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CHANGED THE LIVES OF MILLIONS

THE ESSENTIAL PSYCHO- CYBERNETICS

THE SCIENCE OF SUCCESS

CONTAINS COMPLETE AND ORIGINAL EDITIONS OF
4 CLASSIC BESTSELLERS, PLUS BONUS MATERIAL
FOR THE FIRST TIME IN ONE LIFE-CHANGING VOLUME

MAXWELL MALTZ, MD, FICS

NEW PREFACE BY MATT FUREY,
PRESIDENT OF THE PSYCHO-CYBERNETICS FOUNDATION

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PREFACE

I was first introduced to the teachings of Dr. Maxwell Maltz in May of 1987. At the time I was just starting out in business as a fitness trainer, and one of my first clients, Jack, a successful real estate broker, asked me if I had read *Psycho-Cybernetics*.

After telling Jack I hadn't read it, I asked for more information. He told me that *Psycho-Cybernetics* was "the bible of self-development."

As soon as our session ended, I drove to the bookstore, picked up a copy, and began reading. I was enthralled with the book's timeless message and couldn't stop thinking about how it applied to my life.

Upon finishing the book, I looked for everything I could find that was written by Dr. Maltz. Over the next month, I bought every book I could find that had Dr. Maltz' name on it, and I spent every spare moment studying his teachings and applying them to my life.

Little did I know or imagine at the time, that I would eventually become the heir to the Maltz library and business, that I would be involved in an updated and expanded version of *Psycho-Cybernetics*, that I would be coaching and consulting with business executives, salespeople, doctors, lawyers, teachers, coaches and world-class athletes, passing on the amazing and life-transforming teachings of self-image psychology.

As one thought and action lead to another, my fascination with Dr. Maltz' teachings took another turn for the better when I began a co-venture with Deborah Herman of Thought Works Books, a division of Micro Publishing

Media. With her help, we are keeping the Maltz legacy alive by bringing the good doctor's books that have inexplicably fallen out of the public eye, or that needed a slight refreshing, together in this new single volume with our new publishing partner, St. Martin's Press.

If you loved *Psycho-Cybernetics*, I am certain you will adore the other books that Dr. Maltz wrote and that Thought Works Books rediscovered and encouraged. When you apply Dr. Maltz' words of wisdom, you will discover, as I did, that they are timeless because they are true. You can apply his principles at any age and for virtually any endeavor. I began benefitting from his advice straight out of college, and I'm still doing so today.

Enjoy this book, which brings together the best Maltz classics into one single library, and watch as your life continues to grow and expand in any and all areas that are important to you.

—Matt Furey

President of *The Psycho-Cybernetics Foundation*

Psycho-Cybernetics.com

BOOK ONE

**THE CONQUEST OF
FRUSTRATION**

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SUMMARY

The Conquest of Frustration is the action program by the renowned author of *Psycho-Cybernetics* that points you away from disappointment and despair toward a happy and zestful life. It shows the reader how to implement the principles of the most life-changing self-help discovery as relevant today as when Dr. Maltz wrote his flagship book *Psycho-Cybernetics* in the early 1960s.

Psycho-Cybernetics means steering your mind to a productive, useful goal. Dr. Maltz wrote this subsequent book to reinforce his belief that when we are overcome with frustration, we steer our minds to unproductive, useless, destructive, annihilating goals. He recommends setting positive goals every day.

As “it is the person who finds no purpose, no meaning in life who feels failure so intensely. You must make your own purpose ... you must make your own meaning. No one else can do this for you.”

1

THE ART OF OVERCOMING FRUSTRATION

Pax Vobiscum. Peace be with you. But how do you achieve this peace, this peace of mind which takes you away from your negative feelings, which helps you conquer frustration?

We will study this all-important question, and we will analyze the forces you must harness. We will also study the components of frustration and discuss the art of overcoming these negative forces.

Not too long ago, I gave a three-day seminar in Salinas, California, and after that, another seminar in San Luis Obispo, a lovely little town. At this latter meeting, I was quite surprised to see the warden of the local men's colony—a penitentiary accommodating over 2,000 people. He was there with his educational staff. We became friends, and I visited the colony—a beautiful place. The men serving time there were learning various trades. We talked about setting up a self-fulfillment program in *Psycho-Cybernetics: The Conquest of Frustration*. I thought it was a wonderful idea, and we arranged to start it soon.

Two days later, I left California and returned home to New York. When I got to my office, there was a large envelope addressed to me from the Department of Justice, Bureau of Prisons. I thought, “Now what have I done wrong?” I opened the envelope. Inside were two letters and a pamphlet. One letter was from the Director of Education of one of the largest federal

penitentiaries in our country, requesting that I come to the graduating exercises of a course in Psycho-Cybernetics they had just completed in the penitentiary. I was amazed, for I didn't even know it existed. There was also a letter from the main teacher, a man who was serving over fifteen years, who has been a marvelous teacher in Psycho-Cybernetics over a period of three years—and I was overwhelmed. He hoped and prayed that I would appear. I immediately wired them that I would be there, and so I participated in the graduation exercises of men who were serving sentences for a long period of time.

And this reminded me of another story; you can find it in greater detail in my book *Creative Living for Today*. It was about a woman named Anna, whose three-month-old infant was torn from her and trampled to death during the Nazi occupation of Poland in 1942. She was thrown into a concentration camp, her husband in another. She thought him dead. Although heartbroken, she refused to let her spirit be crushed. She refused to admit defeat when she worked in a slave labor factory.

Nothing could destroy her self-respect. The German guards beat her and scarred her face, but she refused to yield to frustration and despair. Eventually, she was freed when the Nazis were defeated. Her husband, too, was freed. They found each other again. Her son, born in America, is now studying to be a doctor.

She came to see me at my office, hoping I could remove the scar from her face so that her son could see her as she really was. The operation was successful, but the beauty of her face could never match the beauty of her self-image—an image that refused to be buried under the heavy weight of terrifying persecution.

These problems of overcoming frustrations are arresting since the frustrations involved imprisonment. I mention them because they are so illustrative of an imprisonment that is real and physical.

But you are outside of prison—aren't you? Or are you? Is your prison better or worse than an actual prison? Truly, this is debatable. For it is a torturous prison, an antisocial prison, the prison without, the prison you

create inside yourself through frustration, hiding behind locked doors and walking away from the realities of life, making your image of yourself shrink to the size of a small potato. Who are you? Are you in prison, or can you be free from the dead weight of negative feelings? This is what the problem is all about, as I see it.

Recently, I spoke in Washington to an assemblage of insurance people—and I saw Washington burn. *Pax vobiscum!* Peace be with you! Where is this Peace with our country burning? Which is the worse conflagration, the outside one or the fires within us—the hatred, the bigotry, the resentment within us? We hear talk of better policing, but there are not enough policemen to police this world; there are not enough UNs to police this world. This business of creative Psycho-Cybernetics is self-fulfillment—peace of mind—and it starts with knowing how to police yourself first. You can't be a friend to others unless you are a friend to yourself. You can't be a success with others unless you are a success with yourself. You can't have the love of others unless you have the love of yourself as **SOMEBODY!** Somebody capable of blunders, but someone capable of rising above them. The mistake-maker but, thank God, the mistake-breaker. Someone overcome by frustration, yet someone able to rise above—to conquer it.

You wake up in the morning, and your day is reality—but what are you preparing to do with this reality?

Oh, how vital are these first few minutes of your day! You look in the mirror. What kind of day is it going to be, Betsy, baby? What kind of day is it going to be, Charlie, old boy? You have to make a decision.

You see two people in the mirror. You see the person of frustration, and you see the person of confidence. Who will win out—inside of you?

Who are you going to be those first few minutes of your day? If you permit some frustration of the past to insinuate itself into your day, you have lost. Your day will be fruitless, self-destructive. On the other hand, suppose you look in the mirror and say: “Betsy, baby, Charlie, my boy, this is my day. Today I fulfill myself, and even if I fall flat on my face, I'm going to stand up and keep punching until I reach my goal.” Well! You are reaching out toward

utility, toward dynamic living, toward your goals. You are planning success—and even if you don't reach your goals that day, chances are you will reach them another time. The baby who reaches out with open arms to his mother feels a faith that she will answer his need for affection. You, at a later age, must re-awaken in yourself this same kind of deep faith.

In the final analysis, the conquest of frustration depends on you and no one else. No one can make you unhappy without your consent. No one can make you lonely without your consent. No one can fill you with frustration without your consent.

THE DISPLACED PERSON

Are you a displaced person? Ask yourself—are you? Think about it. Just the other day, I looked in the papers and saw some pictures of the harrowing situation in Vietnam—mothers and children displaced, tragedy written on their faces. Displaced people—almost as bad as during the Nazi occupation. Are you, despite your sense of freedom, a displaced person? Ask yourself that. You are displaced if you live in your own prison. You are displaced if you are filled with frustration.

Now, by frustration, I don't mean the daily complaints we all have—the normal frustrations we experience during twenty-four hours of living. I'm talking about chronic frustration, piling on your mental back fifty pounds of extra mental and spiritual weight—the old heartaches, the old tragedies, the old guilt, the old misfortunes, the old loneliness of a yesterday which should remain a yesterday.

The conquest of frustration, the quest for happiness, the business of creative living to achieve peace of mind starts with living now. You've got to live now—n-o-w. Forget yesterday, lost in the vacuum of time, buried deep, deep in the tomb of time. The conquest of frustration starts now! You must realize this.

Still, it isn't worth anything if you don't turn these thoughts into golden opportunities, if you don't transform them into creative performance. In creative performance, you've got to be your own plastic surgeon. You have to be your own creative sculptor. Take these thoughts and mold them and shape them into things of beauty. Use the principles of Psycho-Cybernetics—which means living in the present and steering your mind to productive, useful goals.

Let us hear from some people who have used Psycho-Cybernetics as a springboard to better living. Here is one comment from a man serving a sentence in Leavenworth Penitentiary:

To say that the use and practice of the principles of Psycho-Cybernetics, as laid out by Dr. Maxwell Maltz, have been beneficial to me would be a gross understatement. Learning to control my emotions and not feel anger at all, real or imagined wrong, has been the principal achievement I have made by studying and using the principles of Psycho-Cybernetics.

Here is another one:

In preparing myself to re-enter society as a productive and useful member, I have in these past four years given considerable thought along the lines of reestablishing my values and attitudes. Although I have learned a beneficial and worthwhile trade to support my family, there was still something lacking. Not being able to put my finger on it, I enlisted in various courses of self-help programs to try to fill that empty something within me ... I enrolled in a Psycho-Cybernetics class. As the weeks of instruction and study passed, I was pleasantly surprised to find that I had developed an Inner Peace within myself. Re-evaluating my self-image through conscientious practice of Psycho-Cybernetics exercises of a positive mental attitude has filled the void in my life. I am now prepared to return to society and my family, thanks to Psycho-Cybernetics.

Are you prepared to return to society? Are you even part of society? If you are a displaced person through negative feelings, resentment, frustration, you don't belong to society yet. You will build your concentration camp a hundred feet tall unless you learn to tear the wall of Jericho down, down, down, so that you can see your image, a true image, an image in God's image. The whole business of living is to fulfill yourself, to enhance your sense of self-respect. When you do this, you express the God-like quality within you. Are you prepared to stop being a displaced person? Are you prepared to stand on your mental and spiritual feet, opening the doors of the jail into which you put yourself?

Here's another comment:

Since enrolling in the Psycho-Cybernetics workshops, I can honestly and truthfully say there has been a definite change in my mental outlook towards many things. Where I would look on the darker or negative side of things and find only darkness, now I am slowly but surely seeing the brighter side of my everyday life. Use of the principles of Psycho-Cybernetics has helped me in many ways to a better life and a brighter future.

Could you write this—now? Maybe not? Still, let's see how you feel after reading these chapters and then re-reading them.

Now let us consider five roadblocks that lead to frustration:

1. *You worry after you have made a decision.* Worry, at times, has validity. If you have five ways of reaching your goal and you can't reach the goal taking the five ways, you are anxious. Which road should you take? You must make up your mind. But once you have made your decision, reach out for the goal and fight for it. Then stop worrying about your decision!
2. *You worry about today, yesterday, and tomorrow.* How many of us would like to escape to that lovely island in the sun, forgetting everything, all our tensions, where we could sit under a coconut tree

- eating luscious coconuts? The opposite of this is constant worry—about today, yesterday, tomorrow—and it leads only to frustration.
3. *You try to do too many things at one time.* You must carefully select your goals and accept your limitations. Set goals you can achieve, goals you're equipped to achieve. Set reasonable time limits. And you can do many things at *different times*. Julius Caesar couldn't do two things at one time—he did two things at two different times.
 4. *You wrestle with problems all day.* If something defies solution, you sleep with it, not on it. You forget that there are three eight-hour periods to a day: eight hours for work, eight hours for rest, and eight hours for sleep. Who asked you to bring the troubles of your office to your home? Who asked you to bring the troubles of your home to your office? You refuse to realize that those middle eight hours are yours, and in these hours, you are a king or a queen who can develop pursuits or hobbies to give you pleasure.
 5. *You refuse to relax.* You toss and turn on your pillow, trying to count sheep jumping through a window. You stay up all night, wondering if you gave yourself the right count. Stop counting. Get your sleep and attack your new day in the morning.

These are your five roadblocks—emotional dead ends that will lead you only to despair.

Now, here is the other side of the coin—four steps on the road to relaxation:

1. *You forgive others.* Oh, how difficult that is! Forgiveness with no strings attached; a clean, clean slate. No forgiveness on the installment plan—the kind that says I love you today, I hate you tomorrow.
2. *You forgive yourself.* This is a human achievement. Alexander Pope said, “To forgive is Divine.” We all want to be human, not divine, of course, so let's just try to be human, realizing our capacity for error

but also our capacity for rising above it through forgiveness. Forgive others. Forgive yourself.

3. *You see yourself at your best*, as a person of confidence, not as a person of frustration. You must make the decision. No one can make it for you.
4. *You keep up with yourself*. If you try to carry someone else's image, you are beginning to practice frustration. You are beginning to walk into your own concentration camp. You are worse off than many inmates of our penitentiaries.

Five roadblocks to frustration, four principles of relaxation. Stop being a displaced person and start walking out of the jail you have created for yourself.

THE ART OF COMMUNICATION

Now—how do you do this? Through the art of communication. How do you communicate? Let me tell you a story.

About a year ago, I went to Atlanta, Georgia, to address eight hundred people of the Sales and Executive Marketing Group, celebrating their 25th Anniversary. In honor of the occasion for me, a Yankee from New York coming down to Atlanta, Georgia, there was a young boy named Ray who was fourteen years old. He had a horn, and he was going to blow his horn and play “Yankee Doodle” for me. Behind him was a boy, two years older, taller, with a drum. When Ray blew his horn, the other boy would beat the drum. Ray took the horn and put it to his lips. Nothing came out—not a sound. I looked at him, standing there so dejected. It didn't occur to me that the boy had come unprepared to play that song to eight hundred people. I was sure he had practiced for weeks—at least—but he couldn't blow his horn. He couldn't communicate.

He stood there for a while, wondering what had happened. Then he took the mouthpiece off, put a new mouthpiece on, put the horn to his lips. Again, nothing came out. My heart went out to this boy in his utter dejection. Defeated, he moved listlessly to a huge round table at the rear of the room where a huge piece of apple pie and cheese and a glass of milk had been set out for him, but he didn't see them. He sat, head bowed in shame. And so I got up, and I said: "Ladies and gentlemen, the topic of my talk tonight is: 'Ray, who couldn't blow his horn.'"

And I told them about the Ray within every one of us who, because of some fear, panic, or frustration, cannot communicate—cannot blow his horn.

And I also told them the story of another Ray, an eighteen-year-old second-year medical student who wanted to be a doctor and could not recite in class, could not communicate, could not blow his horn.

I was this Ray. When the professor of pathology called on me to quiz me orally, I was in a panic even though I knew my subject. I could not communicate. I thought that the eighty fellow students who looked at me were angry at me, wanted me to fail. And so I did. I sat down defeated. Time after time, the same thing happened to me in these oral quizzes.

But I had such a great desire to be a doctor that I refused to let this fear overcome me. I remembered that when I took written examinations, that when I looked through a microscope at a specimen slide I had to identify, when I didn't see the faces of the professor and the students, I was completely relaxed. I wrote down what I saw and got an "A" for my efforts.

I suddenly resolved that the next time the professor gave me an oral quiz, I would make believe I was looking at a slide through a huge microscope, and I would pay no attention to my audience. And, sure enough, the next time it happened, I was relaxed, I was confident, I answered properly without hesitation. I canceled out my fears. I overcame that terrifying feeling of frustration and passed the course with honors.

What am I trying to say? That, like Ray, I, at the age of eighteen, couldn't blow my horn—from panic, from frustration. But I overcame my fears. And if

I can do it, you can do it. It doesn't matter where you come from. When we are afraid we all come from the same place.

Communicate? How do you communicate? Once, before a lecture, a man came over to me and said, "Dr. Maltz, you wrote a terrific book. The men of our insurance agency study a chapter a week, and we get a great bang out of it. Thank you for writing this wonderful book, *Psycho-Ceramics*."

Well, I don't know what Psycho-Ceramics is, but I do know what Psycho-Cybernetics is. Psycho-Cybernetics is the conquest of frustration. Psycho-Cybernetics comes from a Greek word, kybernetes, or helmsman, referring to the man who steers a ship to port. And Psycho-Cybernetics means steering your mind to a productive, useful goal. I say that advisedly because, far too often, when we are overcome with frustration, we steer our minds to unproductive, useless, destructive, annihilating goals. Psycho-Cybernetics: steering your mind to a productive, useful goal. When you do that, you can't be frustrated even if you don't reach your goal. For, once you try to reach your goal, you are already there-nothing will stand in your way once you try.

Communication: Through communication, you will learn the art of overcoming frustration. But how do you achieve it?

After a lecture to eighteen hundred successful insurance men in Boston, one fellow from Texas asked if he could drive me to the airport to catch a plane to New York.

He said, "Dr. Maltz, I'd like you to do me a favor."

I said, "What is it?"

"I have a son."

"Well, what about your son? How old is he?"

"He's seventeen."

I said, "What's your problem?"

He said, "Doc, I can't communicate with my boy."

I said, "What do you mean you can't communicate with your boy?"

"I just can't."

"Whose fault is it?"

"I don't know."

“What do you mean you don’t know?’ You’re the father.”

“Doc, I don’t want to get into an argument with you. I just can’t communicate with my boy, and I’d like you to help me. Can you?”

I said, “I don’t know if I can; I don’t think you’ll listen to me. Goodbye, Phillip. I’ll see you some other time.”

He said, “Come on, try me out.”

I said, “I’ll tell you what you do. When you get home, you go over to your boy, and you say: ‘Son, forgive me. It may be that I may have made a mistake about you, but isn’t it possible that you could have made a mistake about me?’” I looked at him; he had turned pale.

I said, “You’ll never do it. Goodbye, Phillip. I’ll see you some other time.”

Two months elapsed. I was in my office, busy with noontime patients, my assistants, nurses. One nurse came over to me and said: “Long-distance.”

I picked up the phone.

“I did it! I did it!” I heard.

“Who is this? You did what?”

“Doctor, it works, it works!”

“What works?”

“Don’t you remember me—from Texas?”

I said, “Oh! oh!—just a minute.”

I went into an adjoining room where I could listen, and this is what I heard: “For two months, I couldn’t get near my boy, and one day we came home from church. He went into the kitchen, chewing on a hero sandwich. I was in my bedroom, chewing on my nails. And then, suddenly, I walked into the kitchen, and I said, ‘Son, forgive me. It may be that I may have made a mistake about you, but isn’t it possible that you could have made a mistake about me?’”

Excitedly, he told me that the boy acted as if he was suddenly ten feet tall. He almost crushed his father as he lifted him up in the air.

They wept together and felt close, the dearest of friends.

Now, it was love that made this successful businessman communicate. Communicate! How do you communicate? Well, the first principle of