

salesman gave me his ideas for getting new business, providing better service to customers, reducing wasted time, revising the compensation plan to give more incentive, all so that he—and the company—would make more. He had mapped out a new advertising campaign he had been thinking about. When I left him, his parting remark was “I sure appreciate the chance to tell someone about some of my ideas. We’ve got a good outfit, but I believe we can make it better.”

My recommendation, of course, was for the third man. It was a recommendation that coincided perfectly with the feelings of the company president. Believe in expansion, efficiency, new products, new processes, better schools, increased prosperity.

Believe in—and push for—progress; and you’ll be a leader!

As a youngster, I had an opportunity to see how the different thinking of two leaders can make an amazing difference in the performance of followers.

I attended a country elementary school: eight grades, one teacher, and forty children all jammed together inside four brick walls. A new teacher was always a big deal. Led by the *big* boys—the seventh- and eighth-graders—the pupils set out to see how much they could get away with.

One year there was little more than chaos. Every day there were dozens of the usual school pranks, “wars” of spitballs, and paper airplanes. Then there were the major incidents such as locking the teacher outside the school for half a day at a time, or on another occasion the opposite, barricading her within the building for hours. Another day each boy in the upper grades brought his dog into the schoolroom.

Let me add that these children were not delinquents. Stealing, physical violence, and deliberate harm were not their