

Four young executives, all on the same status level, were moved into new offices. Three of the offices were identical in size and decoration. The fourth was smaller and less elaborate.

J. M. was assigned the fourth office. This turned out to be a real blow to his pride. Immediately he felt discriminated against. Negative thinking, resentment, bitterness, jealousy built up. J. M. began to feel inadequate. The result was that J. M. grew hostile toward his fellow executives. Rather than cooperate, he did his best to undermine their efforts. Things got worse. Three months later J. M. slipped so badly that management had no choice but to issue him a pink slip.

Small thinking over a very small matter stopped J. M. In his haste to feel he was discriminated against, J. M. failed to observe that the company was expanding rapidly and office space was at a premium. He didn't stop to consider the possibility that the executive who made the office assignments didn't even know which one was the smallest! No one in the organization, except J. M., regarded his office as an index of his value.

Small thinking about unimportant things like seeing your name last on the department route sheet or getting the fourth carbon of an office memo can hurt you. Think big, and none of these little things can hold you back.

4. EVEN STUTTERING IS A DETAIL

A sales executive told me how even stuttering is a mere detail in salesmanship if the fellow has the really important qualities.

"I have a friend, also a sales executive, who loves to play practical jokes, though sometimes these jokes aren't jokes at all. A few months ago a young fellow called on my practical-joking friend