

defeated. He has unhealed wounds suffered in situations that beat him. Now he is supercautious. He plods along, ducking the thrill of living victoriously, discontented with himself. He feels beaten but tries hard to endure the sentence of mediocrity that "fate" has handed him.

He, too, has surrendered to defeat, but in a reasonably clean, socially "accepted" way.

Now, when we climb upstairs into the uncrowded world of success, we again discover people from every possible background. Corporate executives, leading ministers, government officials, top men in every field, we discover, come from poor homes, rich homes, broken homes, cotton patches, cornfields, and slums. These people, who lead every branch of our society, have experienced every tough situation you can describe.

It is possible to match every Mr. Skid Row with a Mr. Mediocre and a Mr. Success on every score—age, intelligence, background, nationality, you name it—with one exception. The one thing you can't match them on is their response to defeat.

When the fellow we call Mr. Skid Row got knocked down, he failed to get up again. He just lay there, splattered out. Mr. Mediocre got up to his knees, but he crawled away, and when out of sight, ran in the opposite direction so he'd be sure never to take a beating again.

But Mr. Success reacted differently when he got knocked down. He bounced up, learned a lesson, forgot the beating, and moved upward.

One of my closest friends is an exceptionally successful management consultant. When you walk into his office, you feel that you are really "uptown." The fine furniture, the carpeting,