

on a considerable number of occasions when names for new faculty personnel were under question. When a name came up, the group would weigh most carefully thoughts such as "Will he fit in?" "Will students like him?" "Will he cooperate with others on the staff?"

Unfair? Unacademic? No. If the fellow isn't likable, he can't be expected to get through to his students with maximum effectiveness.

Mark this point well. A person is not *pulled up* to a higher-level job. Rather, he is *lifted up*. In this day and age nobody has time or patience to *pull* another up the job ladder, degree by painful degree. The individual is chosen whose record makes him stand higher than the rest.

We are lifted to higher levels by those who know us as likable, personable individuals. Every friend you make lifts you just one notch higher. And *being likable makes you lighter to lift*.

*Successful people follow a plan for liking people. Do you?* People who reach the top don't discuss much their techniques for thinking right toward people. But you would be surprised how many really big people have a clear, definite, even *written* plan for liking people.

Consider the case of President Lyndon Johnson. Long before he became president, Johnson, in the process of developing his amazing power of personal persuasion, developed his own ten-point formula for success. His rules, which even a casual observer of the president can see are practiced in everything he does, are quoted directly:

1. Learn to remember names. Inefficiency at this point may indicate that your interest is not sufficiently outgoing.