



YOUR KINDLE NOTES FOR:

## Believe to Achieve: See the Invisible, Do the Impossible

by Howard White, Phil Knight

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### 45 Highlights | 5 Notes

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Highlight (Yellow) | Location 47

I was recently asked to give three words that describe Howard White. I said, for me, I only need one: friend.

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Highlight (Yellow) | Location 75

There were plenty of times that I could have gone the opposite way. There are always two opposing forces that we face each day. You have a choice: you can pick the light side or the dark side. But you are the only one who can make that choice. You are the one who must live with the consequences. I am grateful that I had people to help me choose the right way.

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Highlight (Yellow) | Location 100

This expanded edition of Believe to Achieve is a handbook to help others who desire to live their lives according to their dreams. I originally wrote it as two volumes: The Apprentice and The Master. “The Apprentice” is the introduction to a concrete method of goal setting that can help anyone achieve success in the external world; “The Master” is for the reader who has tested out these methods and is ready to delve more deeply into the ideas behind them.

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Highlight (Yellow) | Location 144

My Moms used to tell us, “Any road will get you there if you don’t know where you’re going.”

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Highlight (Yellow) | Location 158

Write down whatever it is that you want to accomplish so you’ll have a reference point as you go forward.

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Highlight (Yellow) | Location 218

The third thing you must do is to decide what you are willing to sacrifice, or what you must give up, to make your dream happen. This is an important part of the equation; it may even be the hardest part. Remember: everyone wants something, but many don’t realize that nothing comes for free, so they aren’t willing to give up anything to get what they want.

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Highlight (Yellow) | Location 239

I felt that Air Jordan could stand alone as a separate brand; not many other people believed in that idea. I fought and fought for Michael to have his own brand. It took about five years but it finally happened. On the heels of hard work, focus, concentration, and belief, anything in the world is possible.

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Highlight (Yellow) | Location 266

The average person has a problem with deferred gratification. People generally want what they want right now—whether it is the right thing to have at the time or not. What they don't realize is that they're sacrificing anyway. They sacrifice long-term satisfaction or happiness for short-term pleasure. If you can overcome this habit, you will be well on your way to success.

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Highlight (Yellow) | Location 294

When you find what it is that you are supposed to be doing, you put all of your passion and zest for life into it. This is how you become an extraordinary person, which is only an ordinary person on fire with desire.

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Highlight (Yellow) | Location 354

See your life as a glass full of water, with a pile of pennies next to it. The pennies are positive thoughts, and what you want to do is replace the water in the jar with pennies. The first one you drop in is nothing more than a penny in a glass of water. It simply goes in and settles to the bottom of the glass, barely visible. But each day you drop in additional pennies. If you drop them in morning, noon, and night, it will take a while, but soon the pennies will begin to displace the water. As you put in more and more pennies, the water will start to spill out of the glass. At the end you will have a glass full of pennies and the water will be gone. There will be no room left in your life for anything but positive thoughts.

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Highlight (Yellow) | Location 430

When I was in junior high school, my girlfriend asked me to change schools, because her mother wanted her to transfer from the school we were then attending. I thought this was a great idea because at this new school I'd have her all to myself. My mother allowed me to transfer to attend the new school. On the first day of classes, I didn't see her anywhere—and something else was different. The school to which I had transferred was 98 percent white. There were almost no black students (to be exact, there were three of us). When I got home and called her to see where she'd been, I found out that she had transferred to a different school! I never did understand exactly what had happened, but I was now in this all-white school, and the very reason that I had changed schools was now a joke. I knew that my mother would not allow me to change schools a second time. I was stuck in this predominantly white school without my girlfriend. I had to sink or swim. This was change at its worst. I felt the weight of the entire world on my shoulders. I embraced the situation and turned it completely around. I got to play basketball on the team. The teachers treated me well and gave me a great deal of encouragement. I made some wonderful new friends who I still keep in touch with today. Upon leaving the school after my ninth-grade year, I was voted "Most Popular Student." This all came from the change in my life. I could have complained and made it the worst thing in my life, but I accepted it and made it something special.

I've always wanted to thank that young lady for asking me to change schools. That one incident changed the course of my life. It set me on a path that has been nothing short of a miracle.

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Highlight (Yellow) | Location 490

It doesn't hurt to have someone of Mr. Knight's stature to call on for advice. When the people in charge are your friends, it can sometimes make your job harder, because people expect that you'll use the friendship card for everything. They expect you to run to that person, avoiding protocol to make things happen. But the deal is, you don't use a relationship to get ahead. You owe it to that person to give your very best all the time, to make them proud of you.

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Highlight (Yellow) | Location 515

Michael Jordan, who many say is the best player to ever play basketball, knows the rules of his game very well. He studied them just like referees study them. He had to know them so he could know just how far he could walk on the edge. In business, you must know just how far you can go before you are out of bounds. It's OK to be different, but you must know where the edges are.

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Highlight (Yellow) | Location 531

Let's look at a story of two dogs. Dog number one was very free as a puppy; his owner just let him do whatever he wanted. His owner let him jump up on the furniture; when visitors came over he jumped up on them. Sometimes he was told "no," sometimes not. Dog number two was disciplined all the time as a puppy. He wasn't allowed up on the furniture. He wasn't allowed to jump on visitors when they came into the house. It was hard to do, but the second owner made it a habit to be responsible and ensure that the puppy learned all of these things. "No" meant "no," and the owner would make sure that it was said in a timely fashion. It was a lot harder to be owner number two; all of his time seemed to be spent making sure the puppy did what he was supposed to. Time went on and both dogs grew up. Dog number one wasn't as free as he had been when he was a puppy. He got spanked often but still didn't pay attention. He was too big to get up on the furniture. He wouldn't listen when he went outside and would run away. So, dog number one spent most of his time in a cage or tied to a chain. Dog number two was a well-behaved dog. He got to run in the park with his master. He got to stay in the house because he listened. He went for long walks because he knew how to walk on a leash. In effect, dog number one, who'd had lots of freedom as a puppy, had no freedom as a grown-up. Dog number two, who was disciplined as a puppy, had lots of freedom later on. That's how life works. Having discipline creates other opportunities for you. Making up your bed every day is the first step to creating discipline in your life.

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Highlight (Yellow) | Location 582

After the investigation was over, Phil told me that the reason for the drill was that Michael Jordan was getting more and more powerful, and I was Michael's power inside of Nike. I also had a very strong relationship with Phil himself and that made some people nervous. When it was all over, Phil said, "If you don't want to be with Nike anymore, you could take the largest settlement in the history of mankind." I told him that he'd asked me to come there to do a job, and it wasn't finished yet.

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Highlight (Yellow) | Location 606

What has gotten me through rough times are three “magic” words. These three magic words are “in spite of.” “I will reach my goals and my dreams in spite of everything that happens to me. Nothing will stop me from achieving what I so richly deserve. In spite of anyone or anything that stands in my path, I will reach my destination.” These are words that an old man told me a long time ago. It was so long ago, I’m not even sure how I knew him. And I’m not sure why he picked me to share his wisdom with, but he did. Maybe he knew that I’d write this book so that you could feel the magic as well. Those words have given me strength more times than I can count. They can work magic in your life too.

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Highlight (Yellow) | Location 826

The outer or physical world happens to be the world in which most people seek their fortunes, where you think you want those cars or that jewelry. It is where most people try to make everything happen. This is the world they think will bring them happiness.

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Highlight (Yellow) | Location 884

If you don’t control what goes into your mind, negative thoughts find their way in, and those will dictate the results. Because so many people struggle with feelings of lack of fulfillment, denial, low self-esteem, loss, hatred, disgust, and anger, they often end up with more of the same. You must actively think positive thoughts or, like dust, negative thoughts will settle. When these unwanted thoughts form in your mind, you can either control them or they will control you.

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Highlight (Yellow) | Location 971

Whatever your faith, it’s important to take time every day to become quiet so that you can find some inner peace and reconnect with that power. Be aware of a greater force in the world than yourself.

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Highlight (Yellow) | Location 980

Most people believe or have faith in something as long as it’s going their way. The trick is to remain faithful when all seems lost and everyone has turned their backs or when things look like they’re not going to go your way.

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Highlight (Yellow) | Location 1077

This is the universal code word. Everyone in the world wants love. As with respect, to get love you must first have a great deal of love for yourself. Love yourself completely and honestly. You’ll find out that the more you’re capable of loving and sending love out into the world, the stronger you’ll become in your growth. You’ll find that if you love, many good things will happen for and to you.

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Highlight (Yellow) | Location 1082

If someone doesn't care for you, I'm not saying you should run up to them every day and profess your love for them. What I'm saying is that you must feel love for them within your heart and move forward.

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Highlight (Yellow) | Location 1124

Let me also say again that I truly believe that all the people who come into my life are there for a reason. Each one teaches me a great deal about who I am and where I'm going in life. In college, one of the guys on the basketball team that I coached started secretly dating my fiancée. Of course, as life would have it, I was the last to know. When I found out about the two of them, I spoke to them both. She and I continued dating, then later broke off the engagement. John and I drifted apart—for a time. John had been a star in college and went on to become the number-one player picked in the basketball draft during his senior year. John lived the good life a little too much in school and in the pros. He ran into some bad luck, turned down the wrong street in life, and started using drugs. He started missing games and not taking trips with his team. When I saw this I thought to myself, "He needs to be around some good people." He needed a true friend, and I became one. We started hanging out and doing things together. As it turned out, John became my connection to Nike. His sister was dating Nike's East Coast basketball representative, who was moving out west. John told me about the job that would be available in the area. I didn't know this person, but I looked him up in the phone book one day and called him, and we got together a few times. He told me to send him a résumé, which I did. One day, out of the clear blue sky—maybe six months after we had met—he called me and said the job was mine; when could I start working? It was quite a shock. From out of nowhere, this job came into my life. Many guys whom I know (and possibly some that you know), might have felt good when John got into trouble. They might have thought, "Oh well, the guy is just getting what he deserves." But remember, no one does anything to anyone else—they only do it to themselves. If I'd chosen to turn my back on John out of my own hurt, I would have only hurt myself and added to the misery in the world. Instead I reached out to help a fellow human with forgiveness at the forefront of my mind, and if I hadn't done so I wouldn't have the life I have now. Paying attention to experiences like this has taught me that more good will always come if you start from a foundation of love and forgiveness. We should all use this principle, for it is powerful and it does work. You must forgive; your anger only hurts you.

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Highlight (Yellow) | Location 1164

Extraordinary people are simply ordinary people who are on fire with desire. So if you want to be extraordinary, get excited about life and go for it with all your heart and soul.

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Highlight (Yellow) | Location 1198

But in either case, everything you learn on the way will come in handy at some point. No knowledge gained is ever wasted. I've grown as a businessperson from all the lessons I've learned throughout my career. My coaching experience at the University of Maryland was very important, as well as my running the intramural department; even my short experience in the insurance industry has paid off. So even if you're doing a job you don't like, try to get the most that you can out of it, since you never know how that experience will help you down the road.

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Highlight (Yellow) | Location 1214

I have a knack for helping people discover their gifts.

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Highlight (Yellow) | Location 1227

Sometimes you're ahead, sometimes you're behind. The race is long, And, in the end, it's only with yourself. —  
Mary Schmich

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Highlight (Yellow) | Location 1230

One definition of integrity is the state of being complete or undivided; this is what you should strive for. You should have such confidence in your person that you never hold your head anywhere but high.

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Highlight (Yellow) | Location 1275

The future of the world is up to the leaders and those who choose to follow them. Ninety percent of the people in the world are looking for someone to follow. The other 10 percent are leaders. Now, of that 10 percent you'll have half who lead for the good and right causes in life and half who lead for the other side. These leaders for the bad are just as effective as those who lead for the good, and the bad way may often seem an easier route to take. If you are one of the 90 percent, I hope you choose your leaders well.

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Highlight (Yellow) | Location 1297

Phil Knight is a living example of this type of humility. The Knights are wonderful, regular people who have been really fortunate in their lives. But if you didn't know who they were, you would never suspect it. Phil may be a multibillionaire, but he still goes into the employee lunchroom every day and eats his lunch among his employees. That is the mark of true leaders. They stay accessible and open to their people so they can still learn from each other.

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Highlight (Yellow) | Location 1316

On the other end of the scale, there's the guy who came up to me during a return visit to the University of Maryland. This man, who was homeless and penniless, was one of the same guys who had played ball with us. Not too long ago we'd all been on the same court together, and now he was on the street. He was one of the guys who didn't make it. Billy, the assistant coach, had put together a package of coats and gloves for him. This humbling experience really let me know how fine a line there is between making it and not making it. Just as the superstars are ordinary people at heart, so are the people who make the wrong turn. Nothing we have is permanent; it's important to remember that we come from, and go to, the same place in the end. Don't assume that what you have today you will have forever. Staying humble can help us truly value what we have, and being respectful of others can remind us that we all deserve respect.

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Highlight (Yellow) | Location 1328

Do not seek to follow in the footsteps of the wise. Seek what they sought. —Basho

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Highlight (Yellow) and Note | Location 1334

Remember, do something that not everyone is willing to do. That's important. It might be as simple as getting up early to start your day. Think about it: there are only so many hours in a day—twenty-four of them, to be exact. Everyone gets the same twenty-four hours, every single day. Your goal is to better utilize your twenty-four; try to get more out of them. How you use your twenty-four hours is up to you. You can be as constructive with your time as you want to be—or as destructive.

### **What is the thing he does that others are unwilling to do?**

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Highlight (Yellow) | Location 1351

I didn't realize that I was an executive at Nike until I saw in the paper one day that the FBI was investigating "a high-level Nike executive." I wondered who was on the hot seat—little did I know that it was me! I didn't even know I'd reached executive status.

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Highlight (Yellow) | Location 1387

When I was in the eleventh grade I was invited to the Sid Fines All-American Basketball Camp in New York City. Coach Hathaway drove three of us to the camp that summer. This was New York; the Big Apple. When we got to the city, it was huge. The buildings were the biggest buildings I'd ever seen. They looked like they touched the sky. This was where the best basketball players in the world resided. This was it, I was here, in the place that I'd always heard about. This was the place where every basketball legend came from—New York, New York. Basketball had to have been born here in one of those huge buildings that touched the sky. I was just a little country boy from Hampton, Virginia. What was I doing in New York City? It was scary to get on a crowded elevator or walk the streets with all of those people. Maybe my first visit here should have been a sightseeing tour, but I was here to play basketball. Even Coach Hathaway was scared. He was trying to persuade himself that everything would be fine, and that we were good players. We were good basketball players but the guys who lived in these huge buildings were the best in the world. I was scared to death! I didn't sleep that whole night before we had to play. I just lay there in a cold sweat thinking of the humble pie that we'd be eating. I remember leaving the hotel that morning. We looked at the people on the elevator with strange eyes—even causing someone on the elevator to ask us if something was wrong. What in the world were we doing here? When we arrived at the gym and checked in, some of the other guys were already out there shooting around, and they didn't look like they were from another planet. They looked a little like me. So, the other guys and I went out and shot around with them. Boy, there were some big guys coming in to sign up. After a while someone shouted out, "Let's get a line going!" I didn't know what this was, so I just watched. They all got in a line and started shooting layups. Then they started dunking the ball all kinds of ways. This really was New York, and they were the best in the world! This was something to watch. It would have been good to be in the stands watching, but I was at the dance now and it was too late to go home. So, I had to go to work. When we began to play, I was a little intimidated by where I had assessed my "game" against theirs. After a few times up and down the court, though, I started to feel like myself. I started to settle down and play the game. The place may have been bigger and some of the people different, but the court was the same as the one that I always played on. It became my world; I started to do the things that I always did. The fear factor left and the play factor became stronger and stronger. I dominated the play. They may not have known anything about Hampton when we came,

but they knew about it when we left. I went home with the MVP trophy. When I left New York, I knew that all my fear had been for nothing. It was just an illusion. We usually get scared for no reason at all. Just face up to the task at hand and do your very best. Those guys were just guys. New York was just a place, and I left thinking that there wasn't a player from anywhere or at any height who was better than me. The only thing that would and could beat me was me. From that day on, confidence was a way of life for me. I didn't always win, in sports or other things, but I always gave my best. Face every situation with supreme confidence. Remember, it is life's pleasure to grant you all the things that you desire and much more. There is only one person who can beat you, and that person is you.

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Highlight (Yellow) | Location 1515

We all have tough times, but that is what really makes life worth living. This summer my life flashed before my eyes. I kept having shortness of breath and it got worse and worse. At first I thought I was just in horrible shape since I'd recently had a hip replacement. In the end I got so bad my wife ended up rushing me to the ER and they admitted me into the hospital. I was later diagnosed with congestive heart failure. I was as healthy as I thought anyone could be. I ate good, exercised regularly. I wasn't a drinker and I never smoked. This diagnosis didn't seem to add up, but it also taught me that there are no guarantees in life! One day all is well and the next second things can all change. Like what Beyoncé sings about in one of her songs: I went to bed on top of the world and woke up with the world on top of me.

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Highlight (Yellow) and Note | Location 1568

Another of my favorite inspiring stories was about a little girl who had visited the Nike offices with the Make-A-Wish Foundation. I got to meet her and she surprised me by telling me that she'd read *The Power of Hello* and how it had changed her life. (*The Power of Hello* was a NPR radio interview I did, which they chose to transcribe and include as the first essay in the NPR book *This I Believe*, a collection of their most popular interviews on the subject of "belief.") This young girl was so inspired by my words that she went on to write a paper for school that she titled the "Power of Positivity." And the best part of her story was that during all these chance events—reading my interview to writing her paper—she was empowered to the point where the process helped her get through stage 4 brain cancer. She's one of my heroes.

**Find this radio interview with him.**

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Highlight (Yellow) | Location 1621

Watch Howard "H" White's live reading of his poem "The Mirror" at [www.HowardHWhite.com](http://www.HowardHWhite.com) to introduce the concept of driving the point with the driving question.

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Highlight (Yellow) | Location 1635

4. View H's "Vision" and "Hardwork" videos at [www.HowardHWhite.com](http://www.HowardHWhite.com).

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Highlight (Yellow) | Location 1743

View H's "Life Lessons" video at [www.HowardHWhite.com](http://www.HowardHWhite.com).

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Highlight (Yellow) and Note | Location 1785

Have your students review their Believe to Achieve vision board.

**Vision board — ask him about these.**

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Highlight (Yellow) and Note | Location 1805

Have your students review their Believe to Achieve vision board.

**Lots of focus on vision**

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Highlight (Yellow) and Note | Location 1813

ACCOUNTABLE TALK SEGMENT:

**Ask about these**

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Highlight (Yellow) | Location 1914

ASSESSMENT: On clear white paper or on an iPad etc. sketch the vision of yourself five years from now. Include your profession, family, friends, etc.

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Highlight (Yellow) | Location 2026

WRITTEN REFLECTION RUBRIC: 1. Proper grammar 2. Clear thoughts 3. Include definitions and explanations 4. Use examples 5. Proper sentence structure

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