

tance in the eyes of your supervisor. Rather, a man big enough to be humble appears more confident than the insecure man who feels compelled to call attention to his accomplishments. A little modesty goes a long way.

Praise your subordinates personally at every opportunity. Praise them for their cooperation. Praise them for every extra effort they put forth. Praise is the greatest single incentive you can give people, and it costs you nothing. Besides, a write-in vote has often overthrown a powerful, known candidate. You never know when your subordinates can do you a turn by coming to your defense.

Practice praising people.

Rub people the *right* way. Be human.

### LEADERSHIP RULE NUMBER 3: THINK PROGRESS, BELIEVE IN PROGRESS, PUSH FOR PROGRESS.

One of the most complimentary things anyone can say about you is "He stands for progress. He's the man for the job."

Promotions in all fields go to individuals who believe in—and push for—progress. Leaders, real leaders, are in short supply. Status-quo-ers (the everything's-all-right-let's-don't-upset-the-apple-cart folks) far outnumber the progressives (the there's-lots-of-room-for-improvement-let's-get-to-work-and-do-it-better people). Join the leadership elite. Develop a forward look.

*There are two special things you can do to develop your progressive outlook:*

1. Think improvement in everything you do.
2. Think high standards in everything you do.