

the busy people, the important clients, all tell you his company is prosperous.

A cynic might say, "It must have taken a real con man to put across an operation like this." But the cynic would be wrong. It didn't take a con man. And it didn't take a brilliant man or a wealthy man or a lucky man. All (and I hesitate to use the word *all* because all means so much sometimes) *all it took was a persistent man who never thought he was defeated.*

Behind this prosperous and respected company is the story of a man fighting, battling his way upward: losing ten years' savings in his first six months in business, living in his office several months because he lacked money to pay rent on an apartment, turning down numerous "good" jobs because he wanted more to stay with his idea and make it work, hearing prospects for his service say no a hundred times as often as they said yes . . .

During the seven unbelievably hard years it took him to succeed, I never heard my friend complain once. He'd explain, "Dave, I'm learning. This is competitive business, and because it's intangible, it's hard to sell. But I'm learning how."

And he did.

Once I told my friend that this experience must be taking a lot out of him. But he replied, "No, it's not taking something out of me; it's putting something into me instead."

Check the lives of the people in *Who's Who in America*, and you'll find that those who have succeeded in a major way have been pounded by losing situations. Each person in this elite corps of successful men has encountered opposition, discouragement, setbacks, personal misfortune.