

have learned from painful, expensive experience that the fellow who has plenty of time makes an ineffective work partner.

All the successful, competent people I know are busy. When I start something, some project, with them, I know it will be satisfactorily completed.

I have learned in dozens of instances that I can count on a busy man to deliver. But I have often been disappointed in working with people who have "all the time in the world."

Progressive business management constantly asks, "What can we do to expand output?" Why not ask yourself, "What can I do to expand my output?" Your mind will creatively show you how.

In hundreds of interviews with people at all levels I've made this discovery: The bigger the person, the more apt he is to encourage *you* to talk; the smaller the person, the more apt he is to preach to you.

Big people monopolize the *listening*.

Small people monopolize the *talking*.

Note this also: Top-level leaders in all walks of life spend much more time requesting advice than they do in giving it. Before a top man makes a decision, he asks, "How do you feel about it?" "What do you recommend?" "What would you do under these circumstances?" "How does this sound to you?"

Look at it this way: A leader is a decision-making human machine. Now, to manufacture anything, you've got to have raw material. In reaching creative decisions, the raw materials are the ideas and suggestions of others. Don't, of course, expect other people to give you ready-made solutions. That's not the primary reason for asking and listening. Ideas of others help to spark your own ideas so your mind is more creative.

Recently I participated as a staff instructor in an executive