

sales manager—the branch sales manager whose salesmen are doing superior work or the branch sales manager whose salesmen deliver only average performance? Or whom would you recommend for promotion to production manager—the supervisor whose department meets its quota or the supervisor whose department lags behind?

Here are two suggestions for getting others to do more for you:

1. Always show positive attitudes toward your job so that your subordinates will “pick up” right thinking.
2. As you approach your job each day, ask yourself, “Am I worthy in every respect of being imitated? Are all my habits such that I would be glad to see them in my subordinates?”

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Several months ago an automobile salesman told me about the success-producing technique he’s developed. It makes sense. Read it.

“A big part of my job, for two hours a day,” the salesman explained, “is telephoning prospects to arrange demonstration appointments. When I first started selling cars three years ago, this was my big problem. I was shy and afraid, and I know my voice sounded that way on the phone. It was easy for people I called to say, ‘I’m not interested,’ and hang up.

“Every Monday morning back then our sales manager held a sales meeting. It was a pretty inspirational affair, and it made