

Another person I know well was inducted into the Army shortly after earning the Ph.D. degree from a leading New York university. How did he spend his three years in the Army? Not as an officer. Not as a staff specialist. Instead, for three years he drove a truck. Why? Because he was filled with negative attitudes toward fellow soldiers ("I'm superior to them"), toward army methods and procedures ("They are stupid"), toward discipline ("It's for others, not me"), toward everything, including himself ("I'm a fool for not figuring out a way to escape this rap").

This fellow earned no respect from anyone. All his vast store of knowledge lay buried. His negative attitudes turned him into a flunky.

Remember, the thinking that guides your intelligence is much more important than how much intelligence you have. Not even a Ph.D. degree can override this basic success principle!

Several years ago I became a close friend of Phil F., one of the senior officers of a major advertising agency. Phil was director of marketing research for the agency, and he was doing a bang-up job.

Was Phil a "brain"? Far from it. Phil knew next to nothing about research technique. He knew next to nothing about statistics. He was not a college graduate (though all the people working for him were). And Phil did not *pretend* to know the technical side of research. What, then, enabled Phil to command \$30,000 a year while not one of his subordinates earned \$10,000?

This: Phil was a "human" engineer. Phil was 100 percent positive. Phil could inspire others when they felt low. Phil was enthusiastic. He generated enthusiasm; Phil understood people, and, because he could really see what made them tick, he liked them.