

A Miraculous Life - My Unending Search for Freedom

by Norman Bodek

"Do you have an open mind? Well, keep it open and you will be thrilled to read Norman's new book. Norman unpacks one of the most magnificent lives you'll ever read about..... all because Norman was open; open to people, open to new ideas, open to life and everything life has to offer. Norman's life story will inspire you to realize that we are only capturing but a tiny fraction of the possibilities given continually to us. Life gives amazing gifts, filled with wonderful experiences; just be open to them. I highly recommend you read the book with an open mind and you will be changed forever." - Paul Akers, President, FastCap, author of 2 Second Lean & Lean Health

"By an absorbing collection of events this book tells the life of Norman Bodek, who has contributed highly to develop the knowledge of the western industrial world. The "miracles," as Norman calls the events, intertwine with reflections and meditation about his own life and the events of the world he has been living. The book tells about his curiosity and attraction of what is unknown to him. His desire to know has allowed him to overcome his fears. His curiosity has pushed him to discover talents and make them accessible to everybody. Norman reminds us of Marco Polo; he discovered the pearls of Japan. He infuses a sense gratitude for what we are given, whatever it is, and we can learn from him how to stand up after falling, and how to use our weaknesses to nourish and grow day by day. He teaches us how to empty ourselves. In this book Norman inspires and wishes us to be happy in this life and maybe in the next." – Giorgio Turconi and Federico Borra, Turbo Consulting, Italy

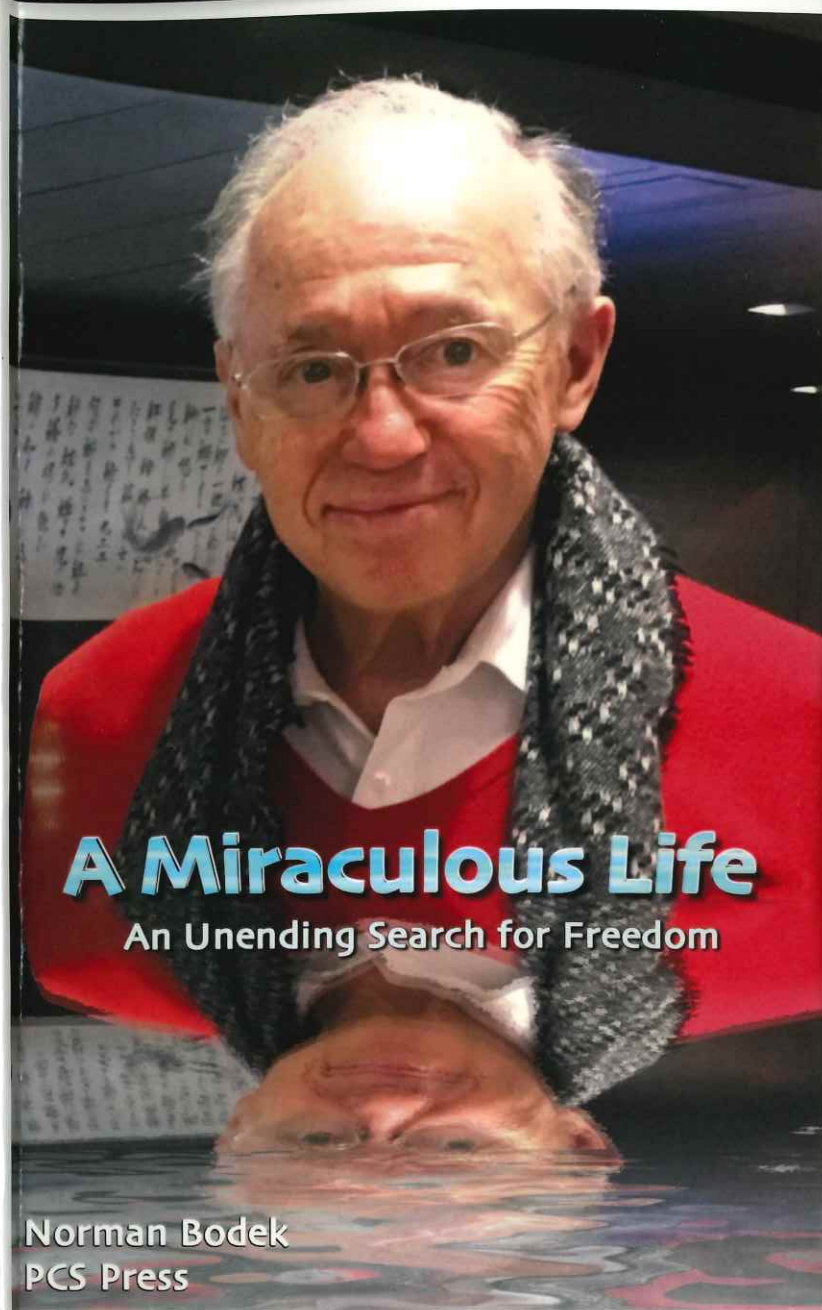
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Freedom**

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Editor: Will Hutchens

Hards-son
Best wishes,

Bodek

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PCS Press

Vancouver, Washington

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By Norman Bodek

I dedicate this book to my teacher, Rudi



What is a miracle?

“an extraordinary event manifesting divine intervention in human affairs

an extremely outstanding or unusual event, thing, or accomplishment”

- *Dictionary*

Miracles are serendipitous¹ experiences that change your life for the better. They are also life’s great learning experiences. Herein, I will write about 67 plus miracles that have happened in my life; each one helping me to become “unstuck,” and move forward and overcome my own resistances and all the obstacles, challenges, real and imaginary, placed in front of me.

¹ occurring or discovered by chance in a happy or beneficial way.

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I think virtually everyone is “stuck,” locked in habits; try changing: give up smoking, sugar, coffee, coke, beer, try losing weight, etc., not very easy at all. But, as you become more conscious and are wanting and willing to change for the better, miracles will surely happen for you just as they did for me.

I hope that this book will help and inspire you to really have a great life based on something that you really want to do for your own benefit, and also for the benefit of others.

If I was able to have so many miracles in life, based on where I started; I feel it will be much easier for you to attract more miracles. As you will see, as you read, I started in life being the “dumbest” child in class and lived terrified at home and at school.

In India, an astrologer once told me that I should have been the richest man in the world. He was right. I was given many opportunities, but it didn't happen. I will explain it in this book. But, even though I didn't turn out to be the richest man in the world, I have had an amazing life filled with many miracles. I would like to share these miracles with you with the hope that it can help you to see your own miracles better and also to attract many more for you, your family and others that you meet.

I started out in life as a “slave” to my parents, my teachers and to others; with slow perseverance and a strong inner desire to be free, I just move forward slowly

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and never gave up. I wish you all to become self-reliant and totally free.

I also dedicate this book to my family:

Noriko Hosoyamada, my wife and a
doctor of Chinese Medicine

Phillis Bodek is a great chef

Beth Simone is a wonderful editor
and fund raiser; George her
husband is a VP at Schwinn
Bikes

Amie Miriello is a great musician

Anthony Miriello is an autistic
therapist; Sonya his wife is
speech therapist, & Francis

Nicholas Miriello is a senior editor at
Vice married to Kari a
marketing director

Sam Simone is a screen writer, Hasidic
scholar and a master of 10
languages, and Zion

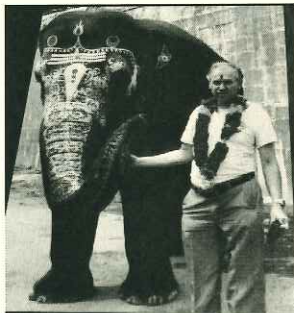
Douglas Miriello is a great chef at
Gesso in Los Angeles and
married to Laura, a hostess

Olivia Simone is an advertising
executive

With eternal gratitude, I thank the cosmos, the infinite power of the universe, and this limitless consciousness for giving me such an interesting and wonderful life.



Look how innocent I was



In Sri Lanka in 1983, after meeting Arthur C. Clark, author of 2001: A Space Odyssey

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Miracle #42 – Discovering Takashi Harada

“All men are not born to be realized saints but they can be realized to their greatest potential.” – Rudi

Lee Bুদ্ধress, a professor at Portland State University, invited me to teach at the business school. I never got my master’s degree, but they made an exception and let me teach. I was teaching a course called the Best of Japanese Management when four students came over and asked if they could intern with me. I had never done this before and I wasn’t quite sure what to do with them.

As I thought about how we could work together, it occurred to me that I had a wonderful map³⁴ given to me years before by Shigehiro Nakamura, a senior instructor at the Japan Management Association (JMA). This map could be used to help make a company world class, but I had never used it before. I invited the students over to my office, took out the map, contacted Mr. Nakamura in Japan and asked him to teach us over Skype how to use the map. For the next year, every other week, Mr. Nakamura, from Japan via Skype, would teach us about the map.

The map divides a manufacturing plant into its key elements: quality, productivity, maintenance, training,

³⁴ You can get a larger copy of the map if you send an email to bodek@pcspress.com

process, automation, technology, etc. For each area, Nakamura asked a group of people to determine what the world’s best technique in each area was and also to determine which company in the world was doing that technique the best. Then the JMA listed five steps a company could take to be the best.

For a copy of the map below send me an email at bodek@pcspress.com.

Business of Setting	Quality	Zero defects - better, faster, more consistent DR in the development stage to get closer to zero defects	The Second Step TQM Law, Zero Defects, GE 6 signs, Six Sigma, Design, a lot of CAD for design
	Cost	Maximum 30 (20% program), Maximize target cost.	Global Industrial, Nippon, Nissan's W-Shape economy, Toyota's (Circumlocution)
	Delivery, Production	Productivity of man than 2million production Make it easy - shorter for the delivery	Toyota, & the Shimada, Miller, HCC's (Circumlocution), etc.
	Safety, Ecological	Zero injuries Achieve the world CO2 reduction goal (20%)	Deliver, Sergio, Maru, Otsuka etc., S&B Japan
	morale	3 improvement in wages, continuous improvement New technology every 15% improve	Hitachi, Google, Microsoft
Management by Objectives	Management Indicators	Profitability, efficiency, liquid assets turnover rate Zero defect production	Control the 100 many computer
	Standard Managers	> 100% and time achievement rate < 3% improvement month Day-to-day management by objectives	Old Team Production System, Daily Management System by Takashi Harada
	Reviews in Advance	DR, concept, etc. Vertical output of new products (Create System) & all communication (PPAP)	Toyota's QD 3, etc.
Manufacturing Capabilities	Reviews in Advance	FR (Broken Potential Analysis), DR (Design Review), CAD/CAE (Computer Aided Design, Solid Modeling)	GE 6 Signs, NA SA1 PPAP, Taguchi Method, Toyota's QD 3, TQM Quality Function Tree Diagram
	Setup Improvement	Automation of work loading and unloading, SMED Make system the change system	Toyota's P's Exchange, Hitachi Model's Match-Pattern Molding Machine, etc in general
	Equipment Mgmt	Zero failure production, 40 preventive maintenance Alarm system, Machine check	TIP/TPM (total preventive maintenance) activities, Mitsubishi Electric's equip. maintaining and diagnostic eq.
	Automation	Low cost automation (no coding, no software installation) SFC (Direct US), FA Strategy Automation	Allen's Brain Copy, Emerson's Yaski, Yaski, Robot, etc.

Core defect Production	Quality Assurance Group (shortened communication) QIAT (Quick Turn Around Time) countermeasures	Mitsubishi Motors's Skill Management, Rigor (Quality) and Automatic Process Quality Assurance
Technology Transfer	Skill Olympics, Skill transfer utilizing IT and/or face-to-face training	Aichi and Mizushi Skill Olympics, BICO's labor data making
First-Class Skill	Skill transfer strategy MAP, System for explicit knowledge, Senjuroki robotizing system	IBM (Over Resource Management), Otsu Industrial Hospital
Conversion Improvement	APV, Automated storage, packaging automation, SLE (Systematic Layout Planning)	Auto manufacturing's welding line, Fuyoichi manufacturing such as Kura
Time of Time Improvement	Waste Design, Zero-Load VE	Suzuki's Chevrolet engine development, Brother's 6300 facsimile
Handed Countermeasures	Food AIB Asahi, Barpak's Hand MAP Design, CAR (countermeasures on production)	TDI Research Group II computer and Food Countermeasures Research computer, Ishihara Iga
Product Countermeasures	QC, FMEA, Design-In	Canon's design-in, Honda's design-in with affiliated companies
IT - IS Improvement	IE, OPS Method, 5s directly linked business management, Workplace improvement also strategy, Cell production	Toyota's OT, Kawasaki Electric's maintenance team system, Honda's, Canon, Taito Plant's Cell Production System
Autonomous Maintenance	TQM esp. small group activity, MTPP, MTR analysis, PM (maintenance) outside the company	JITSPM small group activity activities
Workplace Task Forces	PTP (Process Tenders Project), Manual diagnosis	Honda's 2000 1-day improvement
Supplier Support	Accompanied company support system, diagnosis, audit, zero VE	Honda America's design-in, Nike's Evenden (Japan) and America's plant, Subaru's Sella
Total Participation Improvement	TP Management, Balance Score Card	Honda's Shogun, Toshiba Chubu, etc.
Workplace Mgmt Technology	OWI, MAB, BMAP - Coaching	Many companies (flat organization, Toyota's Workplace Management)

Workplace Management Capabilities	IT - SCM	JIT, Kanban system, AP (Autom Plan) system, SCM Network	Toyota, Taito's SCM system from vehicle production
	Measurement Mgmt	Five code production control, designated piping control, Pak system	J. Eason and supplier, Panasonic's home appliance production
	IT Online Mgmt	SAP, L1 in, Production Control System, MRP	SAP usage companies, Utsunomiya's SuperCoada's food management system
	Visual Visualization	From Control Board, Abnormality indicator lights, Picking Control - New Product, Start-up, FEPT	TP Deployment Chart use companies (for example, Ito)
	Attached Information Management	Designated location control, data charting, IT inventory control	Iwata Springs' one-piece production and take
	Alarm Management	Hardware Pokayaka, Software Pokayaka, Various sounder devices	Takachi's Air Conditioner Life Management, Kanami's UPS Pinball, Shinkansen maintenance
Consciousness Innovation	Materialization of Model Lines	Champion Challenge Model, Materialization of Model Line - Johnson's citizenship	Canon, Taito Plant's Cell, Toyota's RAV4 Line, Olympus' response operation
	On-site Studies	Five-Char Line Study Visits, Introduction of speed OJT education	Nippon Denso's 5m cycling, Adachi's 100km cycle
	Case Presentation Conferences	Skill Olympic Competition, Open Set-up demonstration, Andon Photo (visual) education	Craftsmanship education (Hagihara's practice and training, Panasonic's craftsmanship training system)
OJT Education	In-class Education	OJT, Deployment of In-Class concept, Ongoing practicing (PTT type) education and training	Company's practicing a training system for practical skills in other companies
	Small Group Activities	Small groups directly aligned with business management, Monthly organized small improvement group activity	Tokachi, Honda Diesel, and others' improvement status by self-organization
OJT Education and Multi-skills	Coaching	Guidance for management by objective, Evaluation for 5-level advancement - Day-to-day recording countermeasures	Epson's coach-the-organization, Takachi Harada (A) Mgmt. by objectives and/or under a driving target
	Job Enrichment and Multi-skills	Competence sets - Evaluation for multi-skills, Evaluation system for results	Nippon Hoshi's evaluation system for 5-skill level advancement under the 1-6th skill MAP

After each line are five steps to become the best in the world in that category. For Standard Manpower:

Use of ST based on actual results	Application of scientific ST to bottlenecks	Almost all is under control with ST	Operates with ST + 3%/month improvement	Use of ST based on targeted time
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If you improve your productivity just 0.1 percent per day, less than 3 percent per month, you will double your productivity in less than three years. This should be your company's main goal: to make sure that everyone and everything are continuously improving.

Around the sixth session with Nakamura, we studied Standard Work, and in that category, "day-to-day management" was the world's best technique. Takashi Harada was listed as the best person in the world doing it.

Standard Manpower	> 100% std. time achievement rate + 3% improvement/month Day-to-day management by objective	OJI Canon Production System, Daily Management System by Takachi Harada
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The students and I had no idea who Mr. Harada was, but Nakamura told us a lot about him. We looked his name up on Amazon in Japan and found he had written seven books.



Mr. Harada
and daughter
Yurika



(Today, he is up to 17 books.)

We ordered the books and received them a few days later. At the time, my wife Noriko and three of the

students could read Japanese. They read the books and taught me the content, which excited me very much. I had finally found the human side of Lean.

With my wife, Noriko, acting as interpreter, we called Mr. Harada, who did not speak English. I asked him if I could publish one of his books in English. He agreed and we arranged to meet him in Tokyo a few weeks later. It was an expensive trip, traveling business class, but well worth it.

When Noriko and I met Harada, he said that instead of translating an old book, he would like to write a new one just for us. I told him I would like to co-author the book and Americanize it. He agreed. Mr. Harada dictated about 120 pages in Japanese to his assistant, Keiko Morimoto, and she translated it into English for us. I then added another two hundred pages and we had a new book titled *The Harada Method – The Spirit of Self Reliance*.

The Harada Method is designed to build champions. Mr. Harada was a track and field coach at the lowest-rated junior high school in Osaka, Japan. This rating did not deter him, however, and he was determined to bring the best out of his students. He studied the best coaches in the world and developed a new methodology for his students.

At one point, Mr. Harada was confronted by the principal of the school and the students, who claimed that he was

much too hard on them. He told them, "If you want your children to be winners in life, give me two years to prove that my method works. If I don't succeed then fire me." Within two years, Harada completely turned the school around and within the next few years, twelve of his students won thirteen gold medals in national competitions, meaning that they were the best athletes in all of Japan. Something like this had never happened before in Japan, and Mr. Harada became very famous.

A key part of the Harada Method is to serve others, because you might let yourself down, but you will do your best not to disappoint others. One of Harada's gold medalists was asked, "What did you do to win the gold medal?" The student shocked the reporter by saying, "I washed dishes every day at home!" Justin Gatlin, the American sprinter who spent ten years trying to beat Usain Bolt, said something similar when he finally won the 100-meter race this past summer at the World Championships. When Gatlin was asked, "What did you do to win?" He replied, "I didn't do it for me. I did it for others."

There are two keys to success in life: one is to pick a very strong goal of what you want to be a master at and never, never, never, never, never, never give up and the other is to discover how to really love the divine.

Convinced that the Harada Method was something very powerful to share with the world, I decided to really learn the Harada Method by using it on myself first. I picked the goal (a very important part of the process) of becoming the best Harada Method coach outside of Japan.

Even though I co-wrote the Harada Method book, I still had much to learn about it, so I went to Japan with my wife to take a workshop directly from Mr. Harada. It was a very eventful moment, for while we were in class in Osaka, a powerful earthquake shook Japan, causing a devastating tsunami that killed thousands of people. Although we were five hundred miles away, the building shook for close to ten minutes.

(A few days later, I was in Tokyo preparing to meet a book publisher to translate one of Kazou Inamori's³⁵ books into English, when at two o'clock in the morning, I became so scared about radiation from the nuclear plant in Fukushima that I called Delta Airlines in America to get a ticket for a flight out of Japan that day. I then called Noriko at her home in Kirishima and told her to get on a

³⁵ Inamori started Kyocera, KDDI and took Japan Airlines from bankruptcy to generating almost a billion dollars in profit after only two years. Recommend you study and learn from this great manager, probably the best in Japan:

<https://global.kyocera.com/inamori/management>

plane that morning to meet me in Tokyo. We left Japan that day, so unfortunately, I didn't get Mr. Inamori's book to publish. In my opinion, Kazuo Inamori is one of the best, if not the best, manager in Japan. His Seven Keys to Motivating employees are:

1. Embrace employees as partners.
2. Gain the respect and admiration of employees.
3. Tell employees about the significance of their work.
4. Have a grand vision for the company.
5. Clarify the mission and purpose of the company.
6. Continually share your philosophy with your employees.
7. Elevate your own character.

I came back from Japan and went through the Harada method religiously, determined to become the best Harada Method coach in the world other than Harada himself. I feel that I am the best, and now I want to teach people to be better than I am.

Once I deeply understood the Harada Method, I developed a certification course to teach it to others. Over the next four years, I certified around fifty people, and everyone who came to the courses, except for one, loved the workshop. Many of the students who came from overseas took the information back to their countries and translated it into their own languages. Now the book has been published in German (translated by Kai Raedisch), Polish (Artur Wozniak), French (Walter

Vanpraet), Portuguese (Luis Marques), Italian (Giorgio Turconi and Federico Borra), Spanish (Rafael Lucero), and Dutch (Jim Lippens). Currently, thanks to Steve Mitchell and Ed Wong in Australia, I am now teaching the Harada Method to around twenty students from many places in the world over Zoom.us, a web conferencing service.

The Harada Method has several steps:

1. You evaluate your level of confidence by giving yourself a score of 1 to 10 for thirty-three characteristics (see list below). If you give yourself a score of less than 10, you then write how you can improve that aspect of yourself.

1. Accountable
2. Active listener
3. Ask effective questions
4. Authentic
5. Brave
6. Capable
7. Caring
8. Confident
9. Creative/innovative
10. Determined
11. Empowered
12. Ethical/honest
13. Flexible

14. Highly-skilled
15. Humility
16. Independent
17. Inquisitive
18. Inspired
19. Knowledgeable
20. Motivated
21. Organized
22. Personable
23. Perseverance
24. Proactive
25. Realistic
26. Responsible
27. Self-managed
28. Strategic
29. Strong-willed
30. Supportive
31. Trustworthy
32. Visionary
33. Willingness

2. Fill in the Long-Term Goal Setting form by:
 - a. Defining what you want to achieve in life and become a master at something that excites you and also serves others.
 - b. Stating your goal and have a clear vision for your success in attaining the goal.

- c. Writing your values and purposes of your goal.
 - d. Reviewing your past successes, failures, problems, and obstacles to overcome, as well as solutions for them.
3. Write out 64 tasks to attain your goal with dates for when you will start.
4. Complete the Long-Term Goal Setting form by selecting the first ten tasks to get started on and also selecting ten new routines to get you “unstuck.”
5. Keep a Daily Diary with your tasks to work on today, schedule your day’s activities, review your day, evaluate your performance, rate your day, write those things you would like to have done, differently, and ask questions of your coach.
6. Fill out a Routine Check Sheet daily to insure you change your habits.

The process is not as complicated as it might look, and once you do it, it works very well. Mr. Harada has trained over 80,000 people in Japan with great success.

One particular example of Mr. Harada’s impact is Shohei Otani, who was a sophomore in high school when he was trained on the Harada Method. Otani’s goal was to play in the top Japanese professional baseball league as both a pitcher and a batter. To attain this, he felt he had to pitch at ninety-nine miles per hour. Otani used the Harada Method to create a plan to do that.

Two and a half years later, Otani was the number one pitcher selected into the major leagues and today, six years later, he is Japan's best pitcher. He can pitch a baseball at 102 miles per hour and also is Japan's best hitter. Reportedly, the New York Yankees are willing to pay \$300,000,000 to get him.

Below is Otani's 64 chart:

Shohei Otani, 12/6/2010 - Sophomore in High School

Care the body	Take supplements	FSQ 90kg	Improve in-step	Strengthen the body core	Stabilize the pivot	Create an angle	Hit the ball from above	Strengthen the wrist
Flexibility	Physical	RSQ 130kg	Stabilize the release point	Control	Get rid of uneasy feelings	Do not tense up	Precision	The lower body has
Stamina	Range of motion	Meals Dinner: 7 Breakfast: 3	Strengthen the lower extremities	Don't open the body	Control mental	Release the ball in the front	Increase the number of rotations	Range of motions
Have clear goals and purposes	Do not swing joy and sorrow	Cool head and hot passion	Physical	Control	Precision	Turn at the pivot	Strengthen the lower extremities	Gain weight
Be strong at pinches	Mental	Don't sway by atmosphere	Mental	Draft #1 8 teams	Speed 160km/hr 99 mph	Strengthen the body core	Speed 160km/hr 99 mph	Strengthen around the shoulder
Don't create ups and downs	Tenacity for victory	The heart to care team mates	Personality	Luck	Curve balls	Range of motion	Catch liner balls	Increase pitching
Sensitivity	Worthy to be loved	Plan ahead	Greetings	Picking trashes	Clean the room	Increase count balls	Perfect fork balls	Precision sliders
Caring	Personality	Gratitude	Use the tools with care	Luck	Attitude for judges	Curve balls with speed and drop	Curve balls	Decisive balls for batter
Well-mannered	Worthy to be trusted	Sustained efforts	Positive thinking	Worthy to be supported	Read books	Pitch with the same as straight	Control from strike into ball	Imagine depth

Born: July 5, 1994, Joined the Hokkaido Nippon-Ham Fighters March 29, 2013, First pick in the major league draft, pitcher. Batting average = .257, home runs = 13, win-loss = 14-4, earned run = 2.61, strikeouts 225 - Speed of pitch = 99 mph, 160kg (11-16-14)

Miracle #43 – Learning how to speak to crowds

“Internalize everything, externalize nothing.” – Rudi

When I was on the forum committee at the University of Wisconsin, I was assigned to host Ogden Nash, a very famous poet at the time known for his humor. I spent most of the day with him and found him not humorous at all. It was my job to present him before his talk to over seven hundred students. I carefully memorized my speech, but when I stood in front of the seven hundred students, my mind went blank and I just froze. Luckily, I had a copy of the talk in my pocket that I read to the students. Afterwards, I sat behind Nash but I couldn't even smile once. Thereafter, many of the students gave me the nickname “Smiley.”

Later in life, I had many opportunities to speak in front of large audiences, but I could never do it well. Finally, I took a speech course and learned how to “shout” (you can't speak too loudly, according to the teacher), to never turn my back on the audience, and to always try to find pairs of eyes that I could focus on for at least four seconds. Slowly over the years, I became a much better public speaker.

A few months ago, I gave a workshop to a conference in Melbourne, Australia, over Zoom.us with close to four hundred people participating. I probably gave the best speech of my life, for I received many letters of praise