

applicant thinks his present job is important, even though there may be something about it he doesn't like.

"Why? Simply this: If the applicant feels his present job is important, odds are that he will take pride in his next job, too. We've found an amazingly close correlation between a person's job respect and his job performance."

Like your appearance, the way you think toward your work says things about you to your superiors, associates, and subordinates—in fact, to everyone with whom you come in contact.

A few months ago I spent several hours with a friend who is personnel director for an appliance manufacturer. We talked about "building men." He explained his "personnel audit system" and what he had learned from it.

"We have about eight hundred nonproduction people," he began. "Under our personnel audit system, an assistant and I interview each employee every six months. Our purpose is simple. We want to learn how we can help him in his job. We think this is a good practice because each person working with us is important, else he wouldn't be on the payroll.

"We are careful not to ask the employees any point-blank questions. Instead we encourage him to talk about whatever he wants to. We aim to get his honest impressions. After each interview we fill out a rating form on the employee's attitudes toward specific aspects of his job.

"Now, here's something I've learned," he went on. "Our employees fit into one of two categories, group A and group B, on the basis of how they think toward their jobs.

"The persons in group B talk mainly about security, company retirement plans, sick leave policy, extra time off, what we're doing to improve the insurance program, and if they will