

feels toward his job. You can read the minds of salesmen, students, husbands, and wives; you not only can—you *do*.

The expert actors—those in demand in movies and television year after year—in a sense are not actors at all. They don't play their roles. Instead they lose their own identity and actually think and feel like the character they are playing. They've got to. Else they'd look like phonies and their ratings would plunge.

Attitudes do more than show through. They "sound" through too. A secretary does more than identify an office when she says, "Good morning, Mr. Shoemaker's office." In just five words one secretary says, "I like you. I'm glad you're calling. I think you are important. I like my job."

But another secretary saying exactly the same words tells you, "You bothered me. I wish you hadn't called. I'm bored with my job, and I don't like people who bother me."

We read attitudes through expressions and voice tones and inflections. Here's why. In the long, long history of humankind, a speaking language even remotely resembling what we use today is a very recent invention. So recent, you might say, in terms of the great clock of time, that we developed a language only this morning. For millions and millions of years, people got by with little more than moans and groans and grunts and growls.

So for millions of years people communicated with other people by body and facial expressions and sounds, not words. And we still communicate our attitudes, our feelings toward people and things, the same way. Aside from direct body contact, body movements, facial expressions, and sound are the only ways we have to communicate with infants. And those young ones show an uncanny ability to spot the phony.