

# Quotes from Mary Kay Ash

(Employee Version)

## Action

### Action 1:

Remember that the hardest part of any job is getting started. J.C. Penney once said that, and it is true. So get home and get started and get going. Be careful not to confuse mere activity with action. You can put in a lot of miles running in place – but you will stop right where you started. The secret is constructive action. Placing a value on your time and learning to balance and budget your time. Treat it as if it were gold, which it is. (*New Frontiers Management Conference '89 Speech*)

### Action 2:

What you can do – or dream you can – begin it. Courage has genius, power and magic in it. Only engage your goals and then the mind begins to grow. Begin it and the work will be completed. (*Leadership Conference '95 Speech*)

### Action 3:

Remember, if you do the things you ought to do when you ought to do them, then someday you can do the things you want to do when you want to do them – like being a National. Whatever you do or dream you can do – begin it. Boldness has genius and power and magic in it. (*Career Conference '95 Speech*)

### Action 4:

What is it that you want from your Mary Kay career? Remember that all your goals and all your desires are of no value unless you put them into action. Did you know that procrastination comes from fear? So act without hesitation because action cures fear.

Remember that the death of fear is in doing what you fear to do. Remember that you really are wonderful. Believe it now and act upon it, and soon you will be the winner that you so richly deserve to be. (*Seminar '91 Speech*)

### Action 5:

The president of a successful company was asked what it took to get to the top. He answered, “The same thing it took to get started: a sense of urgency about getting things done.” No matter how intelligent or able you may be, if you don’t have this sense of urgency, now is the time to develop it.

The world is full of very competent people who honestly intend to do things tomorrow, or as soon as they can get around to it. Accomplishments, however, seldom match those of less talented people who are blessed with a sense of the importance of getting started now. (*Management Conference '85 Speech*)

### Action 6:

How do you get started? By simply beginning. Robert Schuller says that all successful people got their start by starting – something stimulated them to take that first step on a trip that was to become a destiny. I can assure you that you will go nowhere until you start. I can also assure you that you will have a tremendous experience if you will only begin. Make every day count. Make every hour count. Make every minute count. And don’t stop until you have exercised your full potential, realizing your impossible dream and fulfilling your total destiny to become the person that you, and only you, are capable of being. (*Seminar '86 Speech*)

### Action 7:

The first step is the hardest; making a commitment to yourself, *for* yourself. But once you do it, you’re well on your way! (*The Mary Kay Guide to Beauty*, Mary Kay Cosmetics, 1983, Page 8)

## Adoptees

### Adoptees 1:

How the adoptee program came about: Years ago, at one point in my life, I had finally reached a modicum of success in my career. As circumstances changed, as they sometimes do in families, I had to move to St. Louis. When I left Dallas, I lost my unit and all I had built. All I had left was the opportunity to start all over and build again in St. Louis. I thought it was grossly unfair. Years later, when we started this Company, I remembered that unfairness. (Leadership Conference '80 Speech)

### Adoptees 2:

The only way we can keep our “no territory” policy is if every Sales Director upholds the go-give spirit that makes it work, welcoming other Consultants from other units as her own, very much like parents who adopt a child, showing no difference between the adopted child and their own children. (Leadership Conference Speech '80 Speech)

### Adoptees 3:

Every Sales Director has benefited from our adoptee system. Most Sales Directors have found that adoptees are almost invariably more cooperative, more responsive, more enthusiastic, and more appreciative than their own unit members. (Leadership Conference '80 Speech)

### Adoptees 4:

One of the most laudable attributes of our Mary Kay organization is the “sharing and caring” attitude contributed coast to coast by our Consultants and Sales Directors. By making a Consultant who belongs to another unit feel welcome, a Sales Director is putting the Golden Rule into action. (*Directors Memo*, May 9, 1980)

## Appearance

### Appearance 1:

While critics argue that a woman's appearance is only superficial, I disagree. When a woman changes from an ugly duckling into a beautiful swan, something inside changes, too. Outer beauty kindles her inner beauty. *(Mary Kay: You Can Have It All 1997 Calendar)*

### Appearance 2:

When a woman has been seriously ill, there's one sure sign that she is on her way to recovery: She'll start fixing her hair and putting on her makeup. When I visited my mother at her nursing home in Houston, I knew she was feeling better when she asked, "Did you bring your beauty case, sweetheart?" *(Mary Kay: You Can Have It All 1997 Calendar)*

### Appearance 3:

When you feel good because you look good, people respond to you positively. While some contend that you feel good because people treat you well, I believe that feeling good about yourself stimulates a positive reaction toward you. It's the old question: Which came first, the chicken or the egg? *(Mary Kay: You Can Have It All 1997 Calendar)*

### Appearance 4:

People judge you by your appearance. Whether you're selling a product, applying for a job, or vying for promotion, they appraise not only your grooming but the air of confidence you project, which is a reflection of how you feel about yourself. There is certainly more to a person than appearance. But you still get only one chance to make a good first impression. *(Mary Kay: You Can Have It All 1997 Calendar)*

### Appearance 5:

Years ago, Mary Kay Inc. participated in a scientifically controlled study at the Golden Acres Nursing Home in Dallas to determine whether a positive change in a woman's mental attitude could result from improving her appearance. Sixty women participated. After the study concluded, researchers had documented a change in nearly every participant. *(Mary Kay: You Can Have It All 1997 Calendar)*

### Appearance 6:

What woman hasn't dashed out on a Saturday, wearing jeans, no makeup, and curlers in her hair? If she were to go shopping for a dress, she'd probably have a difficult time getting anyone to wait on her. But in a nice outfit, the treatment she would receive would be entirely different. Is it simply the clothes? Or is it her self-assurance and poise that generate the positive response? *(Mary Kay: You Can Have It All 1997 Calendar)*

### Appearance 7:

Imagine a family starting their day with a woman who comes to the breakfast table in a bathrobe, face undone, mad at the world. Now picture this same exhausted woman at day's end, coming home from a job she can't stand, after being told off by an irate customer and having an argument with her supervisor. At the very least, her battered self-esteem will put a damper on her whole family's dinner experience. Wouldn't you prefer your children to see a mother who gets up feeling glad? *(Mary Kay: You Can Have It All 1997 Calendar)*

### Appearance 8:

Since a woman's husband and children are the most important people in the world to her, shouldn't a woman want to look her best for them as well as for herself? And shouldn't she want to radiate self-esteem when she is with them? *(Mary Kay: You Can Have It All 1997 Calendar)*

### Appearance 9:

Let me tell you about a man who called me at my office, saying, "Mary Kay, I called to thank you for saving my marriage. About two months ago, my wife was invited to a Mary Kay skin care class and bought \$28 worth of products. When I got home that night she looked terrific! I'd forgotten how beautiful she really is. Now she fixes her hair and gets dressed every morning. I've got my old girl back. We're falling in love all over again, and it's all because of you." *(Mary Kay: You Can Have It All 1997 Calendar)*

Appearance 10:

Of all the lessons I've learned in the cosmetics business, one of the most universal is that women like to be told that they're beautiful. And why not? There's no nicer compliment. It's only natural that we feel better about ourselves when others offer their praise, support, and approval. But did you ever stop to consider that the better you like yourself, the more beautiful you appear? It's a perpetual cycle: once you begin feeling your best – and believing that you are – you'll project that image to the world! (*The Mary Kay Guide to Beauty*, Mary Kay Cosmetics, 1983, Page 6)

Appearance 11:

At Mary Kay Cosmetics, our goal has always been to help women bring the beauty they have inside them – outside! Instead of concentrating on what's less than perfect, we encourage them to look at the big picture – the positive qualities that make them special and unique. I don't know how many times I've heard a woman worry about her close-set eyes when she should have been focusing on their gorgeous shade of blue! It's not just coincidence that when you look past your shortcomings, others do too. Still, that doesn't mean you can "wish" your way to an attractive appearance. Looking good takes motivation and effort. It means setting aside time to do those things that will contribute to your physical and your emotional well-being. Rule Number One: Include yourself on your list of priorities – no matter how long that list may be. (*The Mary Kay Guide to Beauty*, Mary Kay Cosmetics, 1983, Page 6)

Appearance 12:

As for finding the time to devote to a sensible beauty routine, one of my favorite expressions is: You can do it! Just as work expands to fill the time available for it, you'll also be able to fit self-care and self-awareness into your daily life if you really want to. The key is not to think of this time as just an indulgence. Instead, consider it an important part of your life, necessary to keep you functioning in peak condition. (*The Mary Kay Guide to Beauty*, Mary Kay Cosmetics, 1983, Page 6)

Appearance 13:

Yet inevitably there are women who think they're too old or too ugly or too unsuccessful ever to be beautiful. How wrong they are! Many's the time I've convinced a woman who felt that way just to try skin-care and beauty products. So often the results are magical. All of a sudden, that woman feels pretty – and it shows inside and out. From that point on, she becomes dedicated to her daily beauty routine. This, of course, doesn't mean hours of fussing and primping. Nobody has that much time. Instead, I recommend a positive attitude and sense of self, discovering, step by step, exactly what makes *you* so special – and so beautiful. (*The Mary Kay Guide to Beauty*, Mary Kay Cosmetics, 1983, Page 7)

Appearance 14:

There's that word again – *beautiful*. Don't let it scare you. There's no need, since today's definition is so different from what it used to be. Beauty now is both accessible and attainable, including such qualities as energy, health, and vitality, radiance, confidence, and personal style. (*The Mary Kay Guide to Beauty*, Mary Kay Cosmetics, 1983, Page 8)

Appearance 15:

So how do you reach your beauty potential? First, you need an intelligent plan of action with challenging, but always realistic, goals. We at Mary Kay Cosmetics believe everyone can climb the ladder of success, provided she moves up one rung at a time. And once you understand that this pertains to all aspects of your life – from skin care to diet to career – you'll be able to reach new heights. I also encourage you to experiment, to grow, learn, and keep pace with what's going on in fashion, makeup, your field, and your world. When you step outside your comfort zone, I know you'll find the results to be well worth the effort. (*The Mary Kay Guide to Beauty*, Mary Kay Cosmetics, 1983, Page 8)

Appearance 16:

Bear in mind that beauty is individual and personal, that the look and feeling you're after is one with which you can be comfortable each and every day of your life. (*The Mary Kay Guide to Beauty*, Mary Kay Cosmetics, 1983, Page 8)

Appearance 17:

Ralph Waldo Emerson wrote, “Things are pretty, graceful, rich, elegant, handsome, but, until they speak to the imagination, not yet beautiful.” I couldn’t agree more. Beauty is illusory. You communicate it not only by your appearance, but also by your manner and vitality, your sense of confidence and style. Our goal at Mary Kay Cosmetics has always been to help women bring the beauty they have inside, *outside*. (*Inside Beauty*, Mary Kay Cosmetics, 1992, Page 2)

Appearance 18:

Looking good makes you feel better. I believe that at Mary Kay Cosmetics, we are in the business of helping women (and men) turn these good feelings into more positive self-images. This, in turn, will allow them to approach life’s challenges with confidence and determination. As I have often said, “We’re not only in the cosmetics business – we’re also in the people business.” (*Mary Kay*, page 130)

## Attitude

### Attitude 1:

You hear a lot about pollution today, but the greatest pollution problem we face is that of negative thinking. "You can't. That won't work." All of these negatives are heard on radio and television and seen in the news daily, so throw out the words "I can't. It's impossible. I'll try," and "I hope." and substitute "I can. I will. I must." (Future Director Speech, Seminar 1979)

### Attitude 2:

Some wise person once said that a man is what he thinks about all day, so I want you to be thinking every single day that God did not have time to make a nobody, only a somebody, and that you are great. You are going places, and you are going to do great things. Believe in yourself and know that you can do anything in this world that you want to do if you want to do it badly enough and you are willing to pay the price. Whatever you vividly imagine, ardently desire, sincerely believe and enthusiastically act upon must inevitably come to pass. (Future Director Speech, Seminar 1979)

### Attitude 3:

In studying winners, we have found that there are some qualities which winners have in common. I think it all begins with a positive mental attitude. Someone once said, "If you think you can, you can; if you think you can't, you're right." Many times when a new Consultant comes into the Company, she doesn't have that positive mental attitude. She's long been subjected to the negative aspects of the world. But being around other positive Consultants and Sales Directors, she acquires this positive mental attitude, and this can be her very first step up that ladder of success. (Seminar '91 Speech)

### Attitude 4:

Sometimes I ask someone on meeting them, "How are you?" Invariably they will say, "Fine." And my answer to that is, "No, you are great!" Usually when I meet them the next time and ask, "How are you" – they will say, "Great!" (Seminar '91 Speech)

### Attitude 5:

I challenge you to think of each blessing as a burden and each burden as a blessing. Wrap each blessing in the cloak of responsibility. With this great opportunity we have the responsibility of showing everybody how to take care of their skin; therefore feel the burden of booking, holding skin care classes, and sharing our opportunity. (Seminar '80 Speech)

### Attitude 6:

Don't let the negatives of life control you. Rise above them. Use them as your stepping stones to go higher than you ever dreamed possible. Place your eyes on your goal and don't move them. (Seminar '80 Speech)

### Attitude 7:

I believe that you will make everyday incredible just by what you exude in your eyes and your handshake and your friendly spirit. And that you will be self-contained and content in thinking, saying and acting the things that you know are right. And then those things which you believe with your heart, speak with your mouth and act out in love will inevitably come to pass! (Seminar '87 Speech)

### Attitude 8:

Learn to doodle "I can" at the telephone. Then underneath write your objectives. Write your objectives on the bathroom mirror to remind yourself constantly what it is you are trying to do. Remember that it's a good day to go to work and sing in the shower. I think it is good to remember that we don't sing because we are happy. We are happy because we sing. Try to make life a lemonade even though you may be given only a lemon. Success is never an accident. It is always deliberate. Whatever your lot in life, build something on it! Be a risk-taker. Don't be afraid to fail. (Workshop '71 Speech)

Attitude 9:

What is it that makes the difference between the successful and the unsuccessful Consultant. Each of us has two hands. We all have the same Guide to study. Each has the same showcase, the same flip chart – that can't be it. Each has the same class procedure. So what is the difference?

The difference, I believe, is attitude. A person can always find something to blame if he is not doing well. Many people go through life blaming their personal failures on one thing after another, but of course the same excuses are available to the Consultants who are climbing the ladder of success.... Anyone can locate an excuse, but it takes courage to find a way to go over, around, under or right through any obstacle that might stand in your way. (Workshop '73 Speech)

Attitude 10:

Don't limit yourself. Many people limit themselves to what they think they can do. You can go as far as your mind lets you. What you believe, remember, you can achieve. (Workshop '73 Speech)

Attitude 11:

Remember you're either positive or negative. It's a boy or a girl. There's nothing else. Go after the success that is your destiny. (Go-Give Meeting Speech, Management Conference '92 Speech)

Attitude 12:

Whenever you are plagued with a negative thought, just say, "Cancel, cancel." Don't give voice to it, because if you give voice to a negative thought, you underline it, you underscore that negative thought. So just cancel it. Remember that every thought you think is either negative or positive. (Seminar '85 Speech as published in *Applause @* magazine)

Attitude 13:

The most valuable gift that you could give your children is not money, but instead it is the ability to think positively. The money will soon be gone, but the ability to think positively will go on to help your children be a success throughout their entire lives. (Management Conference '87 Speech)

Attitude 14:

Your attitude will be the most significant factor in your success, for with the right attitude you can do everything wrong and still succeed. But with the wrong attitude you can do everything right and fail. So if you think you can, you can! But if you think you can't, you're right. The greatest undeveloped territory in the whole world is right under your hat. (Management Conference '87 Speech, stated a little differently in *From My Heart to Yours*, Page 17)

Attitude 15:

Your attitude determines your altitude. It really is true that if you think you can, you can; and if you think you can't you're right. (Team Leader/Future Director Speech, Seminar 1982)

Attitude 16:

I recently had a dead tree that had to be cut down. I worried about the fact that they would start sawing at the bottom and that tree would fall over and perhaps damage the fence and everything surrounding it. But the expert tree people didn't do it that way. Instead they started at the top and cut off small branches first and kept coming on down until they finally got to the large part of the trunk. Then they sawed it off without damage. So applying this to positive thinking, I would say that if someone really wants to become a positive thinker, you start to snip off some of the small negative thoughts first, and then finally work on down to the trunk of your negativity. You are greater than you think you are. You can if you really believe that you can. (Management Conference '87 Speech)

Attitude 17:

There are two types of thinking – positive and negative. The positive thinker is an optimistic, faith-motivated person who habitually projects positive pictures and attitudes every single day, sending positive, creative thoughts into your world. These strong thought vibrations condition the surrounding world positively; and as a result, a flow of positive outcomes is activated and positive achievements are manifested. A good way to look at it is that it's either a boy or a girl – there is nothing else. When a negative thought comes to you, simply say, "Cancel, cancel," and turn it into a positive one. (Management Conference '87 Speech)

Attitude 18:

It is our attitude toward life which determines life's attitude toward us; and it is our attitude at the beginning of any task which more than anything else will affect its outcome. Throw all of the negatives out of your attitude; take the words out of your vocabulary such as "can't" and "impossible." (Team Leader/Future Director Class Speech, Seminar 1983)

Attitude 19:

Make positive affirmations a way of life! Act as if you already have the characteristics that you desire, and you will have them. Act successful! And you'll draw it to you!! Get rid of words like, "I can't...but...what if," and exchange them for "I can. I will. I am in the process of becoming." (Future Director Speech, Seminar 1980)

Attitude 20:

You are hourly, daily, mixing together in the whirling, mixing vat of your mind the ingredients that will determine the kind of finished product you will become. The question to ask yourself is this: As the personal chemist of your own future, are you putting enough of the fine, raw materials of faith, confidence, effort, study and the Golden Rule into your mix of life? Or are you blending thoughts of yesterday's unpleasant experiences, mistakes or failures, thoughts of expecting the worst, attitudes of "I can't," feelings of inferiority or inadequacy. What are you mixing everyday into your mind? What will the finished product be? (Seminar '80 Speech)

Attitude 21:

The only chains and shackles that prevent any of us from realizing our life's dreams are those that we ourselves forge in the fires of doubt and hammer out on the anvils of the lack of belief. Is there really any reason to chain ourselves to mediocrity? Of course not. Let's take a really good look at what God has entrusted us with and decide if we are really doing all we should do with it. I want you to take the brakes off your thinking. It really is true that whatever the mind can conceive and believe, it can achieve. (Directors Meeting Speech, Seminar 1982; Management Conference '92 Speech)

Attitude 22:

Every failure, obstacle or hardship is an opportunity in disguise. Success in many cases is failure turned inside out. The greatest pollution problem we face today is negativity. Eliminate the negative attitude and believe you can do anything. Replace "if I can, I hope, maybe" with "I can, I will, I must." (*From My Heart to Yours*, Page 6)

Attitude 23:

Many times the things we fear most happen because we expect them to happen. Fortunately the opposite also is true. When we expect great things, great things will happen! We are surrounded by abundance, and we can draw it to us by expecting it. (*From My Heart to Yours*, Page 11)

Attitude 24:

It's not so much what happens to us as how we react to what happens that makes the difference. Cultivate the happy side of life. Have you ever stopped to think about how, when something really bad happens to us, we later see that it really happened for the best? That's so often true. So look for the silver lining in that cloud. It's there!

Enter and live each day with a positive, expectant attitude and maintain that attitude even through difficulties. Visualize a year filled with accomplishments and the realization of your goals. Filling your mind with positive expectancy and focusing on what you plan to accomplish provide energy that multiplies when you set a desired goal and work toward it. (*From My Heart to Yours*, Page 48)

Attitude 25:

You can do anything in this world that you want to do, if you want to do it badly enough and you are willing to pay the price. Often during my childhood I heard those words from my mother, always urging me on to greater heights! They became so firmly implanted in my mind that they became the theme of my childhood and of my life. (*From My Heart to Yours*, Page 57)

Attitude 26:

In his classic book, Think and Grow Rich, Napoleon Hill wrote, "Whatever the mind can conceive and believe, it can achieve." This famous line on positive thinking applies to everyone. Believing in yourself is a vital ingredient in determining your success. (*Mary Kay: You Can Have It All 1997 Calendar*)

Attitude 27:

Every achievement, big or small, begins in your mind. It starts as a thought. Your self-image comes into play as you act out that thought. Confidence stimulates your ability to perform. Whether you're in sales, sports, business or law, those good days at work don't occur by chance. They result from attitude. (*Mary Kay: You Can Have It All 1997 Calendar*)

Attitude 28:

A woman who starts the day feeling perky hums a tune while she fixes breakfast and gives her family hugs and kisses as they leave the house. Whether she realizes it or not, she has just set the tone for her husband's day at the office and her children's day at school. (*Mary Kay: You Can Have It All 1997 Calendar*)

Attitude 29:

As we say at Mary Kay Inc.: Expect great things and great things will happen. Around here, we are realists – realists who expect a miracle every day. Your God-given womanhood, intuition, and desire to nurture make you His living miracle. (*Mary Kay: You Can Have It All 1997 Calendar*)

Attitude 30:

You can have anything in this world if you want it badly enough and are willing to pay the price. With your priorities in order, press on, and never look back. May all of your dreams come true! You can, indeed, have it all! (*Mary Kay: You Can Have It All 1997 Calendar*)

Attitude 31:

Whatever picture you paint in your mind, the mind goes to work to complete it. Someone once said that a man is what he thinks about all day long. Well, if that applies to man, it certainly applies to us. Believe me, if you will think about what it is that you want to do and what you want to become all day long, great things are going to happen in your life. Keep your goals posted on your desk, your refrigerator, your bathroom mirror, and your car visor so that you are reminded all day long of your goal.

I want you to throw out all those negative words like "if I can," "I hope," "maybe," because this is a feminine thing that we were unfortunately born with. You never hear a man saying, "if I can" and "I hope." They at least have enough sense to bluff their way through, even if sometimes they are just as scared as we are. I want you to get rid of those insecurities. You are a woman; you can do anything in this world that you want to do, and I want you to replace those words with "I can, I will, I must." (Career Conference '95 Speech)

Attitude 32:

The important thing to remember is that we live in a negative world, and there will always be those who tell you it can't be done. Remember our meager beginning? I was told by everyone it couldn't be done, but I didn't listen. Aren't you glad I didn't? Thousands of women around the world today are basking in the glory of Mary Kay Inc. (Career Conference '95 Speech)

Attitude 33:

One of my favorite sayings is, as you probably know, "If you think you can, you can; and if you think you can't, you're right." So I want to urge you as you start out on this new year to learn to think positively. Think of a glass of water as half-full, not half-empty. And when you come to a traffic light signal, don't look for a red light. Look for a go light.

I like the optimism of a young man who was asked if he had graduated in the top half of his class. He thought for a moment and said, "Well, no sir. I'm one of those who made the top half possible." (Career Conference '91 Speech)

Attitude 34:

This can be the year of your dreams, the year of your greatest accomplishments, the year of merited recognition, the year of achieving long-sought mental, spiritual, social, physical and financial goals. And what determines whether or not you make it such a year? It will be if you expect it to be; only if you live with positive expectancy. Some wise person said, "A company is not destroyed by outside forces, but rather, always by negative forces within." Negative expectancy will surely produce negative results because like attracts like.

If you expect the best, then the best will come to you. Expect to make sales, and you will make them. Expect to book, and you will book. Expect to recruit, and you will recruit. Expect to achieve the goal of your dreams, and you will achieve it. [This] will be an exciting and rewarding year only if you make it so. A great year depends upon your understanding and applying positive and expectant attitudes. That is why you must adopt and maintain an attitude of positive expectancy. When you do, you will experience the year of your dreams.

It was the great philosopher Williams James who said, "The greatest discovery of my lifetime is that by changing my attitude, I can change my life." It really is true that your attitude is determined by your attitude. (Management Conference '85 Speech)

Attitude 35:

There is very little difference in people, but that little difference makes a big difference. The little difference is attitude; the big difference is whether it is positive or negative. Our attitude determines our attitudes and you can do anything in this world that you want to do if you want to do it badly enough, and you are willing to pay the price. Decide today that when anyone comes to you with a negative thought, you are going to replace it with a positive one. Just say, "Cancel, cancel," when negative thoughts are sent your way. (Management Conference '85 Speech)

Attitude 36:

With the right mental attitude, all of the problems in the world will not make you a failure. With the right mental attitude, all of the help will not make you a success. This week, everytime you think or utter a negative idea, regardless of what it's about, correct yourself. I'm sure it's going to help you reach your goals. (Management Conference '85 Speech)

Attitude 37:

When we see others doing well in other areas, we have a tendency to feel that "the grass is greener on the other side." But this is a fallacy. The difference is purely and simply attitude. Those people thought it could be done. As a matter of fact, they are so enthusiastic about it that they're out there doing it!

Someone once said, "A man is what he thinks about all of the time." If that is true of a man, it certainly is true of a woman. If we are to be a success, we must think success. (Management Conference '95 Speech)

Attitude 38:

If you think you can, you can. And if you think you can't, you're right. I once saw a poster that had a worm, a cocoon, and a butterfly. Under the picture was the caption: "Choose. It's the same life." So which will you be? A worm? A cocoon? A butterfly? You can fly, don't forget. Thinking makes it so. (Seminar '85 Speech as published in *Applause*® magazine)

Attitude 39:

Would you like to know how to change your thinking from negative to positive? How to live your life to the fullest with more energy, more confidence and more enthusiasm? The key to positive thinking is sometimes called "the plus factor." It is that something extra, the latent ability, perhaps even the genius that is in each of you. God did not have time to make a nobody, just a somebody. Many of us die with our music still unplayed because it is said that most of us use only about 10 percent of all of that God-given ability within us. I want you to increase that percentage to 20, 30, 40, 50, maybe even 60 percent and amaze yourself at what you can accomplish. I want you to aim for the moon and to remember that even if you miss, you will land among the beautiful stars.

This plus factor will enable you to attain your goals in life. It is the "I can" opposed to the "I can't" way of thinking. The way we think affects what we are and what we can be. When you have learned to adopt this positive attitude thinking, you will pass it on, not only to your family member and your children, but also to anyone else who comes in contact with you. This plus factor will make achievers of everyone of us. (Management Conference '87 Speech)

Attitude 40:

The mind once stretched to a new dimension can never return to its former dimension. An idea is a pent-up reservoir, full of energy, absolutely worthless until put into action. (Management Conference '87 Speech)

Attitude 41:

I want you to be a possibility thinker. A possibility thinker is one who looks at obstacles and sees opportunities. Aim at something bigger than you are sure you can achieve, then plan your work and work your plan. Act as though you have already achieved that goal; and when you reach the final obstacle, turn it into an opportunity. You have a choice. You can overcome an obstacle and be a winner, or you can allow it to overcome you and be a loser. Remember that it is far better to be exhausted from success than to be rested from failure.

A very successful man was once asked the secret to his success, and he said, "I can tell you in three short words – *and then some*. I have always tried to do everything I was supposed to do, and then some. Those three words made the difference in my success." (Seminar '94 Speech)

# Belief

## Belief 1:

The only chains and shackles that prevent any of us from realizing our life's dreams are those that we ourselves forge in the fires of doubt and hammer out on the anvils of the lack of belief. Is there really any reason to chain ourselves to mediocrity? Of course not. Let's take a really good look at what God has entrusted us with and decide if we are doing all we should with it. I want you to take the brakes off your thinking. It really is true that whatever the mind can conceive and believe, it can achieve. (Go Give Area Meeting Speech, Management Conference, 1992)

## Belief 2:

Belief in success is the one basic absolutely essential ingredient in successful people. Obviously, if you think victory, you will succeed. Belief is the thermostat that regulates what we accomplish in life. A person is actually a product of her own thoughts; and when you think big, you achieve big things. Shakespeare said "There is nothing good or bad but that thinking makes it so." He who would attain greatness must make no little plans. (Director Speech, Seminar 1981)

## Belief 3:

Belief in success is the one basic and absolutely essential ingredient in successful people. Believe you can succeed and you will. Disbelief is a negative power. Think doubt and fail. Think victory and succeed. Belief is the thermostat that regulates what we accomplish in life. A person is only the product of his own thoughts. Believe big and grow big. (Leadership Conference '84 Speech)

## Belief 4:

Start writing your own success today! Set your goals and hang on to them until they are a reality. You've got to believe it before you will ever see it. Whatever the mind can perceive and believe, you can achieve! (Seminar '84 Speech)

## Belief 5:

Hope is wishing for something to come true. Faith is belief that it will come true. Believe that for every problem God gives you, He will also provide you with a solution. (Career Conference '89 Speech)

## Belief 6:

If you really believe you can do something, obstacles can never make you give up. But if you believe you cannot do it, you will give up at the first sign of trouble. Dare to believe that you can achieve God's best and highest in your life. (Seminar 1986 Speech Notes)

## Belief 7:

You truly are wonderful and when God created you, He had a beautiful and special plan for your life. He knew that He had created within you the abilities and the talents that you needed to be the beautiful creature He had destined you to be. He planted in you the seeds of greatness. You can be anything you want to be; you can climb any mountain you want to climb; you can reach any goal you want to reach. It all lies within you. Believe in yourself. Have faith in yourself. Look for the best qualities in yourself. Believe that you are becoming the best *you* that you can be. Remember that all human activity is prompted by desire, and desire will develop a sense of urgency in you to make your dreams a reality. (Seminar '91 and Seminar '87 Speeches)

## Belief 8:

Behind every success story in Mary Kay, you will find a simple explanation of great faith. I believe that every person has a capacity for greatness, that God planted the seeds there, and it is up to us to make them blossom forth with patience, guidance and belief. It is up to us to discover the multiple talents that we possess and bring them into fruition. (VIP Class Speech, Seminar 1988)

## Belief 9:

I sincerely believe that faith is an important part in anything we undertake. We can indeed do great things when we believe. Everyone has obstacles to overcome, but those with great faith can conquer whatever stands in the way. (Leadership Conference '93 Speech)

Belief 10:

Remember the wonderful story of Roger Bannister who broke the four-minute mile barrier? Since ancient Greece men had been trying to run a mile in under four minutes, and it was said that it was a physical impossibility for a man to go that fast. And then on May 6, 1954, Roger Bannister broke that barrier. Within one month after he did it, 32 others did the same. Within one year 356 others accomplished the same feat. What changed that? Only their believe that it could be done. (Hall A Speech, Seminar 1995)

Belief 11:

Claude Bristol's The Magic of Believing is a wonderful motivational book. Bristol's studies of individuals who were either ill, recovering from illness, or dying convinced him that people with belief can do fantastic things. "In time," he wrote, "I discovered a golden thread that makes life work. That thread can be named in a single word – *belief!*" (*Mary Kay: You Can Have It All 1997 Calendar*)

Belief 12:

Have you ever been so uptight that you were tempted to blurt out those nasty, negative words, "No way, no way." I've heard so many people saying "no way" lately. It's one of those new phrases that has come along in the past few years: no way, I give up, it's impossible, I've had it.

When you do reach that spot, when the burdens of life get just too heavy and they're more than you can bear, just remember these words, "God can." When you don't know how to handle the burdens of life, remember the exciting news that God can make it possible. He can make your impossible dreams come true, too. (Career Conference '91 Speech; Team Leader Class Speech, Seminar 1992)

Belief 13:

In 1963, I believed in women. I believed in what you could do, even though all the bankers, accountants and everybody else were saying it could not be done. But you did it!

Just as a tiny mustard seed grows into a mighty plant, Mary Kay Inc. has grown into the finest teaching-oriented skin care company in the world. Looking at you, I see proof that my dream became a reality, my mustard seed sprouted. I can see proof that my belief in Mary Kay Inc. was well-founded when I believed in you.

Seeing your success is about the best part of having worked to build this Company. I believe that all of us can look toward a future of greater gains and success. A future that belongs to you. (Seminar '85 Speech as published in *Applause*® magazine)

Belief 14:

Still another necessary element of being your best is believing in yourself – capitalizing on your assets and making the most of your talents. Then decide what changes you want to make and what areas you'd most like to improve. Once you know what it takes to make you feel terrific – and believe it's possible – you can start a positive move in that direction. (*The Mary Kay Guide to Beauty*, Mary Kay Cosmetics, 1983, Page 8)

# Change

## Change 1:

If you're dealing with a career crash, make a list of criteria for your ideal job. This will help you point yourself in the right direction. Once you know your criteria, you can begin to evaluate which new career path will best suit your needs. And while some compromise may be in order, don't stop searching too soon. It may take some searching to find the position you're after, but the effort is worth it. *(Mary Kay: You Can Have It All 1997 Calendar)*

## Change 2:

In today's fast-changing, highly competitive world, standing still is the same thing as moving backward. If you don't go forward, others will zoom right past you. *(Mary Kay: You Can Have It All 1997 Calendar)*

## Change 3:

It is important to remember that although change entails uncertainty, it also brings opportunity. Each of us must engage in a lifelong self-improvement program, continually seeking more knowledge and newer methods. We must be open to new ideas; never be satisfied with the status quo. *(Mary Kay: You Can Have It All 1997 Calendar)*

## Change 4:

"If it ain't broke, don't fix it." Or, to put it another way, don't change just for the sake of change. Since not all change represents progress, it is prudent to think carefully before making a change. The ability to discern when something new is an improvement requires wisdom. *(Mary Kay: You Can Have It All 1997 Calendar)*

## Change 5:

Over the years, our Company has witnessed dramatic changes in everything from products to packaging. Like the fashion industry, cosmetics is a field that has no room for the meek and mild-mannered who shy away from change. Just as our Company has a constant drive to keep evolving, so must you as an individual. You can either go forward or backward – this year, this month, this day – but you can't stand still! *(Mary Kay: You Can Have It All 1997 Calendar)*

## Change 6:

Thomas Jefferson once said, "In matters of principle, stand like a rock; in matters of taste, swim with the current." I agree. We live in a world where everything is subject to change -- everything, that is, except one's principles. If you are thinking of starting your own business, write down specific principles to which your future company should adhere. It's never too early to make this philosophical commitment. *(Mary Kay: You Can Have It All 1997 Calendar)*

## Change 7:

I know women who are reading books and taking courses on everything from cooking to bookkeeping. They are continually seeking ways to improve themselves. These improvements not only do wonders for their confidence, but enrich their husbands' and children's lives as well. Growth excites the whole family and gives its members permission to grow, too. Never turn down an opportunity to grow. *(Mary Kay: You Can Have It All 1997 Calendar)*

## Change 8:

There are three types of people in this world: those who make things happen, those who watch things happen, and those who wonder what happened. We all have a choice. You can decide which type of person you want to be. I have always chosen to be in the first group. *(Mary Kay: You Can Have It All 1997 Calendar)*

Change 9:

God gives us dreams too big so that we can grow into them; and if you think changes are frustrating, going backwards or standing still is even worse. It takes courage to change, lots of courage, but be a big thinker and change your belief because belief follows action. Do you know that you have the power within you to do anything on this earth that you want to do? Do you know that within your reach lies every path you ever dreamed of taking? Do you know that within your power lies every step you ever dreamed of stepping, and within your range lies every joy you ever dreamed of seeing? Within yourself lies everything you ever dreamed of being. Become everything that God wants you to be. It is within your reach. Dare to grow into your dreams. (Career Conference '93 Speech)

Change 10:

Even when people are dissatisfied with the status quo, they resist change. People involved in the decision-making process are more likely to accept change and support new ideas. Involving them means soliciting their advice, listening to their comments, and inviting them to participate in implementation. Once a change is implemented, the strong support it receives creates high-yield results. (*Mary Kay: You Can Have It All 1997 Calendar*)

## Commitment

### Commitment 1:

You have to be committed. Janet Evans, who was a three-time gold medal winner at Seoul, recently said, "Winners make commitments, and if you keep your eye on God you will win the race." I agree with her completely. This wise young woman is only 17 years old but already she has her priorities straight. She is turning down endorsements for cereals and shoes and tee-shirts, etc. in order that she might keep her priority of going to college and getting an education first. So make your commitment to yourself and to your unit, and then get everybody working toward a common goal. (*New Frontiers Management Conference '89 Speech*)

## Company Story

### Company Story 1:

The more I thought about how embarrassed I was about trying on makeup at stores, the more I thought it would be wonderful for a skin care expert to come to my house and, in the privacy of my home, show me what would be the best look for my face. Then, if she instructed me on how to do it myself, I would be able to do it tomorrow and every day. I believed other women would feel this way, too. Based on that belief, I decided to conduct skin care classes. (*Mary Kay: You Can Have It All 1997 Calendar*)

### Company Story 2:

Soon after I decided to start my business, both my lawyer and my accountant told me my original marketing plan was doomed. Normally, when I engage the services of professionals with expertise, I obediently follow their instructions; but when something inside gives me different counsel, I follow my intuition. (*Mary Kay: You Can Have It All 1997 Calendar*)

### Company Story 3:

Our story is not about money or status or fame. I like to think of it as a story of two people, like a mother and a daughter on a mission. And, it's also the story of many women whose lives our Company has touched and whose lives have touched mine. It really is true that all you send into the lives of others comes back into your own. (*Pearls of Wisdom, "What You Send Into The Lives Of Others..."*, 1993)

### Company Story 4:

In 1963, after twenty-five years in direct sales, I retired – for a whole month. And during that month, I sat at my dining room table trying to write a book that would help other women over some of the obstacles that I had encountered in all those years. I also hoped that would be a positive way to help me get over the resentment that I was feeling. I didn't know how to write a book, so I simply took a legal-size pad and wrote down everything good that happened in the companies that I had been with, and after a couple of weeks, I completed that list. Then I took a second legal pad and began to write down all the problems that I had encountered, and there were many. One day it occurred to me, if I was so brilliant, how would I have solved those problems had I had the opportunity and the responsibility, and I began to write down my solutions. When I read the whole thing, I realized that inadvertently I had put on paper a marketing plan that would indeed give women the opportunity that I wanted them to have. And the thought suddenly occurred to me, "Wouldn't it be wonderful if somebody actually did this instead of just talking about it?" And so, I began to think about a dream company, one that would give women an open-ended opportunity to do anything they were smart enough to do. (*Pearls of Wisdom, "What You Send Into The Lives Of Others..."*, 1993)

### Company Story 5:

I needed a product. Something that would appeal to women. I finally settled on cosmetics, because I knew that if a woman was going to sell something, she had to believe in it with all her heart, and cosmetics seemed to be the perfect answer, since most women feel they're experts in cosmetics by the age of twenty. For years I had been using some unusual products made by a woman that I had met at a Stanley party, who sold them from her little home beauty shop in the wrong end of town. She died in 1961, and I felt that the only reason she had not succeeded with the great product was that she simply did not know how to market it. I was able to purchase the formulations from her heirs, and I felt with her product and the marketing skills that I had gained over twenty-five years in direct sales, it could be a success. (*Pearls of Wisdom, "What You Send Into The Lives Of Others..."*, 1993)

### Company Story 6:

In the beginning, I held skin care classes, too. But we soon discovered that people wondered why the owner of a company had to be out holding classes. "You own this company?" they would say, "And you're at my house doing a skin care class? Must be an awfully small company." They figured if the company was so small, the products couldn't be any good, either. So, I had to work through our Consultants, giving them ideas to try, and little by little, we would find our techniques. (*Pearls of Wisdom, "All You Send Into The Lives Of Others..."*, 1993)

## Conviction

### Conviction 1:

Focus is closely related to conviction. And believe me, it takes a lot of conviction to start a new business – especially when you’re surrounded by naysayers who are predicting your failure. In my case, my accountant and my lawyer both warned me “for my own good” to abort my plans to get into business. Had I listened to their advice, Mary Kay Inc. would never have opened its doors. (*Mary Kay: You Can Have It All 1997 Calendar*)

# Courage

## Courage 1:

Many times the things we fear most happen because we expect them to happen. Fortunately, the opposite also is true. When we expect great things, great things will happen! We are surrounded by abundance and we can draw it to us by expecting it. ("Mary Kay Cares," *Directors Memo*, October 16, 1992)

## Courage 2:

A great deal of talent is lost in this world for the want of a little courage. So, if you become discouraged, and we all do sometimes, will you become cynical and despondent? Will you rush around with no real purpose or plan? Or will you recover your courage as quickly as possible and do what must be done? ("Mary Kay Cares," *Directors Memo*, April 21, 1989)

## Courage 3:

All the great work of the world has been accomplished by courage, and the world's greatest victories have been born of defeat. Do not then be afraid of defeat. You are never so near to victory as when defeated in a good cause. (Future Director Speech, 1971)

## Courage 4:

Courage is the art of doing what we fear to do and doing it well, no matter how difficult we think it might be.

Courage is having the strength and the vision to make a commitment in life, then standing by that commitment simply because you know it's the right decision. When I had the dream to start this company, my children, including Richard, demonstrated the courage to help make my dream come true.

Courage is truth. Courage is confidence. No matter how dark a night might be, courage always finds the light and the promise of a distant star. (*A Dream Come True*)

## **Dream/Dreams**

### **Dream/Dreams 1:**

The dream I have for you soars on silver wings. You must embrace your dream with all your might and work at it every single day with love-filled intensity. We do have a mission – to share our love and our energies, our hopes, our dreams, our superior products and our beautiful, abundant way of life. In doing so you will be blessed beyond measure with all the riches of life. That's living the Mary Kay dream. (Hall A Speech, Seminar 1995)

### **Dream/Dreams 2:**

God would not give us a dream without the ability to achieve it. Winning begins when you throw away your pride and “go for broke.” When you aim at something that's bigger than you're sure you could ever achieve, and then you practice believing and seeing yourself achieve that goal. Act as if you have already achieved it. In other words, “fake it 'til you make it.” (VIP/Team Leader Speech, Seminar 1989)

### **Dream/Dreams 3:**

Do you know that within your power lies every step you ever dreamed of stepping, and within your power lies every joy you ever dreamed of seeing? Within yourself lies everything you ever dreamed of being. Become everything that God wants you to be. It is within your reach. Dare to grow into your dreams and claim this as your motto: Let it be me. (Career Conference '92 Speech)

### **Dream/Dreams 4:**

Be a dreamer. Have a sense of greatness. It has been said that if you can dream it, you can do it. And I believe that. Before your dream can become a reality, you have to see it in your own mind; see its fulfillment, whatever it may be. (Seminar '90 Speech)

## **Education/Training/Learning**

### Education 1:

We achieved quality growth by developing an organization of trained professional women devoted to the art of helping women look better and thus feel better about themselves. We discovered very early on that when a woman feels pretty on the outside, she becomes prettier on the inside, too.

We set up programs to help our Beauty Consultants discover their hidden talents and abilities. We put in place the training program and helping attitudes that would give our sales force the confidence and abilities they needed in order to help others. Our training never ends!

Without a doubt, the most rewarding aspect of my life is to watch a woman come into our Company like a tight little rosebud, sometimes too inhibited to even tell me who she is, and after six months of praise, encouragement and recognition by her recruiter and Sales Director friends – she blossoms into a poised beautiful woman. All because someone helped her reach down within herself and bring forth her God-given talents and abilities. (Seminar '89 Speech)

### Education 2:

Finally, be sure you take advantage of what the experts have to offer. Whatever you need – information, encouragement, motivation, advice – don't hesitate to turn to those who have the knowledge and experience to guide you. (*The Mary Kay Guide to Beauty*, Mary Kay Cosmetics, 1983, Page 8)

### Education 3:

One of the marvelous things about sharing our opportunity is that, in training others, you will find that you will grow yourself. First, you will grow in your knowledge of our Mary Kay business – and secondly, you will grow in your leadership abilities. Leading others is what the position of Sales Director is all about. Remember that a leader has two important characteristics: first, she is going somewhere, secondly, she is able to persuade others to go with her. (*Mary Kay Directors Guide*, 1993 edition, Chapter 5, Page 14)

# Enthusiasm

## Enthusiasm 1:

Enthusiasm is the motivating power to success. The person who is enthusiastic exercises a magnetic influence over those with whom he or she comes in contact. To become enthusiastic, act enthusiastic. It could easily revolutionize your life. (Management Conference '85 Speech)

## Enthusiasm 2:

Enthusiasm is the key to success. Emerson was right when he said, "Nothing great was ever achieved without enthusiasm." Enthusiasm is the key not only to achievement of great things, but to the accomplishment of anything worthwhile. Enthusiasm is a way of life. It's a magic spark that transforms being into living, and it makes hard work enjoyable. Enthusiasm is the greatest elixir known to man. Nothing will help you to sell yourself better than the power of your personal enthusiasm. (Seminar '86 Speech; "From the Heart," *Applause*® magazine, April 1993)

## Enthusiasm 3:

Nobody wakes up every day feeling enthusiastic. Enthusiasm is something we all have to work at to achieve. I've found it sometimes helps to *fake it till you make it*. Look in the mirror and say to the person you see: "I am healthy! I am happy! I am enthusiastic! I am terrific!" (*From My Heart to Yours*, Page 10)

## Enthusiasm 4:

If you were to ask me which I would prefer, enthusiasm or technique, I think you know my answer would be enthusiasm. This explains how a brand new Consultant goes out and has a \$500 class. She does it with enthusiasm, certainly not with technique. Someone said, "Act enthusiastic and you will become enthusiastic," and it's absolutely true. I believe enthusiasm is very important. When I meet someone in our organization and ask, "How are you?" the only acceptable answer is "Great!" Someone once said that half the people who ask are only moderately curious and the other half are kind of glad you got what was coming to you, so you might as well answer "Great!" It makes you and the person asking feel better and keeps enthusiasm running high. (Seminar '90 Speech as published in *Applause*® magazine, November 1990)

## Enthusiasm 5:

Enthusiasm ... this one ingredient is vitally important in your climb to success. It has always been the companion of success in every worthwhile venture and every upward step in progress since the world began. Enthusiasm is that certain extra spark that makes you great! It's the inspiration that makes you wake up and live. Enthusiasm is the producer of confidence that cries to the world, "I've got what it takes" without your ever uttering a word of boast. Enthusiasm spreads like a prairie fire before the wind. It is the leaping lightning that blasts every obstacle from its path, that effectively communicates and helps you sell your ideas to others. Enthusiasm is as contagious as measles and as powerful as dynamite. (Workshop '71 Speech)

## Enthusiasm 6:

Anyway you define it, enthusiasm is still a little recognized secret of success. The difference in actual skill, ability and intelligence between those who succeed and those who fail is sometimes very narrow. But with two people equally matched, the person with enthusiasm will find the scales dipped in his favor! Enthusiasm is contagious; and once you have mastered it, you will be surprised at the power you possess. Genuine enthusiasm is as enduring as any of the other finer human traits...love, sincerity, courage or faith. As are these qualities, enthusiasm is the outward reflection of a deep emotion that originates from within.

Enthusiasm must come from the heart, but it begins by acting enthusiastic – and you will find that you sincerely do become enthusiastic! (Workshop '71 Speech)

## Enthusiasm 7:

Always be happy, cheerful and enthusiastic even when you sometimes don't feel that way. Remember, "Act enthusiastic and you will become enthusiastic." Don't share your problems with your hostess or customers; they have enough of their own. Everyone loves to be around happy, enthusiastic people, so be one! (*From My Heart to Yours*, Page 21)

Enthusiasm 8:

People love to be around enthusiastic people. The word enthusiasm comes from the Greek words *en* and *theos* or “God within.” How do you get it? Sometimes you don’t feel enthusiastic when you wake up in the morning, but if you act enthusiastic you’ll become enthusiastic. I don’t understand it, but it works! A favorite phrase of mine is, “Fake it until you make it!” Act enthusiastic and it will happen! If God is within you, you can’t help but be enthusiastic about life and all of its possibilities. (Seminar ’91 Speech as published in *Applause@* magazine, November 1991)

Enthusiasm 9:

I always greet our employees with a warm “Hi! How are you?” When a new employee answers, “Uh, pretty good. How are you, Mary Kay?” I’ll say, “You’re not just good, *you’re great!*” Each time I see him or her afterward, he or she will say, “I’m great!” and the smile will get bigger and bigger. If you act enthusiastic, you *become* enthusiastic – and it spreads like wildfire! (*Mary Kay: You Can Have It All 1997 Calendar*)

Enthusiasm 10:

Have you noticed that when you thoroughly enjoy something, you can hardly wait to get out of bed in the morning to do it? One element you should add to my formula for attaining goals is to put enthusiasm into whatever you do! You’re ahead of the game if you have found something you like doing so much you’d be willing to do it for free – yet it will pay you well. Your pleasure makes it easier to find the discipline and energy required to be a success. (*Mary Kay: You Can Have It All 1997 Calendar*)

Enthusiasm 11:

Admittedly, focusing on your work is difficult when you have serious personal problems. For nearly a year after my divorce from my first husband, I felt as though I had failed as a woman. But with three small children to support, I had to be totally focused on my work. Every day, I’d put on my happy face and act as though I were cheerful. I displayed enthusiasm, and this generated a positive reaction: I made a lot of sales, *and I became enthusiastic!* (*Mary Kay: You Can Have It All 1997 Calendar*)

Enthusiasm 12:

Being enthusiastic is easy when everything is going your way, but the true test of your mettle is sustaining your enthusiasm during rough times. This is why I tell our Consultants, “Fake it till you make it!” (*Mary Kay: You Can Have It All 1997 Calendar*)

Enthusiasm 13:

Enthusiasm comes from the two Greek words, “en” and “theos.” From that, we get our word “enthusiasm,” which means, “in God.” And if He is in you, how can you not help but be enthusiastic about life and its possibilities. Of course, we don’t always feel enthusiastic every single day, but a favorite quote is, “Fake it ‘til you make it.” If you act enthusiastic, you will become enthusiastic. It’s strange, but it really works. (Management Conference ’91 Speech)

# Entrepreneurship

## Entrepreneurship 1:

During the 1990s, record numbers of Americans are opting to start their own businesses. Of course, it isn't all peaches and cream. In addition to long hours and financial risk, a small-business owner must pay exorbitant premiums for health insurance and a higher rate for Social Security. Moreover, there is always considerably more bookkeeping and record-keeping than one anticipates. Although it is true a small-business entrepreneur is her own boss, she may have to be a very tough boss to succeed – mostly tough on herself. *(Mary Kay: You Can Have It All 1997 Calendar)*

## Entrepreneurship 2:

Some people crash their careers on purpose. They reach a point in their lives where they are miserable doing what they do and want a change. As they grow older, they come to understand they will never realize their personal ambitions. For those with an entrepreneurial spirit, business ownership may be the route to go. *(Mary Kay: You Can Have It All 1997 Calendar)*

## Entrepreneurship 3:

The idea of owning a business has long lured people seeking independence. After all, as an autonomous businessperson, you are your own boss; nobody can fire you. With corporate America downsizing, it's no wonder the number of brand-new businesses in the United States is at an all-time high. *(Mary Kay: You Can Have It All 1997 Calendar)*

## Entrepreneurship 4:

If your previous career crashed and you are thinking about starting your own business, I wish you well. To begin, choose something you will enjoy, because you'll be required to put in a great deal of overtime. If hard work and long hours aren't what you have in mind, don't start your own business. *(Mary Kay: You Can Have It All 1997 Calendar)*

## Entrepreneurship 5:

Though I've often said, "Find something you like to do so much you would do it for free – and somebody will pay you well," you should bear in mind that millions of entrepreneurs don't make any profits their first year in business – and sometimes it takes longer. *(Mary Kay: You Can Have It All 1997 Calendar)*

## Entrepreneurship 6:

Many things can go wrong when you venture into a field of business about which you know little or nothing. Rather than learning by trial and error, work for somebody else for a year or more to learn from their successes and failures. Even though you may have to take a reduction in salary, you'll make it up later with the dollars you'll save by making fewer mistakes on your own. *(Mary Kay: You Can Have It All 1997 Calendar)*

## Entrepreneurship 7:

If you're considering a franchise, investigate each opportunity by visiting existing franchises, and don't be bashful about asking a lot of questions. Buying the right franchise can help you avoid many of the pitfalls of starting your own unique business. A good franchiser provides a proven formula for success, national advertising support, and ample know-how. *(Mary Kay: You Can Have It All 1997 Calendar)*

## Entrepreneurship 8:

Don't focus on building the biggest business. The end result could be lower value and poorer service to your customers. While it may generate tremendous sales volume, your big business's overhead may get out of hand, and even operate in the red. Your big ambitions may also result in less time with your family. *(Mary Kay: You Can Have It All 1997 Calendar)*

## Faith

### Faith 1:

Behind every success story in Mary Kay, you will find a simple explanation of great faith. I believe that every person has a capacity for greatness, that God planted the seeds there, and it is up to us to make them blossom forth with patience, guidance and belief. It is up to us to discover the multiple talents that we possess and bring them into fruition. (VIP Class Speech, 1988)

### Faith 2:

I sincerely believe that faith is an important part in anything we undertake. We can indeed do great things when we believe. Everyone has obstacles to overcome, but those with great faith can conquer whatever stands in the way. (Leadership Conference '83 Speech)

### Faith 3:

Faith is wanting something with all your heart. Faith is taking a chance on something before you are sure how everything will work out.

Almost anything can be accomplished by the person who really wants to succeed. But no woman will ever believe she can move a mountain unless she really *wants* that mountain to move. Apply this definition of faith to your dreams. (*From My Heart to Yours*, Page 49)

### Faith 4:

When hope seems to have faded away like the sun behind a storm cloud, we have our faith to cling to, and faith has always been the silver lining that shines through the darkest thundercloud. Faith keeps us strong. Faith keeps us focused. Faith means we never have to give up regardless of the odds that have been stacked against us. For faith always rekindles hope anew. (*A Dream Come True*)

### Faith 5:

Faith is a twenty-four-hour-a-day commitment. Making God and family top priorities does not demean the role work plays in our lives. I can affirm that the growth and success of Mary Kay Inc. is a direct result of having taken God as our guide. I believe He blessed our Company because its motivation is right. I want women to excel through the talents that God has given all of us. (*Mary Kay: You Can Have It All 1997 Calendar*)

### Faith 6:

Many women have made the mistake of changing their beliefs to accommodate their work; it must be the other way around. No circumstance is so unusual that it demands a double standard or separates us from our faith. No matter how fast the world changes, exemplary values must remain constant. (*Mary Kay: You Can Have It All 1997 Calendar*)

### Faith 7:

It's important to keep sight of what really matters in life. If we lose our families and our faith in the process of developing our careers, then we have failed. (*Mary Kay: You Can Have It All 1997 Calendar*)

### Faith 8:

Within you the person of your tomorrow is struggling to get out. Awaken to your hopes within and the gifts within you ready to be brought forth. These gifts are free, but the success and happiness that they bring must be brought forth through effort, commitment and discipline. It is faith, not reason, that will be your guide. Your person of tomorrow will be determined by how you see with faith-filled eyes today. Through faith you will see a vital emerging magnificent you. You are writing your life story. (Management Conference '89 Speech)

### Faith 9:

Behind enthusiasm you must have a dream because that is the basis of mountain-moving faith. If you don't dream, then how can that dream become a reality? You have to desire: You have to want that dream badly enough to plan and organize, and then reorganize and work until that dream becomes a reality. (Seminar '86 Speech)

## Family/Heritage

### Family/Heritage 1:

Thoughts on the *Pearls of Wisdom* cassette series: I think it's very important to have these tapes for posterity so that one day when the granddaughters of Consultants and Sales Directors ask questions they'll have the answers.

I have often wished that I could go back and ask my own grandparents questions about things we in the family have no clue about today. (*Applause®* magazine, September 1993, Page 8)

### Family/Heritage 2:

Sometimes I wonder if my mother was aware of the seeds she was planting in my life as a child and where they would take not only me, but thousands of other women. What she sent into my life I sent into others'. And they in turn have sent what they have into many lives as well.

The seeds planted in 1963 have flourished and been nourished by thousands of women. Those who went beyond the bounds of what their peers expected, what their families expected or even what they expected themselves. (*Applause®* magazine, September 1993, Page 8: *Pearls of Wisdom*, "What You Send Into The Lives Of Others...", 1993)

### Family/Heritage 3:

Never forget: Your family should always have priority over your work. (*Mary Kay: You Can Have It All 1997 Calendar*)

### Family/Heritage 4:

I have warm wishes for every wife and mother who aspires to the status, success and security of a career. Life typically doesn't let you have it all; generally, it requires compromise. Oftentimes, that means postponement, or even abandonment, of certain career ambitions. Some women see this as an extreme sacrifice. For others, it's no contest. (*Mary Kay: You Can Have It All 1997 Calendar*)

### Family/Heritage 5:

What really matters to you? Why are you driving yourself to succeed? Do you work to provide your family with security and a certain standard of living? Does your self-esteem hinge on your work? If you were to give up or postpone your career to take care of your children, would your family be better or worse off? (*Mary Kay: You Can Have It All 1997 Calendar*)

### Family/Heritage 6:

A career that contributes to the family coffers demands a hefty price. Do you know exactly how much you'll net at your job after expenses? Your many hidden expenses may include childcare, housekeeping, transportation, wardrobe, meals away from home, income taxes, and miscellaneous expenses related to work. Is the income you will net worth your working so many hours and being away from your family so long? (*Mary Kay: You Can Have It All 1997 Calendar*)

### Family/Heritage 7:

We must not become so involved in our work that we lose sight of what we cherish most: spending time with our husbands and watching our children grow up. We want to make certain our children become good people. Their early years are so important, and nobody can make the difference in their lives that you can. (*Mary Kay: You Can Have It All 1997 Calendar*)

### Family/Heritage 8:

We must not work so long that at the end of the day we come home too exhausted to enjoy the friendship and love of our husbands. I see many women who are just too tired to care about this relationship. But, having a healthy relationship with your husband brings deeper happiness than winning a big promotion, a fancy title, or a higher salary. (*Mary Kay: You Can Have It All 1997 Calendar*)

Family/Heritage 9:

Just a generation ago, it was rare to see a woman working full-time away from home while simultaneously looking after a family. Today, the average American family finds that even two paychecks don't always make ends meet. To make it all work, a working woman must walk that fine line that balances her career with her personal life. Balance doesn't just happen. A working mother must make a sustained effort to achieve and maintain it, because without a certain symmetry in her days, she is flirting with disaster. *(Mary Kay: You Can Have It All 1997 Calendar)*

Family/Heritage 10:

A woman's work at home and on the job are distinctly different. She must make a mental adjustment in order to switch gears smoothly on her way to work each morning. This transformation is rarely easy - but unless she finds a way to accomplish this, she might as well stay at home. To keep her work from suffering, she must put pending issues with her husband and children on hold until day's end. *(Mary Kay: You Can Have It All 1997 Calendar)*

Family/Heritage 11:

The transition from office to home is even more troublesome for a working woman than the one from home to the job. No matter how you make the transition, what's important is to switch gears consciously so you don't charge into the house as the other you. At home you're "honey" and "mom." *(Mary Kay: You Can Have It All 1997 Calendar)*

Family/Heritage 12:

Regardless of what you do from nine to five, your family needs you to assume a leadership role at home. The hand that gave a firm handshake at the office must now take up the scepter of leadership at home. You can't afford to walk in the door and drop into a chair; you have to take charge of your turf. *(Mary Kay: You Can Have It All 1997 Calendar)*

Family/Heritage 13:

When husbands and wives both have active careers, it's crucial for them to be on the same wavelength in their job-related goals. As a couple, you need to have a heart-to-heart talk about coordinating your careers with the home you buy, your children's schooling, your retirement. *(Mary Kay: You Can Have It All 1997 Calendar)*

Family/Heritage 14:

Everything has its time and place, and when your time and place are with your family, you must be able to detach yourself from your work. For years, Mary Kay women have been told, "Work hard and play hard." I say, "Your family doesn't want to hear you talk shop all evening. Talk about their interests, not yours. And on weekends, forget about your Mary Kay career. Don't even mention it!" *(Mary Kay: You Can Have It All 1997 Calendar)*

Family/Heritage 15:

Perhaps the best way to influence a man's thinking about your career is through verbal communication. Tell your husband that your career is as important to you as his career is to him. Whether or not he receives your feelings with unconditional approval right now, your explanations will help him to become more flexible in his thinking over time. *(Mary Kay: You Can Have It All 1997 Calendar)*

Family/Heritage 16:

Many two-income families keep two checking accounts - a departure from the days when it was common for the husband to write all the checks. Of course, with separate checking accounts, disputes may arise over *who* pays for what; does it come from your funds or his? Some friends of mine solve that problem by having a joint checking account for joint purchases, savings, and investments. Major expenses such as mortgage payments, home improvements, insurance, and taxes are paid from this common account. *(Mary Kay: You Can Have It All 1997 Calendar)*

Family/Heritage 17:

According to a 1993 survey, among 29 percent of two-paycheck couples, American women earn more than their husbands. The same survey revealed that nearly 85 percent of female senior executives are responsible for over half of their household income.

With today's high cost of living, you would think any man would love for his wife to have a high-paying job – the higher, the better. But the issue is emotional; some men can't deal with it. Attitude has a powerful influence on how a man feels about himself. With the right attitude, his self-esteem remains intact no matter how much money his wife earns.

While a clearheaded man should know that his wife's capacity to earn a high income doesn't undermine his manliness, personal and cultural history may cloud his judgment. A man who is secure about himself can find his wife's accomplishments a source of immense pride. Her success confirms that he made an astute choice of a lifetime mate. Her success is a credit to him.

Professionally successful men rarely feel threatened by their wives' success at work. Perhaps the real threat to a man's ego is not his wife's success but his own lack thereof. When a man who is struggling or even failing at his career sees his wife thriving in hers, he may think he is letting her down, and the failure to live up to expectations deflates his ego. If he were honest with himself, he might say, "It's not that I have such a strong desire to be the main provider for the family but that I want to do better in my career."

For generations many parents encouraged their daughters to "marry well." Consequently, when a woman earns considerably more than her husband, the thought may cross her mind that she has failed to marry a man who measures up to other people's definition of success. Even if this thought never surfaces in discussion, the couple may sense it. It takes a special type of woman to realize that her husband's masculinity is not measured by his earnings. (*Mary Kay: You Can Have It All 1997 Calendar*)

Family/Heritage 18:

The concept of teamwork has generated much talk in the workplace. But teamwork in marriage has always been in vogue. It's essential to a successful marriage. (*Mary Kay: You Can Have It All 1997 Calendar*)

Family/Heritage 19:

In past generations, the man worked every day in order to support the family while his wife attended to a variety of household tasks. But in the 1960s, women began entering the work force in huge numbers, and since then the responsibilities of husbands and wives have been redefined in families across America. These days, more and more husbands can be found in the kitchen and in the laundry room. The woman is no longer the sole diaper-changer or the only one to help the children with their homework. (*Mary Kay: You Can Have It All 1997 Calendar*)

Family/Heritage 20:

*Before* wedding vows are exchanged is the best time for couples to negotiate who will do what when they begin keeping house. Although ground rules should be established, the arrangement needn't be cast in stone; but with an understanding from the beginning that they maintain throughout their marriage, husband and wife can work as co-captains of an efficient, satisfying team. (*Mary Kay: You Can Have It All 1997 Calendar*)

Family/Heritage 21:

I don't think anybody ever said from their deathbed, "I should have spent more time at the office!" (*Mary Kay: You Can Have It All 1997 Calendar*)

Family/Heritage 22:

When you look back in old age at the good times you had, it won't matter how much money you made, how much overtime you put in, or how many evenings and weekends you worked at home to catch up on what you didn't get done at the office.

Instead you're going to think about all the precious moments you spent with your loved ones – special times that had nothing to do with your work. (*Mary Kay: You Can Have It All 1997 Calendar*)

Family/Heritage 23:

Too often, people forget that the reason they work is to provide their families with the finer things in life – which includes leisure time with them. Hard work is only a means to an end. The modern problems of youth dropping out of school, teenage pregnancy, drug use, criminal activity – can usually be traced to a lack of quality parental time. *(Mary Kay: You Can Have It All 1997 Calendar)*

Family/Heritage 24:

Quite often a working mother has no choice but to plan time with her children around her job. Or, depending on her husband's occupation, she may have to arrange her career around his. When a family man's employer relocates him, it not only uproots the family, it usually means his wife will have to adjust her career to their new locale. What you need is a career so flexible that you can work anywhere. *(Mary Kay: You Can Have It All 1997 Calendar)*

Family/Heritage 25:

One advantage of running a business from your home is you'll find lots of odd jobs to give your children. When you have confidence in them, you'll be surprised how well they can perform tasks you might have thought were over their heads. And exposing your children to work lets them pick up people skills that other children don't have opportunities to learn. *(Mary Kay: You Can Have It All 1997 Calendar)*

Family/Heritage 26:

Many children of Mary Kay Beauty Consultants have learned to listen intently and praise people because they've seen and heard their mothers doing it at home and on the job. Imagine how these skills will benefit them with their school friends, teachers, and others they encounter. *(Mary Kay: You Can Have It All 1997 Calendar)*

Family/Heritage 27:

Working forty hours or more a week doesn't permit much quality time for loved ones. A common complaint expressed by children and husbands of career women is: "She's too busy for me." Many times, what they really mean is: "I don't get enough time alone with her." Your husband and your children need to spend some time with you as individuals. *(Mary Kay: You Can Have It All 1997 Calendar)*

Family/Heritage 28:

To add the spice of romance to your marriage, make "dates" with your husband. A date may be a late dinner for two after the children have eaten, a walk at dusk, or dessert at a quiet restaurant. And while family vacations are wonderful, get in the habit of occasionally traveling with just your husband. A one-week holiday or several weekend trips each year can get you away by yourselves for a much-needed feeling of renewal. *(Mary Kay: You Can Have It All 1997 Calendar)*

Family/Heritage 29:

Reading bedtime stories is a wonderful way to spend quality one-on-one time with a small child. It has a calming effect on both mother and child, and this makes a story, along with a prayer, a very special way for a little boy or girl to end the day. Reading to children also develops an interest in books at an early age, which can result in a lifelong habit of reading. What an enjoyable and educational gift you can bestow!

Mary Kay moms tell me there are many other interesting things to do with children, from taking music or art lessons together to going on exotic vacations. Most areas have theme parks and petting zoos. Reduced weekend airfares and family packages offered by hotels make it easier for a working mother to get away with her husband or even with one of her children. *(Mary Kay: You Can Have It All 1997 Calendar)*

Family/Heritage 30:

A woman who neglects herself is not an asset either to her work or to her family. *(Mary Kay: You Can Have It All 1997 Calendar)*

Family/Heritage 31:

Many women who strive to be good wives, mothers, and workers forget – or don't have time – to take proper care of themselves. The stress women experience fulfilling these roles may not only take the joy out of their lives, it could also prove harmful to their health. When your husband and children are sick, you are the one who takes care of them, but what will happen if you become ill? Who will take care of you? (*Mary Kay: You Can Have It All 1997 Calendar*)

Family/Heritage 32:

When children know their mothers believe in them, they develop self-confidence. On the other hand, if a parent repeatedly tells a child that he's shy, he's stupid, he's mean, or he's going to grow up to be a bank robber, he'll probably develop that quality or bring that vision to pass. (*Mary Kay: You Can Have It All 1997 Calendar*)

Family/Heritage 33:

No matter how you go about teaching your children, the values taught by example will leave the most lasting impression. Children pick up so many bad messages outside the family – including from your TV set – that it's up to you as a parent to model correct values for them. Never assume that these values will be taught to them somewhere else. (*Mary Kay: You Can Have It All 1997 Calendar*)

Family/Heritage 34:

When you make God and family your priorities, ahead of your career, you will be a positive role model for your children. (*Mary Kay: You Can Have It All 1997 Calendar*)

Family/Heritage 35:

Throughout our nation's history, each generation of workers passed along a better way of life to the following generation. But many Americans today will never be as affluent as their parents, and the affluence of their children is no longer certain to equal theirs. For an individual with high expectations, a sense of self-worth, and the courage to take charge, the solution is a career change. (*Mary Kay: You Can Have It All 1997 Calendar*)

Family/Heritage 36:

Many times when you give your self-esteem a boost, you do the same for your family's morale. One friend of mine went back to school for her master's degree after her children left the nest. Her achievement is now a source of lively conversation at family get-togethers. Another mother with three grown sons began taking art classes after work. Her enthusiasm for this new endeavor has helped her family to view her in a different light. (*Mary Kay: You Can Have It All 1997 Calendar*)

Family/Heritage 37:

Having someone to share your dream makes it even better. Involve your husband and your children in your dream. Tell them of your desires; let them be a part of your aspirations. I did this with my children, and even when they were very young, they worked with me to make "our" dream come true. (*Mary Kay: You Can Have It All 1997 Calendar*)

Family/Heritage 38:

Now that women are able to pursue fulfilling careers, we must figure out how to remain good wives and good mothers while triumphing in the workplace. To prosper in your career and spend sufficient time with your husband and children, you must prioritize. The challenge of juggling all our roles is a significant one, but one that brings with it many rewards. (*Mary Kay: You Can Have It All 1997 Calendar*)

Family/Heritage 39:

When I am asked whether I approve of prenuptial agreements, I say it depends on the circumstances. A prenuptial agreement can be useful when there are grown children from previous marriages. A wealthy widow, for example, might want to ensure that her assets are inherited by her own children, rather than by her second husband's children. For young couples just starting out, when neither one has any assets, I'm against prenuptial agreements. (*Mary Kay: You Can Have It All 1997 Calendar*)

Family/Heritage 40:

No matter what you do in the world of business, you must have sharp listening skills. But are you listening when you come home from the office? Or are you so preoccupied with your job that you shut out or minimize what your husband and children have to say? Your family deserves the same respect you've been trained to give your coworkers and customers.

Listen to each member of your family as if he or she were the CEO of your company or your most important customer. I know you wouldn't sort your mail while your boss was in your office. Nor would you read the newspaper during a breakfast meeting with a customer. Yet, when your husband or children have problems to discuss, do you turn off the television to hear them out? Failure to listen carefully has the same adverse effect on household morale that it has in the office. (*Mary Kay: You Can Have It All 1997 Calendar*)

Family/Heritage 41:

My son Richard has often said that he was born in direct sales. Richard was only three when he and his older brother and sister, Ben and Marylyn, spent every Saturday morning helping me fill my orders for the week. With one of the children accompanying me, it took the rest of the day to deliver everything to my customers' houses. This crash course in business was a way for us to spend time together – time that my work would otherwise have taken away from my children. (*Mary Kay: You Can Have It All 1997 Calendar*)

Family/Heritage 42:

When my children were young, I always found some time to spend with them individually. In addition, we observed "Richard's Day," "Ben's Day," and "Marylyn's Day." For instance, on Marylyn's Day, she and I would take in lunch and spend the afternoon looking at clothes for her. Often I spent Ben's Day and Richard's Day watching them play baseball. When your children are older, they will cherish these one-on-one times. (*Mary Kay: You Can Have It All 1997 Calendar*)

Family/Heritage 43:

Each of us, in some way, suffers from myopia. Some of us become so focused on what we do for a living that we lose sight of the big picture. We may get so wrapped up in our work, we divert time and energy to our careers that really belong to our loved ones. As a result, our families – for whom we claim to work so hard – are neglected. (*Mary Kay: You Can Have It All 1997 Calendar*)

Family/Heritage 44:

We live in a vast land, and our American heritage has long stressed big: big business, big houses, big cars, big boats, big buildings. Premium is even placed on big people. As a Texan, need I say more? But, in truth, bigness is not always best. In many instances, a small prep school or small college can provide a better education than a much larger institution. The quality of life in a small town may be better than life in a large city. (*Mary Kay: You Can Have It All 1997 Calendar*)

Family/Heritage 45:

Make a positive attitude a way of life in your home. I can't think of a more wonderful gift that you could give your children than that of positive thinking. Many of our Sales Directors have told me that their lifestyles have been changed by their association with our Company. It has affected the lives of their families. Their children are growing up to think they can do anything they want to because "Mama" sets the example. Many times I get letters from the "Papas" of the organization saying, "Because of my wife's positive attitude, I've decided to quit the job I've hated for 20 years and go into business for myself. Because of her ability to earn money and keep us afloat while I do this, we're going to be able to do it." Isn't that wonderful, to be able to change a whole family's lives? (Seminar '85 as published in *Applause*® magazine, phrased differently in Management Conference '87 Speech)

Family/Heritage 46:

At Mary Kay we nurture our Consultants, help them gain confidence, provide constant encouragement and watch over them. With this type of environment, it is only natural for true maternal instincts to shine through .... Family is just one of the many reasons I established Mary Kay Cosmetics. It is true that I wanted to give women the opportunity for independence and personal growth, but I also wanted to provide them with a means of achieving career goals while maintaining a healthy home life. It's clear we've achieved this goal. How many other companies can say they have this many parents and their children working together in teams [82 mothers and 90 daughters who are Mary Kay Independent Sales Directors in the United States] around the country. (January 24, 1992, Press Release)

Family/Heritage 47:

Families are indeed very important to us. One of my proudest moments as Chairman Emeritus of this Company came in 1992 when we honored our mother/daughter Director teams at a luncheon with more than 130 in attendance. This even held a very special place in my heart since my own daughter, the late Marylyn Rogers Theard, was one of our original Directors. I feel it is a great compliment to this Company that mothers have found a career they like so much they want their daughters to pursue it – and, of course, vice versa. I can think of no finer honor. This year we expect to have our first mother/daughter National Sales Director Team! Another cause for celebration! (*Mary Kay*, 1994 edition Epilogue)

Family/Heritage 48:

I used to have in our breakfast room a poster, and it went week by week. And on that I would have certain tasks that had to be done. Each child, each of my three, would be allowed to choose a task that they wanted for that week. We changed it around all the time. If they did it without saying a word, got that garbage out and I didn't have to tell them seven times and they did it right, they got a gold star that day; if they had to be told and urged to do it, a silver star; and if they didn't do it at all, a red star. At the end of the week their allowance was based on gold stars. (*Pearls of Wisdom*, "Everything You Always Wanted to Know," 1993)

Family Heritage 49:

The woman who tries to climb that ladder of success in Mary Kay without her husband's support seldom makes it. But, on the other hand, those whose husbands offer support and assistance can carve out a lifetime career for themselves and their families unequal to any other career available to women no matter what their educational backgrounds might be. (Husband's Class Speech, Seminar 1989))

Family Heritage 50:

It has been said that behind every great man – there is a woman. In Mary Kay, when a woman achieves greatness, we take a good look at the man behind her; for we know that the reverse is also true, even more so actually. Maybe a man can attain success without his wife's backing, but it is practically impossible for a woman to make it to the top without her husband's full cooperation. (Husband's Class Speech, Seminar 1977)

## Focus

### Focus 1:

Focus can work for you or against you. You are either its master or its slave. A healthy focus helps you concentrate on your work by enabling you to block out anything in your personal life that is out of your immediate control. On the other hand, too much career focus detracts from your personal life, causing you to lose sight of what really matters – your loved ones. *(Mary Kay: You Can Have It All 1997 Calendar)*

### Focus 2:

I'm not a sports fan, but I know that focused athletes are winning athletes. Of course, having focus is necessary in our everyday lives, too. People who have focus zero in on their work the minute they walk through the door and don't let up. The rare individuals who perform at this level on an everyday basis are generally the best in their fields. *(Mary Kay: You Can Have It All 1997 Calendar)*

### Focus 3:

In every occupation, focus is vital. A woman at work must be able to leave her personal problems at home. She should ignore distracting thoughts about the malfunctioning furnace, or even the argument she had with her husband the night before. What she can't fix while she's at the office must be put on hold until it can be fixed. Like a fine athlete, she must focus with intensity so she can perform at her peak level. *(Mary Kay: You Can Have It All 1997 Calendar)*

### Focus 4:

Don't turn your focus away from what is truly important. Instead, learn to evaluate your success by the balance you achieve in your life. *(Mary Kay: You Can Have It All 1997 Calendar)*

## Friendship

### Friendship 1:

Now our friendship even extends around the world, from Canada to Australia, Germany, Argentina, Singapore, Malaysia, Thailand, New Zealand, Uruguay, Panama, Mexico, Chile – and more to come! And the amazing thing is that the women of all these countries have embraced the Mary Kay philosophy, camaraderie and “go-give” spirit on which our Company was founded. In each country there is a feeling of sisterhood, a feeling of belonging, a feeling of friendship. (Seminar '89 Speech)

### Friendship 2:

Several years ago, a well-known American retired from a long career in business and public life. At a dinner held in his honor, the man made a brief address in which he reflected on the events of his life. The striking thing about his address was his claim that he could take little credit for his success, “For I am indebted to magnificent friends.” I feel exactly the same way, for I am indebted to you, my magnificent friends. It is true that much of what we accomplish in life we owe to our friends, and I thank you from the bottom of a very grateful heart. (Seminar '89 Speech)

### Friendship 3:

I learned a long time ago that the best way to deal with any problem is to talk it over with three people – God, myself, and a friend. Fortunate indeed is the person who has someone with whom the difficulties of life can be shared. I have often observed when a Sales Director or unit member is confronted with a personal problem, that the unit stands together in helping that sister in distress. What a wonderful circle of friendships we have. Perhaps it's one of the greatest fringe benefits of our Company, in making so many friends.

People who lead happy and exciting lives are those who work at making friends. Somehow difficult times are easier to handle when you don't have to handle them alone. (Seminar '89 Speech)

### Friendship 4:

We are the recipients of countless gifts from friends of the past. We remember these friends with gratitude and try to pass on to others something of what we have received. (Seminar '89 Speech)

## Future

### Future 1:

I am reminded of a story of a little girl with a new box of crayons. She was busy at work with her crayons one day when her mother walked up and asked her what she was drawing. The little girl said she was drawing God. The mother was a little surprised and said to the little girl, "But no one knows what God looks like." The little girl answered confidently, "They will when I get finished!" And so we will know the face of our future when you get finished creating it. Our future belongs to those who see the possibilities before those possibilities become obvious. (Leadership Conference '95 Speech)

### Future 2:

Years ago, I worried about what might happen to the company if I were no longer involved. I felt a deep responsibility to the thousands and thousands of people associated with Mary Kay Cosmetics. The company had come so far so quickly that I wanted to be certain it could grow and prosper without me. It had helped so many beautiful women that I wanted to know that those golden opportunities would always be there. I was possessed with the desire to leave a legacy.

I know now that my legacy is assured. The company has my name, but it also has a life of its own. And its life's blood is the philosophy that many thousands of women have made a part of their lives. They embody that philosophy of sharing and giving – and as such, it will always live on. (*Mary Kay*, Page 175; last paragraph ends *Pearls of Wisdom*, "Memories," 1993.)

### Future 3:

[Mary Kay's answer to "What is being done to ensure that Mary Kay Cosmetics will always be based on the founding principles of the Golden Rule, and God first, family second, and career third?"] This responsibility is going to rest on all of your shoulders, all of those who have learned to live by the go-give spirit. I want to see to it that it's done, but I think the best way we can be certain of that is to have enough of you believing in our founding principles. If you believe in them and you help your people to believe in them, then it's going to grow and grow and grow. (*Pearls of Wisdom*, "Everything You Always Wanted to Know," 1993)

## Giving/Go-Give

### Giving/Go-Give 1:

As my own life has been woven under the tutelage of the master weaver, I have learned many things. But one of the greatest is that you can make giving a way of life! If you do this, first of all you will find that you will be happier than you could ever have believed or imagined. Being able to do things for others fills you with a warmth you can never get in any other way.

Remember that time you helped someone and how really good you felt? Maybe it was taking a dish of hot food to a bereaved neighbor, or taking care of a child for a sick friend, or giving facials to elderly people in a nursing home when you knew there would be no sales. You discovered it is indeed more blessed to give than to receive. (Management Conference '88 Speech; "From the Heart," *Applause*® magazine, April 1989)

### Giving/Go-Give 2:

Be a giver, not a getter. Seek for the good in everyone, and everything. Do at least one good deed every day, one that you don't have to do. (January Jamboree '75 Speech)

### Giving-Go-Give 3:

The seeds you plant in the hearts and minds of others will be what you receive in return – 100-fold. Only sow that which you wish to receive in return. Sow good, receive good! Plant seeds daily in your Mary Kay business, and your Mary Kay business will return to you. (Seminar '80 Speech)

### Giving/Go-Give 4:

Before you ever receive the wonderful treasures of a happy life, you must first give. Give of yourself. Share our fabulous product. Be of service to others. Only what you give can be multiplied back into your own life. That is the law of the harvest, the law of the ten-fold return. If you give nothing, even if it is multiplied, you receive nothing. (Seminar '73 Speech)

### Giving/Go-Give 5:

The Mary Kay organization has been built on the go-give spirit. I sincerely believe that all you send into the lives of others does come back into your own. If you will give of yourself without thought of financial gain, then financial gain will come. Give, give enthusiastically, give willingly and be willing to give beyond that for which you are being paid, and watch the returns come in. (Future Director Speech, 1971)

### Giving/Go-Give 6:

Other companies envy the image that our wonderful Consultants and Sales Directors project. Your go-give spirit is unequalled. This is the spirit upon which our Company was built, with each of us joining hands, sharing our ideas and helping each other to succeed. God has blessed that spirit of sharing, and now that same spirit is spreading around the world – even to countries where they have never heard or experienced such a thing. You are a part of a miracle of God. (Mary Kay Cares, *Directors Memo*)

### Giving/Go-Give 7:

When we began in 1963, we meant to change the lives of a few people. Instead, we are changing the world. The wonderful part of all this is that although cultures vary greatly from country to country, our principle of God first, family second and career third remains constant. Encourage Consultants to adopt the go-give spirit. It is an important standard of excellence in our Company and a great start toward career success. (Mary Kay Cares, *Directors Memo*, October 27, 1989)

### Giving/Go-Give 8:

Remember that happiness and success in Mary Kay are contingent upon helping others. Your career will blossom in proportion to the measure of care and love you send into the lives of others. This adage says it well: "The love in your heart wasn't put there to stay; love isn't love 'til you give it away." I challenge you to plant those love seeds today with your Sales Director, your sister Consultants, your recruits and your customers – and you will be blessed, just as I am blessed by YOU. ("From the Heart," *Applause*® magazine, February 1991)

Giving/Go-Give 9:

With all my heart I believe the one quality which sets Mary Kay Inc. apart from other companies is our commitment to the go-give spirit. The very foundation of this Company is based on the premise of helping others. By applying the go-give principles, you have the opportunity to enrich the lives of others on a daily basis. All you have to do to be successful is remember that if you help enough people get what they want, you will get what you want.

In Mary Kay you have to know what HEART is. The heart is the pulsating center that supplies the life force. In our Company this force is the go-give spirit, the willingness to help one another. We are not just selling cosmetics, we are touching lives. I hope you will practice the Golden Rule and make the go-give spirit an important part of your businesses. The best formula for success I know is to subtract hate, divide by kindness, multiply with love and add God. ("From the Heart," *Applause® magazine*, April 1990, and Future Director Speech, Seminar 1984)

Giving/Go-Give 10:

The go-give spirit ... it began with the fact that if I had an idea and you had an idea and I gave you mine and you gave me yours – we each had two. But, if I keep mine and you keep yours, we each have only one. Based on this premise, we built the go-give spirit of sharing. This Company has grown tremendously because of this wonderful spirit that permeates the entire organization. No one holds back ideas. If someone comes across a great idea, they write to us and we put it in *Applause®* magazine or the *Directors Memo*. The next thing you know, the entire Mary Kay nation is sharing that great idea. Our success has been achieved through this kind of sharing. (July Jamboree '81 Speech as published in *Applause®* magazine, August 1981)

Giving/Go-Give 11:

Giving is one of life's greatest joys. Those who are able to experience this joy daily – and get paid for it – are indeed fortunate. If your career does not provide this pleasure, don't despair. You can contribute to the well-being of people in many other ways. Volunteer your time. Homeless shelters, hospitals, and churches are a few of the places waiting for your special touch. (*Mary Kay: You Can Have It All 1997 Calendar*)

Giving/Go-Give 12:

I heard a lovely story about a woman in San Francisco who paid the tolls for six drivers behind her on the Golden Gate Bridge. Imagine their surprise and pleasure when they heard the news. In fact, they probably felt so good, they couldn't wait to do a good deed for somebody else. Since hearing that story, I have suggested to every member of our sales force that she perform a random act of kindness every day. (*Mary Kay: You Can Have It All 1997 Calendar*)

Giving/Go-Give 13:

With six billion human beings inhabiting our planet, individuals sometimes feel insignificant and doubt that one person can really make a difference in this world. Well, believe me, *one person can*. (*Mary Kay: You Can Have It All 1997 Calendar*)

Giving/Go-Give 14:

It is important to realize that you do not have to change a certain number of lives in order to make a difference in the world; you can do it by reaching out to just one person. That person can be anyone - a child, a friend, a customer, a homeless person, anyone at all. You don't have to win the Nobel Peace Prize. Making a difference requires only your willingness to give to others – the more the better. (*Mary Kay: You Can Have It All 1997 Calendar*)

Giving/Go-Give 15:

What's interesting about subscribing to a life of giving is that you become addicted. It's a good addiction. Once you get into the habit of reaching out to others, you somehow always want to do more. (*Mary Kay: You Can Have It All 1997 Calendar*)

Giving/Go-Give 16:

As Daniel Webster said, "If we work upon marble, time will efface it: If we build temples, they will crumble into dust; but if we work upon immortal minds and imbue them with principles with the just fear of God and love of our fellow man, we engrave on these tablets something that will brighten all eternity."

Success is not a selfish objective. There is no way you can succeed unless you find a need and fill it, find a hurt and heal it, find a problem and solve it. If you're in business, people aren't going to come to your store because of your name and fame. They will come only if you can help them. (Seminar '89 Speech)

Giving/Go-Give 17:

Every morning before you leave your home say to yourself, "Today I'm going to help a lot of people to own something that will make them happier, more comfortable, and will fulfill a need." That's all the difference in the world between starting out in the morning to sell something and starting out to help people. (Management Conference '85 Speech)

Giving/Go-Give 18:

[Mary Kay on Sue Z. Vickers and the "Go-Give" Award] I wish I could emulate Sue Z. Vickers. There's just no way you can do it. She was so excited and such a wonderful person. She had dreams as big as the world. She would come into my office and say, "I've got this wonderful idea...I just have to tell you this...this is just going to be great...you'll love this," and she talked fast. She would, in a few minutes, have you so into her "thing" that you would agree to do it. When she left, I would say, "Why did I agree to do that?" Because she bypassed my conscious mind, that's why. She would give you the shirt off of her back. She would drop everything and go help somebody, even when she shouldn't have been doing it. She was giving and loving and enthusiastic. She never got mad, despite the fact that a lot of people called her crazy because of her phenomenal ideas. She never got off track. She was really a go-give person. After she died, we decided to name the Go-Give program after her, so it's become the Sue Z. Vickers Go-Give Award. Our entire organization tries to live up to this same kind of person that Sue Z. was. I'm sure she's up there today looking down and being happy that you still think about her. (*Pearls of Wisdom*, "Everything You Always Wanted to Know," 1993)

## Goals

### Goals 1:

Decide to take leadership over your future and set goals. The difference between top and bottom people is the difference between the goals that they set – so become a goal-setting, goal-inspired, goal-achieving person. And now one more thing. Up that goal a little. It doesn't cost any more to make it a little bigger. (Seminar II Speech, Seminar 1992)

### Goals 2:

Define your goals. Where are you now? What do you want to accomplish? If we determine where we are compared to where we want to be, then we can move ahead. Then write your goals down. Is your goal clearly defined? Is it specific? Do you have dates? Amounts? Or whatever it is you are trying to accomplish? Is it stated in a positive way? Have you considered the advantages as well as the obstacles you will have to overcome? You see, goal setting is transplanting your ideas into plans, and it's very important that you write them down. (VIP/Team Leader Speech, Seminar 1989)

### Goals 3:

I'm frequently asked the question, "What is your goal for the future?" And my invariable answer is, "If just one more woman today discovers how great she really is, how much God-given talent she has — it will be a great day!" (Career Conference '92 Speech : *Pearls of Wisdom*, "Everything You Always Wanted to Know," 1993)

### Goals 4:

It isn't always easy to find the time to sit down quietly and reaffirm our long-range objectives, to calculate where you stand on the way to achieving these objectives, and to determine the next logical step to be taken. It is worthwhile to do so. Staying afloat may be urgent, but knowing where you are going is important. (Directors Meeting Speech, Seminar '1986)

### Goals 5:

We must have a theme, a goal, a purpose in our lives. If you don't know where you're aiming, you don't have a goal. My goal is to live my life in such a way that when I die, someone can say, "She cared." (Mary Kay's notes for 1984 Seminar speeches; last sentence of this quote used at Seminar 1987)

### Goals 6:

Your goal must become an obsession in your mind. We have to run after the goal of our choice persistently – and with enthusiasm – and let nothing stand in our way. (Future Director Speech, Jamboree 1975)

### Goals 7:

Behind every achievement, large or small, lies a plan. If you really want to get things done, the sooner you learn how to plan, the better. (VIP Class Speech, Seminar 1988)

### Goals 8:

A dream is just a wish until you act upon it, and then it becomes a goal! Many times we say, "someday." I want to tell you that it will never happen "someday." You must plan your work and work your plan. Plan a long-range goal with a six-month target date, and then set a midway goal with a quarterly target date. Then set a short-range goal with a "do it now" date. Short-range goals feed your long-range goals. Daily efforts will produce results. When you have planned a short-range goal, the little difficulties won't stop you. You will find a way, and you will turn your stumbling blocks into stepping-stones. (MaryK Area Speech, Management Conference 1988)

### Goals 9:

People with goals succeed and those without goals fail. It's as simple as that. You must first choose your goal and then write that goal down and set a time limit. Don't be a dreamer. Be a doer. Once you have set your goal, I suggest that you break your goal into workable parts. To protect that goal, tell everybody what it is and what your deadline is. (Team Leader/Future Director Class Speech at Seminar 1983)

Goals 10:

It is important for you to have a goal. You simply can't get there if you don't know where you are going! Begin to build in your mind a dream. Then write it down and make your goal realistic. Aim high enough that you will have to stretch your ability and your potential to reach it. (Seminar '85 Speech as published in *Applause*® magazine, and "From the Heart," *Applause*® magazine, January 1983)

Goals 11:

Success is a constantly varying idea held in the mind of each individual, and our personal goals regulate the success we plan to achieve. If we set our goals for the highest possible achievements and follow a few basic steps, we are destined for success. (Seminar 1980 Speech)

Goals 12:

Too many people either don't have a goal in life, or too easily lose sight of that goal. She who would walk the straightest path in life is the person who has a goal and refuses to be distracted from it. She is also the person who accomplishes the most. Far too many of us have no place to go and are getting there.

A worthy life must have a worthy ambition, and persistence which won't allow our being detoured or deterred. So set a date. Fix your mind firmly upon it, and let nothing deter you from your appointed goal. (Team Leader/Future Director Class Speech, 1983)

Goals 13:

Success begins with a dream, and the first step in making dreams come true is to know what you want. Have a mental picture of your goals. The mind's eye must see the things you want. When it has a strong mental picture, it will begin to change your dreams into realities. (Seminar '80 Speech)

Goals 14:

We have long advocated that, when you set a goal, you first use mental imagery in seeing yourself in possession of that goal. Get a picture of what you wish to possess and keep it ever before you. One day your wish will become a reality.

I once saw a poster on which was pictured a cocoon, a worm and a butterfly. Under the picture was the caption, "Choose – it's the same life!" Which will you be? A worm, a cocoon or one of those butterflies flying to the top? Thinking makes it so! (*From My Heart to Yours*, Page 42)

Goals 15:

Set a goal and do something about it every day. Don't make "the best that I can" your objective. This gives you an open door for excuses.

Tell someone about your goal. Commit yourself so that you will be ashamed to fall short.

Have a plan of action that keeps you on target every day. (*From My Heart to Yours*, Page 56)

Goals 16:

Visualize a year filled with accomplishments and the realization of your goals. Map out your plan, including monthly, weekly and daily steps. Keep your mind filled with positive expectancy and focus on your plan. By working toward your goal, you will see the progress made one step at a time. Remember that every big accomplishment results from a series of little ones. By achieving your daily goals, you'll be working toward your yearlong goals. ("From the Heart," *Applause*® magazine, January 1992)

Goals 17:

I believe in goals that are imaginative enough to lead you through the process of turning dreams into reality. One way to make a goal real is to write it down. Envision where you want to be five years from now. Do you want to be a National Sales Director? Well, that's what they did: they dreamed it and it came true for them.

You'll want to break down your goal into obtainable yearly, monthly, weekly, and finally daily goals. Don't let a single day go by that you don't accomplish the goal you've set for yourself. (Seminar '91 Speech as published in *Applause*® magazine, November 1991)

Goals 18:

Have you ever stopped to think that most of us plan our vacations more carefully than our lives? We get up in the morning, hurry off to work, then hurry home to watch TV, day in and day out. A week goes by, then a month and a year – and we are right where we were a year ago!

Now think about the last time you planned a vacation. If we learn that our vacation begins August 1, we plan every minute of that two-week vacation in detail. How sad that most of us do not do that with the rest of our lives.

Decide today that you are going to change this. First, set a long-range goal with a time limit. Then break it down into monthly, weekly and even daily segments of accomplishment.

I remember once when I was hooking a rug. I worked on it “whenever I could.” Months went by – it looked as if that rug would never be finished. Then, I decided to use my goal-setting technique for finishing the rug. I decided how much time I could spend working on it each day. I made a timetable and set a finish date. Once my goal was set, the rug was finished in about one-third of the time I had already spent working on it “whenever I could.”

How much more important are our lifetime goals! Perhaps it is a new home, a car or college educations for your children. All of these can be accomplished by planning your work and working your plan. Without a plan, your goals, like my rug, might never be realized. (“From the Heart,” *Applause*® magazine, June 1983)

Goals 19:

Have you ever noticed that some people plan their vacations more carefully than they plan their lives? Before a trip, they read magazines and guidebooks, consult with travel agents, study routes on maps – all for a one-week holiday! Yet a majority of people live from day to day, putting little thought into the future. Over the years I have witnessed countless talented people who have no direction, and, consequently, go nowhere with their lives. (*Mary Kay: You Can Have It All 1997 Calendar*)

Goals 20:

No matter how much knowledge and ability you possess, you are doomed to experience minimal success if your efforts lack direction. Calvin Coolidge said, “Nothing is more common than unsuccessful men with talent ... the world is full of educated derelicts.” (*Mary Kay: You Can Have It All 1997 Calendar*)

Goals 21:

I believe many people fail, not because they lack intelligence and skill, but simply because they did not concentrate their energy on a central goal. (*Mary Kay: You Can Have It All 1997 Calendar*)

Goals 22:

Some people drift through their entire lives. They do it one day at a time, one week at a time, one month at a time. It happens so gradually that they are unaware of how their lives are slipping by them until it’s too late. On the other hand, with direction you feel good about yourself. People are happiest when they have goals, small and large, because they can look forward to attaining them. (*Mary Kay: You Can Have It All 1997 Calendar*)

Goals 23:

When we have nothing in our futures to anticipate, a void exists. Think about it. Don’t our biggest thrills in life come from realizing goals? Having a purpose is so important to life that you must cherish your goal and give it priority. Of course, this means sharing it with your husband and children. (*Mary Kay: You Can Have It All 1997 Calendar*)

Goals 24:

In most ventures, the long-term thinker holds a tremendous edge. The planting of bamboo illustrates the long-term thinking ingrained in Japanese culture. A bamboo farmer plants the shoot under the soil and covers it with clay, where it lies dormant for four years. Every day he waters it, and at the end of the fourth year, the shoot finally breaks through the ground. During that four-year period, the farmer doesn’t even know for sure whether the plant is alive. But he keeps faith and doesn’t abandon it. (*Mary Kay: You Can Have It All 1997 Calendar*)

Goals 25:

Most people start out with good intentions and want to make significant achievements. But too often they fall short of their ambition because they lack discipline. Because it takes true commitment to fulfill a long-term goal, Mary Kay has a “ladder of success,” with the way to take each step clearly defined in black and white. Each person, through her own efforts, promotes herself. *(Mary Kay: You Can Have It All 1997 Calendar)*

Goals 26:

When a woman asks me how she can achieve her goal, I offer pretty much the same advice I was given many years ago when I worked for Stanley Home Products: Hitch your wagon to a star, find a railroad track to run on, and tell somebody what you intend to do. In addition, I emphasize the importance of writing that goal down on paper. Certainly you will be ever aware of your goal if you attach signs proclaiming your ambitions on places such as your bathroom mirror, the visor in your car, your refrigerator, and your desk. *(Mary Kay: You Can Have It All 1997 Calendar)*

Goals 27:

Accompany your goal with a specific plan for accomplishing it. Break the grand long-term goal into a series of little goals, each attainable within a specific time frame. These little goals should be very reasonable, so you can simply go about accomplishing them one by one. As the saying goes, “A journey of a thousand miles must begin with a single step.” *(Mary Kay: You Can Have It All 1997 Calendar)*

Goals 28:

Our brain is sometimes compared to a computer. Using this analogy, the human brain is by far the most intricate computer on the face of the earth – and as everybody knows, a computer must be properly programmed to operate at maximum capacity. We, too, must program ourselves to achieve our maximum potential. An individual does this by setting a long-term goal, writing it down on paper, reading it repeatedly, and imagining again and again the realization of the goal. *(Mary Kay: You Can Have It All 1997 Calendar)*

Goals 29:

In his self-help classic, Psychocybernetics, Dr. Maxwell Maltz writes that if you write down your goals, read them repeatedly, and imagine yourself achieving them, eventually a little voice in your subconscious will tell you, “Do that. It will help you get what you want.” The same little voice will also signal you, “Don’t do that. It will be a hindrance to what you want.” You can either program yourself to succeed or you can program yourself to fail. *(Mary Kay: You Can Have It All 1997 Calendar)*

Goals 30:

It’s important to make certain your career goals are in sync with your priorities. You need to have two lists, one with your personal goals and the other with your career goals, and they need to be coordinated. People often fail to do this, and hence we see high achievers whose personal lives are failures. *(Mary Kay: You Can Have It All 1997 Calendar)*

Goals 31:

Everyone needs to have a dream, something beyond easy grasp. Contrary to what many people think, happiness is not the acquisition of wealth. Having been poor, I understand this way of thinking. But once you reach the point when you have enough money to cover the necessities, earning more doesn’t necessarily sustain happiness. *(Mary Kay: You Can Have It All 1997 Calendar)*

Goals 32:

Always being able to look forward to something special is one of life’s greatest pleasures. The dream itself may be what makes the journey most interesting. As Kahlil Gibran said, “The significance of a man is not what he attains but rather what he longs to attain.” So go ahead and dream – and as you attain those dreams, keep right on raising your sights, striving for even greater heights. *(Mary Kay: You Can Have It All 1997 Calendar)*

Goals 33:

Create a definite plan for carrying out your goal. When defeat comes, accept it as a signal that your plans are not sound. Rebuild those plans and set sail once more toward the goal you want to reach. Chart your course to the top. Goals are what keep us going.

To be continually working is not enough. We must see clearly the next step. To keep moving after achieving our goal, we must set a new one. The key to momentum is always having something to look forward to. (Leadership Conference '95 Speech)

Goals 34:

It is said that only 3 percent of all people have definite concrete plans for achievement in their lives. Ten percent have a fairly good idea of their aims and objectives. Fifty percent have thought about it, but 37 percent have never even considered it at all – and have no goals in life. I sincerely hope that you are a part of that 3 percent with definite, concrete plans for your future.

Step one is to define your goals. Where are you now? What do you want to accomplish? If we determine where we are compared to where we want to be, then we can move ahead.

Step two is to write that goal down. Is your goal clearly defined? Is it specific? Do you have dates? Amounts? (Or whatever it is you are trying to accomplish.) Is it stated in a positive way? Have you considered the advantages as well as the obstacles you will have to overcome? You see, goal setting is transplanting your ideas into plans, and it's very important you write them down. (VIP/Team Leader Speech, Seminar 1989)

Goals 35:

Visualize your goal. See that goal as if it had already happened. Subconsciously experience all the details of success connected with reaching that goal. Somebody said that a woman is what she thinks about all the time – and that we never become anything more than we see ourselves becoming. (VIP/Team Leader Speech, Seminar 1989)

Goals 36:

Plan your work. List the active steps that you have to take to move toward your goal. Remember, nobody plans to fail, but a lot of people fail to plan. (VIP/Team Leader Speech, Seminar 1989)

Goals 37:

I used to challenge myself each week to top my previous week's total number of skin care classes, bookings and pink ticket sales. You can do this, too. Why not keep a chart of your progress and review your plans daily? It helps so much to know where you are going and how close you are to getting there. This can be the year of your dreams, the year you achieve long-sought goals – spiritual, social, physical, career, and financial. Don't forget that to believe in yourself is important. (Career Conference '90 Speech)

Goals 38:

You will want to take advantage of every single day and every single minute to get your wheels in motion for a new year and a new decade. It will take a plan of action and a foundation from which to build – and a great attitude. Moving ahead quickly in your career depends upon setting and reaching goals that will take you right to the top. (Management Conference '90 Speech)

Goals 39:

You have to set goals. One, start by making an inventory of your dreams, the things you want to have, the things you want to do, the things you want to be, and what you want to share. There are no limits. Write down everything you would like to achieve – work, family-relationship, mental, emotional, social, material, and physical goals. Two, go over the list you've made, estimating when you plan to reach these goals. Prioritize your goals. Decide what you want to start on first. Third, select the four most important goals for you for this year and list all the reasons why they must be achieved. Four, take time to work out your step-by-step plan in overcoming obstacles and achieving your goals. Ask yourself, "What would I have to do first to accomplish this? And what can I do to change the things that prevent me from having it now?" Finally, establish some role

models. They can be people from your life, or they can be top Sales Directors or National Sales Directors. Write down three to five names of people who have achieved what it is that you want to achieve. Write down the qualities and behaviors that make them successful, and then close your eyes and imagine each one of them giving you advice on what you want to do. (Management Conference '90 Speech)

Goals 40:

I remember many years ago a group of fledgling boy scouts used the stairs to get to the top of the Washington monument. The ones that were the most daring and eager started out two steps at a time, but the better planners took one step at a time. One group thought rushing into the project was the best way, but guess who got to the top first? Those who took that one step at a time. They had sense to pit their capabilities against the monument, not against the other boys – and they knew where they were going. They knew they had to perform at their own pace, not somebody else's. Reaching your goals is like climbing the Washington Monument. It takes planning and prodding, but all you have to do is take one step at a time. (Seminar '90 Speech)

Goals 41:

Decide where you want to be a year from now, and break that goal down into monthly, weekly and daily goals. Develop a sense of urgency about reaching your goals, striving to make every day better than the last. Be a star by developing your plan of action today. (Management Conference '85 Speech)

Goals 42:

After you have decided on your goal, you have to have an arrival date. Don't just say, "someday," or "when things fall into place," because they never do. If you waited until everything was in perfect order, you'd never get there: it would never happen. Systematically figure out what it would take for you to reach the goal you've set for yourself, and then break that long-range goal into little goals. You'll find, as you attain each of these, they are confidence builders. As you go up each step of that ladder of success, you can conquer any situation. Every week strive to top last week's total skin care classes, bookings, recruits or pink ticket sales. Do everything that keeps you going toward your goal.

Check your progress and review your plans every day. Keep them ever in front of you. (Seminar '85 Speech as published in *Applause*® magazine)

Goals 43:

Don't be afraid to set goals. Dream big. Set goals, make plans, and then act. Once you write your goals down, your dreams will turn into goals. Then you must make a commitment to achieve those goals. You must get your husband and your family involved, knowing how much money it takes to turn a dream into a reality.

It's very important to set career and family goals. It helps you to put Mary Kay third instead of thirtieth. A goal makes you make commitments.

Use visuals. Make a goal poster. These visuals help to keep your eye on that goal and your target, and it works.

Evaluate your progress and make adjustments. Of course, not every week will work out. (Management Conference '86 Speech)

Goals 44:

Someone said, "You can eat an elephant one bite at a time," so take your goal and break it down into monthly, weekly and daily segments, and you'll find that it is easy to obtain.

First, select your goals, write them down, and be precise to know exactly what it is that you want.

Second, chart your course. Make a plan and stick with it, and make it work for you. Plan your work and work your plan.

Third, commit yourself. Let nothing or no one or any circumstance deter you.

Fourth, you have to expect results. Expect success. Around here, we're realists. We expect a miracle every day.

Do all these things and success will come your way. (Seminar '86 Speech)

Goals 45:

We do have a mission – to share our lives and our energies, our hopes, our dreams, our superior products and our beautiful, abundant way of life. In doing so you will be blessed beyond measure with all the riches of life. That's living the Mary Kay dream. (Seminar '95 Speech)

Goals 46:

So decide today to build your dream in your mind. Write your goal down on paper and make your goals realistic but high enough so that you will have to stretch to reach them. Then break your long-range goal down into short-range goals to work as confidence builders. Every week strive to top your last week's total classes, bookings, sales and recruits. Do everything that will keep you working towards your main goal. Be determined. This means total commitment to your goal. Learn to see problems that will arise as opportunities. Problems are guidelines, not stop signs. (Seminar '94 Speech)

Goals 47:

It is very important that you write out that goal and put it someplace where you will see it every single day. I used to write my goals on my bathroom mirror with soap. My goal was always 10 classes a week and 2 recruits. As I held each class, I would mark through it until my week was completed with the ten marks and hopefully two recruits. (Career Conference '93 Speech)

Goals 48:

Remember that anything in this world that you want you can have if you want it badly enough and you are willing to pay the price. But to do this you have to set those goals and be sure to put a time limit on them. Remember Parkinson's Law: "Work expands to fill the time available for it." You've tested that formula many times. Someone calls on the edge of town and says, "We'll be there in 30 minutes." Lo and behold, you get your spring housecleaning done in 30 minutes! So place a time limit on what you want to accomplish.

Start to build your dream in your mind, and write that goal down on paper. You must make your goals realistic yet aim high enough that you will have to stretch to reach them. Whatever your goals are, plan how you are going to do that. Don't limit yourself to just one route. Plan several ways to reach the destination that you want. (Career Conference '94 Speech)

# Golden Rule

## Golden Rule 1:

A house is indeed only as strong as the foundation on which it was built. And the foundation of Mary Kay is the Golden Rule: Do unto others as you would have them do unto you. (Fall Leadership Conference '80 Speech)

## Golden Rule 2:

Remember the Golden Rule. If you will truly learn to live the Golden Rule, doing unto others as you would have them do unto you on a daily basis, in your every action and even in your thoughts, then your life will take on new meaning and so will the lives of those about you. Make every decision based on the Golden Rule, putting yourself in the other person's shoes and trying to think how she would like to have her problem resolved if you were in her shoes and she was in yours. I guarantee you that it works. Remember that you can never obtain riches until you begin to enrich the lives of others. All you send into the lives of others comes back into your own. If you give the very best you have in whatever you do, the best will come back to you in a boomerang effect. (Management Conference '89 Speech)

## Golden Rule 3:

When the idea of Mary Kay Inc. was first conceived, it was my dream to build a company based on the Golden Rule. My sincere desire is that each and every one of our Mary Kay Beauty Consultants will learn to live by this beautiful rule, not only in their Mary Kay careers but in their daily lives. If there is ever a question about how to deal with a situation, simply put yourself in the place of the other person and treat that person exactly as you would want to be treated. In the long run, you will find that you will gain more than you lose, for it is true that all you send into the lives of others comes back into your own. (Seminar '78 Speech) *Compare to Golden Rule 4*

## Golden Rule 4:

When I first conceived the idea of Mary Kay Inc., it was my dream to build a company based on the Golden Rule. It was and is my sincere desire that each and every one of our Consultants learns to live by this beautiful rule, not only in her career but also in her personal life.

I have found the Golden Rule is the secret of a happy, fulfilled life. If there ever is a question about how to deal with a situation, simply put yourself in the place of the other person and treat that person as you would want to be treated. I promise you that, in the long run, you will always gain much more than you may lose. (*From My Heart to Yours*, Page 44) *Compare to Golden Rule 3*

## Golden Rule 5:

When you handle a situation in a positive way, positive things will happen. When you apply the Golden Rule and use your own good judgment along with a loving and caring spirit, you cannot go wrong. Your life will be enriched by friendships and blessings. (*From My Heart To Yours*, Page 44)

## Golden Rule 6:

Live the Golden Rule on and off the job. Don't be a hypocrite. Live every day of the week as if it were Sunday. There's just no place for two sets of moral codes. Conduct yourself in business with the same scruples you would want your children to observe in their lives. (Business Leaders of the '90s Speech, October 1990)

## Golden Rule 7:

Each of us should have a philosophy about how we conduct ourselves with others. A long time ago I chose as my standard the Golden Rule: "Do unto others as you would have them do unto you." Some might consider the Golden Rule corny and old-fashioned, but no one can deny its simple truth. Imagine how much better our world would be if everyone lived by this creed. (*Mary Kay: You Can Have It All 1997 Calendar*)

Golden Rule 8:

The creed of some businesspeople is caveat emptor: Let the buyer beware. This implies that there is no virtue in business, that it's acceptable to take advantage of the customer if you can get away with it. Undoubtedly, some people will brand me a Pollyanna because I believe the Golden Rule has a place in the business world. In fact, I believe it not only has a place, it is a necessity. *(Mary Kay: You Can Have It All 1997 Calendar)*

Golden Rule 9:

The Golden Rule is not a spigot to be turned off and on according to convenience; you should abide by it in your interactions with *everyone*. To treat people according to your whims on a particular day is not what this beautiful philosophy is all about. As we say in Texas, "That dog don't hunt." *(Mary Kay: You Can Have It All 1997 Calendar)*

Golden Rule 10:

Before the doors of Mary Kay Inc. opened on Friday, September 13, 1963, I vowed that no one associated with my company would ever be subjected to unfair treatment or unjust management. Since then, when a solution is needed for a people problem, I ask myself: "If I were this person, how would I want to be treated?" *(Mary Kay: You Can Have It All 1997 Calendar)*

Golden Rule 11:

There is every reason to believe that the Golden Rule will produce positive results in every company. Today, with more than 425,000 Mary Kay Beauty Consultants who generate nearly \$2 billion in retail sales each year, I'm convinced this philosophy works well. Personally, working this way is what makes coming into the office every day worthwhile. *(Mary Kay: You Can Have It All 1997 Calendar)*

Golden Rule 12:

Former Supreme Court Justice Potter Stewart defined ethics as "knowing the difference between what you have a right to do and the right thing to do." You can talk about the Golden Rule and even incorporate it into your company's mission statement, but it's another thing to practice it day by day. Doing the right thing goes beyond what the law requires. It's a matter of doing what you know is right. *(Mary Kay: You Can Have It All 1997 Calendar)*

Golden Rule 13:

When you are unsure about what is right and wrong, let the Golden Rule be your guide. Of course, a compassionate and benevolent person is sometimes put in the position of causing stress to others. Whether running a business or a family, this comes with the territory of leadership. Doing the right thing doesn't always mean doing the popular thing. *(Mary Kay: You Can Have It All 1997 Calendar)*

Golden Rule 14:

If you are an entrepreneur planning to start your own company, I can't think of a better place to begin than by operating your business by the Golden Rule. If you own or manage a company, institute the Golden Rule as a vital part of your business. This is not as difficult a task as you might imagine. A majority of people want to do the right thing, so if you assume a leadership role in this resolution, you will likely find many supporters. *(Mary Kay: You Can Have It All 1997 Calendar)*

Golden Rule 15:

Mary Kay Inc. was founded on our belief in the Golden Rule. We strive to provide opportunities for women to achieve their maximum potential. And we tell all our Consultants and Sales Directors that God and their families come before our Company – and that whenever they experience a conflict, the Company should be put in third place. *(Mary Kay: You Can Have It All 1997 Calendar)*

Golden Rule 16:

In any situation, you can't go wrong by putting yourself in the other person's shoes. Remember, you have a wealth of influence, and everyone you meet forms an impression of you by your words and actions. So make the Golden Rule your way of life. ("Mary Kay Cares," *Directors Memo*, March 10, 1997)

Golden Rule 17:

Our Company was built on the foundation of the Golden Rule. I hope that you will honor me by keeping that Golden Rule bright and shiny. That and our philosophy of "God first, family second, and career third" has made our Company different from every other company in the world. I want you to observe the Golden Rule in everything that you do. Remember that everyone needs to feel important." (Seminar '90 Speech)

Golden Rule 18:

You've heard how the Japanese have exported their management style. We've exported our Golden Rule management style to other countries because I believe that the Golden Rule crosses all cultural boundaries. I also believe that it crosses the line between men and women, and I think that it is applicable to every management situation. If I were the other person, how would I want to be treated? This is the heart of the Golden Rule.

To this day, when I am searching for a solution to a people problem, I ask myself that question. When I do, even the most difficult problem is soon solved. (Speech to Commonwealth Club, 1985)

Golden Rule 19:

If you want somebody to do something, you have to treat them like you would like to be treated if you were in their shoes and they were in yours. Somehow, this idea had not caught on in the corporate world. As a matter of fact, I'd be willing to say that still, it doesn't have great listeners in the corporate world, even today. I understand that my little book on people management, which was written twenty years after that original start, has now a lovely following in many universities across the country, and they are now teaching it and finding that it is a brand-new idea, this business about the Golden Rule, when after all, our good Lord started that two thousand years ago. Such an old idea, but apparently new, right now. (*Pearls of Wisdom*, "Memories," 1993)

# Happiness

## Happiness 1:

My definition of happiness is having something that you love to do, someone to love, and something to look forward to. (*Mary Kay: You Can Have It All 1997 Calendar*)

## Happiness 2:

That money doesn't deliver happiness is obvious each time we read about a rich person in the entertainment industry who accidentally overdoses on drugs or commits suicide. How can people appear to have everything, and yet be discontent? Perhaps they have stopped dreaming. I believe each of us needs a reason to get up in the morning. We need something to anticipate – something that truly excites us. (*Mary Kay: You Can Have It All 1997 Calendar*)

## Happiness 3:

A truly happy person is someone who never quite reaches the rainbow's end. I have enjoyed so much during my lifetime – far more than I ever dreamed possible. Still, I find it difficult to wait for the sun to come up on each new day. This is because I continue to have exciting prospects. Every day of my life, I thank God for giving me such happiness. (*Mary Kay: You Can Have It All 1997 Calendar*)

## Happiness 4:

When our company became a publicly owned corporation in 1968, I became a millionaire. That poor little girl from the wrong side of the tracks in Houston had finally made it! But I didn't think, "Wow! I'm a millionaire, so *now* I'm happy."

As the song says, "Happiness is different things to different people." I suppose everyone has his or her own definition of happiness, but I'd like to share my formula with you. To me, happiness is, first, having work that you love to do—something you like so much you'd do it even if you weren't paid. Second, happiness is someone you love. And third, it is having something to look forward to. (*Mary Kay, page 131*)

# Humor

## Humor 1:

Sometimes we must rely on humor to get us through the day. Humor helps us put difficulties in the proper perspective, so that we don't take ourselves too seriously. Although a majority of us enjoy a good chuckle, no one really knows what makes us laugh. As E.B. White once said, "Analyzing humor is like dissecting a frog. Few people are interested, and the frog dies of it." (*Mary Kay: You Can Have It All 1997 Calendar*)

## Humor 2:

Anyone who knows me well understands how much I value a sense of humor. When properly executed, humor adds a nice touch to almost any situation, business or otherwise. Generally, injecting humor into tense circumstances lets others know that you do not consider yourself an adversary or, at the very least, that you are in a friendly mood. This is a particularly good message to convey to another party prior to entering negotiations. (*Mary Kay: You Can Have It All 1997 Calendar*)

## Humor 3:

One reason that humor serves as an excellent icebreaker is that it can establish friendly common grounds between two parties. Have you ever noticed that a good public speaker's opening remarks typically contain a joke or a funny story? This helps the audience to feel that the speaker is one of them, that he shares some perspective or experience with them. (*Mary Kay: You Can Have It All 1997 Calendar*)

## Humor 4:

In a speech, put your humor in the context of your message. If your joke, however funny, has no relationship to your subject, the audience feels confused. Most of my jokes relate to my topic, but on occasion I hear one that's so cute, I tell it just to keep my audience with me. And I always come prepared with a few spare one-liners, like this one: "Did you know there are three stages of man? Youth, middle age, and 'You're looking great!'" (*Mary Kay: You Can Have It All 1997 Calendar*)

## Humor 5:

A note of caution about humor: Timing is everything. Used inappropriately, humor can be disastrous. You can *think* you are funny – and be a minority of one. Making other people laugh is not easy. A good rule of thumb is: When in doubt, don't! Remember, there is a fine line between being funny and being offensive. (*Mary Kay: You Can Have It All 1997 Calendar*)

## Humor 6:

Don't tell jokes that could potentially be hurtful to a member of a minority ethnic group. And as a general rule, use humor sparingly with those from other cultures. Even when you think your humor is only fun, don't risk having someone react negatively. After all, people forget funny jokes, but they will certainly remember a racist or sexist remark. Also, a hard and fast rule is: There is no place for off-color jokes or profanity. (*Mary Kay: You Can Have It All 1997 Calendar*)

## Humor 7:

John Kennedy and Richard Nixon were neck-and-neck in the 1960 presidential campaign when they began the country's first televised debates. Kennedy charmed the nation with his wit. Noticeably missing from the debate was Nixon's sense of humor. In contrast, he was dreadfully serious. It was those debates that tipped the scales in favor of Kennedy. To many, wit is synonymous with wisdom. (*Mary Kay: You Can Have It All 1997 Calendar*)

## Humor 8:

Wit is something you either have or you don't. As someone once said, you can pretend to be serious, but you can't pretend to be witty. But do not overestimate those who appear to have it. While it is certainly a nice touch, people who possess wit are often given more credit for intelligence than they deserve. Like beauty, wit is only skin-deep. Judge people by their character. (*Mary Kay: You Can Have It All 1997 Calendar*)

Humor 9:

If there is a lesson in life to be learned from a trying experience, it is: Don't let problems that are out of your control get to you. Instead of panicking, look at the humorous side. Every woman should attempt to do this, no matter how stressed out she is. We have to take life in stride, one step at a time. As long as we can laugh and stop treating difficulties as disasters, everything will be just fine. (*Mary Kay: You Can Have It All 1997 Calendar*)

Humor 10:

One of my favorite after-dinner stories is about Daniel in the lions' den. One by one, the ferocious lions approached to devour him, and each time he whispered something that caused each lion to stroll back to his corner and lie down. Frustrated, his captors removed Daniel from the den and demanded to know what he had whispered to the now docile lions. Daniel replied, "I just told them they would be expected to say a few words after dinner." (*Mary Kay: You Can Have It All 1997 Calendar*)

## Idea

Idea 1:

If you have an idea and you keep yours, and I have an idea and I keep mine, we each have one. BUT – if you give me yours and I give you mine, we each have two! (*Directors Memo*, April 15, 1966, and Seminar '92 Speech)

## Image

### Image 1:

A wise person once said, “You only get one chance to make a good first impression.” It’s so true. Many times the first opportunity to meet a hostess and/or customers is when you enter the door. Therefore, it is vital to look your very best. (*From My Heart to Yours*, Page 21)

### Image 2:

Over the years our sales force has earned a reputation for being professional and feminine because our Consultants and Sales Directors are known for wearing dresses and skirts. This image includes a friendly smile, a courteous manner and a positive attitude. (“From the Heart,” *Applause*® magazine, October 1991)

### Image 3:

It is very important for each of us to maintain the “Mary Kay image” at all times. Hotel managers frequently write me after a function has been held in their hotels. Their letters say that we have the finest, best-mannered, best-dressed and most beautiful women in any organization in America – and I agree! At the time of a Mary Kay function, we are “putting our best foot forward.” I believe that every time we step out of our homes, we are representing “Mary Kay.” Someone once said, “You are the only Bible many people will ever read.” The same is also true with our image. Sometimes the image someone else has of you is determined by the way you look when you go to the grocery store or to pick up your children. Remember when we decided that if we were going to be Beauty Consultants, then we would have to project beauty all the time! We decided that we would never be seen in public unless we looked our best. Please remember that YOU are “Mary Kay” to every single person you meet. Please help us maintain and uphold, every day, the beautiful image we have earned over the years. (“From the Heart,” *Applause*® magazine, September 1980)

### Image 4:

Believe me, I know how busy a typical day can be. There’s your career, your family, your home, and dozens of other obligations. But stop and think how much better things seem to go on days when your energy level is high and you’re feeling good about yourself. Somehow knowing you’re in optimum form generates an unmistakable confidence, an attitude *and* assurance that can carry you through anything. (*The Mary Kay Guide to Beauty*, Mary Kay Cosmetics, 1983, Page 6)

### Image 5:

Over the years, Mary Kay Cosmetics Inc. has always been very proud to maintain a policy of no alcoholic drinks at any Mary Kay function. I realize that in many parts of the country social drinking has become a way of life – but it has been my experience over a period of many years that nothing detracts from a woman’s image quite so much as the effects of drinking. We always receive many letters from husbands whose wives attend Mary Kay functions and special events complimenting us on the fact that no liquor was served or in evidence. It is my fondest wish that this image shall be the one that we will always project. I ask all Independent Sales Directors and Beauty Consultants to honor me by not indulging in social drinking at any Mary Kay function. I know you will honor my wishes. (*Mary Kay Directors Guide*, 1993 edition, Chapter 4, Page 21)

## Integrity/Honesty/Values

### Integrity/Honesty 1:

I challenge you to build corridors of honesty and of fairness, of sincerity and of right-dealings. This can spread and spread. (January Jamboree '75 Speech)

### Integrity/Honesty 2:

No matter what kind of business you start, no matter what you do in your everyday life, it is true that without integrity, it will soon wane. And so our Company's foundation was built on the Golden Rule: Do unto others as you would have them do unto you. With this rule, you cannot make a mistake. (Jamboree '81 Speech and "From the Heart," *Applause*® magazine, August 1981)

### Integrity/Honesty 3:

Nothing can tear a leader down faster than being dishonest with her people. Our very lives are built on integrity and honor and honesty. You must earn the respect and confidence and good will of others, striving to build up the lives of those around you, and you can do it only with complete honesty with yourself and with them. (Future Director Speech, 1971)

### Integrity/Honesty 4:

Integrity is the ingredient that will enable you to forge rapidly ahead on the highway that leads to success. It advertises you as being an individual who will always come through. Whatever you say you will do, do it if you have to move heaven and earth. (Future Director Speech, 1971)

### Integrity/Honesty 5:

As we journey through life, the most valuable assets we carry with us are our integrity, our reputation, the good, honest name upon which we can build our future in business. Integrity is the calling card we leave behind when we are gone. It is the one trait our customers remember most often when they think of us. When they believe in us, they believe in our product. And when they believe in our product, they guarantee our success. (*A Dream Come True*)

### Integrity/Honesty 6:

We live today in a difficult time of eroding morals and values. It is my sincere prayer that our morals and values will never change ... that we can look in any mirror and be proud of what we have become. (*Applause*® magazine, September 1993, Page 8)

### Integrity/Honesty 7:

A corporation's conscience is only as good as the scruples of the women and men who run it. If you are seeking a job, I recommend you diligently do your homework to make sure you are allying yourself with a corporation that has a conscience. Inquire about the company's principles and values. Many large companies have guiding principles that they claim to live by. Ask employees, former employees, suppliers, customers, and competitors if the company practices what these principles teach. (*Mary Kay: You Can Have It All 1997 Calendar*)

### Integrity/Honesty 8:

While trying to achieve success we must feel good about ourselves. We must not compromise our principles in order to further our careers. (*Mary Kay: You Can Have It All 1997 Calendar*)

### Integrity/Honesty 9:

We must carefully guard the image that we have established – and that calls for dealing with honesty and integrity in everything we do. We must remember the principles upon which our Company was founded and believe in ourselves and our ability to do anything in the world we want to do. (Management Conference '90 Speech)

Integrity/Honesty 10:

It is my heartfelt wish that every single person who has anything to do with Mary Kay Inc. would be the richer for it, not only financially but spiritually and every other way. Our Company was begun with the highest of ideals. It was to be a company that would operate on the premise of the Golden Rule, that honesty and integrity would be our cornerstones. (Seminar '91 Speech)

## International

### International 1:

That first year, we had hoped to make a living as we helped women help themselves. Listening to their ideas and teaching them proper skin care, I never dreamed that three decades later, we would have Mary Kay Consultants in foreign countries all over the world.

Australia was our very first international subsidiary and we've grown from one country to the next. How exciting it was, just one month after the unification of Germany, when eighteen women walked across our Seminar stage as Mary Kay Consultants from East Germany, with tears of grateful joy streaming down their faces. One of those women took the microphone and said, "First we get freedom and then we get the Mary Kay!" The emotion of those words moved the entire hall, which exploded into supportive applause for these women embarking on a new life journey. (*Pearls of Wisdom*, "What You Send Into The Lives Of Others...", 1993)

### International 2:

The idea of giving women an open-ended opportunity has catapulted countless thousands to achieve their dreams. And now, women of many cultures are accepting our opportunity in their own countries. Someone once asked me, "Mary Kay, do you realize that on any given day at any given hour, a skin care class is being held somewhere in the world." (*Pearls of Wisdom*, "What You Send Into The Lives Of Others...", 1993)

### International 3:

We're not really in the cosmetics business – we're in the people business. In the business of helping women change their lives and helping them to know how great they really are, because I think this was God's intention when we started this company, was to help women. And whenever you mention international expansion, I cannot help but think of the faces of those women experiencing freedom for the very first time in their lives. (*Pearls of Wisdom*, "Memories," 1993)

### International 4:

(On the Canada opening) About five o'clock, just an hour or so before this meeting was to be held, they came on television saying, "Do not, we repeat, do not leave your home unless it is an emergency!" And I thought, "Thanks a lot!" Because we were having our very first meeting in Canada. But they came anyway. I knew that with that kind of stalwart people, that we were going to have a successful organization up there. If they could get out in that kind of weather, and come – what an organization we were going to have in Canada. (*Pearls of Wisdom*, "Memories, 1993)

## Intuition

### Intuition 1:

I can't explain it analytically, but when the feeling is deep inside me, I *know* the right thing to do. I've talked about this sense with many women who say that although they can't explain it either, they've learned to trust it. (*Mary Kay: You Can Have It All 1997 Calendar*)

### Intuition 2:

Each time we see, touch, smell, or taste something, that sense sends a message to the brain, and we react in some way. Similarly, we should respond to our sixth sense, woman's intuition, when it sends us a signal. Unfortunately, we don't always have the same degree of confidence in our intuitive power that we have in our everyday senses. Intuition can be harder to identify. (*Mary Kay: You Can Have It All 1997 Calendar*)

### Intuition 3:

Most women experience the five other senses in much the same way, but when it comes to a woman's intuition, hers, yours, and mine may differ. Whether your intuition expresses itself in goose bumps, a sudden visualization, or just a knowing lift of the eyebrow, after this sense has been tripped enough times, you learn to trust it. (*Mary Kay: You Can Have It All 1997 Calendar*)

### Intuition 4:

Mary Kay Senior Sales Director Shirley Oppenheimer often acts on intuition, sometimes driving for several hours to visit a potential Beauty Consultant. She explains, "In my heart I can sometimes feel when a particular woman really needs what we have to offer, and I *know* she'll come into the business after I have the opportunity to meet with her. My husband used to say, 'I can't believe you're going that far for an interview.' He knows better now." (*Mary Kay: You Can Have It All 1997 Calendar*)

### Intuition 5:

Over the course of my career, I have worked with thousands and thousands of women. An objective observer would have predicted failure for a number of those who ended up succeeding. Relying on their instincts, they saw a path where no path had been charted, and they had the faith to take it. Their stories reaffirm my belief in woman's intuition that has helped me so much. (*Mary Kay: You Can Have It All 1997 Calendar*)

### Intuition 6:

Some male executives understand the value of recognition, but far too many do not. I just chalk the difference up to woman's intuition. For example, when our people saw my first pink Cadillac, they had a fit over it. "What do we have to do to get one of those?" they asked. We calculated a sales figure that a person would have to achieve to earn the use of a pink Cadillac, and some thought it was too strict. Yet five brand-new pink Cadillacs were awarded to our top producers in 1969. (*Mary Kay: You Can Have It All 1997 Calendar*)

### Intuition 7:

Sometimes women become so involved in their corporate lives, they stop thinking as they always have. In their efforts to compete with men, they start thinking like men. This is unfortunate, because they then fail to capitalize on one of their most valuable assets – their woman's intuition. (*Mary Kay: You Can Have It All 1997 Calendar*)

### Intuition 8:

Many women caught up in man's competitive, dog-eat-dog world become harsh, overbearing, and uncaring. They may not even realize their natural intuitive power is slipping away. Women are blessed with a sixth sense. We must appreciate this remarkable gift and use it to soar to the highest heights. (*Mary Kay: You Can Have It All 1997 Calendar*)

## Kindness

### Kindness 1:

Some people feel altruism in a company conflicts with the profit objective. Actually, the two are harmonious, because when your employees do well, they become content, enthusiastic, and loyal, resulting in a healthy bottom line. *Profits* is not a dirty word. It's just that it should not be the only priority of a business. (Mary Kay: *You Can Have It All 1997 Calendar*)

### Kindness 2:

Tenacity and perseverance are essential qualities for success in business. But there is much more to being successful. Real strength entails being considerate and supportive of people's feelings. As the saying goes, you attract more bees with honey. (Mary Kay: *You Can Have It All 1997 Calendar*)

# Leadership

## Leadership 1:

Someone said that a leader is one who knows where she is going and is able to take others with her. Leading by example is, without a doubt, the most effective means ever devised. Every one of us has been influenced in our lives by watching the actions of others. I'm sure you have heard the saying, "What you are speaks so loudly I can't hear what you're saying." In other words, how you live your life, the image you project, the example you set, speaks so loudly that if it's not in harmony with what you are telling people, what you're saying will just never be believed. (*Applause*® magazine, September 1993, Page 19)

## Leadership 2:

So many times I hear other women's organizations say, "There aren't enough mentors." In our Company the mentors are built into the ladder of success. A Star Recruiter, Team Leader, Sales Director, Senior Sales Director and a National serve as a mentor for someone. (Leadership Conference '83 Speech)

## Leadership 3:

Someone said, "A leader is someone who knows where he or she is going and is able to take others with them." Strangely enough, however, they glance over their shoulders one day and realize there's a parade going on and they're walking out in front. Leaders teach. They motivate. They care. For them, life is never lonely at the top. Leaders make sure that the way to success is always broad enough and straight enough for others to follow in their footsteps. (*A Dream Come True*)

## Leadership 4:

I disagree with the old saying that leaders are born and not made. I feel the art of leading can be taught and it can be mastered. My mother used to say to me, "You can do anything in the world that you want to do if you want to do it badly enough and are willing to pay the price."

Let no one think that being a leader is easy. It takes a lot of WORK! Five of the key ingredients of leadership are confidence, energy, boldness, concern and faith.

Often being a leader is lonely and difficult. As the philosopher Nietzsche said, "Life always gets harder toward the summit, the cold increases, the responsibility increases." There is never any guarantee of success; but the rewards are enormous for those who will strive for the summit, who take the risk, and who will dare the unknown.

One of the most important things I ever did to enhance my own leadership abilities was to take the Dale Carnegie course, "How to Win Friends and Influence People." I have taken this course four times in my life, and each time it has helped me to have a better understanding of how to handle those people with whom I work.

My wish for you is that leadership may become a daily practice. ("From the Heart," *Applause*® magazine, March 1993)

## Leadership 5:

In the 1980s, scores of best-selling books on Japanese management advocated decision-making by consensus. While it may appear to be a revolutionary new style, Mary Kay Inc. has followed this style of management since our founding. A popular saying around our company is: "People will support that which they help to create." (*Mary Kay: You Can Have It All 1997 Calendar*)

## Leadership 6:

When Caesar went into battle, he wore a bright red cape. General Patton revered Caesar, so he painted his tank bright red for his World War II campaigns. Both of these men demonstrated great leadership; they risked their own lives, and inspired their troops to follow them. They did what leaders are supposed to do: They led. (*Mary Kay: You Can Have It All 1997 Calendar*)

## Leadership 7:

The best executives in every industry understand that the speed of the leader is the speed of the gang. IBM executives, for example, spend time visiting customers in the field, and senior vice presidents are assigned to work personally with three or four key customers. This assures the sales force that management understands what's happening in the field – that nobody is making decisions from some ivory tower. (*Mary Kay: You Can Have It All 1997 Calendar*)

Leadership 8:

Remember that real leadership is being the person others will gladly and confidently follow. If the leader lacks confidence, the followers lack commitment. They are like the boy who was asked by Billy Graham how to find the nearest post office, and when the boy told him, Dr. Graham thanked him and said, "If you come to the convention center this evening, you can hear me telling everyone how to get to heaven."

The little boy replied thoughtfully, "Don't think I'll be there. You don't even know your way to the post office."

Arlene Lenarz said in her recent Summit speech, "Leadership begins with the heart, not the head. You can love people and not lead them, but you cannot lead people without loving them." And she's right. You must love your people to success. Our Company needs more leaders like all of you, who use their influence at the right times for the right reasons, who lead themselves successfully and continue to search for the best answers, not the easiest ones.

We need leaders who add value to the people and the organization they lead; who work for the benefit of others and not just for their own personal gain; who inspire and motivate rather than intimidate and manipulate; who live with people to know their problems and live with God in order to solve them; and who follow a moral compass that points in the right direction regardless of the trends. (Leadership Conference '95 Speech)

Leadership 9:

I want you to assess your personal effectiveness as dynamic leaders and to get ready to take a giant step forward as you learn the art of influencing others in a very positive way. Consider your personal effectiveness as a leader against the following statement: What you are speaks so loudly I can't hear what you're saying.

In other words, how you live your life, the image that you project to others, the example that you set for others, speaks so loudly that if it's not in harmony with what you're telling people, what you're saying will just never be believed. It's so true that your actions speak louder than your words ever will.

A leader is one who knows where she is going and is able to take others with her. Leading by example is, without a doubt, the most effective means every devised. Every one of us have been influenced in our lives by watching the actions of others. (Management Conference '91 Speech)

Leadership 10:

You will never know how many people have put you on a pedestal and looked up to you! How many are looking to you to lead them! Make your decision – decide to be the best. You will never know how many people's lives you helped make better – but somebody knows! (Management Conference '85 Speech)

Leadership 11:

I truly believe that the speed of the leader is the speed of the gang. Being in there doing this with them gains their respect and at the same time trains them. My motto has always been: Let them learn while I earn. It moves your Consultants into action now instead of later because they are watching you as you accomplish. (Directors Meeting Speech, Seminar 1992)

## Listening

### Listening 1:

One of our Consultants came to me to discuss her marital problems. She asked my advice about whether she should divorce her husband. Since I didn't even know the man, and hardly knew her, there was no way I could give her advice. All I did was listen, nod my head, and ask, "What do you think you ought to do?" I asked her that several times, and each time she went on to tell me what she thought she should do. The next day I received a beautiful bouquet of flowers with a lovely note thanking me for my terrific advice. Then about a year later she wrote to tell me that her marriage was wonderful – and again my advice was credited! Many of the problems I hear don't require me to offer solutions. I solve most of them by just listening and letting the grieving party do the talking. If I listen long enough, the person will generally come up with an adequate solution. (*Mary Kay Directors Guide*, 1993 edition, Chapter 6, Page 17)

### Listening 2:

Good managers are good listeners. God gave us two ears and only one mouth, so we should listen twice as much as we speak. When you listen, the benefit is twofold: You receive necessary information, and you make the other person feel important. (*Mary Kay Directors Guide*, 1993 edition, Chapter 8, Page 1)

### Listening 3:

The most important part of listening is to give undivided attention to the other party. When someone enters my office to speak with me, I don't allow anything to distract my attention. If I'm talking to someone in a crowded room, I try to make that person feel as though we're the only ones present. I look directly at that person. I shut out everything else. (*Mary Kay Directors Guide*, 1993 edition, Chapter 8, Page 9)

## Mary Kay on Mary Kay

Mary Kay 1:

I always thought of myself as someone who was simply setting right something that was not going right in God's wonderful world. It's really true that I was driven to do this. (*Applause*® magazine, September 1993, Page 8)

Mary Kay 2:

Once I decided to paint. I read the story of Grandma Moses and decided if that elderly lady could do it, I could too. I went to the art supply store and bought one of everything. The manager thought I was an artist when really I couldn't draw a crooked line!

On Sunday afternoon we came home from church and I said to Mel [Mary Kay's late husband], "Today I'm going to paint my masterpiece." And I did. I was finished by that evening!

The interior designers didn't know it was my painting when they decided to hang it in our corporate offices. (*Applause*® magazine, September 1993, Page 8; *Pearls of Wisdom*, "Everything You Always Wanted to Know," 1993 [worded differently in *Pearls of Wisdom*])

Mary Kay 3:

The funny thing is, I'm exactly like you. There's no difference. Sometimes you see me at Seminar with those pretty gowns and jewelry and all that business, but that's not really me. The real me is out planting pansies and doing the shopping. (*Applause*® magazine, September 1993, Page 8; *Pearls of Wisdom*, "Everything You Always Wanted To Know," 1993)

Mary Kay 4:

My most vivid childhood memories are of the hard times we endured when I was growing up in Houston. I was seven years old when my daddy came home from a sanitarium, and while three years of treatment had arrested his tuberculosis, he was never able to work again. My mother worked fourteen-hour days as a restaurant manager, and with what women were paid back then, we constantly struggled to keep our heads above water. I have never forgotten where I came from, and this helps me to empathize with others. (*Mary Kay: You Can Have It All 1997 Calendar*)

Mary Kay 5:

Prior to starting Mary Kay Inc., I was a single working mother supporting three children. I know what it's like to spend an entire day working, away from my family, and then come home late at night without a single order. If my income had come to a halt for a few months, my meager savings would have been wiped out. I try never to forget these experiences. I want to be able to recall them so I can relate to another person's problems when she comes to me for guidance – or a shoulder to cry on. (*Mary Kay: You Can Have It All 1997 Calendar*)

Mary Kay 6:

While it's true that people respond to feeling appreciated, and that it is a tremendous method for motivating them, motivation is not the primary reason I do it. I treat others this way because it comes from the heart. I believe everyone is important. (*Mary Kay: You Can Have It All 1997 Calendar*)

Mary Kay 7:

I'm frequently asked the question, "What is your goal for the future?" And my invariable answer is, "If just one more woman today discovers how great she really is – how much God-given talent she has – it will be a great day!" (Career Conference '92 Speech)

Mary Kay 8:

My family has always come before my career. My sole reason for working when my children were small was to provide for them. Had I been independently wealthy during those years, I would have stayed home; but as a single parent, I didn't have a choice. I tried never to let my career get in the way. Whenever I had to make choices, my career took third place, after God and my family. (*Mary Kay: You Can Have It All 1997 Calendar*)

Mary Kay 9:

I am one of those people who would rather arrive a few minutes early than risk being late. When you arrive late for an appointment with your hairdresser, for example, you're actually stealing from her. When someone gets paid by the hour, your tardiness takes money right out of his or her pocket. (*Mary Kay: You Can Have It All 1997 Calendar*)

Mary Kay 10:

Although my late husband, Mel, was very supportive of my career, he let me know that beginning at seven each evening, I was to be Mrs. Mel Ash – period. Starting then, it was *his* time. In order not to disappoint him, I was always home by seven o'clock. No matter what I was doing at the office, I'd say, "Sorry, but I have to go." (*Mary Kay: You Can Have It All 1997 Calendar*)

Mary Kay 11:

After a seven-week bout with cancer, my husband, Mel, passed away at two o'clock in the afternoon on Monday, July 7, 1980. Two days later, a Mary Kay conference was scheduled to take place. Knowing that the conference was supposed to be inspirational, I knew I had to put aside my personal feelings and put on a happy face. Even though I was grief-stricken, I did my best to project enthusiasm. Certainly you are also going to have days when you must bring an especially keen focus to your work and not allow your lack of enthusiasm to deter you. (*Mary Kay: You Can Have It All 1997 Calendar*)

Mary Kay 12:

As a young woman, I once waited in line for three hours just to shake hands with the vice president of sales at the company I worked for. He didn't even look at me; he was looking over my shoulder to see how many more people were still in line. I vowed, "If I'm ever in a position where people stand in line to shake my hand, I'm going to give each person my undivided attention."

There have been occasions since we started Mary Kay Inc. when I have had to shake hands with several thousand people. I keep in mind that each person in line has been waiting as long as I have. While we talk, he or she is the most important person in the world to me. My eyes, my heart, and my thoughts focus on this individual. (*Mary Kay: You Can Have It All 1997 Calendar*)

Mary Kay 13:

By today's standards, my late husband, Mel, was of the old school. For the majority of his life, he lived in an era when a family had only one breadwinner, the husband. Mel told me repeatedly that he was proud of my work, and I know he meant it from the bottom of his heart. Just the same, if I walked into the house a minute past seven any evening, it upset him, and he let me know it. (*Mary Kay: You Can Have It All 1997 Calendar*)

Mary Kay 14:

Mary Kay Inc. was born as a result of a career crash. Mine! Prior to starting the company, I had worked my way up to the position of national training director in a direct sales company – though according to my job description, I was performing all the duties of a national sales manager. When the company promoted my assistant to the national sales manager position – at twice my salary – I wrote out my resignation and turned it in the following morning.

When my career crashed after twenty-five years in direct sales, I was planning to write a book about the problems I had encountered as a woman in the business world. But then I thought, "Instead of writing a book about how a good company should run, wouldn't it be great if somebody ran one?" And so the idea of Mary Kay Inc. was born. (*Mary Kay: You Can Have It All 1997 Calendar*)

Mary Kay 15:

Today, Mary Kay Inc. has a highly sophisticated market research department to guide us. But in the beginning, my intuition was my only guide. I didn't conduct marketing surveys to find out what other women thought, but I did know I felt embarrassed to try on makeup in a store in front of other shoppers.

Right from the start, instinct told me a woman wouldn't mind experimenting with makeup when she was with a few close girlfriends. How did I know they would feel that way? Because that's the way I felt about it. (*Mary Kay: You Can Have It All 1997 Calendar*)

Mary Kay 16:

In the early days of my sales career, I lived paycheck to paycheck. If I didn't sell that week, my three children didn't eat. After one devastating experience at the office, I decided to read Napoleon Hill's Think and Grow Rich, concentrating on one chapter a week – and by the end of the fifteen-week reading period, my sales and my self-esteem had increased substantially. What a difference that book made in my life! (*Mary Kay: You Can Have It All 1997 Calendar*)

Mary Kay 17:

I've always said that I'm just an ordinary person. I put on my pantyhose one leg at a time just like you do. But it was that extraordinary determination that my mother instilled in me early in life that taught me anything is possible if you want it badly enough and you're willing to pay the price. (*Pearls of Wisdom, "What You Send Into The Lives Of Others..."*, 1993)

Mary Kay 18:

One company that I worked for was called Stanley Home Products. The first year I was there, two things happened at a company seminar in Dallas that set the tone for the rest of my career. It was a miracle I got to attend at all. I had to borrow the money from a friend, who thought that money would be much better spent on shoes for my children, and I took cheese and crackers because I couldn't afford to go out and eat for the three days we were there. I sat on the back row and watched a girl crowned "Queen of Sales." They gave her a beautiful alligator bag. I wanted that bag with all my heart. And during the ceremony someone said, "To be successful, hitch your wagon to a star." Oh how I wanted to be like her. She was tall and skinny and black-headed and – well, I was the opposite. But I hitched my wagon to her star so hard, I know she must have felt it. My Stanley party average at that point was \$7, and this girl was Queen of Sales. But I thought, "What has she got that I can't have fixed?" And then second, they said, "Get a railroad track to run on." And then they said, "Tell somebody what you're going to do." So, I needed to share my goal with somebody, but not just anybody. After it was over, I marched up to the front of that auditorium to Frank Stanley Breverage and told Frank Stanley Breverage, the President of that company, my goal. "Next year," I stated in no uncertain terms, "I'm going to be Queen." He looked at me very sincerely and said, "You know, somehow I think you will." And those words changed my life. I've often tried to imagine what Frank Stanley Breverage saw in that little girl, in her only good dress and that awful hat. By the way, they laughed about that hat for ten years, and the worst part was that I didn't even know about it for nine. He saw something in me that I didn't. Those five words, "Somehow I think you will," echoed through my mind all during that next year. Before I left, I asked the Queen of Sales if I could watch her put on a Stanley party, and she agreed. I took nineteen pages of notes, and guess what? The next year, I was named "Queen of Sales," and many times after that. (*Pearls of Wisdom, "What You Send Into The Lives Of Others..."*, 1993)

Mary Kay 19:

I loved my work in direct sales, and I was able to provide a comfortable lifestyle for my little family. I was well-paid for a woman, and training women was my forte. One company that I worked for paid me \$25,000 a year to be their National Training Director, but the truth was that I was acting as National Sales Manager for about half what that job was worth. Many times I was asked to take a man out on the road to train him; and after six months learning the business from me, he was brought back to Dallas and given twice my salary. And it really irked me when I was told that these men earned more because they had families to support. Well, I had a family to support, too, and it seemed to me that a woman's brains were worth only fifty cents on the dollar in a male-run corporation. I even had a seat on my company's board, and I took my responsibility very seriously, but I found my ideas often were not respected. It upset me to present a good marketing plan, only to be dismissed with, "Oh, Mary Kay, you're thinking like a woman again." So what was wrong with thinking like a woman? I had some good ideas, but no one would take me seriously because I was in the wrong body. It was so frustrating. (*Pearls of Wisdom, "What You Send Into The Lives Of Others..."*, 1993)

Mary Kay 20:

It never even occurred to me that we might fail. I just thought we had to do this. It was a responsibility, I felt, that God had placed on my shoulders to give women a chance to do anything they were smart enough to do. I am so glad that we just went on despite all of the negativity that we encountered. (*Pearls of Wisdom*, "Memories," 1993)

Mary Kay 21:

I love sales. And I'm looking for the best buy. I love to do that. And the funny thing about it is that the clerks usually recognize me and the first thing you know, here they come with the \$4,000 dresses. I'm not interested in the \$4,000 dresses. I want to see what's on your sale rack. I still clip coupons, do you? I clip the coupons, I keep them alphabetically arranged so that when I get ready to go to the store, if I want one thing, the coupon is in there for it. And I like to do that. (*Pearls of Wisdom*, "Everything You Always Wanted to Know," 1993)

Mary Kay 22:

I'm a perfectionist. A neat-nick, they call it today. Even the cup towels in my kitchen drawers have to be folded exactly right. And if she [my maid] doesn't fold them right, I refold them. Every day when I leave my office, whatever is on the desk that is not finished goes into a Mary Kay pink bag, and I take it home with me, so that tomorrow morning I can start off with an absolutely clear desk. To me, that has been a means of keeping frustration at a low point. When you just have too much to do, you don't get anything done. So I clean off the desk every day, take it home, get up at five o'clock in the morning if necessary in order to get yesterday's correspondence answered and done. I find that this keeps me on target where everyday processes are concerned so that I don't let it get overwhelming. You might like to try that yourself. It really helps. Be organized. (*Pearls of Wisdom*, "Everything You Always Wanted to Know," 1993)

Mary Kay 23:

One thing I used to do when I was doing the hiring, I would deliberately turn over a wastepaper basket by my desk where the person who was going to be interviewed would see it. And I would have them come in, sit down, and then I would say, "Excuse me for just a moment. I'll be back in just a minute." I would leave for two or three minutes and come back. If that person had not uprighted that trash can and put that back in, [I would tell them] the job was filled. If you can stand to see an overturned trash can and not do something about it, you're not organized. (*Pearls of Wisdom*, "Everything You Always Wanted to Know," 1993)

Mary Kay 24:

I love to cook. So I spend a lot of time when I have the chance to do it, cooking up things, but I do like to cook and I love to fool around in the garden. I like to plant things and watch them grow. (*Pearls of Wisdom*, "Everything You Always Wanted to Know," 1993)

Mary Kay 25:

I have a little trick I play on myself. If I wake up some morning and I don't feel like getting up, I stop and think about all the people who can't get up, and how lucky I am to be here one more day. That day I try to be the kind of person that I wish everybody else was. I try to be the kindest, gentlest, most loving person I can be on that day when I feel so bad. Somebody said, "Act enthusiastic and you will become enthusiastic." And you know what? It works. When you look in the mirror, instead of seeing Elizabeth Taylor, if you see Charles DeGaulle, see what you can do with your mental attitude. See if you can't make it a great day. (*Pearls of Wisdom*, "Everything You Always Wanted to Know," 1993)

Mary Kay 26:

I feel very humble. I feel that God gave me a responsibility in 1963 to help women, because in the early 60's, women were going in the wrong direction. They were looking to see who was successful, and only men were successful. So they cut their hair short, put on their shoes, a pair of trousers and went out trying to emulate men. Some of them lowered their voices, can you imagine? I thought that was so wrong, and so I

decided that what we needed to do was to show that femininity still exists. I think God made us feminine, and He wants us to stay that way. So as a result, I felt that God had given me a very special task at that point in my life, and also in the lives of American women when they were being so down trodden. I really feel that this was a God-given responsibility. (*Pearls of Wisdom*, "Everything You Always Wanted to Know," 1993)

Mary Kay 27:

I keep on my bedside table some things that inspire me all the time. I love to listen to Dr. Schuller's tapes. I've got some good ones from Norman Vincent Peale and some other great motivators. At the same time I try to do my daily Bible reading, and that motivates me. There are certain passages that are particularly important to me. When I was in Sunbeams as a little girl, I remember one verse that was so good: "What time I am afraid I will put my trust in Thee." That helps me so much in times of stress, and things that happen in our lives. Plus I have all those wonderful tapes that I listen to from Seminar. If I feel down, I just listen to some great person who has made a wonderful speech. I usually sit down and drop them a little note and say, "I just listened to your speech again from Seminar, and it was wonderful." Tell them how great they are, because they are. (*Pearls of Wisdom*, "Everything You Always Wanted to Know," 1993)

Mary Kay 28:

My mother was my inspiration from my early childhood. No matter what I did, she would say, "Much good time is lost but for the lack of a little more." Or she would say, "You can do it, honey, you can do it." Today I look at my 7-year-old great-grandchildren and think, "How in the world at the age of seven did I do what I did when I wouldn't let my 7-year-old great-grandson cross the street by himself?" It's very important to let your child become independent, and to teach them how to walk in their own way. (*Pearls of Wisdom*, "Everything You Always Wanted to Know," 1993)

Mary Kay 29:

[Mary Kay's answer to "Who influenced you the most in developing your people skills?"] That goes back to the fifth grade. My teacher was Lila B. Scott. She took a great interest in me, because primarily she was aware of my family situation – that I was the housekeeper, the everything to my father, and my mother worked all the time. She began taking an interest in developing me from the standpoint of extemporaneous speaking. I didn't know I had that ability. She would train me and teach me, and keep me for a couple hours after school some days. Finally she thought I was good enough to enter me in the Texas Extemporaneous Speaking Contest. I won second place. Now I have to tell you that the topic I was speaking on was not what I was describing. It was really very funny. It was the wrong topic but I won the contest anyhow. I guess the judges didn't know the difference either. That was the beginning of extemporaneous speaking, learning to stay on your feet, think at the same time, and to address people. I would urge you to have your children take things like extemporaneous speaking and debating in school. (*Pearls of Wisdom*, "Everything You Always Wanted to Know," 1993)

Mary Kay 30:

I felt that my mission was God-motivated. I felt that He had inspired me to do what I was doing, and that with His help I couldn't fail. That would always bolster my feelings and my spirits when I would think about that. When you have self doubts, of course squash them and go on with your great mission. (*Pearls of Wisdom*, "Everything You Always Wanted to Know," 1993)

Mary Kay 31:

I got into direct selling in the late 1930s when there simply was no job a woman could hold that gave her the opportunity to take care of her children and make a living at the same time. One day a woman named Ida Blake knocked on my door and said she wanted to show me a set of books that consisted of stories you could read to your children to teach good behavior. For example, there was a little story about a necklace that tightened up whenever a child told a fib. I loved the set of books but it was fifty dollars, and good heavens, I couldn't afford fifty dollars. It was a Friday and she wanted to leave the set over the weekend. "You can leave it," I told her, "but there is no way I can buy it." So she said, "I'll tell you what, if you sell ten sets of this for me I'll give a set to you." "Wow! Give it to me?" I said. I was a Sunday School beginners department superintendent in

Houston at the time so I knew a lot of families with small children. I started calling those people and in one day lined up the sale of ten sets of those books. I didn't realize I had done anything outstanding because I thought the books were really good. When Ida followed up with the people I talked to on the phone, sure enough, boom, boom, boom, she sold them all. She came back to bring my set and said, "I want you to go to work with me." The next day we drove out to the suburbs, knocked on doors all day long and never got to first base much less sold any books. I began to discover that I had really done something exciting by selling those ten sets in one day's time. In the next nine months I sold seventy-five thousand dollars worth of books. But I quit because the people I sold to were friends of mine. They would buy the books but not use them. Then they felt like they had bought something that wasn't good. About that time another friend who had just become a Stanley dealer told me about it and said I could do it whenever I wanted to. And when I got someone to keep my kids, I could hold a Stanley party. So I started out on that basis. I was really not all that good at the beginning, but in one year I went from a seven-dollar Stanley party average to queen of sales. That is the thing that started me off on the road to success. I kept trying to improve and improve and improve so that I would be better. I stayed in Stanley for thirteen years and was queen of sales many, many times. It was where I learned how to sell. (*Direct Selling In the United States: A Commentary and Oral History*, by Morris L. Mayer, Direct Selling Association, 1995, Pages 47-48)

Mary Kay 32:

In high school I discovered that I had a little bit of a ham in me. Performing eye-dazzling routines with our school drill team, the Red Coats, was like being a movie star. I also found satisfaction in acting in plays and debating. As a junior high school student, I won second place in Texas in a competition in extemporaneous speaking. These golden years at Reagan High, my time in the drama department, on the debate teams, and the drill team had much to do with teaching me how to handle myself before an audience. Each of these activities also had another common denominator: You had to be prepared, even if your presentation was extemporaneous. (Excerpt from letter to student Connie Schmidt, February 5, 1986)

## Mentors

### Mentors 1:

Our Company has a plentiful supply of mentors. But outside Mary Kay, finding somebody to serve as your mentor may not be easy. My only mentor was my mother. As a little girl, I learned my work ethic from her. She taught me to respect everyone. She said that in God's eyes, we are all equal, and she told me to treat other people just as I would want them to treat me. (*Mary Kay: You Can Have It All 1997 Calendar*)

### Mentors 2:

While fortunately mothers are in ample supply, you need to find a woman other than your mom to be your mentor. You need someone with success in both career *and* personal life. A prosperous business executive who has not done well as a wife and mother will not be a good role model. (*Mary Kay: You Can Have It All 1997 Calendar*)

### Mentors 3:

To qualify as your mentor, a woman must already have done what you wish to accomplish. It's always easier to ask someone you know to be your mentor, but you might be surprised by how receptive a stranger can be. You just need a little humility to ask for help. Also, make sure you choose a mentor who will be available when you need her. If she's not readily accessible to guide you, she's not the right mentor. (*Mary Kay: You Can Have It All 1997 Calendar*)

### Mentors 4:

Most successful people will tell you: "If it were not for the help of other people, I wouldn't be where I am today." I believe that everybody who accomplishes something great had help from someone. Somebody, somewhere, provided a spark of inspiration, offered a challenge, or held out a hand along the way. I know it's not always possible to help these people in return, but you can do for others what was done for you. (*Mary Kay: You Can Have It All 1997 Calendar*)

### Mentors 5:

The wonderful feeling that comes from helping people gives meaning to your accomplishments. If you don't help others, your own success means less; it may even feel hollow. (*Mary Kay: You Can Have It All 1997 Calendar*)

### Mentors 6:

If a mentor has helped you achieve your goals, extend a helping hand to someone who approaches you to be her mentor. Even if you haven't had the help of a mentor, be a mentor to someone else. And when that relationship has served its purpose, continue to help woman after woman. You'll receive much more than you give. (*Mary Kay: You Can Have It All 1997 Calendar*)

### Mentors 7:

Establish some role models. They can be people from your life, or they can be top Sales Directors or National Sales Directors. Write down three to five names of people who have achieved what it is that you want to achieve. Write down the qualities and behaviors that make them successful, and then close your eyes and imagine each one of them giving you advice on what you want to do. (Management Conference '90 Speech)

### Mentors 8:

Every single one of us has the power to inspire others as well as to be inspired. Someone once said that you are the only Bible some people will ever read. What is the gospel according to you? Isn't that a great responsibility? But, it's one that each of us has and so as you go about your daily life, you become either an inspiration to other people or you fail in that responsibility. How important this is to our families – for you to be the inspiration to your family, to your husband and to your children, to make them want to live a richer and fuller life by your example. (Jamboree '81 Speech)

# Money Management

## Money Management 1:

When you have it down on paper, you can mark it paid. (*Mary Kay Directors Guide*, 1993 edition, Chapter 7, Page 4)

## Money Management 2:

All during my years of management, such as you are doing, I lived on my personal sales and my commission checks went into savings. Had this not been done, there is a good possibility that our Company would not exist today. Early in my childhood I learned that saving was an important facet of life for peace of mind and security. I hope that each of you have planned a regular routine program of saving against “rainy days.” (*Directors Memo*, September 15, 1970, page 25)

## Money Management 3:

Since 1963 I’ve had one goal - *to help women become all they can be*. I’ve seen that goal realized in the lives of hundreds of thousands of women all around the world - including you. You’ve stretched. You’ve grown. You’ve made money! Now what do you do with it? How do you save it? How do you spend it? How do you make it work for you as hard as you worked for it?

I was lucky. My son, Richard, was there to answer those questions for me. But who can rely on luck anymore? Or on someone else? Do you know that nearly 80 percent of all married women in this country become widows at some point in their lives? And the average duration of widowhood is 15 years? The only person who is going to look out for you financially is **you!**

I have a favorite saying you may have heard before. It goes like this...

From birth to 14 a woman needs good parents and good health.

From 14 to 40 she needs good looks.

From 40 to 60 she needs personality.

From 60 on she needs **cash**.

I wanted you to have every bit of information you need about money because you deserve to be financially secure. (*Smart Connections*, Mary Kay Cosmetics, Inc., 1995)

## Money Management 4:

Occasionally I run across someone who feels that it’s evil to make a lot of money and to prosper. I would like to recall to your memory the third epistle of John, second verse, where Jesus said, “Beloved, I wish above all things that you may prosper and be in good health.” And so, I think God wants us to prosper. I think it is important that we do with the money that we make, but to me, much more important in our success than the money are those children whose teeth are now being straightened with all those braces, and the new homes that are being built, and the college educations that have been made possible with Mary Kay earnings -- and in one case recently, a series of operations that strengthened a little girl’s leg. This is what has made our Company a success in my eyes. (*Star Track ’89 Conference Speech*)

## Money Management 5:

Contrary to the thoughts of many people, happiness is not guaranteed by money. Very often people who are preoccupied with financial problems think that money will solve everything. And it’s true that it’s hard to be happy if you don’t have enough money to support your family in a comfortable manner. But money is important—only until you have enough of it. By this I mean until you have earned enough to provide good food on the table, adequate clothes, a nice home and some of those luxuries (such as a television and automobiles) we have all come to feel are necessities.

Perhaps you’re thinking, “It’s easy for Mary Kay to say that; she doesn’t have to worry about money. She’s the chairman emeritus of a large company.” Yes, that is true--today. But I wasn’t always in this position. I know very well from firsthand experience what it’s like to live from one commission check to another. I’ve already told you about the early days of my career, when I had to produce sales or I couldn’t pay my rent each month. For many years, I was the sole provider for my three children. And I can assure you, that responsibility is something I will never forget. So, if you are someone who is currently struggling to make ends meet—I can truly identify with you. (*Mary Kay*, page 132)

Money Management 6:

Although I knew financial hardship, there was only one time in my life when money became a top priority for me. That was when I began saving to buy our first house. I started with nothing, and every week I put a few dollars in my savings account. I still remember how thrilled I was when I finally hit the \$100 mark. Then my goal was to add another zero to that figure. When I did, I was on cloud nine. I did all kinds of things to avoid spending money so that my house account could grow. It took years, but I finally reached my goal. (*Mary Kay*, page 132)

Money Management 7:

Money, for its own sake, has never been tremendously important to me. I've heard people say that for them, money is a way of keeping score. Often they pass a comfortable income mark and they want to earn more and more in order to measure their achievements. They say it's not the money that excites them, but the idea that they're doing a job worthy of what they are accumulating. (*Mary Kay*, page 132)

# Motherhood

## Motherhood 1:

Becoming a mother changes your life forever. Your responsibility to provide love and care for your child is a lifetime commitment. No matter how big and strong your child grows, you never stop being a mother. And, yes, especially when your child is small, you will make numerous personal sacrifices. But most mothers agree that such sacrifices enrich their lives. *(Mary Kay: You Can Have It All 1997 Calendar)*

## Motherhood 2:

Many companies, sensitive to the special needs of working mothers, are investigating family-friendly policies. Even so, with the realities of the corporate world in today's fast-changing economy, it is likely never to be possible for a woman always to keep the demands of her career from interfering with the responsibilities of her family. Only when your priorities are clear can these important choices be soundly made. *(Mary Kay: You Can Have It All 1997 Calendar)*

## Motherhood 3:

After coming home from the office and completing their household tasks, most working mothers use up their last ounce of energy participating in group activities with their children. Try to figure out a way to spend one-on-one time with each of your loved ones, so they don't feel shortchanged. *(Mary Kay: You Can Have It All 1997 Calendar)*

## Motherhood 4:

To a large degree, the mother sets the mood for the entire family. When she appears satisfied and cheerful, her husband and children will likely emulate her attitude; unfortunately, her negative moods are also contagious. *(Mary Kay: You Can Have It All 1997 Calendar)*

## Motherhood 5:

I must confess that when my children were young, I didn't indulge in certain luxuries that probably would have been good for me. Some of the successful women at Mary Kay recommend these "just for you" activities for working mothers: *Take a hot bubble bath at the end of the day. Treat yourself to a good professional massage. Every now and then, go to a spa.* *(Mary Kay: You Can Have It All 1997 Calendar)*

## Motherhood 6:

Some more "just for you tips" for relaxing from Mary Kay Consultants: Spend quiet time by yourself with a good book. Take a weekend to visit a college girlfriend; it's healthy to have women friends. Take good care of your skin and use quality cosmetics to make yourself look and feel beautiful; your entire family will benefit from how this affects you. *(Mary Kay: You Can Have It All 1997 Calendar)*

## Motherhood 7:

As a working mother, you can take home abilities that you learn at the office. For example, you can apply your people skills and time management proficiency to budgeting your family schedule and running your household. Moreover, you can pass these skills on to your children. We enhance our children's lives by serving as good examples through our behavior. *(Mary Kay: You Can Have It All 1997 Calendar)*

## Motherhood 8:

As every parent knows, children of all sizes scrutinize their mothers carefully; they pick up on *everything*. Your conduct has a tremendous impact on their lives and extends far beyond the home. It carries into the classroom, the playground, and their future lives. *(Mary Kay: You Can Have It All 1997 Calendar)*

## Motherhood 9:

In our organization of more than 425,000 women, scores of mother-daughter teams have Mary Kay careers. Shirley Hutton and her daughter Elizabeth Fitzpatrick were the first mother-daughter team to enter the Company's National Sales Director ranks. Elizabeth recalls learning in childhood "the philosophy that a woman should never compromise or settle for less than she deserves. It was my mother who taught me to think big by her example." *(Mary Kay: You Can Have It All 1997 Calendar)*

## Names

### Names 1:

After I'm introduced to someone, I repeat the person's name. I do this for two reasons. First, it helps me remember the name, and second, it's been said that the most pleasant sound to a person is his or her own name. Speaking the person's name whenever you're introduced to someone new is a good habit to develop. (*Mary Kay: You Can Have It All 1997 Calendar*)

### Names 2:

Shortly after George Bush became president, I attended a reception in Washington. When it was my turn to shake hands with Barbara Bush she said, "Why, you're Mary Kay! I recognize you from your book." The reception was a full six months after I had sent her a copy of my second book, Mary Kay On People Management. Right then and there, I knew she was going to make a great first lady. (*Mary Kay: You Can Have It All 1997 Calendar*)

## National Sales Directors

### National Sales Directors 1:

Today we are the finest teaching-oriented skin care company in the world, and we have the greatest sales force in America, bar none. We are celebrating a record-breaking year with the best year ever in the history of our Company. The National Sales Directors are your role models, and they have paved the way for everyone at this Seminar. I know you would like to join me in thanking them for their leadership, their knowledge, and their expertise that has been handed down through the generations, and most of all, for their example of the true Mary Kay Go-Give Spirit. We have so much to be thankful for. (Hall A Speech, Seminar 1995)

### National Sales Directors 2:

In 1975 Helen McVoy and Dalene White broke the belief barrier by becoming our first National Sales Directors. This can be your story, too, for they were just ordinary women like you with extraordinary determination. They made it happen, and so can you. (Hall A Speech, Seminar 1995)

### National Sales Directors 3:

When people constantly ask me the question, "Where do you get your inspiration and motivation?" I always have to say, "It is from my Nationals who have attained the epitome of what I would hope that all of our people will become." One of these days, I will pass the torch to you, and it will be your responsibility to take our Company to greater heights than ever. I know that I have not misplaced my faith. Thank you for being so wonderful. Thank you for your leadership and your belief in our Company, and thank you for what you are doing to help thousands and thousands of other women achieve the same success that you enjoy. (Summit '93 Speech)

## Obstacles/Persistence

### Obstacles/Persistence 1:

Set your goal on the basis of the obstacles that you will encounter. When you surrender to obstacles, you surrender a little of your future. You should let possibilities command the leadership of your life, remembering that there is something wrong with every idea. Just correct the problems. Never let a problem be an excuse for stopping, and don't turn your problem into an excuse. After you have established these rules, you are ready to dream dreams. (Seminar II Speech, Seminar 1992)

### Obstacles/Persistence 2:

When you reach an obstacle, turn it into an opportunity. You have the choice. You can overcome and be a winner, or you can allow it to overcome you and be a loser. The choice is yours and yours alone. Refuse to throw in the towel. Go that extra mile that failures refuse to travel. It is far better to be exhausted from success than to be rested from failure. (VIP/Team Leader Speech, Seminar 1989)

### Obstacles/Persistence 3:

Every successful person faces many problems. In fact, problems and adversities are the very factors that make people successful. They become stepping-stones to great achievement, opportunities for us to succeed. (Career Conference '89 Speech)

### Obstacles/Persistence 4:

I always watch with great interest someone's first failure. It is the index of her life, the measure of her success power. The mere fact of her failure does not interest me very much, but how did she take defeat? Did she get up and go again with a determination that knows no defeat? A determined person cannot be kept from success. Place stumbling blocks in her way, and she will take them for stepping-stones and will climb to newer heights. (Future Director Speech, Seminar 1979)

### Obstacles/Persistence 5:

Learn to persist. Successful people take the attitude that there are no failures, just temporary setbacks. If you truly desire something, learn to stand up to any obstacle that may appear. Sometimes you must put "Plan B" into operation when "Plan A" isn't paying the rent. But if you are truly in love with your goal, your chances are 90 percent that it will become yours. (Career Conference '88 Speech)

### Obstacles/Persistence 6:

A typical quality of a successful person is persistence. When you have persistence, your dreams can come true. Being persistent may sound easy, but it really isn't. Many things pop up to deter us from our course. When they do, people without persistence find it easy to rationalize themselves back into their old rut again. Our excuses may sound very rational, even to ourselves, but they still are excuses and nothing more. So to find the success we seek, it is necessary to persist day by day. (*From My Heart to Yours*, Page 8)

### Obstacles/Persistence 7:

In all endeavors, there are obstacles to confront. One of the secrets of success is to refuse to allow temporary setbacks to defeat us. In business, we learn this lesson on a daily basis – a lesson that also applies in our personal lives. (*Mary Kay: You Can Have It All 1997 Calendar*)

### Obstacles/Persistence 8:

A great accomplishment takes a lot of perseverance. Thomas Edison recorded 25,000 failures in his attempt to invent a storage battery. An interviewer once asked, "Mr. Edison, how does it feel to fail 25,000 times?" The inventor replied, "Young man, those were not failures. I discovered 24,999 ways that a storage battery doesn't work." (*Mary Kay: You Can Have It All 1997 Calendar*)

### Obstacles/Persistence 9:

The following career history is a good lesson on perseverance: He failed in business in 1831, and failed again two years later. In 1836 he suffered a nervous breakdown. Between 1843 and 1858, he was defeated once for vice president, twice for Congress, and twice for Senate. In 1860, he was elected president of the United States. This is the career of Abraham Lincoln. (*Mary Kay: You Can Have It All 1997 Calendar*)

Obstacles/Persistence 10:

Too often, we limit ourselves by putting up imaginary barriers. Fifty years ago, it was generally believed that no one would ever run a mile in under four minutes. Then, in 1954, Great Britain's Roger Bannister ran a mile in 3 minutes and 59.4 seconds. Today, the world record for the mile is down to 3 minutes, 46.32 seconds. But until Bannister proved it could be done, the present record was considered impossible. (*Mary Kay: You Can Have It All 1997 Calendar*)

Obstacles/Persistence 11:

Refuse to quit. See yourself achieving your goals and visualize this thing that you want. See it, feel it, believe in it. Make your mental blueprint and begin to build. See setbacks as a lesson to be applied in the move toward success. The difficulties you meet will resolve themselves as you advance. Proceed – and light will dawn and shine with increasing clearness of your path. Follow through with your plans. There is no greater obstacle in the way of success in life than trusting for something to turn up instead of going to work and turning up something. (Leadership Conference '95 Speech)

Obstacles/Persistence 12:

Persistence is a quality that all of us can use, for one of the faults today is that we give up too soon, sometimes calling it quits after a single setback. We let failure break us instead of make us. There is very little a person cannot do in this life if she sets out to do it and stays with it. One reason we don't accomplish more is that we are quick quitters. When we get a setback or two, then we say it can't be done and give up. We quit trying. History is full of things that couldn't be done, but somebody did them. I believe God wants a person who says "I can," and I believe God wants a person who will try again. All things are possible, and He is waiting to see if you believe Him. If you do, try again. (Career Conference '95 Speech)

Obstacles/Persistence 13:

I've often told you the story of that little girl from the wrong side of the tracks in Houston, Texas, sitting in the very back of the auditorium, the most unsuccessful person there, watching them crown a girl queen – and wanting with all my heart to be where she was. I resolved on the spot that next year I would be the queen – and I did it. It was nothing in this world but extraordinary determination that made it happen, and you can do it, too. (Seminar '90 Speech)

Obstacles/Persistence 14:

Never give up. Though many times adversity surrounds you, never give up! So sometimes you are temporarily stopped or stymied, never give up. Success is just around the corner for the person who refuses to quit. Yes, it takes courage to ask that tenth person to book or recruit when nine have said no. Keep on asking. When someone finally says yes to you, you will not be able to wait to ask the next person. That's how success inspires you. (Management Conference '91 Speech)

Obstacles/Persistence 15:

Notice that at the top you'll find people right now doing the thing that you want to do. They have the same problems that you do. They hear the same excuses: vacation, children, ice, snow. But they smile and go right on, for they are determined. Join them: you can't beat them. (Management Conferences '85 and '87 Speeches)

Obstacles/Persistence 16:

Throw off the imaginary shackles that retard your energies and ambitions. You have the God-given gifts, so use them! Develop a strong will, the will to win. You have it, whether you realize it or not. So, use it and develop it, a mighty will that considers nothing impossible and no goal too high.

Think calmly. This is what is referred to as common sense. By refusing to get excited, difficulties will fade away quickly.

Be a go-getter. Give the world the best you have, and the best will come back to you. The go-getter doesn't look around to see how much the other fellow is doing. She sets her own pace, knowing that if she can do a little thing well, she can do bigger things better. It's this spirit that makes people great. Be doers, not wishers. Have the will to win. Go after it! Remember that work will win where wishing won't. (Management Conference '85 Speech)

Obstacles/Persistence 17:

Don't ever give up. You must have perseverance. Most people are ready to give up at the first sign of trouble. Lack of persistence is one of the major causes of failure. The slogan "press on" has solved and always will solve the problems at hand. We all have problems, but how we meet them makes the difference. One person gives up, another perseveres, and armed with new knowledge born of trying, finds a way to succeed. How do you see a rocky path, stumbling blocks or stepping-stones? It's the point of view that counts. (Management Conference '85 Speech)

Obstacles/Persistence 18:

We are prone as human beings to stop when we get tired, disgusted, or frustrated. Don't stop! Get up and start again! You know how many times I've said that if we ever compare knees, I would have the bloodiest, because I have gotten up so many times when I failed and started again. (Seminar '85 as in *Applause*® magazine)

Obstacles/Persistence 19:

No matter what problems you have, you can overcome them with belief. I truly believe that if you show me somebody who has made it big, I can almost always show you someone who should not have made it at all. (Seminar '85 Speech as in *Applause*® magazine)

Obstacles/Persistence 20:

I have often said that successful people are just ordinary people with extraordinary determination. When someone rises to the top in our Company, I know the perseverance and dedication that have been nurtured to reach success. Remember that if you don't know the struggle, you don't know the strength. (Leadership Conference '94 Speech)

Obstacles/Persistence 21:

A friend of mine once said, "Mary Kay Cosmetics was a divine accident looking for a place to happen." We didn't set the world on fire from the first day. Our road to success was always under construction. One of my favorite expressions is, "We fail forward to success," and believe me, we did. I've said countless times, if we ever decide to compare knees, you'll find that I have the bloodiest ones in the room because I've fallen down and gotten up so many times in my life. (*Pearls of Wisdom*, "What You Send Into The Lives Of Others...", 1993)

# Opportunity

## Opportunity 1:

No greater opportunity for women exists than the one we have to offer. The Mary Kay family throughout the world is “on a roll!” In any given minute throughout the day somewhere around the world a skin care class is being held where women find new self-esteem in learning how to make the most of their faces and thus to feel better about themselves.

In many cases they become so excited they join our Mary Kay family, and their lives take on new meaning. (Leadership Conference '95 Speech)

## Opportunity 2:

Mary Kay Inc. is a unique way of life that provides the brushes, the oils, the pigments and the canvas on which you can paint your life as you really want it to be. You choose your own colors, your own design, and your own pattern. It's a place where you can reach higher, think bigger, grow greater, and live deeper than anyplace else on the face of the earth. I am sold on our American way of life, on our free enterprise system, and I am sold on American women and their abilities. (Seminar '87 Speech)

## Opportunity 3:

Mary Kay Inc. is a unique way of life that provides the brushes, the oils, the pigments and the canvas on which you can paint your life as you want it to be. You choose your own colors, your design, your pattern. Your Mary Kay career can help you to paint a beautiful picture of your life as you want it to be. Mary Kay Inc. is also like a beautiful picture, perhaps like a long wall mural that we began painting [many] years ago, and because of your effort and devotion, it becomes more and more beautiful each year. (Seminar '83, Seminar '88, and Seminar '93 Speeches)

## Opportunity 4:

So whatever your dream might be – you, too, can have it! Mary Kay Inc. is a life improvement program with everyone in your corner cheering you on. We are an experiment in principles, proof that faith, honesty, selflessness and love are not just ideals but powerful realities – and they work! Some people spend their lives working very hard and still end up penniless. Others spend their lives amassing fortunes but lose their humanity. Our career opportunity provides a vehicle for creating wealth and family security but also enabling the individual to explore the depths of their abilities and to take others along with them on their journey of success. This ability to share with others the fruits of our labor is what makes Mary Kay Inc. unique. You can be whatever you want to be. (Seminar '92 Speech)

## Opportunity 5:

Today throughout the world we are making a difference in women's lives, helping them to have the kind of life that will give them the opportunity to live their lives as they feel they should be lived. Truly we have the chance to have it all and at the same time to make a difference in this old world we live in, so judge each day not by the harvest you reap but by the seeds you sow. Remember that every sunrise is a new message from God and every sunset is His signature. Today is the first day of the rest of your lives. Use it to climb up to heights not climbed by others. The rungs of the ladder upward are unselfishness, love, sincerity and faith. Resolve today to become the person you have always wanted to be. (Career Conference '92 Speech)

## Opportunity 6:

In addition to the opportunity we have to live our lives in what we all consider to be the proper priority with God first, our family second and our careers third – and to earn money equivalent to that of the women who generally work eight to five, there's another great advantage to our Mary Kay career. And that is that we have the opportunity to make a difference wherever we go. You have the chance to give your positive attitude in this negative world. Did you know that if you just gave three sincere compliments a day for a year, you would have made a thousand people happier? Sometimes it takes just a little effort to make a difference in someone's life. Every single day my mail brings countless stories of how some Consultant or Sales Director is making a difference in someone's life. (Career Conference '92 Speech)

Opportunity 7:

In the Mary Kay Cosmetics sales organization, an individual can expand and progress without moving *up* a traditional corporate ladder. Hundreds of thousands of Beauty Consultants operate as independent retail businesses dealing directly with their customers. Each Consultant defines her own goals, productivity, and reward. One expression of this responsibility is the role of Sales Director. This individual recruits, educates, and guides as many other Consultants as she chooses. (*Mary Kay Directors Guide*, 1993 edition, Chapter 11, Page 4)

## Organization

### Organization 1:

Master the art of deskmanship. Organize your desk for efficiency. Clutter hinders concentration and creates frustration and tension. Think of your desk as a business tool, not as a paper container. Handle every single piece of paper only one time, then be finished with it. Clear your desk each evening and get the next day off to a productive beginning. (Management Conference '91 Speech)

### Organization 2:

Stay organized because “a place for everything and everything in its place” saves countless hours each week. Rearrange your work space to save unnecessary steps. Remember that success depends on what we do with each of our 24 hours each day. The President of the United States, the top National Sales Director and the Sales Director of the number one unit all have exactly the same 1,440 minutes each day that you do. Use them as wisely as they do. (Management Conference '91 and Leadership Conference '93 Speeches)

## People Management/Praise

### People Management/Praise 1:

Of course, I'm concerned about profits and losses. I just don't give them top priority. That's why I say, "P&L means *people and love*." (Mary Kay: *You Can Have It All 1997 Calendar*)

### People Management/Praise 2:

If you treat people right, they will work more efficiently and the profits will come in. The same advice applies to your customers. For good value and exceptional service, they will reward you with repeat business and by referring additional customers. Being successful in business isn't a matter of taking advantage of people. On the contrary, it's a matter of giving them so much value, care, and attention, they would feel guilty even *thinking* about doing business with somebody else. (Mary Kay: *You Can Have It All 1997 Calendar*)

### People Management/Praise 3:

When you work with people, you must not have dollar signs in your eyes. If you are thinking, "How much money is in it for me?" the customer will read your mind. In this hostile environment, any business will have difficulty growing. (Mary Kay: *You Can Have It All 1997 Calendar*)

### People Management/Praise 4:

When I meet someone, I imagine her wearing an invisible sign that says, "Make me feel important!" The value of this is one of the most important lessons in dealing with people I have ever learned. (Mary Kay: *You Can Have It All 1997 Calendar*)

### People Management/Praise 5:

Everyone wants to be appreciated, so if you appreciate someone, don't keep it a secret. Fine deeds and performances are easy to recognize. Other times, however, you might have to look for things to appreciate. Get into the habit of expressing your appreciation to people, and observe how it affects them. In time, they will be performing over and above the call of duty because they enjoy the recognition. (Mary Kay: *You Can Have It All 1997 Calendar*)

### People Management/Praise 6:

Some business executives put themselves in ivory towers; they consider themselves better than their subordinates. Such an elitist attitude creates an adversarial relationship between management and employees. In this environment, employees exert minimal effort – enough to keep their jobs but little more. They may actually want you to fail, even though your failure may harm them as well. (Mary Kay: *You Can Have It All 1997 Calendar*)

### People Management/Praise 7:

Being treated with respect is something every employee deserves, regardless of rank. Not only is it right, it has a positive effect on a company's overall success. When you show people you care for them, they return that care by working harder to see you succeed. (Mary Kay: *You Can Have It All 1997 Calendar*)

### People Management/Praise 8:

There are two types of people in this world: doers and those who do nothing. Busy people who appear to have more than they can do are the ones who come through when something important has to be done. (Mary Kay: *You Can Have It All 1997 Calendar*)

### People Management/Praise 9:

When I was introduced to Ronald Reagan during his presidency, he looked me squarely in the eye and asked me a few questions. Needless to say, it made me feel very good. I figure if the President of the United States has time to be this warm, shouldn't we all do the same? (Mary Kay: *You Can Have It All 1997 Calendar*)

People Management/Praise 10:

When somebody visits me in my office, my focus is entirely on that person. I don't like my desk to be a barrier, so I walk around it to sit in a conversation area with my guest. I usually have my receptionist hold my calls, but if I'm expecting an especially important call, I apologize in advance to let my visitor know there might be a brief, unavoidable interruption. *(Mary Kay: You Can Have It All 1997 Calendar)*

People Management/Praise 11:

Women need praise, and Mary Kay is known for "praising people to success." We think this is so important, we base our entire marketing plan on it. From the moment a new recruit becomes a Beauty Consultant, we teach her to praise her customers. She learns that a woman who looks prettier on the outside becomes prettier on the inside, too. *(Mary Kay: You Can Have It All 1997 Calendar)*

People Management/Praise 12:

Everyone responds favorably to praise. In all likelihood you are either the recipient or the giver of praise (or both) during your working hours. But are you liberal enough with praise for your loved ones? *(Mary Kay: You Can Have It All 1997 Calendar)*

People Management/Praise 13:

As children grow up, parents may cut down on their praising or even stop altogether. Yet the truth is we never outgrow our need for praise. From cradle to grave, we crave it. Don't let the praise end when your child begins to walk and talk. If you look, there's always something worthy of praise. And no matter how macho you think your husband is, he'll react to praise too! *(Mary Kay: You Can Have It All 1997 Calendar)*

People Management/Praise 14:

The great CEO of General Motors, Alfred Sloan, was a business leader who understood that a corporation's greatest asset is its people. Sloan once said, "Take my assets but leave me my organization, and, in five years, I'll have it all back." Sloan understood that every business is a people business. *(Mary Kay: You Can Have It All 1997 Calendar)*

People Management/Praise 15:

People are definitely a company's greatest asset. It doesn't make any difference whether the product is cars or cosmetics. A company is only as good as the people it keeps. *(Mary Kay: You Can Have It All 1997 Calendar)*

People Management/Praise 16:

In order to attract and retain good people, a business must treat people right. Without people skills, no organization – and for that matter, no manager – can make it in today's highly competitive business environment. *(Mary Kay: You Can Have It All 1997 Calendar)*

People Management/Praise 17:

I have learned to imagine an invisible sign around each person's neck that says, "Make me feel important!" I respond to it immediately, and I never cease to be amazed at how positively people react. If I were to teach a first-year management course, I would instruct every student to wear a make-me-feel-important sign for the entire semester. By the end of the term and for the rest of their lives, they'd imagine seeing the same sign hanging from the neck of everyone they met. What wonderful relationships they would build with their spouses, friends, co-workers, and customers! *(Mary Kay: You Can Have It All 1997 Calendar)*

People Management/Praise 18:

Inducing workers to give their best effort is the primary job of every manager. When workers want what management wants, a company can prosper. The great American philosopher William James said, "The deepest principle of human nature is the craving to be appreciated and the desire to be important." Always remember that invisible sign that reads, "Make me feel important!" *(Mary Kay: You Can Have It All 1997 Calendar)*

People Management/Praise 19:

Pride isn't something that one effortlessly wins. It must be earned. Unfortunately, pride has disappeared from many American workplaces. Loss of harmony between management and workers has changed how many people feel about their jobs. A company has to *earn* a loyal and self-respecting work force. (*Mary Kay: You Can Have It All 1997 Calendar*)

People Management/Praise 20:

Corporate America cannot take proud and loyal workers for granted. Simply providing employment and paying wages will not create an industrious, contented work force. People must be managed with respect. This entails always treating both employees and customers fairly and in good faith. A company that makes false promises or markets shoddy merchandise is not worthy of its people's loyalty. (*Mary Kay: You Can Have It All 1997 Calendar*)

People Management/Praise 21:

The Mary Kay Seminar is the ultimate expression of a simple concept in which we believe with all our hearts: We can praise people to success. Through praise and encouragement, I have seen thousands of women soar to heights they never imagined they could reach. When you are consumed with strong belief, all that you desire comes within your reach. (*Mary Kay: You Can Have It All 1997 Calendar*)

People Management/Praise 22:

Years ago I remember someone saying, "Pretend that every single person you meet has a sign around his neck that says, 'Make me feel important.'" If you can do that in your everyday life, you are going to succeed. I still remember with an aching heart years and years ago of standing in line to congratulate our vice president of sales. The line was so long that it took nearly three hours for me to get to him. I remember that when I reached him to shake his hand, he was looking over my shoulder to see how many more people were in that line. I was as tired as he was. We had both been standing there for all those hours, but he did not see me. I thought then, "If ever I get to be the person with whom they're shaking hands, I'm going to put all my attention on the person in front of me." (Seminar '90 Speech)

People Management/Praise 23:

I believe that you can praise people to success. Criticism, of course, is sometimes a necessity, but when you do it, remember to sandwich every single bit of criticism between two thick heavy layers of praise. We are all so tenderhearted, and you fellows out there – don't try to act like you don't know what I'm talking about. It's true that you don't like to be criticized any more than we do.

Did you hear about the man who said, "The trouble with women is that they take everything personally?" And she said, "I do not." But we do, so try to always sandwich your criticism between those two thick heavy layers of praise. Be sure to tell people the good things they are doing so that they do not leave with an injured self-esteem. Direct your criticism at what's wrong and not who's wrong. (Seminar '90 Speech)

People Management/Praise 24:

Our belief in caring for people, however, does not conflict with our need as a corporation to generate a profit. Yes, we do keep an eye on the bottom line, but to me "P&L" doesn't necessarily mean profit and loss. I think it means people and love, and we try to give as much attention to our people as we do to our bottom line. Our people are our most important asset. (Seminar '90 Speech)

People Management/Praise 25:

We don't have any hierarchy in our Company. Anybody who wants to see me can just walk up and say, "Mary Kay, I need to talk to you." It can be the janitor or it can be a secretary over at manufacturing. It can be anybody. We're always available with an open door to help them. I know it sounds strange, but it does work. (*Pearls of Wisdom, "Everything You Always Wanted to Know," 1993*)

People Management/Praise 26:

Solving management problems by applying the Golden Rule means treating people fairly and according to merit, not merely using them for self-serving purposes. (*Mary Kay Directors Guide*, 1993 edition, Chapter 6, Page 1)

People Management/Praise 27:

It is important that a Sales Director follow through on whatever goal has been set by a Beauty Consultant. Many times Consultants lack the self-discipline to follow through on their own goals, therefore I think the Director has to call and say, "How are you doing? Did you get your five skin care classes booked for this week?" It is the Director's responsibility to encourage them and inspire them to do better. You have to not only set the goal, but you have to inspect it and be certain that they are following through on whatever it is that you and the person has decided to do. Without a doubt, inspecting the results of a goal is important. (*Mary Kay Directors Guide*, 1993 edition, Chapter 6, Page 14)

## Personal Touch

### Personal Touch 1:

After touring our headquarters recently, a CEO wrote in a thank-you note, “I got a warm, fuzzy feeling while visiting your company, Mary Kay. It was a real eye-opener to witness the warmth that permeates your company, and, believe me, we’re going to work on making it happen in our company.”

Many visitors who tour our building act as though they can’t believe a company founder would go out into the reception area to talk to them and shake their hands. But I want them to leave with a warm feeling about our company, and since my office is the last stop on their tour, meeting the company’s founder should be icing on the cake.

I have found that when twenty women tell twenty other women about the warm feeling they had while visiting our company, and those twenty women tell twenty more, a lot of people are getting positive vibes about Mary Kay. We project an image to the public that we truly care about people – an image that reflects reality. I know it’s not the usual treatment people get at companies, but then, it has never been our intention to be a run-of-the-mill company. (*Mary Kay: You Can Have It All 1997 Calendar*)

### Personal Touch 2:

When Mary Kay Inc. was a small, start-up company, we worked very hard to become a big company. Now we’re working hard to continue to operate like a small company. In particular, we cherish the personal touch. We work hard to “think small,” even while we continue to expand. (*Mary Kay: You Can Have It All 1997 Calendar*)

### Personal Touch 3:

The small business can best provide the personal touch – like the friendly hello you get from the owner of the corner grocery store or the personal service a dress shop owner gives because she knows your size and taste in clothes. It’s often the little things that count, and nobody should ever be so big that he or she forgets them. (*Mary Kay: You Can Have It All 1997 Calendar*)

### Personal Touch 4:

Little things that everyone in business appreciates include being on time for appointments and returning telephone calls promptly. When you fail to follow through on a seemingly insignificant detail, you send the message, “You’re not important enough for me to care about you.” (*Mary Kay: You Can Have It All 1997 Calendar*)

### Personal Touch 5:

I place a lot of emphasis on tending to details. For instance, every one of our 2,500 staff members receives a card from me congratulating them on their anniversary with the company, and I always say something special. I make several phone calls every day to people in the field who have accomplished extraordinary things. When a tragedy strikes someone, I’ll often call to offer a few words of encouragement. (*Mary Kay: You Can Have It All 1997 Calendar*)

### Personal Touch 6:

In today’s high-tech world, we must strive to make sure an individual doesn’t feel like a number being spewed out of a computer. That feeling is the epitome of impersonalization. (*Mary Kay: You Can Have It All 1997 Calendar*)

### Personal Touch 7:

Of course, you don’t have to be an executive of a giant corporation to show your people and your customers that you care about their needs. The successful owner of a beauty shop will cut and style hair just as the other stylists do. A retail executive can be found waiting on customers during the hectic Christmas season. Managers who roll up their sleeves to work beside their employees set a pace that encourages superior performance. (*Mary Kay: You Can Have It All 1997 Calendar*)

## Pink

### Pink 1:

Back in 1963, I had no idea that choosing the color pink for *Mary Kay*® product packaging had anything to do with being a good marketer. I just knew that practically every home in the United States at the time had a white bathroom, and that the merchandise sold in drugstores and groceries came in bold, bright colors that ruined the way a bathroom looked. This led me to think that we should package our products in attractive containers, nice enough for a woman to display on the countertop. (*Mary Kay: You Can Have It All 1997 Calendar*)

### Pink 2:

Every time a pink Cadillac goes by, people automatically think, “Mary Kay!” It was not extensive market surveys or demographic studies that created the pink Cadillac – just pure and simple woman’s intuition. After I decided to buy a new Cadillac in 1968, I took out our company’s lip and eye palette, which was pale pink, and told the salesman that was the color I wanted. Did I have any idea it would someday become a mobile trademark? Not in a million years! (*Mary Kay: You Can Have It All 1997 Calendar*)

### Pink 3:

Another thing that got us some publicity was when we decided that our trucks going to California and Atlanta, and all those different branches, would be painted pink. What a time we had with those truck drivers at first. They were so embarrassed about driving a pink truck. But we had given them Peterbilt trucks and, finally, everybody admired the Peterbilt trucks so much (that’s the Cadillac of the trucking industry) that they became very happy about driving those pink trucks. Of course, I did have that other idea, you know, about having them dress in pink jumpsuits. I never quite got that one across. They wouldn’t do it. They said, “Don’t you know we have enough trouble driving a pink truck without wearing a pink jumpsuit?” But today they drive them with all of the pride in the world. (*Pearls of Wisdom, “Memories,” 1993*)

## Priorities

### Priorities 1:

With God's help, every woman can find a way to bring balance into her life – no matter how great the obstacles. Remember that when God closes a door, He always opens a window. (*Mary Kay: You Can Have It All 1997 Calendar*)

### Priorities 2:

My priorities have always been God first, family second, career third. I have found that when I put my life in this order, everything seems to work out. God was my first priority early in my career when I was struggling to make ends meet; through the failures and success I have experienced since then, my faith has remained unchecked. (*Mary Kay: You Can Have It All 1997 Calendar*)

### Priorities 3:

Remember to keep your life in the proper perspective with God first, family second and your job third. When God gives you an idea, even if it is impossible, do it. Remember the turtle doesn't get ahead if he doesn't stick his neck out. Listen when God speaks. (Seminar '86 Speech)

### Priorities 4:

Though much has changed, much still remains the same. The foundation upon which our Company was built: the go-give spirit, the Golden Rule, and keeping our priorities in order with God first, our family second, and our job third have not changed. And I think that God has showered His blessings upon us because of this. Our Company remains unique in the corporate world, and with wonderful people like you who believe in these priorities, I know that we have only just begun. (Seminar '88 and Seminar '89 Speeches)

### Priorities 5:

Today the privileges that we enjoy are deep in the hearts of women around the world, women whose cultures are immensely different from ours but yet whose hearts cherish the same priorities. I believe that women everywhere want to be good wives and good mothers, and yet they want to be recognized for their abilities by enjoying a successful career, and this is what we are offering them. (Seminar '94 Speech)

### Priorities 6:

Establish priorities. This is difficult for most of us to practice because it takes discipline, but it is the heartbeat of success. In setting your goals be sure to count the costs. Oftentimes you will have to forget some things in pursuit of your goal. You must decide where to put your values. Your success depends on how well you plan the game of priorities. (Seminar '94 Speech)

### Priorities 7:

We began with the philosophy of God first, family second and career third – and the Golden Rule. Most women want to be good wives and good mothers, but they would also like to have some recognition, in essence to have a career. I thought if a woman could conduct a 10 o'clock skin care class in the morning and be home again by 1:00 p.m., she would have a chance to get her husband off to work, her children off to school, and still be home again before the first child comes home from school. That would give her a chance to do all the things important to her. (New Employee Orientation Video, 1995)

### Priorities 8:

I often have company presidents call me and say, "How in the world do you function with saying God first, family second, career third? You must not have anybody working around there." I can say, "Well yes, we do. People like to be able to live their lives as they feel they should. And we employ the Golden Rule and we do all those things that make it great." Most MBA classes want to know, "How in the world does a company operate like that?" It's our great pleasure to tell them that if you treat people like you want to be treated, your company will succeed. (*Pearls of Wisdom*, "Everything You Always Wanted to Know," 1993)

Priorities 9:

I began Mary Kay Cosmetics in 1963 with a business philosophy :

**God First**  
**Family Second**  
**Career Third**

Our very first decision was to take God as our partner and to use the Golden Rule as a foundation for our business.

In the years following, many financial analysts, amazed at the success of Mary Kay Cosmetics, have sat on the couch in my office asking the question, “How in the world did you ever get this business off the ground—telling people to put their careers in third place?”

The simple answer is that given the opportunity of putting their lives in proper perspective, most women, if asked to choose between their faith and family or their careers, would invariably choose faith and family.

Most of us, as women, feel that there are many things more important in life than just making money. Having put our lives in the proper perspective, we find there is time for careers too! (Spiritual Fitness in Business newsletter, March 1986, Page 1)

Priorities 10:

The philosophy that we have adopted has resulted in happier families, happier husbands, happier children, and a positive attitude that permeates our living. (Spiritual Fitness in Business newsletter, March, 1986, Page 1)

## Product

### Product 1:

While the desire to provide opportunities for women is admirable, it's not enough by itself to start a business. A product that fills the need of consumers is critical. (*Mary Kay: You Can Have It All 1997 Calendar*)

### Product 2:

I had three reasons for selecting skin care products as my business. First, I wanted a product that would fill a void in the marketplace by benefiting the women who used it. Second, a woman must be able to believe in the product she is selling – and after she has tried our products, she can happily recommend them to others. Third, I needed to choose a product that generates repeat orders. A woman who is convinced they are good for her skin will buy more *Mary Kay*® cosmetics. (*Mary Kay: You Can Have It All 1997 Calendar*)

### Product 3:

We have a quality product – one that we can sell with complete honesty and integrity. A product that each of us uses daily so we know that it works. A product that our laboratories, filled with scientists and white-coated doctors, never cease to test for safety, purity and improvement. You can be assured that the product that you sell your customers is at the top of the state of the art of the cosmetic industry. No finer product can be purchased at any price. (*New Frontiers Management Conference '89 Speech*)

### Product 4:

Success comes from providing a product second to none, sold at a reasonable price. We started with a wonderful product, one that I had used personally, that simply provided better skin care than any other product I had seen at that time. Then, over the years, we have developed it and advanced it so that our product line has kept pace with the state of the art in skin care, along with the latest innovations in glamour. (*Seminar '89 Speech*)

## Reading

### Reading 1:

Reading has helped me tremendously in overcoming periods of discouragement in my life. I remember when my career was at a very low point, and I decided to read *Think and Grow Rich* by Napoleon Hill. This book really inspired me to forget my negative thoughts and concentrate on the positive ones. Since then I try to read motivational material, and I encourage our sales force to do the same. I have my own little system which has always worked well for me. First, I read the entire book. Second, I go back and read a chapter a week, putting into practice the principles and philosophies in each chapter. (From a 1990 letter written by Mary Kay for National Library Week)

### Reading 2:

One of the most delightful pastimes of my entire life has been reading. What I enjoy doing the most when I have leisure time is selecting a good book from my library, curling up in a comfortable chair, and reading. It has been one of the greatest pleasures I've ever known.

In my occupation of Chairman Emeritus of Mary Kay Cosmetics, I must read many motivational books. One of the ones that I have always loved the most is Norman Vincent Peale's *The Power of Positive Thinking*. It's an "oldie," but an excellent book for all times. Dr. Robert Schuller has some wonderful motivational books, too. Among my favorites of his is *Tough Times Never Last But Tough People Do*. For fun I like to read mystery stories, and I have quite a collection of mystery books. No particular author is my favorite, just any good mystery story. I like to try to figure out "who did it" before the author reveals the answer. When I was a little girl, one of my favorite books was *Little Women*. I still have that book in my library. (From a 1990 letter written by Mary Kay for the "READ...TO SUCCEED" program of Hildebrandt Intermediate School in Spring, Texas)

### Reading 3:

I am delighted to tell you that my favorite hobby is reading – reading everything – but for fun I like to read mystery novels. Of course I read lots of sales and motivational books. My library is quite extensive. I would have a very hard time selecting just one book as my favorite book, but because it influenced my life in such a great way, I guess I would have to say Napoleon Hill's *Think and Grow Rich*. At one point in my career I was very depressed, and I was not doing well in my business. It was suggested that I read the book first through like a novel and then read it again one chapter at a time for an entire week, putting into action every day what I read there. In a matter of a few weeks my business had turned around and my attitude had changed completely. I give it a great deal of credit in helping me through a crisis in my life.

Because I have a great interest in my home and in cooking, I like the *Ladies Home Journal* as my favorite magazine.

Perhaps the best way to encourage young people to want to read is to start them reading something in their areas of interest written by great authors. Soon they will become so entranced with the joy of reading that they will want to read other things as well. (From a 1987 letter written by Mary Kay Ash to Kevin Beasley, 8th grade student)

## Recognition/Motivation

### Recognition 1:

Our company is known for awarding pink Cadillacs to top performers. The media have described our annual seminars as the “ultimate” form of praise, and they’re right. When our top Beauty Consultants are recognized for their accomplishments, the applause they hear ranks among the most meaningful praise anyone can receive. But while the pink Cadillacs and glamorous seminars attract the most attention to our company, we praise our sales force every day of the year. *(Mary Kay: You Can Have It All 1997 Calendar)*

### Recognition 2:

The desire for recognition is a powerful motivator, and exciting prizes are significant symbols of esteem. Currently, there are over \$115 million worth of Mary Kay cars on the road. In Germany, we award pink Mercedes to our top producers and, in Taiwan, top-of-the-line pink Toyotas. Here in the United States, pink Cadillacs have become part of Americana. *(Mary Kay: You Can Have It All 1997 Calendar)*

### Recognition 3:

Anyone who has attended a Mary Kay Seminar knows we recognize our people’s achievements with beautiful gifts and tons of verbal appreciation. A long time ago, I realized women would especially appreciate exotic presents – items they would never buy for themselves. Hence we give away such awards as diamonds, pink Cadillacs, and trips to faraway places. *(Mary Kay: You Can Have It All 1997 Calendar)*

### Recognition 4:

Besides all the magnificent diamond rings, bracelets, and necklaces Mary Kay awards, perhaps the most coveted prize is a diamond pin the shape of a bumblebee. The story behind the award is what makes it so meaningful. Years ago, aerodynamics engineers studied this amazing insect and concluded it could not be airborne – but they forgot to tell the bumblebee, and he went right on flying! My intuition told me that the bumblebee was a perfect symbol for women who have flown to the top. *(Mary Kay: You Can Have It All 1997 Calendar)*

### Recognition 5:

I know some companies offer cash bonuses as incentives for their top performers, but I don’t think money has the same heartfelt effect on women as it has on men. If we awarded a cash bonus, a woman would probably use it to pay her utility bills, or replace her washing machine. Once she spends the money, she doesn’t think about it again. But every time she sees that “Cinderella gift” from the company, she remembers her well-deserved moment of glory. *(Mary Kay: You Can Have It All 1997 Calendar)*

### Recognition 6:

Of course, you don’t have to be a Mary Kay Beauty Consultant to receive a Cinderella gift. If your company doesn’t provide incentives that motivate you, why not accomplish the same thing on your own? Whether you purchase a silk blouse, rent a video, or just turn off the phone for an hour, you can reward yourself for a stellar performance. *(Mary Kay: You Can Have It All 1997 Calendar)*

### Recognition 7:

When infants cry, we pick them up and they soon stop crying. Mostly, they cry because they want attention – and they want to be loved. While our cries for love may not be as obvious, we cry for it all of our lives. In every culture in the world, people crave recognition and acceptance. *(Mary Kay: You Can Have It All 1997 Calendar)*

### Recognition 8:

Mary Kay National Sales Director Arlene Lenarz is a real pro at making people feel important. “When a woman comes into a meeting, I welcome her with open arms,” she says. “I act as if she is the most important person in the group. No matter how many women are present, I let each of them know I couldn’t hold the meeting without her.” *(Mary Kay: You Can Have It All 1997 Calendar)*

Recognition 9:

Recognizing an employee in front of his or her peers makes a powerful statement and elevates self-esteem. Unfortunately, some companies subscribe to a different school of thought. I have run across managers who criticize subordinates in an attempt to motivate them. Motivation through fear simply does not work! Negative criticism results in negative performance. (*Mary Kay: You Can Have It All 1997 Calendar*)

Recognition 10:

The highlight of our company's annual Seminar is Awards Night, when dazzling diamonds and dream vacations are presented, and deserving queens are called to center stage to be crowned for their outstanding achievements. During the evening, I remind every woman that she can be on center stage next year. "What does she have that you can't have fixed?" I challenge. "*You can do it!*" (*Mary Kay: You Can Have It All 1997 Calendar*)

Recognition 11:

Did you know that there are two things that people want more than sex and money? Would you like to know what they are? Appreciation and recognition. They do! And that goes for both men and women. All of us want applause, and that's what we try to give our people. I believe that appreciation is the oil that makes the wheels of progress turn. I think it is so necessary to make people feel important because I truly believe that God did not have time to make a nobody – just a somebody. (Seminar '90 Speech)

Recognition 12:

I sincerely believe that a forty-cent gift given with one hundred dollars' worth of recognition is a thousand times more effective than a \$100 gift in a dollar box given with forty cents' worth of recognition. And I ought to know! I remember once working day and night for two weeks in a recruiting contest in order to receive a ribbon that said "Miss Dallas." (It was the only way I was ever going to be "Miss Dallas.") I didn't do it for the ribbon – but for the recognition that it represented. (*Mary Kay on People Management, Page 24*)

Recognition 13:

The desire for recognition is a powerful motivator. If you give somebody a forty-cent item in a \$1 box with \$100 worth of recognition, that's a thousand times more effective than giving a \$100 item in the same box with forty cents worth of recognition! (*Mary Kay, Page 151*)

Recognition 14:

The third day (of the convention) they (Stanley Home Products) had this award thing, and they had a girl who was crowned Queen of Sales. And Mr. Frank Stanley Beveridge crowned her queen. They gave her, as a top prize, an alligator bag. Well, to me that was a pink Cadillac. I wanted that bag with everything that was in me. I wanted that bag, and I wanted to be where she was. I decided I was going to be queen the next year. And so I marched up to Mr. Beveridge, and I said, "Next year I'm going to be queen." He took my hand and looked me in the eye and said, "You know, somehow I think you will." And those words propelled me to queen the next year. And would you believe, they forgot to give me the alligator bag. (*Direct Selling In the United States: A Commentary and Oral History, by Morris L. Mayer, Direct Selling Association, 1995, Page 37*)

Recognition 15:

Our 'seminars', which is what we call them, is really a misnomer. It has turned into somewhat of a Miss America Contest. We give Cinderella gifts...I decided that where women are concerned you should give them things they would not normally go out and buy for themselves, like a pink Cadillac, a mink coat, a diamond ring – the things that we wait around for that guy on the white horse who never shows up to bring us. And they love those diamond rings, bracelets, and watches. (*Direct Selling In the United States: A Commentary and Oral History, by Morris L. Mayer, Direct Selling Association, 1995, Page 37*)

Recognition 16:

Years ago in another company I won a prize. The prize had not been announced but our branch manager had said, "You'll love it – it's wonderful!" I did win the prize, and when it was awarded to me, I could not believe that these men would give me a **flounder light**. Do you know what a flounder light is? It's a light to fish by, and if you knew me very well, you'd know that's the very last thing on my "want" list. I kept that thing around for years to remember never to give women flounder lights.

When we started this Company, I remembered that flounder light and I thought, "What is it that women would love to have? What is it that every woman in the back of her mind wishes she could do?" And I presumed that would be to walk down a runway and be crowned Miss America and have somebody put a mink coat around her shoulders and a diamond on her finger and perhaps give her the use of a pink Cadillac. So I began to think of prizes that every woman would love to have and that few of us would actually go out and buy for ourselves. If you have the choice of buying a mink coat or hamburger for your family, chances are the hamburger would win. So I decided to give the kind of prizes that every woman in her fantasy would want, and that's how we came up with exciting trips, diamond rings and pink Cadillacs. (*Mary Kay Directors Guide*, 1993 edition, Chapter 9, Page 13)

Recognition/Motivation 17:

I thought songs were important. The company that I was formerly with, when I joined them, they were a blah group, very blah. I thought, "Something's missing here," and decided to have a song contest for them. I discovered that it completely rejuvenated that organization, made them enthusiastic for the very first time. So that's why I thought we should add songs and singing. (*Pearls of Wisdom*, "Memories," 1993)

Recognition/Motivation 18:

I guess the worst thing that I'd ever won was that flounder light. The sales manager of that company had said he was going to have this contest and it was going to be a wonderful prize. I lived in Houston and, of course, the gulf was just forty miles down the road. He was an avid fisherman. When I did win the prize, I will never forget when he handed me a flounder light. Maybe you don't know what a flounder light is—it's a thing where you put on high hip boots and you go out in the water and gig fish. Can you think of anything I might have wanted less? I remember thinking, "If I ever get to be the one who gives the prizes, just remember, don't give women flounder lights!" (*Pearls of Wisdom*, "Memories," 1993)

Recognition/Motivation 19:

The Golden Goblet was an attainment. We went from raising a hundred dollars in sales, retail, to a thousand dollars wholesale. Richard looked at me and said, "Mother, I think you're, you're crazy. I mean, this is impossible." And I said, "Richard, let me tell you something. People will jump just as high as you raise the bars, and I think it will work." He didn't think so. But it worked so well that finally we had to dispense with the idea because some of our people had as many as eighty-seven. I think Bonnie Radke had eighty-seven goblets and was trying to sell them back to us! (*Pearls of Wisdom*, "Memories," 1993)

Recognition/Motivation 20:

We award our women what I call "Cinderella Gifts," that is things that we'd all like to have but most of us will never go out and buy for ourselves. That's why we give the kind of prizes that we do, beautiful things that we all want, that we keep waiting for that fellow on the white horse to bring, and he just never shows up. So they get them from our Company. (*Pearls of Wisdom*, "Memories," 1993)

Recognition/Motivation 21:

Once I held a contest in my unit where we had a steak and beans dinner. And it worked like this: If you won the contest and did whatever it was that you were supposed to do, you would sit at this table and you would be served steak. We divided the table into two parts: half of it was beautiful linen and nice china and goblets and all kinds of pretty things, and they ate steak. Those who lost the contest sat on the other side of the table with butcher paper for their tablecloth, and they had broken china and twisted cutlery and all these kinds of

things to remind them that they did not win. They ate beans and cornbread. Of course, I like beans and cornbread so much that I would have sat on the wrong side of the table. But they had beans and cornbread and broken cutlery and all that. It was such a wonderful idea, with such tremendous comments. So that idea was born about serving the winners steak and the losers chicken. (*Pearls of Wisdom*, "Memories," 1993)

Recognition/Motivation 22:

Being a winner is such an important thing. It gives you a feeling of accomplishment. I think that, just like all of our winners today as they march across that stage, there is a feeling there that does not exist anywhere else. As you walk across and receive your prize, with all of your peers watching you, it's just a wonderful accomplishment. (*Pearls of Wisdom*, "Memories," 1993)

Recognition/Motivation 23:

We found that hiring outside speakers was very expensive, and that they usually made the same speech for us that they made for an insurance company or whatnot. They really did not give our people what they needed to help them in their careers. We discovered that when we had people way up in our sales line speak, the people got so excited because they could identify with them and with their achievements. We found that having our top people speak was far better than having motivational speakers brought in who just really didn't understand our business. (*Pearls of Wisdom*, "Memories," 1993)

Recognition/Motivation 24:

A lot of our funniest memories are those that didn't work out exactly the way we had them planned. I remember those times myself, and most of them had something to do with Seminar entrances. There was the elevator with the laser light built at the top of the staircase at one of our Seminars, and it jammed. When I was about halfway on the stage, it sort of threw me down the steps.

Then there was the time when they had those two giant stallions, those white horses, that pulled my carriage. Did anybody ever think how those horses might react when all those thousands of flash bulbs went off when they came in? One thing I remember about those two horses is that I was backstage before we came on and having a live interview with Channel 8. All of a sudden, there was this noise that sounded like Niagara Falls. And I stopped in the middle of whatever I was saying to the interviewer and I said, "What was that?" And he said, "I think one of the horses couldn't find the restroom." (*Pearls of Wisdom*, "Memories," 1993)

## **Recruiting**

### Recruiting 1:

Our Company has brought financial security to [women's] homes and stability to their families. We are indeed changing this old world for the better. I've often said that we are doing something far more important than just selling cosmetics, we are changing lives. (Seminar '91 Speech)

### Recruiting 2:

Our Mary Kay career has opened the door to rich and fulfilling lives for thousands of women. You can help pass our special way of life on to others; and in doing so, your own dreams will come true, too! (Recruiting letter written by Mary Kay)

## Sales Directors

### Sales Directors 1:

I believe there has never been a more satisfying or more rewarding career than that of a Mary Kay Sales Director. Helping other women to achieve their hearts' desires while you make your own dreams come true is the kind of job every woman wants to have.

It is up to you and me to spread the word of this wonderful position. (Management Conference '86 Speech)

### Sales Directors 2:

A woman in our Company who has attained the level of Sales Director has earned the right to be there. We epitomize that by having a beautiful designer Sales Director suit every year that she wears very much like a general wears a uniform. She wears the different color of blouses to indicate her progress up the Ladder of Success from Sales Director to Senior Sales Director to Executive Senior Sales Director and then to National Sales Director.

As she wears that suit, she must have a certain pride in what she's accomplished and if she drives a pink Cadillac, we say, "It's not just a car. It's a trophy on wheels." As she goes through life, other people watch her, emulate her, and she, to those people, is the Company. She is the only Bible some people will ever read, so it's very important for a Sales Director to feel good about being a Mary Kay Sales Director and feel that she is perhaps representing the epitome of womanhood as she does. (*Mary Kay Directors Guide*, 1993 edition, Chapter 1, Page 9)

### Sales Directors 3:

The Sales Director oath was begun very much like a marriage ceremony because it is, in effect, a marriage of a Sales Director to her career. It is a symbol of something that is just beginning and something beautiful that we hope will become a way of life for them. So we put all the things in the oath, all the things that a Sales Director should adhere to supporting her sister Sales Directors and loving them and encouraging them, hoping that they will inspire Consultants along the way and hoping that those Consultants will be better because of that. I think it is a beautiful symbol of the beginnings of something new and great in that person's life – that she can make anything that she wants happen and nobody will hold her back except herself. (*Mary Kay Directors Guide*, 1993 edition, Chapter 3, Page 3)

### Sales Directors 4:

One of the most important aspects of a Sales Director's career is holding that Monday unit meeting. The reason is that it's a battery-charging session. I guess most of us, as women especially, look upon Monday as sort of a blue day and unfortunately many women come to the unit meeting in a rather negative frame of mind. I myself have often gone to a Monday unit meeting in a depressed state thinking, "Oh, my goodness, it's another week." But then I'd come out of that meeting two hours later feeling on top of the world. And even though I may have lost my bookings for that week or whatever, I would go home and immediately get on the phone and start booking again because of the inspiration that Monday meeting provided.

### Sales Directors 5:

As we began in 1963, I felt very strongly that each person who came into a position of responsibility should know how to do that job herself. We did not want to bring in people from the outside who supposedly were 'managers' to fill the position, but instead have everyone begin as a Consultant and have them learn how to sell our product, carry out our philosophy, and do every single thing that a person in a leadership role should know. As she came up to that status by virtue of her experience and her ability, then she could be appointed Director. (*Mary Kay Directors Guide*, 1993 edition, Chapter 1, Page 3)

## Sales/Service

### Sales/Service 1:

A successful sales person knows that the competition is not with someone else but within yourself. It's a quick start in the morning when it would feel good to lie in bed another hour. In short, success is the result of a lot of hard work. It's forming the attitudes and habits of a successful sales person and enjoying the price of success and that attitude that makes you the winner that you are. (Future Director Class Speech, Seminar 1978)

### Sales/Service 2:

I have said many times, "Nothing happens until somebody sells something." It really doesn't matter how wonderful our products are, how creative and motivating our publications are, how accurately orders are being filled or how timely they are delivered – if nobody is selling our products. (Annual Employee Meeting Speech, 1991)

### Sales/Service 3:

I truly believe that serving customers is one of the great factors that sets us apart from every other company. We are dedicated to serving our customers in the very best possible way. (Annual Employee Meeting Speech, 1991)

### Sales/Service 4:

If there was a single term that could capture the element that sets top performers apart, it would probably be customer focus. She makes their needs her goals. In direct sales, probably more than any other business, customer focus is truly the key. It's the real test of service, and service is the real heart of our business. Ours is a business where selling results from a truly personal one-on-one relationship – a friendship. Outstanding sales results depend on an ability to think from the customer's point of view, understanding and responding to the customer's best interests. (Seminar '89 Speech)

### Sales/Service 5:

Sales research shows that reliability is the customer's primary concern – not only of the product, but also of the salesperson. You must remember to promise only that which you can dependably deliver. Your primary responsibility as a salesperson is to create and fulfill realistic customer expectations. ("From the Heart," *Applause*® magazine, July 1989, and Seminar '89 Speech)

### Sales/Service 6:

I once heard something that helped me to get over the fear of selling. I would say it to myself every time the fear of selling cropped up. It was: "It's just as honorable to sell as it is to buy." These simple words! But set them in concrete in your head and in your mind. Selling is just convincing people that what you are selling is what they want. When that fear has been overcome, then your selling job becomes a joy. (Seminar '92 Speech)

### Sales/Service 7:

Long ago someone said to me, "It is as honorable to sell as it is to buy." You and I have the responsibility of keeping the honor in selling, remembering that our nation's economy depends on the fact that nothing happens until somebody sells something. Our business, more than any other, is people-driven and people-dependent, and that gives us, at once, a great opportunity as well as a great responsibility. (Seminar '89 Speech)

### Sales/Service 8:

I have always maintained that in a confrontation between two people, or between one person and a group of people, a sale is going to be made. You either sell them – or they sell you! Maybe it's a product, or an intangible, or an idea, but something is going to be sold. And the sale will be made by the person who is determined, persistent, committed and confident about what he or she is trying to sell. (American Women's Educational Development Speech)

Sales/Service 9:

I would like to sell you on why I think you should be in sales. In almost any job you can think of you will make what the job is worth, but in sales you will make what you are worth. Regardless of whether a person is in sales or not, unless he or she is able to sell himself or herself and their ideas, goals can never be achieved. You can have the best plans in the world, plans that could revolutionize an entire industry, but unless others can be persuaded that your ideas are good, you will never have a chance to put them into effect. Stripped of non-essentials, all business activity is a sales battle, and everyone in business must be a sales person. (American Women's Educational Development Speech)

Sales/Service 10:

The art of salesmanship needs constant refinement. None of us likes to be sold, but all of us like to buy. The job is not to sell anyone anything, but instead to find the customers' needs and fill them. (American Women's Educational Development Speech)

Sales/Service 11:

Success requires competition, but a successful sales person knows that the competition is not with someone else. It is with himself. It is a quick start in the morning when it would feel good to lie in bed another hour. In short, success is the result of a lot of hard work. It's forming the attitudes and habits of a successful sales person and paying the price and attitude that makes you a winner. (Future Director Speech, Seminar 1978)

Sales/Service 12:

Women are natural salespeople. Once they believe in a product, they sell it to everyone they meet. They have spent their lives selling their husbands, children, neighbors and friends on whatever they believe in. Selling a product they are sold on themselves is second nature. I am amazed by the ingenuity, creativity and ability to sell that women possess. (*From My Heart to Yours*, Page 25)

Sales/Service 13:

The most important mile in our business walk is the "extra mile," the one called service. It sometimes takes the time we don't think we have. But we always do. It sometimes means going out of our way. But helping someone else along the way, helps us on our journey to the top. (*A Dream Come True*)

Sales/Service 14:

Two great adages have influenced my sales career: "It is just as honorable to sell as it is to buy," and "Nothing happens until somebody sells something." If one idea could capture the element that sets top performers apart, it would be customer focus. Outstanding sales depend on your ability to think from the customer's point of view and understand and respond to your customer's best interests. Successful salespeople know how to interpret what they hear their customers say. They not only listen, they also hear what the customer really means. ("From the Heart," *Applause*® magazine, July 1989)

Sales/Service 15:

The best salespeople work with their customers as facilitators and create a partnership that enhances the selling relationship. Your motivation for maintaining a solid relationship with your customers is powerful: it costs five times as much to attract a new customer as it does to maintain an established one.

You must earn your customer's respect, trust, and interest. This means handling objections head-on rather than trying to ignore or evade them. It also means making sure that the quality of follow-up and service merits the privilege of further sales.

I sincerely hope that you are using all of the customer service aids available to you. And most importantly, remember to keep the Golden Rule your number one priority every time you communicate with your customers. That's service with a style—the Mary Kay style! ("From the Heart," *Applause*® magazine, July 1989)

Sales/Service 16:

In business, a little empathy goes a long way. At times, it takes mental role-playing to understand where somebody else is coming from. If you're in sales, putting yourself in the other person's shoes should be an automatic reaction. But instead of focusing on how closing the sale will benefit the customer, too many salespeople are focusing on the commission they'll get. Think in terms of what's good for the other person and success will seek you out. *(Mary Kay: You Can Have It All 1997 Calendar)*

Sales/Service 17:

Based on the idea that it is better to give than to receive, each member of our sales organization has been assigned a mission: to serve others. A Sales Director needs to focus not on commissions but on how she can help a Consultant reach within herself to bring out talents she never realized were there. We at Mary Kay, assiduously communicate this message: Do your kind deeds without expecting anything in return, and over the course of time, good will come back to you. *(Mary Kay: You Can Have It All 1997 Calendar)*

Sales/Service 18:

The women who ultimately succeed in our company are those who truly believe in serving others. One such person is Harriet Pennick, a pediatrician who began her Mary Kay career in 1988. "As a Mary Kay Sales Director, I can stroke a woman until her self-esteem can be raised to where it should be," she says. "I do this always in hope that her children's lives will be better than ever before." *(Mary Kay: You Can Have It All 1997 Calendar)*

Sales/Service 19:

Every good salesperson understands the concept that "people will support that which they help to create." In auto sales, a prospect often turns into a buyer during the demonstration ride; there is power in moving someone from a passive to an active role. At skin care classes, our Beauty Consultants encourage participation by showing each woman how to make up her own face. Salespeople refer to this as "bringing the customer into the act." *(Mary Kay: You Can Have It All 1997 Calendar)*

Sales/Service 20:

At Mary Kay our customers are our sales force, and it is our Consultants and Sales Directors who make our jobs possible. We must always remember that business will continue to go where invited and return where appreciated, and that reputations will continue to be made by many acts but lost by only one.

We must remember that people will continue business with those who give good service, and certainly there is never a traffic jam on that extra mile. Performance will continue to outsell promises. Enthusiasm will be as contagious as ever. Know-how will surpass guess-how; and trust, not tricks, will keep our customers loyal.

Quality will continue to be a precious possession, and we must all determine to do each part of our jobs better than we have ever done them in the past. All of these things will keep us on the road to success. *(Annual Employee Meeting, 1991)*

Sales/Service 21:

As our sales force is focused on serving America, I'd like to suggest that each one of us rededicate ourselves to serving our customer, which, of course, is our sales force. If you deal directly with Sales Directors and Consultants, then I know you want to give them all the support that you possibly can. If you help manufacture products, you want them to be the best products possible. If you fill and pack orders, you want those orders to be accurate and delivered in a timely manner. And if your department serves other departments who directly support the sales force, then you want to offer the highest possible level of service to your customers inside the Company. All of us have customers, and total customer satisfaction begins with us. Every day we can strive to be our very best and to give positive support to our customers, and in that way our sales force will continue to grow and be successful. And as the sales force grows, so will our Company and the opportunities for each one of you. *(Employee Meeting Speech, 1991)*

Sales/Service 22:

There are six reasons why a woman buys something: Because her husband says she can have it. Because he says she can't have it. Because it will make her look thinner. Because nobody else has one. Because everybody has one. Just because! (*Mary Kay: You Can Have It All 1997 Calendar*)

Sales/Service 23:

Ours is a business where selling results from a truly personal one-on-one relationship – a friendship. Outstanding sales results depend on an ability to think from the customer's point of view, understanding and responding to the customer's best interests.

Top sales people know how to interpret what they hear their customers saying. Empathy with their customers must be clear and genuine. We must see Mary Smith through Mary Smith's eyes. We must form a friendship with Mary Smith. (Seminar '89 Speech.)

Sales/Service 24:

Years ago I asked a queen of sales how she had managed to be queen for several years in a row. She responded, "I just put a basic by my front door every single day, and I did not sleep until I sold it." Now that's simple enough. (Seminar '92 Speech)

Sales/Service 25:

You often hear that good salesmen are born not made, but that simply is not true. Salesmanship like anything else is an acquired art. Fortunately, in Mary Kay we don't have to "sell" in the normal sense of the word. We simply show our products enthusiastically, teach each customer what our products do, and let her try before she buys. As a general rule, we make the sale. ("From the Heart," *Applause*® magazine, July 1992)

Sales/Service 26:

Being a single parent is not the easiest thing in the world. Ben and Marylyn and Richard [Mary Kay's three children] depended on me, and I didn't have time to sit around and feel sorry for myself. I needed a job with flexible hours, so after searching, direct sales seemed to be a very good solution. In direct sales, I could be at home when my children needed me and still have the earnings potential. At that time, there were just two jobs for women with any potential at all and the earnings were better than average. I started my direct sales career by selling books and cookware and cleaning products and finally home decorating accessories. (*Pearls of Wisdom*, "What You Send Into The Lives Of Others...", 1993)

## Self-confidence/Self-esteem

### Self-confidence 1:

If you tend to see yourself as a nobody, you are going to find that others will take you at your own self-evaluation. That's why I constantly tell you that when somebody asks, "How are you?" I want you to say, "Great!" No matter what. If you don't think you are great, nobody else will either. (Management Conference '87 Speech)

### Self-confidence 2:

As I go across the nation, the problem I find most often among women is lack of confidence, mostly I think because girls have been programmed that way. "Little girls can't do this." I think women can do anything they really decide they want to do. (Future Director Speech, Seminar 1980)

### Self-confidence 3:

You are hourly, daily, mixing together in the whirling, mixing vat of your mind the ingredients that will determine the kind of finished product you will become. The question to ask yourself is this: As the personal chemist of your own future, are you putting enough of the fine, raw materials of faith, confidence, effort, study and the Golden Rule into your mix of life? Or are you blending thoughts of yesterday's unpleasant experiences, mistakes or failures, thoughts of expecting the worst, attitudes of I can't, feelings of inferiority or inadequacy. What are you mixing everyday into your mind? What will the finished product be? (Seminar '80 Speech)

### Self-confidence 4:

Making up your mind is like turning on the ignition – that sets the spark – that fires the engine – to make use of power. Making up your mind alerts all of the power in you and starts it working toward the goal that you set for yourself. A person who has made up her mind walks in a more positive way. You hear conviction and belief in her voice and you see determination in her eyes. An idea takes hold of a person who has made up her mind. She moves with power toward her goal. She has made up her mind, turned on the ignition, and got on her way toward becoming a star. This can be your story. Let nothing deter you. You can do it. (Management Conference '85 and Management Conference '97 Speeches)

### Self-confidence 5:

Women need confidence, and I want you to have it. Remember that confidence is built by one small success after the other. Many of us destroy our self-confidence by dwelling on past failures and forgetting our little successes. (Star Track '89 Speech)

### Self-confidence 6:

In our memory unit, there is stored a program of instructions which governs our behavior and affects our self-concept. If we think we are capable of doing great things, we will do great things because that is our self-concept. In order to change it, we must start acting like what it is we would like to become before we can function as the successful person that we wish to be. That is, we must stop acting like failures and start acting like successes before we can function successfully. Believe in yourself, and believe that you can. (Seminar '72 Speech)

### Self-confidence 7:

If you were to ask me for one common denominator among women, I would have to say that it is a lack of confidence in our own God-given ability. God did indeed plant the seeds of greatness within each of us, and it is up to you and to me to reach down within ourselves and bring those seeds into fruition. We believe in that wonderful ability that God has placed within us that is self-confidence. It propels you on to become the person He meant you to be. (Seminar '91 Speech)

Self-confidence 8:

Self-confidence is all-important. Believe that you can do whatever you set out to do. Any idea that you firmly fix in your subconscious mind by repeated affirmation automatically becomes a plan or a blueprint which an unseen power uses in directing your efforts toward the attainment of the objects named in your plan. Daily you must have a formula which you will use that will help you to acquire this self-confidence you need to attain success. First, know that you have the ability to achieve the object of your definite purpose – your goal. And demand persistent and aggressive and continuous action toward its attainment.

Second, realize that the dominating thoughts of your mind eventually reproduce themselves in outward bodily action and gradually transform themselves into physical reality. Therefore, you must concentrate for a certain number of minutes each day on the task of thinking of the person you intend to be; creating a mental picture of this person and transforming that person into reality through practical service.

And third, remember that any desire that you persistently hold in your mind will eventually seek expression through some means of realizing it. Therefore devote a few minutes daily to development of the following factors: a habit of saving, initiative and leadership, imagination, self-control, the habit of doing more than you are paid for, and of developing a pleasing personality. (Workshop '71 Speech)

Self-confidence 9:

If you were to ask me the major problem women experience, I'd have to say it is that we don't have confidence in ourselves: we don't believe in our God-given ability. God planted the seeds of greatness within every one of us, and it's up to you to reach down within yourself and bring those seeds into fruition.

God didn't have time to make a nobody, just a somebody. You are somebody. Self-confidence is there if you will just dig far enough to find it. It can propel you into the position to become the person God meant you to be. (Seminar '91 Speech as published in *Applause*® magazine, November 1991)

Self-confidence 10:

The human mind is incredible. And, for that matter, so are the minds of all living creatures. God programmed a tiny spider, for instance, to weave a web. He programmed a salmon to swim thousands of miles upstream to the exact location where it was hatched. If the brains of spiders and salmon can be programmed to perform such feats, imagine the capacity of the human brain. (*Mary Kay: You Can Have It All 1997 Calendar*)

Self-confidence 11:

Every now and then, a brand-new Mary Kay Inc. Beauty Consultant will come into my office with so little confidence she can barely tell me her name. Six months later, after encouragement and praise from her recruiter and Sales Director, she'll come back a dynamic person, so confident and polished I have trouble believing she is the same woman. (*Mary Kay: You Can Have It All 1997 Calendar*)

Self-confidence 12:

When a woman with a negative self-image comes to feel good about herself, she changes into a different person. The women who use Mary Kay cosmetics undergo this same transformation. Again and again, the woman who knows she looks good starts feeling better about herself. (*Mary Kay: You Can Have It All 1997 Calendar*)

Self-confidence 13:

I have often said that all of us at Mary Kay Inc. are in the self-image business because we build high self-esteem in both our skin care Consultants and our customers. I believe this outlook accounts for a great part of our company's success. (*Mary Kay: You Can Have It All 1997 Calendar*)

Self-confidence 14:

Imagine a situation where two women from similar backgrounds apply for the same position. They possess comparable skills. However, one has ample self-confidence while the other is a shrinking violet who has trouble looking another person in the eye and difficulty expressing herself. Is there any question which of the two will be hired? (*Mary Kay: You Can Have It All 1997 Calendar*)

Self-confidence 15:

When you have confidence in yourself, you'll create a positive buying environment. By having your hair, nails, and makeup done properly, you'll feel good about yourself, and this will come through to your customers. If you don't have a dress that makes you feel like a million dollars, buy one. While clothes may not make the woman, they certainly have a strong effect on her self-confidence – which, I believe, does make the woman. (*Mary Kay: You Can Have It All 1997 Calendar*)

Self-confidence 16:

Being well-prepared is a major contributor to self-confidence. Do your homework before you make a sales call; decide exactly what you want to say before you deliver a speech; develop your professional skills through education, training, and experience. All these actions will increase your level of confidence. (*Mary Kay: You Can Have It All 1997 Calendar*)

Self-confidence 17:

God didn't have time to create a nobody – just a somebody. I believe that each of us has God-given talents within us waiting to be brought into fruition. (*Mary Kay: You Can Have It All 1997 Calendar*)

Self-confidence 18:

You can receive self-confidence in learning that if others have succeeded by following our philosophies, you can, too. What have they got you can't have fixed?? Remember that there are no limitations to what you can do except the limitations that you put on yourself. So what is your self-worth? Remember that the value of raw materials is not the whole story of a product's market value. For example, the cost of the oil and the pigments that an artist uses to paint a masterpiece has no relation to the value of the finished painting. I am reminded that an ordinary piece of iron worth about \$5.50 increases in value as its shape changes. If the same piece of iron is forged into horseshoes, its value would be about \$10.50. As a needle, the value rises to \$4,285.00. But when steel balance wheels for watches are made, the value is about \$250,000.00. So the value of your talents depends upon what you do with them. What is the difference between a unit at the bottom of the list or the one at the top? It's simply the use of the raw materials that you already have. Change your world from an ordinary piece of iron to steel balance wheels for a watch. (*New Frontiers Management Conference '89 Speech*)

Self-confidence 19:

I read about a poll take recently across this nation – north, south, east and west – where every woman was asked to write down her three biggest problems, businesswise and familywise. And do you know what one trend was all across this nation? The biggest problem was a lack of self-confidence in their own God-given abilities. I was amazed! Here in the greatest nation in the world, the greatest educational system, the greatest opportunities, the most affluent, these women lacked self-confidence.

In most cases they look like a million dollars, but they're all vogue on the outside and vague on the inside. Women need confidence, and I want you to have that confidence. Remember that confidence is built by one small success after the other, and many of us destroy our self-confidence by dwelling on past failures, forgetting about those little successes that will help us through tomorrow. (*Career Conference '91 and Seminar '87 Speeches*)

Self-confidence 20:

Have a high self-esteem. We're all different. Each of us is one of a kind. God planted the seeds of greatness in you, and all you have to do is reach down within yourselves and bring those seeds into fruition. (*Seminar '90 Speech*)

Self-confidence 21:

It is a fact in human nature that there is a deep tendency to become whatever we see ourselves as being over a long period of time. The image that we project strongly tends to reproduce itself. If, for example, you tend to suffer from what they call an inferiority complex and constantly imagine yourself as inadequate, in effect disbelieving in yourself, this visualization will ultimately make you exactly as imagined. If, however, you don't want to be that anymore, get your self-image normalized. Visualize yourself as an adequate and capable person. Do this and you will strongly tend to become as pictured. (Management Conference '87 Speech)

## Seminar

### Seminar 1:

The dream I have for you soars on silver wings. Seminar is the place where your dreams are given the power to move forward. You'll have more knowledge, information and inspiration to soar higher than you have ever before. (Hall A Speech, Seminar 1995)

### Seminar 2:

The annual Seminar is the most important event in the Mary Kay year. This is the time at which individual Consultants and Directors come together to share and acknowledge accomplishment. And we're not talking about a simple "company convention." Seminar is a multimillion-dollar extravaganza that has been called an Academy Awards, Miss America Pageant, and Broadway opening all rolled into one. Seminar has dazzling awards, competition, drama, and entertainment. It is a three-day spectacular – Mary Kay-style. (*Mary Kay*, Pages 150-151.)

### Seminar 3:

Seminar is the ultimate expression of a very simple concept – *praise people to success*. Let people know that you appreciate them and their performance, and they'll respond by doing even better. Applause and the recognition it represents are among the world's most powerful forces. (*Mary Kay*, Page 151.)

### Seminar 4:

On September 13, 1964, a year after we had opened, we held our first meeting. We called it "Seminar," because it was to be an educational event, along with recognition. We couldn't afford to rent space in a hotel, so we held that first Seminar in the warehouse of our new location. I still remember how enthusiastic we all were. We decorated the warehouse with crepe paper and balloons so it would look really festive. We had a cake that said "Happy First Anniversary" and a really big band. And the menu was simple – chicken with jalapeno dressing and jello salad. Those little paper plates we used were flimsy and you couldn't put a thing on them, so I had to bone all the chicken for two hundred people. (I haven't liked chicken since.) The huge orange jello salad had lots of good stuff in it, but I didn't stop to consider that Texas wasn't all that cool in September, and that jello melted all over the place.

After dinner, I acted as master of ceremonies, and we held our first annual awards meeting. It was really very modest compared to what we do today, but we were all thrilled. (*Pearls of Wisdom*, "What You Send Into The Lives Of Others...", 1993)

### Seminar 5:

Remember that first seminar, we decorated that empty warehouse – and it was empty. We didn't have any bins or any shelves or anything in there for a long time. One day I said to Ben, "For goodness' sakes, Ben. Buy some bins or something and make this thing look like a warehouse. It's just an empty space." We put some shelves on one wall – and I guess it was a wall about ten by six feet, we put everything we had, our entire inventory, on those shelves. And then, because we didn't want the people to take our inventory away, we covered it with butcher paper that day. We all blew up balloons and hung crepe paper. It wasn't a high budget, but it was a start on things to come. On the day of our Seminar, I unfroze all this stuff and I changed clothes three times. I worked in the kitchen all day, and changed into my first Seminar gown. Then, when everybody left, I changed clothes again to clean it all up. From the very beginning, I have felt that, somehow or another, we have to reward people for their efforts. (*Pearls of Wisdom*, "Memories," 1993)

## Success/Failure

### Success/Failure 1:

It is far better to dare mighty things, to win glorious triumphs, though oftentimes you are going to experience failure, than to rank with those poor people who neither enjoy much nor suffer much because they live in the shadow of life that knows no victory or defeat. (Workshop '73 Speech)

### Success/Failure 2:

You are on the threshold of the banquet of life, and a place has been set for you! I want you to remember that in the heart of every failure is "I quit," but in the heart of every successful person is "I can." (Future Director Class Speech, Seminar 1978)

### Success/Failure 3:

The definition of a successful person is simply an ordinary person with extraordinary determination. You cannot keep a determined person from success. If you place stumbling blocks in his way, he will take them for stepping-stones and will use them to climb to new heights. The one who succeeds has a goal, a dream, and makes her plans and follows them. (Future Director Speech, Seminar 1979)

### Success/Failure 4:

You've often heard me say that we fail forward to success. In the founding days of our Company, when I took a legal pad and wrote down the problems I had experienced and challenged myself to find solutions for them, I was seeking ways to turn failures into successes. (Seminar '89 Speech)

### Success/Failure 5:

Success is largely a matter of stumbling forward. We fail forward to success. It's a case of falling forward and getting up whenever you fall down and beginning again. Failure is an inevitable and necessary and a useful part of being successful. Actually we learn more from failing than from succeeding because failure impresses us with what we did not do, and it impresses us more memorably than succeeding. (Team Leader/Future Director Class, Seminar 1983)

### Success/Failure 6:

There is a fine line between failure and success. It is so fine that sometimes we scarcely know when we pass it, so fine that we are often on that line and don't know it. Many a person has thrown up her hands when a little more effort, a little more patience, would have achieved success. As the tide goes all the way out, so it comes all the way in. There is no defeat, except from within – no really insurmountable barriers except our own inherent weakness of purpose. (Jamboree '77 Speech)

### Success/Failure 7:

We all have failures, some little ones and some big ones. But it is very important to have a firm conviction that it is not what happens to us that is important – it's the way we react to what happens to us. We can't always control the events of our lives but we can control our reactions to those events. Remember, we fail forward to success. (Management Conference '88 MaryK Area Speech)

### Success/Failure 8:

We have not mastered the art of living until we have learned how to fail. We must learn what to do when failure comes because we all face failures at one time or another. (Seminar '77 Speech)

### Success/Failure 9:

My definition of success would include living a balanced life. Balance means advancing your career up to, but not past, the point where it interferes with your happiness and relationships. Worthy advancement does not promote neglect of your husband and children. Nor should you work to the point where your health is endangered either physically or mentally. (*You Can Have It All*, Page 20)

Success/Failure 10:

Success is largely a matter of stumbling forward. We fail forward to success. It's a case of falling forward and getting up whenever you fall down and beginning again. Failure is an inevitable and necessary and a useful part of being successful. Actually we learn more from failing than from succeeding, because failure impresses us with what we did not do, and it impresses us more memorably than succeeding. (January '73 Workshop)

Success/Failure 11:

Success is not a selfish object. There is no way you can succeed unless you find a need and fill it, find a hurt and heal it, find a problem and solve it. If you're in business, people aren't going to come to your store because of your name and fame. They will come only if you can help them. (Seminar '89 Speech)

Success/Failure 12:

I truly believe that anyone can succeed if they will simply use the three important steps toward becoming successful. First, planning. You have to plan. You have to know where you are going or you cannot reach your destination. Most people do not plan to fail. They fail to plan. Two, persistence. When you get to the end of your rope, tie a knot and hang on. Successful people are just ordinary people with extraordinary determination. Three, work. Remember that God feeds the birds, but He doesn't throw it in the nest. As a Company we try to give you every tool you need to achieve success, but nothing will work unless you do. We provide every help possible for you to succeed, but you must take that food for thought and put it into action. An idea is a pent-up reservoir full of energy, absolutely worthless until put into action. (Management Conference '92 Speech)

Success/Failure 13:

I was taught to put my best effort into anything I did, and I can honestly say I've always done that. Still, there were many times when I failed, many times when I was disappointed. We didn't set the world on fire from the first day: disappointments, setbacks and work have created the company as it is today. I envisioned a company in which any woman could become just as successful as she wanted to be. The doors would be wide open to opportunity for women who were willing to pay the price and had the courage to dream. ("Success Is A State of Mind" Speech by Mary Kay Ash)

Success/Failure 14:

Success is enthusiasm in action. Success requires high values and extraordinary goals. Success requires the ability to tap the power of your emotions, to generate the potential strength, endurance and desire that makes a champion. Success takes visualization. Success requires commitment. Success requires knowledge and success requires competition. But a successful sales person knows that the competition is not with someone else; it is with himself. It is a quick start in the morning when it would feel good to lie in bed another hour. In short, success is the result of a lot of hard work. It's forming the attitudes of a successful sales person and paying the price of success that makes you a winner. (Future Director Class Speech, Seminar 1978)

Success/Failure 15:

Surround yourself with people who are achieving success and emulate them. Analyze and seek their counsel. Standards of excellence should affect every area of our lives. (Seminar '87 Speech)

Success/Failure 16:

The success [of Mary Kay Inc.] is much, much deeper than just dollars and cents and buildings and assets. The real success of our Company is measured to me in the lives that have been touched and been given hope and a new lease on life that a career as a Mary Kay Consultant has given to so many. (Seminar '87 Speech)

Success/Failure 17:

Think success and talk success. Keep in mind you will never achieve more than you think you are worth, so begin now to believe and imagine yourself having reached your goals. ("From the Heart," *Applause*® magazine, July 1990)

Success/Failure 18:

As the tide goes clear out, so it comes clear in. There is no defeat save from within, no really insurmountable barrier except our own inherent weakness of purpose. From the beginning of time people have been looking for the magic formula for success. Actually it's really just a question of making the most of what you have of your own God-given talent and ability. I believe anyone can be a success if they will simply use the three important steps toward becoming successful. 1. Planning. 2. Persistence. 3. Work. (Management Conference '92 Speech.)

Success/Failure 19:

I believe that the only difference between successful people and unsuccessful people is extraordinary determination. If you see someone enjoying a career that you would like to pursue, ask yourself, "What has he or she got that I can't have fixed?" In other words, "How can I do it, too?" I believe that any woman can build a successful career if she has determination and the willingness to work at self-improvement. If you aren't happy with yourself, climb back up on God's easel. He's not through with you yet. (*Mary Kay*, Page 113)

Success/Failure 20:

Some people have funny ideas about success. They think that successful people never suffer defeats or discouragement or setbacks. They equate success with some make-believe perfect life in which nothing ever goes wrong. Well, how naive, how totally and completely unrealistic if we are vainly searching for the classic fairy-tale ending "and they lived happily ever after." But success is a progressive realization of worthwhile, predetermined personal goals and a very different thing from the Mother Goose concept of perpetual bliss. Success in everybody's life requires conflict, problems, challenges, roadblocks and occasional failure in order that the reached goal may be satisfying and rewarding and self-fulfilling. Sometimes it is the knowledge of the bitter taste of defeat that makes winning so exhilarating. It is overcoming, a genuine test of courage, strength, ability, endurance, perseverance and belief that strengthens us and makes us proud of our accomplishments. Sometimes we are prone to see and hear and read about successful people without ever realizing that they first had to overcome adversity to earn what they have. The lives of most famous people bear the scars of obstacles and conflicts and struggles. Successful people have earned their spot in life, just as you must earn yours. So if you are thinking of all the obstacles and roadblocks that you have and thinking that other people did not have them, erase this from your mind. It is not true. They, too, have overcome insurmountable obstacles to attain the success that they enjoy today. (Seminar '71 Speech)

Success/Failure 21:

We may want to succeed with all our hearts, we may learn everything there is to know about our careers, but unless we couple our knowledge and our enthusiasm with application, it will all be wasted. (Management Conference '86 Speech)

Success/Failure 22:

I've often wished there was an x-ray machine that could predetermine whether or not a Consultant would make it in our business, but of course, that's not possible. No one can measure the determination, the stick-to-itiveness and the fortitude that it takes for someone to succeed. I've often had the experience of bringing someone into our Company who outwardly gave little sign of being one of those who would climb to the very top, but she did. On the other hand, there have been those who seemingly had every attribute necessary who did not succeed. There is just no way to measure determination. (*From My Heart to Yours*, Page 39; Seminar '90 Speech as published in *Applause*® magazine, November 1990)

Success/Failure 23:

A few years ago I attended a Seminar for young people. Some of the top people in their professions had been invited, and the purpose was to have young people see face to face Pulitzer prize winners, Nobel prize winners, Heisman trophy winners, and astronauts who had the right stuff. As each person spoke, they kept returning not to their successes, but strangely enough, to their failures. It seemed that each of them felt that they

had learned from them, gotten stronger from them, overcame them, and took enormous pride in having done that. Losing, not winning, had made all of them what they had become. And so it has been with my life. All of the obstacles and trials and tribulations that I have overcome have made me stronger. (Management Conference '86 Speech)

Success/Failure 24:

Success is a constantly varying idea held in the mind of each individual. Our personal goals regulate the success we plan to achieve. If we set our goals for the highest possible achievements and follow a few basic steps, we are each destined for success. (*From My Heart to Yours*, Page 13)

Success/Failure 25:

Remember that success is failure turned inside out. Failures don't plan to fail; they fail to plan. It is better to attempt to do something great and fail than to do nothing and succeed. Human beings have turnaround power built in by God himself! It all happens when you make the decision to try.

A possibility thinker looks at problems and sees possibilities, at obstacles and sees opportunities. Never oppose an idea because it has something wrong with it, for there is something wrong with every idea. Look for the silver lining of success – it's close by every failure. (*From My Heart to Yours*, Page 38)

Success/Failure 26:

Why are successful people able to do things that failures won't do? Because successful people have a purpose strong enough to make them form the habit of doing these things. It's one reason why a small minority are successful while a majority are satisfied with mediocre results. It all boils down to purpose.

Remember, God feeds the birds but He doesn't throw the food in the nest. So it is with Mary Kay. We provide every possible suggestion to help you succeed, but you must take that "food" for thought and put it into action. An idea is a pent-up reservoir full of energy, absolutely worthless until put into action. (*From My Heart to Yours*, Page 40)

Success/Failure 27:

I believe we often learn more from errors than from successes. The Mary Kay marketing plan was formulated to correct errors I felt other companies had made. Just as the wounded oyster mends itself with a pearl, so we have turned errors into "pearls" that make our Company work. Success is failure turned inside out. If we ever compare knees, I think you will find mine to be the "bloodiest" of all, because I have fallen down so many times and begun again. I began Mary Kay Inc. after 25 years in direct sales, was middle-aged and a grandmother! (*From Heart to Yours*, Page 43)

Success/Failure 28:

It's sad that many people never commit their lives to something that has the prospect of greatness because they fear failure. Many people deliberately set their goals too low to reduce the possibility of disappointment. Obviously our goals must be realistic but high enough so that success causes us to stretch, so you must dare. Remember, mountain-moving faith is not just dreaming and desiring, it is also daring to risk failure. (*From My Heart to Yours*, Page 49)

Success/Failure 29:

From the beginning of time people have been looking for the "magic formula" for success. Actually, it's just a matter of making the most of your God-given talent and ability. I truly believe that anyone can be a success if they will simply follow these three important steps. 1. Plan 2. Persist 3. Work. (*From My Heart to Yours*, Page 58)

Success/Failure 30:

The real success of our personal lives and careers can best be measured by the relationships we have with the people most dear to us – our family, friends, and co-workers. If we fail in this aspect of our lives, no matter how vast our worldly possessions or how high on the corporate ladder we climb, we will have achieved very little. (*Mary Kay: You Can Have It All 1997 Calendar*)

Success/Failure 31:

People must pay a price for success; hard work and sacrifice are necessary. The secret is finding the level of success at which you and your family are happy and content. There is definitely a comfort zone, and moving too far beyond it can cause anxiety and stress. You may discover that less success is more, in terms of quality of life for you and your family. *(Mary Kay: You Can Have It All 1997 Calendar)*

Success/Failure 32:

I don't think success can be defined in terms of financial gain. We all know of individuals worth millions of dollars who lead miserable lives. Nor can success be measured strictly in terms of achievement. A novice golfer's successful round of golf would be a dismal showing to a scratch player. Success is relative. *(Mary Kay: You Can Have It All 1997 Calendar)*

Success/Failure 33:

Evaluate your priorities! What good is a successful career if you lose your husband and children in the process? With no one to share in the fruits of your labor, success has little meaning. Perhaps spending less time on your career and more time with your dear ones will mean less financial success but more happiness overall. *(Mary Kay: You Can Have It All 1997 Calendar)*

Success/Failure 34:

To ensure that Mary Kay treats all women equally, we have our "ladder of success." Every member of our sales organization knows exactly what she has to do to reach the top; no other factors, including race, religion, age, or limited education, can restrain anyone's opportunity. Our company was founded on this premise, and we abide by it as much today as we did when our doors opened in 1963. *(Mary Kay: You Can Have It All 1997 Calendar)*

Success/Failure 35:

A very successful businessman was once asked, "To what do you attribute your success?" He replied, "I can tell you in three words – *and then some*. Do everything that's expected of you, and then some." Imagine how wonderful the world would be if everyone lived by this philosophy. *(Mary Kay: You Can Have It All 1997 Calendar)*

Success/Failure 36:

I recently read a beautiful article written by Nanci Larson, Senior Sales Director, who outlined her version of success. She began by saying that it is necessary for you to set goals. Knowing where you are going is all you need to take that very first step. She said that until you begin you will not succeed, and I have found that always to be true. (Leadership Conference '95 Speech)

Success/Failure 37:

First of all, you must know what it is you want. Many people fail because they have neglected to visualize in detail what it is they are trying to achieve. If you really want your dream to come true, you will plan, organize, reorganize, and work until you get what you want. Remember, you never really fail until you stop wanting and quit. It is said that many people never commit their lives to something that has the prospect of greatness because they fear failure. Many people deliberately set their goals too low to reduce the possibility of disappointment. (Career Conference '95 Speech)

Success/Failure 38:

Today there are 100 National Sales Directors and over 70 Millionaires. Why not you? You know what made them succeed. Here are the five rules that I have found were prevalent with all of them:

1. First of all, they did what they knew they should do on a daily basis.
2. They did it when they knew they should do it.
3. They did it whether they liked to do it or not.
4. They did more of what works.
5. They did less of what doesn't work.

You can put these rules to work for you. Over all these years they have mapped out a path for you to follow. We didn't really have one at the time that many of them began their search for success. When our Company was begun we had no roadway to success. One step at a time we found our way. Never in my wildest dreams did I think we would be doing what we are doing today in 23 countries around the world, that every minute of every hour of the day a skin care class is being held somewhere. Thousands of Consultants and Sales Directors from Australia to New Zealand – from A to Z – are following the path that has been laid out for them. (Hall A Speech, Seminar 1995)

Success/Failure 39:

You begin that journey toward success by following two rules:

1. Get started.
2. Don't quit.

It's not complicated. Many of life's failures are people who didn't realize how close they were to success when they gave up. Remember the wonderful story of Roger Bannister who broke the four-minute mile barrier? Since ancient Greece men had been trying to run a mile in under four minutes, and it was said that it was a physical impossibility for a man to go that fast. And then on May 6, 1954, Roger Bannister broke that barrier. Within one month after he did it, 32 others did the same. Within one year 356 others accomplished the same feat. What changed that? Only their believe that it could be done. (Hall A Speech, Seminar 1995)

Success/Failure 40:

Once when a group of women were asked to stand if they planned to achieve their goals, everybody in the room stood. But when asked to sit down if they planned to fail, nobody sat down – because, you see, nobody plans to fail, but some fail to plan. (VIP/Team Leader Speech, Seminar 1989)

Success/Failure 41:

Quality growth comes from learning how to turn failure into success. It was Keats who said, "Failure is, in a sense, the highway to success in-as-much as every discovery of what is false leads us to seek earnestly for that which is true, and every fresh experience points out some form of error which we shall afterwards carefully avoid." That quotation has stood the test of time. You've often heard me say that we fail forward to success. In the founding days of our Company, when I took that legal pad and wrote down the problems I had experienced, and challenged myself to find solutions for them, I was seeking ways to turn failures into successes. The Mary Kay marketing plan that resulted was formulated in large part on correcting errors that other companies, in my experience had made. Just as the wounded oyster mends itself with a pearl, so we can turn errors into pearls that make our lives and our Company work. (Seminar '89 Speech)

Success/Failure 42:

I have found that all great winners believe. Don't spend time with losers. Spend your time with winners. A winner says, "Let's find out" and seeks a solution. But a loser says, "It wasn't my fault" and basks in his failure. (Seminar '90 Speech)

Success/Failure 43:

Success does not depend on whether we are male or female, and it isn't the color of your skin or your physical construction that makes success possible. It's what's inside of you that determines whether or not you achieve the success that you want in your life. I remember the story of the man who was selling balloons on the streets of New York City. He knew how to attract a crowd before he offered his wares for sale. He took a white balloon and filled it up and let it float upward, and then he filled a red balloon and released it. And then he added a yellow one. As the red, yellow and white balloons were floating above his head, children gathered around to buy his balloons. A hesitant little boy, a black boy, looked wistfully up at the balloons and finally asked, "Sir, if you filled a black balloon, would it go up, too?" The man looked down and he said, "Why sure, son. It's not the color of the balloon. It's what's inside that makes it go up." (Seminar '90 and Career Conference '91 Speeches)

Success/Failure 44:

The difference between average and top people can be explained in three words: *and then some*. The top people do what is expected of them, and then some. They are thoughtful of others; they are considerate and kind – and then some. They meet their responsibilities and their obligations fairly and squarely – and then some. They are good friends to their friends, and they can be counted on in an emergency – and then some. (Management Conference '85 Speech)

Success/Failure 45:

The “can-do” spirit that you have shown over all these years has truly been the reason for our remarkable success. I will be eternally grateful for your having nurtured that tiny seed planted on September 13, 1963, into a giant oak, for you have made my impossible dream a reality, brought about by your diligence, your loyalty and your love. (Seminar '88 Speech)

Success/Failure 46:

George Hallis, the famous coach of the Chicago Bears of the National Football League, had a slogan permanently displayed on his office wall. It said, “Always go to bed a winner.” What a wise thought. Never take your loser complex to bed with you. Visualize winning as you drift into sleep. Let the image of success germinate. It will have a powerful effect. This is a fact. If you tend to see yourself as a nobody, you are going to find that others will take you at your own self-evaluation. That’s why I constantly tell you that when somebody asks, “How are you?” – I want you to say, “Great!” No matter what. If you don’t think you are great, nobody else will. (Management Conference '87 Speech)

Success/Failure 47:

I’ve often been asked, “What does the success of this company mean to you?” I have to say that it does not lie in all the marvelous assets that we have acquired over the years, but instead in all of those homes that have been built, all the college educations that have been provided for children who might not otherwise have been able to have them, and all the orthodontist and other bills that have been paid.

And, I guess, one letter that I received is possibly the most poignant of all. The letter was from a lady in Atlanta, Ga., and she said, “This letter is long overdue. I’m sitting here at my kitchen window this morning watching my little girl run on two good legs.”

She went on to say that several years earlier she had been invited to a Mary Kay Skin Care Class and that she had not gone. But at a later date, she did go. That night as she watched the Consultant put on the skin care class, she thought, “I could do what she’s doing. I wonder if she is making any money?”

The young woman told her about the Mary Kay opportunity and that possibly she might become a Consultant, too. That night, as this woman had her facial, she found that she loved the product and decided she would become a Consultant. She did, and her letter was written three years later.

In the letter she told me that she had a little girl who had been born with a deformed leg. Every single penny that she had earned had gone into a fund for the operations on Jennifer’s leg. After the operations had been performed, her little girl began running on two good legs, the woman wrote.

To me, that story is worth all the hard work and all of the problems that 23 years of business may have brought. Personally, it would all have been worth it for me just for that one person’s testimony. (Spiritual Fitness in Business newsletter, March, 1986, Page 1)

Success/Failure 48:

But the Company’s success has been in the multitude of women who have reached down inside themselves and have found the seeds of greatness that God planted there. They have been able to bring them to fruition with the love and guidance that they have found within our Company.

They have made something of their lives because of it. I truly believe that God has used our Company in a miraculous way to help women to become the wonderful creatures that He knows He created. (Spiritual Fitness in Business newsletter, March, 1986, Page 1)

## Teaching

### Teaching 1:

There are several ways to teach: First, of course, is by example. That's the most wonderful way. The eye buys more than the ear. Then, of course, instruct. You may say, "Do so and so just as I tell you," but then you will always be telling them what to say, how to say it, and how to do it. The third way is by theory. Teach them why and the reasons for it. Find out what their goals are. They will then have their own feelings and their own words, and then they can share and give. Remember that your attitude must always be positive. (*New Frontiers Management Conference '89 Speech*)

## **Teamwork**

### Teamwork 1:

Be a team player. Remember that being a success doesn't always depend on you alone, but also on the work and achievement of your teammates. Your potential is limited if you try to accomplish everything by yourself. (Management Conference '85 Speech)

### Teamwork 2:

As I see it, our Company is like a giant wheel, and each of us is a spoke in that wheel. When we do our jobs properly, that wheel goes around beautifully, so I want you to do what you can to help keep our Company as great as it is today and help us to go on to greater heights in the corporate world. (New Employee Orientation Video, 1995)

## Time Management

### Time 1:

Each of us has the same 24 hours every day; the difference is what we do with them. The President of the United States, the top National Sales Director and top Sales Director in the nation each has the same 1,440 minutes every day that you do. Use them as wisely as they do, and you can achieve the success you desire. (*From My Heart to Yours*, Page 16)

### Time 2:

Today is the most important time there is because it is the only time in which we can act. The clock of time is wound but once, and no man has the power to tell you when the hand will stop, at a late or an early hour. Now is the only time you own – live, love, toil with a will. Place no faith in tomorrow for the clock may then be still. Yesterday is gone, tomorrow isn't yet here, and today holds the key to your opportunities. Don't put off until tomorrow what you can do today. (Future Director Speech, 1971)

### Time 3:

I have found that one intense hour is worth a dreamy day. Join the 5 o'clock club. Remember that three early risings make an extra day. Learn to delegate responsibility. Make a list of all your household tasks and check off those that you must do personally and delegate the rest to family members or a maid. Remember not to spend dollar time on penny jobs. It just does not matter who irons the clothes, scrubs the floor or cooks the dinner, as long as it gets done. (Management Conference '91 and Leadership Conference '93 Speeches)

### Time 4:

Make every day count, make every hour count, make every minute count. And don't stop until you have exercised your full potential, realized your impossible dream and fulfilled your total destiny to become the person that you and only you are capable of being. Achieving success is a daily process. (Seminar '80 Speech)

### Time 5:

Most people live day-to-day expecting that tomorrow they will do the things they wanted to do. They play a philosophy called a "waiting game" or "someday." Someday things won't be so rushed; someday I'll be in a better position to work, someday the children will be in school. It's so easy to let tomorrow be your rule of life or to slip into the fatal error of living in retrospect or in the past or in prospects of the future, but NOW is the ever-present time. As you start your journey to success, keep in mind that the greatest Consultant has not yet been crowned; the greatest Sales Director has not yet been found. (Future Director Speech, 1972)

### Time 6:

I remember in my past career when I was not doing as well as I wanted to do, that one day I came to the realization that it was because I was not putting in the hours that I should. I vowed that I would work eight hours a day, and begin my day every day at 8:30 a.m. and not stop working until 5:00 p.m. I gave myself half an hour for lunch; and the rest of the time I worked either on booking, recruiting, or something else to further my career every hour of the day. Suddenly my career took off like a rocket because, at long last, I was spending the hours that were necessary to make that happen. (Management Conference '86 Speech)

### Time 7:

Wasting time is often unconscious, and because it is unconscious, it must be consciously thought of. So don't take six months to do what you can do in two or three at the most. (Team Leader/Future Director Class Speech, Seminar 1983)

### Time 8:

You must remember that you have to punch your own time clock. I used to set aside certain times to do every single thing I had to do through the day, such as a certain time to finish my housework. By 8:30 a.m. if it wasn't finished, well, it just didn't get finished. I gave myself three minutes to iron a shirt, and then I decided one day that I would rather work much smarter and hire somebody else to iron those shirts than to do it myself. Decide how many hours per day you want to work, and stay rigidly on your schedule. (Jamboree '77 Speech)

Time 9:

Make TNT – today, not tomorrow – your watchword. Force yourself to take action. Remember that our success depends not so much on the degree of talent we possess but, instead, on the degree to which we use the talent and resources we have. Fear of rejection or failure so often places stumbling blocks in our path and keeps us from attaining [the] greatness that can be ours. (“From the Heart,” *Applause*® magazine, 1993)

Time 10:

Procrastination really is the thief of time, and women so often think that tomorrow is another day. But every day has twenty-four golden hours and once they are lost, they can never be recalled. Life is a series of todays which so quickly turn into yesterdays that some of us spend our time regretfully looking backward instead of forward. Still others that worry or procrastinate are always waiting for tomorrow. In both cases the danger lies in overlooking the most important day of all – today. So I would like to urge you to form the habit as of this moment of doing whatever it is that you have to do – NOW. I hope you will make “TNT” your watchword, and that means “Today, not tomorrow.” (Future Director Speech, Seminar 1974)

Time 11:

Control your time. You often hear someone say, “I don’t have enough time.” But you have as much as anyone else. But do others accomplish more than you do? Decide to get organized. First, decide the amount of time you are going to give your Mary Kay career. When you have decided how much time you can devote to your job, then be sure you use that time for Mary Kay, for your career, and nothing else. When you have learned to do this, you have made the biggest headway to success you will ever make. (Director Meeting Speech, Jamboree 1978)

Time 12:

It always helps me to live in “day-tight” compartments, just one day at a time. Concentrate with all your enthusiasm and effort on today’s work as well as you possibly can. Looking at the lives of successful people, the wisdom of this philosophy is evident. (*From My Heart to Yours*, Page 8)

Time 13:

Time is one of the most valuable assets we have, and yet also is the most misused. Time is money, and if your time is better spent in one direction than in another, then decide on the best direction to use your time. Plan each night for a great tomorrow. A few minutes used to organize your time planning for a dynamic tomorrow can create sunny skies for you where there may be storm clouds for everyone else. (*From My Heart to Yours*, Page 8)

Time 14:

A striking characteristic of a successful person is the ability to determine the relative importance of different things. We must decide which of our daily tasks are most important. As women, we wear so many hats that it is absolutely necessary to be organized and do those things which move us toward the goals we have set for ourselves. (*From My Heart to Yours*, Page 9)

Time 15:

Promise yourself today that you will not let the golden moments of your day slip away. Concentrate on what is important to you. Someone once said, “One intense hour is worth a dreamy day.” Make those hours count. (*From My Heart to Yours*, Page 9)

Time 16:

Wasting time often is an unconscious act, and because it is unconscious it must be consciously fought off. Don’t take six months to do what you can do in three.

Some wise person said that many men and women fail in life not for lack of ability or brains or even courage, but simply because they never have organized their energies around a central goal.

So it is imperative that you set a goal with a time limit. This time limit propels you toward your goal. I have found that once you have set a deadline and break your goal into monthly, weekly and daily achievements, the task becomes more realistic. (*From My Heart to Yours*, Page 55)

Time 17:

Life is a series of *today's* which so quickly turn into *yesterdays* that some of us spend our time regretfully looking backward instead of excitedly looking forward. Still others worry or procrastinate and are always waiting for tomorrow. In both cases the danger lies in overlooking the most important day of all – today!

Form the habit of doing whatever it is you have to do *now*. Make TNT – TODAY, NOT TOMORROW – your daily watchword! (*From My Heart to Yours*, Page 55)

Time 18:

Organize your time by the priority system. Sort out the daily tasks that must be done, delegating those tasks that do not necessarily require your personal attention. Focus on those things which are important to you. (*From My Heart to Yours*, Page 56)

Time 19:

Every morning you are credited with 86,400 seconds, and every night it rules off as lost whatever you haven't used for a good purpose. (*Applause*® magazine, September 1993, Page 8)

Time 20:

Every day when I leave my office whatever is on the desk that is not finished goes into a Mary Kay pink bag. I take it home with me so the next morning I can start with an absolutely clear desk. To me that's been a means of keeping frustration to a minimum. When you have too much to do, you don't get anything done. So I clean off the desk every day, take it home and get up at five o'clock in the morning in order to get yesterday's correspondence done. (*Applause*® magazine, September 1993, Page 8)

Time 21:

Years ago, I heard somebody say that if you get up two and a half hours early three days a week, you add an extra day to your week. At the time, I had three young children and I wasn't able to accomplish what I needed to do, so I decided to get up early *six* times a week and have a nine-day week. This early morning time has become the most productive part of my day, and I've been getting up at 5:00 a.m. ever since. (*Mary Kay: You Can Have It All 1997 Calendar*)

Time 22:

I can't understand the way some highly paid female executives place so much value on their time at work and so little on their off-the-job time. If you work full days at the office and make a decent salary, you should hire a housekeeper to do the lion's share of your tedious housecleaning. Don't spend dollar time on penny jobs! Even if a maid service comes in only a day or two a week, it's money well spent to recoup leisure time with your family. (*Mary Kay: You Can Have It All 1997 Calendar*)

Time 23:

Over the years, I've observed that nearly all high achievers know how to make good use of those 1,440 minutes in each day. In contrast, other people seem to do things in slow motion. I think this is the type of person Groucho Marx was talking about when he said, "Either this man is dead or my watch has stopped." (*Mary Kay: You Can Have It All 1997 Calendar*)

Time 24:

I've always tried to manage my time. I suppose this resulted from those years of being a single working mother with three small children. Back then, a day was never long enough to get everything done. I used to clock how long it took me to do certain everyday things, and then I'd look for ways to do them in less time. Of course, I value my time as much now as I did then, and I'm still competing against the clock, trying to get the most out of my day. (*Mary Kay: You Can Have It All 1997 Calendar*)

Time 25:

Back around the turn of the century, Ivy Lee, a renowned efficiency expert, promised the president of Bethlehem Steel that he could increase corporate efficiency and sales within ninety days – if he were given a chance to meet with each executive. Lee asked them to list, in order of priority, the six most important things they had to do the next day; any tasks not completed were to be added to the following day's list. Three months later, the company president was so pleased with the results he sent Lee a check for \$35,000, a huge sum at the time.

Writing a daily list of things to do is one of the smartest things I ever learned to do. The beauty of lists is that they require you to write things down. If you trust everything to memory, you may never get around to doing even a well-thought-out task.

I value my six-most-important-things-to-do list so much it has been passed on to every Mary Kay Beauty Consultant. We even provide a "Six Most Important Things" notepad for our people. Once you work it into *your* routine, you'll wonder how you ever got along without it. Try it for ninety days, and see for yourself. (*Mary Kay: You Can Have It All 1997 Calendar*)

Time 26:

In 1958, Cyril Northcote Parkinson, the noted British professor and historian, authored "Parkinson's Law: The Pursuit of Progress." It is for the following single sentence that he is best remembered: "Work expands so as to fill the time available for its completion." When you have all morning to get out of bed and start your day, that's how much time it takes – all morning! This is why giving yourself a deadline is so important.

Many people in sales fail to prepare adequately. A real estate agent, for example, should always visit a listed property before showing it to a client. Other salespeople can do other kinds of homework to prepare. For example, before calling on a large publicly owned corporation, you should at least read the annual report and some recent newspaper and magazine articles. From a standpoint of self-interest, being prepared is just good selling.

Proper preparation lets your customer know you respect his or her time because you don't have to ask questions to obtain information that was available for you to learn on your own. Making the effort to be knowledgeable about a company signals the customer that you are conscientious and courteous, two qualities everyone admires. In addition to the confidence it engenders, it prevents time delays that interfere with closing the sale. (*Mary Kay: You Can Have It All 1997 Calendar*)

Time 27:

One way to make the best use of your time is to double up – do two things at once. For instance, while I put on my makeup in the morning, I listen to tapes. You can do the same thing while you drive your car. Also, I keep a small tape recorder with me so that when I'm doing my makeup, driving, cooking, or watching TV, I can record intriguing thoughts that come to me. (*Mary Kay: You Can Have It All 1997 Calendar*)

Time 28:

Build a reputation for valuing others' time by calling them on the telephone only when you have something important to discuss. If you're making a business call, get down to business quickly. Most businesspeople appreciate your getting right to the point. To get in the habit of keeping your conversation brief, keep a timer next to your phone. (*Mary Kay: You Can Have It All 1997 Calendar*)

Time 29:

To avoid telephone calls that eat up your time, you can screen incoming calls with an answering machine in your home or office. Record a brief, clear message; be sure your tone of voice is friendly, so that your short message is not interpreted as abrupt or impolite.

Answer your phone in a "controlled rush." The controlled rush is a polite way of letting the other person know up front that your time is limited. Invariably people will ask, "Did I catch you at a bad time?" You should reply, "I'm on my way out the door. How can I help you?"

When properly used, the telephone is a wonderful tool for servicing customers. Sometimes a visit in person isn't necessary, but a telephone call will serve to remind your customer that you're thinking about him or her. For appointments scheduled weeks ahead, it's a good idea to get in the habit of calling a day or two in advance to confirm. (*Mary Kay: You Can Have It All 1997 Calendar*)

Time 30:

How many times have you said, "If there could only be two of me?" The good news is there *can* be two of you – and more – when you delegate. When your time is worth dollars, don't do penny jobs. We follow this rule every day in business, but we sometimes forget to apply the same principle off the job. After talking with countless career women over the years, I am well aware that a major problem in their lives is finding enough time in the day. (*Mary Kay: You Can Have It All 1997 Calendar*)

Time 31:

In It's About Time, author Michael Shook points out that based on an average life expectancy of seventy-two years, anything you do that takes twenty minutes a day will add up to a year over a lifetime. With this food for thought, you might want to consider some time-savers, like planning your meals ahead of time, so you only have to make one weekly trip to the supermarket. (*Mary Kay: You Can Have It All 1997 Calendar*)

Time 32:

Timesaving tips: After you finish washing the dinner dishes, set the table for breakfast. Lay out your clothes before you go to sleep. Set your alarm for thirty minutes earlier than you normally do; this adds two full days a month! Learn to say no. Learn to delegate.

More timesaving tips: Know how much time to allot for routine tasks. Allow extra time for the unexpected. Don't waste time watching excessive amounts of TV; women ages thirty-five to fifty-five and older watch thirty-two to forty-one hours of television per week, on average. Have a place for everything, and have everything in its place. Organize your mail, and handle every piece only once.

Additional timesaving tips: Do your laundry once a week, having organized clothes according to color. Shop in advance for special occasions such as birthdays, anniversaries, and Christmas. Set appointments for exact times. Let your children help; not only do you save time, but your youngsters assume responsibility, which builds their character. (*Mary Kay: You Can Have It All 1997 Calendar*)

Time 33:

In business we're taught that time is money. But when it comes to being with our families, we can't place a dollar amount on an hour. Just as you make a daily list of your work priorities, make another list of the most important things you want to do with your family. Include things you want to do during the time you spend with them each night and each weekend. (*Mary Kay: You Can Have It All 1997 Calendar*)

Time 34:

Admittedly, scheduling your activities is easier in a work environment than it is at home. A business setting has constancy to purpose as well as fewer distractions. And at work, our careers are on the line, while at home nobody evaluates our performance. Yet it's probably even more important to be a good manager in the home.

Feeling compelled to use our time effectively at home must be a matter of personal discipline. Amazingly, if you give yourself a time limit for doing something, you can almost always get it done in that time frame. We're all capable of doing more if we keep Parkinson's Law in mind: "Work expands so as to fill the time available for its completion. (*Mary Kay: You Can Have It All 1997 Calendar*)

Time 35:

The secret is constructive action, placing a value on your time and learning to balance and budget your time. Treat it as if it were gold, which it is. Remember that one intense hour is worth a dreamy day. Allow yourself enough time to do each job properly, but don't be afraid to delegate authority and to employ help when it's necessary. (*New Frontiers Management Conference '89 Speech*)

Time 36:

Each new day presents an opportunity to start all over again, to cleanse our minds and our hearts anew, and to clarify our vision and not clutter up today with the leavings of other spent days. (Leadership Conference '95 Speech)

Time 37:

Be sure to use your time wisely. Review your priorities. Ask the question, "What is the best use of my time right now?" Many of us spend half our time wishing for things we could have if we hadn't spent half our time just wishing. (Leadership Conference '95 Speech)

Time 38:

Don't take forever to do what you can do in a short period of time. Parkinson's law says that work expands to fill the time available for it. Remember when someone called you from the edge of town and said, "We'll be there in 30 minutes" – and you got your spring housecleaning done in half an hour. One intense hour is worth a dreamy day. (Career Conference '88 Speech)

Time 39:

We all have the same 24 hours each day, but how we use those 24 hours makes the difference between success and failure. The use of our time is more important than the quantity of time spent. The successful person is really just an efficient person with determination who works less but gets more done through effective time management.

Plan your day. Planning time should be included in every daily schedule. Use your "six most important things" list and weekly plan sheets to plan your week and each day. It's not just enough to be busy because effective time management means you can distinguish between the urgent, the important and the trivial. When you are faced with a number of tasks, determine which ones will contribute the most toward meeting your goals. (Management Conference '91 Speech)

Time 40:

Capitalize on your committed time. Use driving time to listen to motivational or training tapes. Your waiting time at the doctor's offices or at the hair salon, etc., is a good time for reading, writing notes, or planning. Don't waste this committed time. Use it to your best advantage. (Management Conference '91 Speech)

Time 41:

Learn to say no. Overcommitment dilutes your effectiveness. Live according to your priorities. Ask yourself, "Am I doing this because someone else wants me to, or because I want to do it?" Learn to decline tactfully but firmly those requests that do not contribute to your goals. (Management Conference '91 Speech)

Time 42:

Make your telephone time work for you. Limit your calls to three minutes each. Use a timer for this. Know what you are going to say before you call, and make a list of the important points you want to discuss to keep you on track. Answer your telephone in a controlled rush, where you are the one in control, not the caller. (Management Conference '91 Speech)

Time 43:

Today is the first day of the rest of your life. Use it to climb to the heights unclaimed by others. The rungs of the ladder are unselfishness, love, sincerity and faith. (Management Conference '85 Speech)

Time 44:

If you had a bank that credited your account each morning with \$86,400, carried over no balance from day to day, allowed you to keep no cash in your account, and every evening cancelled whatever part of the account that you had failed to use during that day, what would you do? Why, of course, you would draw out every cent. Well, you do have such a bank, and its name is time.

Every morning it credits you with 86,400 seconds, and every night it rules off as lost whatever of this you have failed to invest for a good purpose. It carries over no balances, it allows no overdrafts, and each day it opens a new account for you. Each night it burns the records of that day. If you fail to use each day's deposit, the loss is yours. There is no going back. There's no drawing against tomorrow. You must live in the present for today's deposit. Invest it so as to get from it the utmost in health and happiness and success in your career. (Seminar '91 Speech)

## Women

### Women 1:

Without a doubt the most rewarding aspect of my life is to watch a woman come into our Company like a tight little rosebud, sometimes too inhibited to even tell me who she is, but after six months of training, praise, encouragement and recognition, she blossoms into a poised, beautiful woman, all because someone helped her reach down within herself and bring forth her God-given talents and abilities. (Seminar '89 Speech)

### Women 2:

Our Company was begun with the highest of ideals. It was to be a company that would operate on the premise of the Golden Rule, that honesty and integrity would be our cornerstones. My objective was to give women the opportunity I felt that I had been denied, much as a mother wants her child to have the things that she did not have. I truly believe that women can do anything in this world that they want to do, if they want to do it badly enough, and are willing to pay the price. I think God believed that, too, and He has blessed our Company beyond all belief and made it possible for countless thousands of women to change their lives and the lives of their families. (Management Conference '88 and Seminar '91 Speeches, and Seminar '82 Speech as published in *Applause*® magazine, October 1982)

### Women 3:

I only planted an acorn, and a giant oak has grown, possibly because of my belief that people would support that which they help to create. The seed of thought which started our Company, of course, was my feeling that the needs of women were not being met. On that subject, I heard a definition the other day about women's needs. It seems that to the age of fourteen, she needs good parents and good health; from fourteen to forty, she needs good looks; from forty to sixty – personality; and from sixty on, I'm here to tell you she needs cash! (Keynote Speech for Governor's Conference on Women in Business, 1985)

### Women 4:

Women today are better educated than they've ever been before, and we are aided by a sate of labor-saving devices; so the average woman is looking for something more to do than just keep house. With professional education and new fields opened to women, along with family planning now socially acceptable, women can now successfully combine a career and marriage. Contrary to the old belief that "A woman's place is in the home," the modern women are more interesting women, better wives, and better members of the community. They are better dressed, better groomed and more knowledgeable than ever before in history. The past notion that a woman's career is a two-year interlude between college and marriage is at long last giving way. (American Marketing Association Award Acceptance Speech, 1973) *See Women 13*

### Women 5:

Mary Kay Inc. was begun with the idea of giving women an opportunity to do anything in this world they were smart enough to do because I felt that women were very smart. But in the early '60s this opportunity was not available simply because she was in the wrong body. My objective was to give women the opportunity that I felt I had been denied, and so our marketing strategy was built around the premise of giving women an open-end opportunity. (Smithsonian Institute Speech, 1988)

### Women 6:

It took God a long time to get me ready for this opportunity. In the early '60s women were going in the wrong direction. If you will recall, they were cutting their hair short, donning pantsuits, putting on flat shoes, even lowering their voices and doing everything to emulate men because men were the only people who were successful. I could not believe that this was right. I truly believed in femininity. I think if God had wanted us to be male, He would have made us that way. (Power Lunch Speech, Prestonwood Baptist Church, Dallas, Texas, August 1992)

Women 7:

Women who are executives have been set aside by their personalities, objectives and their abilities. If women are to succeed, they must have enthusiasm. They must have discipline, willingness, determination, and appreciation. Appreciation is the oil that keeps the machinery of human relations working well, and they must have a positive can-do attitude and gratitude. *Thank you* combined with good service keeps those customers at your door. All of these qualities light the fire under the fish that we have to fry. We are women first, and successful, second. I think that being female at all times is a tremendous advantage in a man's world, and I think it is terribly important that we are careful not to form the habit of tuning out our sensitivities. (Keynote Speech for Governor's Conference on Women in Business, 1985)

Women 8:

Our Company was begun with only one objective, that of giving women the chance to succeed, an opportunity that simply did not exist in those early '60s. I just couldn't believe that a woman's brain was worth fifty cents on the dollar, and with all my heart I wanted to change that. I wanted to give you – my daughters – the chance that I never had. (Seminar '93 Speech)

Women 9:

We began our Company with tremendously high ideals. I've always believed that women could be successful and feminine at the same time, and we have proven this premise to be correct over the years in having built the most prestigious well-dressed, well-groomed group of women in the nation today. (Seminar '91 Speech and Seminar '82 Speech as published in *Applause*® magazine, October 1982)

Women 10:

If you become the most successful woman in the business world today and in the process lose your husband along the way, it is my opinion that you have failed. If you're not able to juggle a career and marriage, then leave the career alone. We have a saying in our Company that "a woman with her husband with her is a woman and a half; and without him, she's half a woman." Your job is to sell your husband on the fact that you are smart enough to be both a good wife and mother and a career women at the same time. (From a speech Mary Kay wrote in early 1970s titled, "The Role of Contemporary Women in Today's Society")

Women 11:

Yes, women do belong in the house – the White House and the House of Representatives! There are those who contend that the only way women can get equal rights today is to give back some they already have! Women today are better educated than ever before, and we are aided by a multitude of laborsaving devices. So the average woman is looking for more to do than just "keep house."

With professional education and new fields opening to women, along with the social acceptance of family planning, women can successfully combine career and marriage. As a matter of fact, there is a vast army of women carving out a new frontier and a new threshold in the United States today. Today you will find outstanding women performing in just about every area of business, industry, government, professions and the arts. There is almost no kind of job that some woman isn't doing somewhere, and doing it capably! (*From My Heart to Yours*, Page 53)

Women 12:

Women are natural salespeople. Once they believe in a product, they sell it to everyone they meet. They have spent their lives selling their husbands, children, neighbors and friends on whatever they believe in. Selling a product they are sold on themselves is second nature. I am amazed by the ingenuity, creativity and ability to sell that women possess. (*From My Heart to Yours*, Page 25)

Women 13:

You have heard me say many times that our mission is to give women an opportunity to do anything in this world they want to do from a career standpoint, and yet be beautiful wives and mothers at the same time, keeping their faith intact. As we take the Mary Kay opportunity to international markets, we have the chance to help women around the world share this beautiful career that we have, and we are giving them the opportunity to

keep their lives in order – God first, family second and career third. I am thrilled that women in every country where we are now represented share the love of our philosophies. I sincerely hope that you feel as honored as I do that we are going to be able to help so many women have better lives. (“From the Heart,” *Applause*® magazine, May 1993)

Women 14:

Early in our Company history we learned that when a woman feels prettier on the outside she feels prettier on the inside, too. Plus she’s a better wife, a better mother and a better member of the community! At every skin care class you help women experience this. (“From the Heart,” *Applause*® magazine, March 1992. Stated a little differently in Management Conference ’88 Speech)

Women 15:

I’ve always believed that women could be successful and feminine at the same time. Our Company began when women had begun to lose faith in their ability – or didn’t have any – and so they decided that the only people that were successful were men. And I just thought they were on the wrong track. (*Applause*® magazine, September 1993, Page 8)

Women 16:

My primary motivation for going into this business was to help women. I wanted to provide opportunities for them to create better lives. I saw Mary Kay Inc. as a vehicle for women to realize their dreams. Our organization would supply the quality products, education, encouragement, and motivation women need to succeed. (*Mary Kay: You Can Have It All 1997 Calendar*)

Women 17:

In the 1980s, it was common to hear a woman proclaim, “I want to have it all.” By this, she meant she wanted a successful career while being a wonderful wife and mother. Wanting it all is an admirable goal, but some women run into trouble when they try to translate that dream into reality. It’s no easy matter for both a husband and wife to work full-time and manage a family. Compromises are unavoidable. (*Mary Kay: You Can Have It All 1997 Calendar*)

Women 189:

As much as I want women to have everything life has to offer, I recognize that we aren’t like men in every respect; men do not have to face up to the challenges of motherhood. It is not possible for a woman to work sixty-plus-hour weeks *and* constantly be there for her children. Women with full-time careers must be creative about finding time for their children and their husbands. (*Mary Kay: You Can Have It All 1997 Calendar*)

Women 19:

Women who want it all in the nineties must be realistic. Few careers offer women the flexibility to work and also spend as much time and energy with their families as they would like. I believe this is a major reason why Mary Kay has flourished; and while being a Mary Kay Beauty Consultant is not for every woman, I recommend seeking out companies that offer similar advantages. (*Mary Kay: You Can Have It All 1997 Calendar*)

Women 20:

Women are entering the professional world in record numbers, willing and ready to compete directly with men for leading positions. But there’s a catch. Unlike men, women have a limited time frame in which they can bear children. Women often delay starting a family, knowing it will sidetrack their careers. My advice to every young woman is to consider this issue carefully. Then she won’t have to give up what may be the most precious gift God gives us. (*Mary Kay: You Can Have It All 1997 Calendar*)

Women 21:

I've seen females become so aggressive in their climb up the corporate ladder, they stop being ladies. In order to be accepted as "one of the guys," not only do they tolerate men using foul language in their presence, they lower their own standards. Their aggression even carries over into family life, and eventually, the subtle feminine touches essential to being a loving wife and mother are noticeably missing. Even though you're working in a man's world, don't let your ambition detract from your womanhood. (*Mary Kay: You Can Have It All 1997 Calendar*)

Women 22:

You can compete aggressively in a man's world while maintaining your femininity. Compromise in this area is unnecessary and will not be to your benefit. It may seem a prudish mode for the 1990s, but conducting yourself properly is timeless, and deep down, your colleagues know this. Men will respect you for being yourself, and it will bring out the best in them. (*Mary Kay: You Can Have It All 1997 Calendar*)

Women 23:

When women became "liberated" in the 1960s, many men were so set in their ways, it wasn't easy for them to accept the rapid social change. Any form of accelerated change requires time for large-scale acceptance. Three decades later, we still know of many husbands who balk at their wives having careers. (*Mary Kay: You Can Have It All 1997 Calendar*)

Women 24:

It will take a few more years before women's considerable progress will be universally embraced. It's a carryover from the old dictate that "a woman's place is in the home." If you sense some resistance to your career from your husband, don't panic. Most likely, he is doing his best to adjust to the new woman you have become. (*Mary Kay: You Can Have It All 1997 Calendar*)

Women 25:

When I was a single working mother, it seemed as though I would have to be twice as good as my male peers in order to receive equal pay. I was especially troubled when the ideas I presented to my employer were met with, "There you go, Mary Kay, thinking like a woman again!" In those days, "thinking like a woman" meant you didn't have your head on straight. (*Mary Kay: You Can Have It All 1997 Calendar*)

Women 26:

Years ago, if women wanted to succeed in the working world, they were expected to be carbon copies of men. It may sound unbelievable now, but many women went along with that precept. You can call it brainwashing, but many of us blindly accepted our place as second-class citizens and believed this nonsense – for a while. (*Mary Kay: You Can Have It All 1997 Calendar*)

Women 27:

Women *do* think differently from the way men think, but the differences have nothing to do with being inferior to or incompatible with how men think. On the contrary, thinking like a woman can be a tremendous advantage. (*Mary Kay: You Can Have It All 1997 Calendar*)

Women 28:

One difference between women and men springs from a special quality women possess: our intuitiveness. Admittedly, I have trouble defining "woman's intuition," but I know it exists. Throughout my life, I have witnessed countless situations in which a woman's intuitive response defied logic but turned out to be correct. (*Mary Kay: You Can Have It All 1997 Calendar*)

Women 29:

When we opened Mary Kay Inc., my biggest ambition was to provide wonderful opportunities for women in the Dallas area. We are currently offering the Mary Kay opportunity to women in twenty-five countries. I can honestly declare that I won't be satisfied until every woman in the world has an opportunity to be a Mary Kay Consultant and live the Mary Kay way of life. (*Mary Kay: You Can Have It All 1997 Calendar*)

Women 30:

According to a recent article in the *Ladies Home Journal*, the number one major regret of American women today is not ever having their dreams fulfilled. The majority of women in the work force feel desperately trapped in dead-end, low-status jobs where they are overworked, underpaid, and under appreciated. Their greatest dream is to own a home, have a car, and go on a vacation. The average American's greatest fear is not being financially able to pay for their children's college education or have enough money for their own retirement.

Those of us who are committed to the Mary Kay way of life are earning the use of cars, enjoying fabulous trips, living in homes that most people don't dare dream about, providing college educations for our children and feeling secure in the fact that we can retire financially when we decide to do so. We are living the American dream. (Hall A Speech, Seminar 1995)

Women 31:

In the early 1960s a clerk or secretary was about the highest possible position a woman could hope to achieve in the corporate world, and they were only paid fifty cents on the dollar. I couldn't believe that a woman's brain was worth just fifty cents on the dollar. It was grossly unfair, and with all my heart I wanted to give women an open-end opportunity to do all they are capable of doing. The women in Mary Kay have proven me to be correct. (Career Conference '90 Speech)

Women 32:

I once read this definition of a woman's needs: from birth to fourteen, she needs good health and good parents. From fourteen to forty, she needs good looks. From forty to sixty, she needs personality. From sixty on, she needs cash! (*Applause* Magazine 1995)

Women 33:

It really is true that all you send into the lives of others comes back into your own. And watching women achieve their dreams is the thing that keeps me inspired. I see it every day in the letters that I receive from our Consultants and Directors. Women who dare to dream of having a family and a career without sacrificing one for the other. Women who traded tenure and titles and dead-end jobs and glass ceilings for something else: an opportunity that offered a happy, successful and balanced life. (*Pearls of Wisdom*, "What You Send Into The Lives Of Others...", 1993)

Women 34:

In the early '60s, opportunity just didn't exist for women, and I wanted with all my heart to give them the chance I thought they so richly deserved. Some came into our Company, who had never written a check, and today, some of these women earn more than the President of the United States. You know it's been a good day for me when a woman with no sense of self-worth discovers how great her talent really is. And then to watch her succeed, remembering that I knew her when – when she couldn't lead in silent prayer, and now she holds an entire convention center spellbound with her message. ...and what thrills me even more, is watching these women inspire other women to dream and to achieve more than they ever believed possible. And by becoming heroes and sheroes to each other, their goals were transformed by their actions, not mine. Women have proven time and again what I know to be true: each one has special God-given talents and abilities, and given the chance, she can do anything she puts her mind to do. (*Pearls of Wisdom*, "What You Send Into The Lives Of Others...", 1993)

## Work

### Work 1:

Work will win where wishing won't. Set that alarm clock and get up early three days a week; and in doing so, you can acquire something that most people miss. If you really need a nine-day week, you can have it by getting up early three mornings, for three extra risings make an extra day! So by getting up early every morning, six days a week, you have two extra days for a nine-day week. It is amazing how much you can get done before the phone begins to ring and the family begins to get up. (Future Director Speech, 1971)

### Work 2:

I don't know a single person who succeeded magnificently by working 8:00 a.m. to 5:00 p.m. There is no time clock on success. Some of the people who achieved tremendous success often forgot to eat or even sleep because they were so caught up in whatever they were doing. It takes total dedication. I believe it was Dr. Joyce Brothers who said, "Being a workaholic is not all bad. It just means that you are totally dedicated to what you are doing." Remember that "I will" will beat "IQ" anytime. (Seminar '90 Speech as published in *Applause*® magazine, November 1990)

### Work 3:

The real champions are the ones who vigorously act on their dreams and work, really work, toward their goals. Thomas Edison once said that genius is 2 percent inspiration and 98 percent perspiration. However, work to a winner is never drudgery. Your enthusiasm for what you are doing will propel you forward. (Seminar '85 Speech as published in *Applause*® magazine; "Mary Kay Cares," *Directors Memo*, April 5, 1991)

### Work 4:

Treat your Mary Kay opportunity as a paying career instead of a pastime, and you will be paid handsomely for your efforts. Someone once said, "Mary Kay is the best-paying hard work in all the world." I believe that. We all have material wants and needs, so determine how your Mary Kay career can help you achieve them. (Management Conference '90 Speech)

### Work 5:

I have found that the way to get started on any project is simply to begin. In beginning you're half done. Start by taking giant steps. The only thing we have to fear is fear itself. I want you to think big and believe in yourself, because I believe in you. Success is never a matter of luck or background or magic. Although anybody can promise you success, nobody can give it to you. You can only be offered an opportunity, and you must apply the desire and the work. Plan your work and work your plan. If you aren't happy with yourself, climb back up on God's easel. He's not finished with you yet. (Future Director Class, Seminar 1977)

### Work 6:

To reap the harvest of rewards, you must first sow the seeds of industry. There are three kinds of Consultants – the rowboat (the Consultant who has to be pushed everywhere she goes); then the sailboat (the Consultant who goes wherever the wind blows her); but then the kind I hope you would like to be is the speedboat type of Consultant who makes up her mind where she wants to be and goes there. (Workshop '73 Speech)

### Work 7:

There is a strong relationship between dreams that come true and the calluses on your hands. Your dreams will come true only if they have substance underscored by work. (Seminar '79 Speech)

### Work 8:

Once you have your dream of success and have determined exactly what it is you really want, plan your work and work your plan. Whatever your dream, aim high. The ladder of dreams will take you as high as you want to go, but you must be willing to take the tough climb to reach the high rungs on that ladder. (*From My Heart to Yours*, Page 56)

Work 9:

There's an old saying, "It's one thing to itch for something but quite another to scratch for it." We all want things, but relatively few of us really put forth the effort – and the extra effort needed is often only slightly above the average. What a marvelous change comes about when we go the second mile and make that 10 percent extra effort. It is well said that triumph is just a combination of "try" and "umph" and that's really not so hard. But the reason that so many people don't make the grade is that they are "nearlys." They nearly succeed in everything they do.

My mother used to say that much good work is lost but for the lack of a little more. There are many people who could go over the top and become tremendous assets to themselves and to their companies if they would only give that little bit of extra effort willingly. Decide now that in your life you are going to give that extra 10 percent. (Seminar '90 Speech as published in *Applause*® magazine, November 1990)

Work 10:

Remember your priorities. The purpose of work is to provide happiness and security for your loved ones *and* for you. Your happiness and theirs are intertwined; what's good for you is ultimately good for them, too. To stay healthy, you must eat nutritious foods, exercise, and pursue activities that reduce stress in your life. And it can very well mean more relaxation and even, on occasion, pampering yourself. (*Mary Kay: You Can Have It All 1997 Calendar*)

Work 11:

Sigmund Freud emphasized that work, along with love, is one of the essential sources of self-esteem and meaning in life. Knowing this, astute managers recognize their people's achievements and shower them with praise. (*Mary Kay: You Can Have It All 1997 Calendar*)

Work 12:

It has been said that you must find something you like to do so much that you would do it for free – and then someone will pay you well to do it. I read an article recently that stated the characteristic that separated the achievers from others is that they had a passion for their profession. They loved what they were doing, and they showed that in their every action. When you do something with your whole being, simply because you love to do it, you experience life as it should be lived. (*New Frontiers Management Conference '89 Speech*)

Work 13:

It's been my experience that a woman will often work for recognition when she won't work for money! (*Mary Kay: You Can Have It All 1997 Calendar*)

Work 14:

I read a great article written by Bryan Gardner about giving just 10 percent more than the other person. This writer said that a mere 10 percent makes all the difference in the world. For example, he said the average American male stood close to 72 inches high. (That's six feet.) If you subtracted 10 percent, you have a little man of 5' 4"; but if you add 10 percent, you have a giant!

And so it is with virtually every facet of our lives. Take away 10 percent of your present attitude, and chances are that nobody will even want to be around you. But tack on 10 percent to what you already are, and you'll be positively dynamic.

There's an old saying, "It is one thing to itch for something, and another to scratch for it." We all want things but very few of us really put forth that effort. That extra effort needed is often only slightly above the average – say 10 percent. (VIP/Team Leader Speech, 1989)

Work 15:

Andrew Carnegie once said that the average person puts only 25 percent of his energy and ability into his work. The world takes off its hat to those who put in more than 55 percent and stands on its head for those few and far between souls who devote 100 percent. I want you to be one of those 100 percent people. Take action and work. Remember that in every bunch, one stands out. (Management Conference '86 Speech)

Work 16:

In the very beginning in my unit, I used to ask the question, “How many hours a day can you devote to your Mary Kay career?” If they said, “Less than half a day,” I simply said, “Perhaps you’re not ready for this career. Certainly if you went to work at any other job and only put in half a day, you would not expect a very large paycheck at the end of that week.” Invariably, when I used this tactic with them, they would say, “Well, yes, I think I could put in four hours a day.” Then I did my best to hold them to one skin care class per day, counting that as their four hours. I constantly reminded them that I would match my time with their interest. (Directors Meeting Speech, Seminar 1986)

Work 17:

Whatever your ambition or your goal, if it isn’t reached or even really striven for, you have become a member of the “nearly club.” The “nearly club” is for that girl who dreams of doing just a little bit better, but she doesn’t put enough enthusiasm into it to achieve her objective. It is well said that triumph is just a combination of “tri” and “umph” – but the reason why so many people don’t make the grade is that they are “nearlys.” They nearly succeed in everything they do. Unfortunately, there are too many good people who are “nearlys” – those who could go over the top and become tremendous assets to themselves and to their companies if only they’d give that little bit extra of 10 percent. It means a little more effort, a little more persistence, a little more speed, a little more determination. In most instances, just 10 percent more would do it for them – and for you! If you add 10 percent to your efficiency every year, in less than eight years you will have doubled your capacity. That is success! (VIP/Team Leader Speech, Seminar 1989)

Work 18:

Of course, different things motivate each of us. But I firmly believe that the happiest people are not the ones with the most money but the ones who truly enjoy their work. For me, work is a thrill. Even today, I get up at five every morning and start on my list of the “six most important things I must do today.” I love the sense of accomplishment that I feel when that list is completed. I have often said that I enjoy what I do so much that I would work for nothing! (*Mary Kay*, page 132)