

be asked to work overtime next March as they were last March. They also talk a lot about disagreeable features of their job, things they don't like in fellow workers, and so on. People in group B—and they include close to 80 percent of all nonproduction personnel—view their jobs as a sort of necessary evil.

"The group A fellow sees his job through different glasses. He is concerned about his future and wants concrete suggestions on what he can do to make faster progress. He doesn't expect us to give him anything except a chance. The group A people think on a broader scale. They make suggestions for improving the business. They regard these interviews in my office as constructive. But the group B people often feel our personnel audit system is just a brainwashing affair, and they're glad to get it over with.

"Now, there's a way I check attitudes and what they mean to job success. All recommendations for promotions, pay increases, and special privileges are channeled to me by the employee's immediate supervisor. Almost invariably, it's a group A person who was recommended. And again almost without exception, problems come from the group B category.

"The biggest challenge in my job," he said, "is to try and help people move from group B to group A. It's not easy, though, because until a person thinks his job is important and thinks positively about it, he can't be helped."

This is concrete evidence that you are what you think you are, what your thought power directs you to become. Think you're weak, think you lack what it takes, think you will lose, think you are second-class—think this way, and you are doomed to mediocrity.