

“Change the results you’re getting in any
area of your life that’s not working.”

—from the Foreword by Ken Blanchard

You Are WHAT YOU BELIEVE

Simple Steps to
Transform Your Life

Hyrum W. Smith Bestselling author of *The 3 Gaps*

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**YOU ARE WHAT
YOU BELIEVE**

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YOU ARE WHAT YOU BELIEVE



Simple Steps to Transform Your Life

Hyrum W. Smith



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You Are What You Believe

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DEDICATION

I am quite sure that each of us has someone, or a few people, in our lives who have made a significant contribution to making us who we are today. These are often teachers, coaches, parents, siblings, childhood friends, colleagues at work, religious leaders, or just plain folks who have been there at a crucial time in our lives and pointed us in the right direction.

One of those great human beings for me is a man named Jerry Pulsipher. Our paths first crossed in 1962 and again in 1963 in London, England. Since that time we have worked together on many projects, and he has helped me write several books. He was one of the team members that discovered the Reality Model and helped me to discover its power.

This book is dedicated to him. William Watson said it best:

*'Tis human fortune's happiest height to be
A spirit melodious, lucid, poised and whole.
Second in order of felicity
I hold it, to have walk'd with such a soul.*

Jerry is a great and noble soul, one without whom this book would not exist. Thank you, Jerry, for leading the way for me.

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FOREWORD

I met Hyrum Smith over thirty years ago when we shared the speaking platform as part of a daylong seminar on executive excellence. We immediately became soul mates when we discovered our mutual belief that effective living and leading is a result of mastering a few simple truths. As a result, throughout our careers we have strived to identify some of those simple truths to help ourselves and others live better lives. That's what *The One Minute Manager*—as well as, I hope, all of my follow-up books—were all about.

Helping people make their lives work was certainly Hyrum's intention when he and his colleagues created the Franklin Planner and time management seminars. He and his fabulous wife Gail started Franklin Quest and later, through acquisition, created Franklin Covey.

As good as those concepts were, it is my opinion that Hyrum's greatest work began when he and Jerry Pulsipher developed the Reality Model—the core concept of this wonderful book. I first heard Hyrum speak about the Reality Model over twenty years ago when he agreed to be the “cleanup” speaker on a national tour I was doing with Don Shula, the legendary coach of the undefeated 1972 Miami Dolphins football team, to promote our coauthored book *Everyone's a Coach*. Don and I would talk about the simple truths in our book and then turn the microphone over to

Hyrum, who would help the audience understand how to apply the book's concepts to their lives. Enter the Reality Model and its own simple truth: effective living starts and ends with our beliefs about how to satisfy our basic needs. When Hyrum said, "You are what you believe," people's eyes lit up. And, to be honest, Hyrum got the highest ratings of any of us as a speaker. That's why I'm so excited that this book is being made available.

The big idea of the book is this: if you're not getting what you want in a certain part of your life, you can always trace it to a lousy belief. It was fun to watch Don Shula listen to Hyrum tell his favorite stories—stories like the man who was on his fourth marriage and had a strong belief that men were superior to women! Was that belief working for him in marriage? Duh! Don would roar with laughter every time.

Hyrum's Reality Model really helped me a few years ago when I found myself tipping the scale at more than thirty pounds over my normal weight. One day my wife Margie asked me what my philosophy of eating was—particularly when I was on the road, consulting and teaching. I answered, "If I've been working hard, I deserve to eat anything I want at night." She said, "So, how's that working for you?" I realized if I wanted to change the results I was getting, I needed to change my belief. The use of Hyrum's Reality Model was instrumental in helping me turn my health around, which resulted in my writing *Fit at Last: Look and Feel Better Once and for All* with my fitness coach, Tim Kearin.

Read *You Are What You Believe* and change the results you're getting in an area of your life that's not working. Thanks, Hyrum, for sharing the simple truths inherent in your Reality Model. It will continue to make a difference in my life and in the lives of all the people who are fortunate enough to be reading this book, as well as the family members and friends with whom they share it.

Ken Blanchard, coauthor,
The One Minute Manager and *Refire! Don't Retire*

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PREFACE

Back in the late 1980s the Franklin Quest company was growing at a meteoric pace. Franklin Planners began to appear all over the world. The planner and the time management seminar that went with it were creating remarkable and lasting change in those we taught.

Over 90 percent of the people who began using the Franklin Planner would purchase the refill every year. As a result, we became obsessed with the answer to the question, “Why do they do that?” Then came the real question: “What causes permanent behavioral change?” As we continued to ask ourselves that question, we discovered the Reality Model.

We didn’t call it the Reality Model at first; it was just a visual way of describing what was going on in people’s lives anyway. Jerry Pulsipher, to whom this book is dedicated, led the way in this discovery. None of us ever talked about creating the model or even inventing the model; it was always, “We *discovered* the model.”

I was so taken by the model’s potential for good that I began giving what I call my You Are What You Believe speech all over the world. In the late 1980s I was asked to present this speech at the Securities Industry Institute’s annual school held at the Wharton School of Business in Philadelphia. And for the last twenty-seven years I have

been invited back to make the same speech to each new class. The reception of the speech has been so positive that we decided to turn it into a book.

So here it is. If you want to know why you do what you do, and how to make changes that last forever, this book is for you. When you have finished reading *You Are What You Believe* you will likely want to invest in a large bottle of Windex.

INTRODUCTION



THE REALITY MODEL PROMISE

First, I want you to know that I take your commitment to reading this book very seriously. I know the impact that adhering to the principles in this book can make in your life, so I'm going to ask you to do three things as you read.

1. Take notes. Write down or highlight everything that resonates with you.
2. When you have finished the book, take the next thirty-six hours to review, ponder, and consider the notes you've taken. Just think about them.
3. Within forty-eight hours of finishing this book, teach what you have learned to one other person. This can be a spouse, friend, neighbor, associate, teenager, or someone on the bus.

If you'll do these three things, I will *guarantee* that you will see a marked and measurable change in how you make personal and professional decisions. Now, that's a big promise to make before you've read anything, but I've had the opportunity to share this with a lot of people around the world. I'm very confident about what this book can accomplish if you'll do those three things. Do we have a deal? Then read on.

CHAPTER 1

BEHAVIOR CHANGE

There are three constants in life: change, choice, and principles.

—ATTRIBUTED TO DR. STEPHEN R. COVEY

Basic Principles of Productivity

Think about the following statement:

The basic principles that help a human being become more productive and effective have not changed for six thousand years.

Thirty-three years ago I started the Franklin Planner business with my partners. Since then I have had the opportunity to teach a great number of time management seminars all over the world. Through the years it has become common for people to approach me before or after a presentation. They come up to me, lower their voices, look around to make sure nobody's listening, and then say, "You know, Hyrum, I wish I lived a hundred years ago, when they had more time."

"Really?" I'd respond. "How much more time did they have a hundred years ago?"

"Oh, they had a lot more time."

That is a common misperception. Do you know what the only difference is between today and a hundred years ago? It is that today we have more options. Why do we have more options? Because we do things faster. As a technologically advanced culture, we are into speed.

If my grandfather missed a train, it was no big deal. He'd wait twenty-four hours and catch another train. If my father missed an airplane, it was no big deal. He'd wait five hours and catch another airplane. If I miss one section of a revolving door, I go nuts. And so do you. Why do we do that? Because we want speed, that's why. Would you tolerate today the speed of a computer from fifteen years ago?

The basic principles that help a human being become more productive and effective have not changed for six thousand years.

Say it out loud. Write it down.

Every generation has to rediscover these principles. We give new names to them; we write books about them. A good friend of mine, Stephen Covey, wrote a book, *The 7 Habits of Highly Effective People*. I wrote a book, *What Matters Most*. Read either book. There's not a new idea in either book. Why do I tell you this? Because what I'm going to be sharing with you in this book is really old stuff; it just happens to be very relevant for today. The magic of the 7 Habits is the fact that Stephen put seven of them together. The magic is how they are taught for the twenty-first century. The basic principles go back a long way.

Why do I make an issue of this? What hasn't changed in the last hundred or a thousand years? You and I. As human beings, we haven't changed. We still have to go to the bathroom several times a day. We put our pants on one leg at a time. The human being is the same. What has changed? Our environment has changed. And it continues to change at warp speed. The tools with which we implement these principles are changing fast. But the basic principles that help you and me become better, greater people haven't changed for a long time.

The process of learning these principles must be rediscovered in every generation by individuals and organizations. We explored this at Franklin Quest, the time management company I founded back in the 1980s.

Understanding Permanent Behavior Change

As mentioned earlier, at Franklin Quest we became obsessed with this question: What causes permanent behavioral change? Carrying a planner around was a behavioral change. Why did six million people in 170 countries do that?

As we asked ourselves this question, a model surfaced that we all could agree upon. We decided to call it the Reality Model.

In this book I'm going to introduce you to the Reality Model, and make you dangerous with it. This model can, if you allow it to, change your life and the lives of all those with whom you share it. The foundation of the model is understanding the definitions of the "real world," principles, natural laws, and addiction.

The Real World Defined

The real world is the world as it *really* is, not as we *believe* it is or think it *should* be. This is an important definition to keep in mind. We will come back to it later.

After I left Franklin Covey, some friends and I started a new venture called the Galileo Initiative. Why did we call our new little venture Galileo? As I'm sure you know, Galileo was an Italian physicist, mathematician, astronomer, and philosopher who played a major role in the Scientific Revolution. His achievements include improvements to the telescope and the consequent astronomical observations, and he has been called the "father of science."

Until the time of Galileo, most people in the Western world believed that the earth was the center of the universe and the sun went around the earth. Actually, in the early sixteenth century, it was Copernicus who first stated that the earth revolved around the sun. He died in 1543, just twenty years before Galileo was born. With the exception of a few, no one took his theory seriously. Then Galileo came along and said, "Hey, I've improved the telescope! I've done the math! I can prove that the earth is going around the sun!"

How did the world react to this new concept? Galileo was ridiculed, put on trial, convicted of heresy, and excommunicated from the church. He spent the last fifteen years of his life under house arrest, as a condemned heretic. But . . . he was right. He had the correct perception of the real world. That's what the Reality Model helps us do: it helps us to see the world as it really is.

Before we get into the nuts and bolts of the Reality Model, I would like to define three more words that will be used in our discussion.

Principles

Once we see how things really are, we begin to perceive the principles our beliefs are based upon. *Principles are what we believe to be true about ourselves, and what we believe about the world and our place in it.* The principles we follow don't change based on how our outside circumstances influence us. Correct principles can give us direction as we make life decisions. They are guideposts that help us successfully navigate the bombardment of change we are experiencing every day.

Natural Laws

Natural laws are fundamental patterns of nature and life that human experience has shown to be valid. Natural laws are rarely if ever changed or influenced to move in a different direction. We cannot change these laws to be what we want because they are universal and affect everyone. Choosing to accept or reject these laws will have an impact on the choices we make and the consequences of those choices.

Addiction

Here is my definition: *addiction is compulsive behavior with short-term benefits and long-term destruction.* This is not a book on addiction, and this is not a dictionary definition of addiction, but the purpose of my definition will become evident as you continue.

When I say the word *addiction*, most people start thinking about drugs and alcohol. Abusing these substances does in fact represent addictive behavior. But alcoholism and drug abuse are only two of many different kinds of addictive behaviors. Think about other kinds of addictive behaviors: exercising too much, working too hard, and overeating, among others! There are many different addictive behaviors.

Now that we have defined the real world, principles, natural laws, and addictions, you are ready to be introduced to the Reality Model. As you read, remember these definitions. They will be instrumental in understanding and applying the model effectively.