

managers, however, are not as impressed by a good talker as they are by a good listener, a fellow who can ask questions and get desired answers.

*Don't be a conversation hog. Listen, win friends, and learn.*

Courtesy practiced in every relationship with another person is the finest tranquilizer you can use. No commercial preparation is one tenth as effective in relaxing you as doing little things for other people. Thinking right toward people removes frustrations and stress. When you boil it all down, the big cause of stress is negative feelings toward other people. So think positive toward people and discover how wonderful, really wonderful this world is.

The real test for thinking right toward people comes when things don't go exactly the way we want. How do you think when you're passed up for a promotion? Or when you fail to win an office in a club you belong to? Or when you're criticized for the job you've done? Remember this: *how you think when you lose determines how long it will be until you win.*

The answer for thinking right toward people when things don't go exactly our way comes from Benjamin Fairless, one of the century's most outstanding persons. Mr. Fairless, who rose from very modest circumstances to become chief executive of the United States Steel Corporation, said this (quoted in *Life* magazine, October 15, 1956):

"It depends on how you look at things. For example, I never had a teacher I hated. Naturally I was disciplined just like every other pupil, but I always figured it was my fault that the discipline was necessary. I have also liked every boss I ever had. I always tried to please him and do more than he expected if I possibly could, never less.