

by writing personal notes complimenting people you know on their achievements. Make a special phone call or a special trip to see them.

Don't waste time or mental energy trying to classify people as "very important persons," "important persons," or "unimportant persons." Make no exceptions. A person, whether he is garbage collector or company vice president, is important to you. Treating someone as second-class never gets you first-class results.

2. *Practice calling people by their names.* Every year shrewd manufacturers sell more briefcases, pencils, Bibles, and hundreds of other items just by putting the buyer's name on the product. People like to be called by name. It gives everyone a boost to be addressed by name.

Two special things you must remember. Pronounce the name correctly, and spell it correctly. If you mispronounce or misspell someone's name, that person feels that you feel he is unimportant.

And here's one special reminder: When talking with people you don't know well, add the appropriate title—Miss, Mister, or Mrs. The office boy prefers Mr. Jones to just Jones. So does your junior assistant. So do people at every level. These little titles help tremendously to make people feel important.

3. *Don't hog glory, invest it instead.* Just recently I was a guest at an all-day sales convention. After dinner that evening the vice president in charge of sales for the company passed out awards to the two district managers, a man and a woman, whose sales organizations had attained the best records for the year just ended. Then the vice president asked those district managers to take fifteen minutes to tell the entire group how their organizations did so exceptionally well.