me but they didn't. Instead, I read them as a kind of sentence to serve forever in an elite, but foreign legion. Those "few years" I had envisioned in Chicago now looked to be stretching into decades. I knew and understood the importance of earning one's spurs in international markets, but was I to be marooned? Would bells toll, but not for me?

I had been trained at one of the great business schools of the world and I wanted to grow and be ready to solve the toughest problems a global business could face. What now?

Doubt began to intrude. My once-clear path was dimming. My dream of America and world business leadership was receding.

I was forced to make a very tough decision. One that was against my instincts and feelings. That was to leave a wonderful company and search to reshape a future that would take me on a new growth path. Adieu, Colgate and Africa.

I next joined Warner-Lambert Company. I moved to Hong Kong and had responsibility for Asia. This region stretched from Philippines to Pakistan, from Japan to New Zealand. My key role was to integrate and build the newly acquired Parke-Davis businesses into Warner-Lambert. The work was exciting and stretching. Married with three young children, I threw myself into the job. Travel in the region found me away from home over 50% of the time. I was tough on our family. The business grew lustily. Two years passed. Then three.

At the beginning of the fourth year, the Company's CEO came on a visit and my wife said, "If you get a chance, are you going to ask what might be the next assignment?" I said, "I think I better keep quiet and hope that my track record of results will speak for me." Presentations and field trips were part of a crash program of visits. I proudly described progress in Japan as a highlight.

At the end of his visit, as we drove to Hong Kong's Kai Tak airport, the big boss asked "Have you ever considered coming into the U.S. to work? I could have fainted! You can guess what I said. And he did invite me. And the rest is history with an exciting fulfillment of my brightest dreams. And one of the best outcomes was again to serve Colgate-Palmolive; this time as a Director.

Seizing the future...

Your friend,

A handwritten signature in black ink that reads "David". The signature is written in a cursive style with a large, stylized 'D'.

David Johnson
Chairman, President and Chief Executive Officer



P.T. BARNUM

The Greatest Showman on Earth

(1810-1891)

...together with James Anthony Bailey, formed the world -famous Barnum & Bailey Circus. He was one of the first American entrepreneurs to realize the money – making potential found in publicity.

Phineas Taylor Barnum was born one day late, July 5, 1810. He would have preferred that the country ignite fireworks and celebrate coast to coast to commemorate the entrance of the Greatest Showman of Earth. But, as nature would have it, he missed it by twenty-four hours. The name Phineas was well placed. Its biblical meaning is “brazen mouth”. P.T.’s maternal grandfather had the most influence on the boy in his formative years. The bespectacled, mop-headed, boisterous old man dearly loved his grandson and spent all of his time and lump sugar on him. In P.T.’s own words, “My grandfather would go farther, wail longer, work harder, and contrive deeper to carry out a practical joke than for anything else under heaven”. This model served Phineas well in his later years.

His father died when he was fifteen years old, leaving the family bankrupt and Phineas as the sole supporter. He began work as a clerk in a nearby general store, where his ability for promotion and a vision of broader horizons became evident. Soon after leaving the clerking profession, P.T. Barnum became known as “The Greatest Showman on Earth” as he put tour after tour together, displaying oddities from around the world General Tom Thumb; Jumbo at the Elephant; and Chan & Eng, the original Siamese Twins, were just a few of Barnum’s long –running promotions. In 1881 he joined with rival showman James Anthony Bailey to found the famous Barnum & Bailey Circus and change entertainment forever. P.T. Barnum died in 1891. World famous and respected for his accomplishments in removing social barriers against entertainment and his use of curiosity and sensation in promotion, he was indeed The Greatest Showman on Earth.

Disclaimer: The following letter is completely the work of historical fiction. Although great pains were taken to research this letter for its historical accuracy, no claim is made that this letter represents the actual writings of P.T. Barnum.

**“Think with your head in matters of business and
with your heart in matters of compassion and fun.”**

P.T. BARNUM



Mr. Andy Andrews
P.O. Box 2761
Gulf shores, AL 36547

Dear Andy,

I hope you realize that to ask a showman - in my particular case, The Showman - to expound on this life and times is to open floodgates of promotion and exaggeration. In fact, there is nothing I like more than the telling of the tale. More correctly put, embellishing a tale in a way that attracts crowds. The bigger the better. My odd vocation began as I was hard at work in my grandfather's store in Bethel, Connecticut. A customer entered the store, remarking that he'd just seen a curious sight. A dog of ordinary size, but with two tails. One of which was over three feet long! When I inquired if the dog was still in the area and if he might be for sale, the customer said yes, he was close by and could most likely be purchased for a few dollars. I saw opportunity! I saw money! Excitedly, I took off my apron, hurried out the door, and mounted my horse. The customer stepped out onto the porch and gave one last bit of information: the dog had been exiting a tanning yard, and one of the tails was cow tail that he carried in his mouth. I dismounted somewhat less enthusiastically amid the laughter of friends, but never lost my feel for opportunity found in the unusual.

It was July 1835 when my destiny came calling in the form of one Coley Bartram. Into the store he walked with a bit of news that changed my life and the history of showmanship forever. He spoke of a woman called Joice Heth. This woman was reported to be 161 years old and to have been nursemaid of President George Washington during his infancy. The gentleman currently in charge of Joice Heth was not a true showman and was eager to return to his home state of Tennessee. He was looking for a buyer. I was hungry for bigger and better opportunity. We haggled over the \$3,000

asking price, and when the dust cleared, we agreed on \$1,000 for the Joice Heth Show. To secure the purchase, I talked the seller into a purchase - option arrangement for \$500 - It was all the money I had in the world! Next, I convinced my wife of the solidity of the plan. Then I sold my partner my half of the grocery store to get the remaining money necessary to finalize the deal. In a few short days I became a showman. P:T: Barnum's career was launched! Careful planning, staging, and promotion turned this 161 - year - old woman of exceptional mind and wit into a small industry. Then the inevitable happened. Joice Heth finally went on to meet her Maker. True to my word, I allowed a famous surgeon friend to perform a post - mortem examination. Dr. David L. Rogers returned findings that shocked and frightened me. Joice Heth was no more than 80 years of age at the time of her death. The scandal hit the paper with the headline: "HOAX! I'll tell you, I was devastated. I had done my research and was convinced the records I had were authentic. The stories continued as I carefully watched what I fully expected to be the end of P.T. Barnum, Showman. I literally made plans to move my family and seek other career paths. I was anxious about my future, to put it mildly. Certainly, at best, this phase of my life was over... I thought.

What actually happened was astounding! As the allegations continued to fly and the story grew, a strange promotional phenomenon was born. The suspected hoax became a part of the promotional phenomenon was born. The suspected hoax became a part of the promotional fabric of the Joice Heth story. In other words, it increased the value of the show! Once I realized what was occurring. I was able to move the excitement and conflict into other shows that attracted huge paying crowds who discussed endlessly their authenticity - or lack thereof! Jumbo the Elephant, the mermaid from Feejee, the Cardiff Giant, and many other, some real, some unreal, all fun, were in reality a product of Joice Heth. You see, I learned important lessons on several levels with Joice. First, things are not always what they seem in regard to what people would have you believe in business.

Second, things are not always what they seem in regard to our emotions. I had been misled in the case of Joice Heth's age. I was taken! But my negative emotions - fear, dread, shame, guilt - nearly blinded me to the opportunity that ultimately led to the creation of the modern circus. What

if I had followed my initial emotions out of town? What if I had heeded my feelings of being frightened into another career? I'd have probably died as a store clerk in a small Midwestern town. Nothing to be ashamed of ... but certainly not the exciting life that lay before P.T. Barnum!

Keep your eyes open and a firm grip on your emotions. Think with your head in matters of business and with your heart in matters of compassion and fun. Then, Andy, I believe you will find life to be a circus!

Always your showman friend,

A handwritten signature in cursive script that reads "P.T. Barnum". The signature is written in black ink and is positioned above the printed name.

P.T. Barnum



ANDY ANDREWS

Best-selling Author & Corporate Entertainer

ANDY ANDREWS is a *New York Times* bestselling author and a phenomenal entertainer with over two decades of “live on stage” appearances, hundreds of television appearances, and has sold over two million books and audio products. Because of his wide appeal, Andy is successful as an entertainer, speaker, and comedian in Las Vegas, at conventions, corporate venues, and in concert halls across America.

Driven by a moving personal story, Andy communicates to his audience through the heart, a unique style in today’s climate. Arguably, there is no single person on the planet better at weaving subtle, yet life-changing lessons into riveting tales of adventure and intrigue—both on paper and on stage. In the inner catacombs of his enchanting fiction, readers and audiences capture Andy’s insights and apply them to their lives.

The Traveler’s Gift: Seven Decisions that Determine Personal Success (Thomas Nelson, November 2002) is an international sensation remaining on the New York Times bestseller list for 17 weeks. An ABC’s Good Morning America’s “Read This!” book club selection, this book is transforming hundreds of thousands of lives every day worldwide. *The Traveler’s Gift* has been translated into approximately 20 different languages including Spanish, Korean, Chinese, Japanese, Czech, Italian, French, Portuguese, Thai, Turkish, Afrikaans and English in the UK, Australia and New Zealand, and Braille.

Andy’s newest novel, *The Lost Choice: A Legend of Personal Discovery* (Thomas Nelson, July 2004), elegantly blends riveting fiction, extensive research, and a powerful message of hope.

Join Andy’s Free Mailing List:
www.AndyAndrews.com