

Next morning, lo and behold, when I stepped into the elevator I heard, "Good morning, Dr. Schwartz." Not one time before had I heard this operator address anyone by name. And in the remaining months that I had an office in the building I never heard anyone called by name except me. I had made the operator feel important. I had sincerely complimented her and called her by name.

I had made her feel important. Now she was repaying me by making me feel important.

Let's not kid ourselves. People who do not have a deep-down feeling of self-importance are slated for mediocrity. Again and again this point must be driven home: *You must feel important to succeed. Helping others to feel important rewards you because it makes you feel more important. Try it and see.* Here's how to do it:

1. *Practice appreciation.* Make it a rule to let others know you appreciate what they do for you. Never, never let anyone feel he is taken for granted. Practice appreciation with a warm, sincere smile. A smile lets others know you notice them and feel kindly toward them.

Practice appreciation by letting others know how you depend on them. An earnest "Jim, I don't know what we'd do without you" type of remark makes people feel necessary, and when they feel necessary they do increasingly better work.

Practice appreciation with honest, personalized compliments. People thrive on compliments—whether two or twenty, nine or ninety, a person craves praise. He wants to be assured that he's doing a good job, that he is important. Don't feel that you should hand out praise only for big accomplishments. Compliment people on little things: their appearance, the way they do their routine work, their ideas, their loyal efforts. Praise