

The first district manager (who, I later learned, had been appointed a manager only three months before and was therefore only partially responsible for his organization's record) got up and explained how *he* did it.

He conveyed the impression that *his* efforts and *his* efforts alone caused the sales increase. Remarks such as "When *I* took over, *I* did such-and-such"; "Things were in a mess but *I* cleared them up"; "It wasn't easy but *I* just grabbed hold of the situation and wouldn't let go" characterized his talk.

As he talked, I could see the increasing resentment gathering in the faces of his salesmen. They were being ignored for the sake of the district manager's personal glory. Their hard work, which was responsible for the sales increase, was completely unrecognized.

Then, the second district manager got up to make her short talk. But this lady used an entirely different approach. First, she explained that the reason for her organization's success was the wholehearted effort of her sales force. Then she asked each one to stand and paid a sincere personal compliment to each for his or her efforts.

Note this difference; the first manager squandered the vice president's praise entirely on himself. In doing so, he offended his own people. His sales force was demoralized. The second passed the praise on to her sales force, where it could do *more* good. This manager knew that praise, like money, can be invested to pay dividends. She knew that passing the credit on to her salespeople would make them work even harder next year.

Remember, praise is power. Invest the praise you receive from your superior. Pass praise on down to your subordinates, where it will encourage still greater performance. When you