

the job. Outside they won't promote you or pay you more for doing second-class work."

I paused again to make certain the point got through.

Then I said, "May I make a suggestion? You're highly disappointed now. I can appreciate how you feel. And I don't think any less of you if you're a little sore at me. But look at this experience positively. There's a tremendously important lesson here: if you don't produce, you don't get where you want to go. Learn this lesson, and five years from now you'll regard it as one of the most profitable lessons you learned in all the time you invested here."

I was glad when I learned a few days later that this student had reenrolled for the course. This time he passed with flying colors. Afterward, he made a special call to see me to let me know how much he had appreciated our earlier discussion.

"I learned something from flunking your course the first time," he said. "It may sound odd, but you know, Professor, now I'm glad I did not pass the first time."

We can turn setbacks into victories. Find the lesson, apply it, and then look back on defeat and smile.

Moviegoers will never forget the great Lionel Barrymore. In 1936 Mr. Barrymore broke his hip. The fracture never healed. Most people thought Mr. Barrymore was finished. But not Mr. Barrymore. He used the setback to pave the way to even greater acting success. For the next eighteen years, despite pain that never abated, he played dozens of successful roles in a wheelchair.

On March 15, 1945, W. Colvin Williams was walking behind a tank in France. The tank hit a mine, exploded, and permanently blinded Mr. Williams.