

All boys, I'm told, go through the "hat stage." That is, they use hats to identify themselves with the person or character they want to be. I will always remember a hat incident with my own son, Davey. One day he was dead set on being the Lone Ranger, but he had no Lone Ranger hat.

I tried to persuade him to substitute another. His protest was "But, Dad, I can't *think* like the Lone Ranger without a Lone Ranger hat."

I gave in finally and bought him the hat he needed. Sure enough, donning the hat, he *was* the Lone Ranger.

I often recall that incident because it says so much about the effect of appearance on thinking. Anyone who has ever served in the Army knows a soldier feels and thinks like a soldier when he is in uniform. A woman feels more like going to a party when she is dressed for a party.

By the same token, an executive feels more like an executive when he is dressed like one. A salesman expressed it to me this way: "I can't feel prosperous—and I have to if I'm going to make big sales—unless I know I look that way."

Your appearance talks to you; but it also talks to others. It helps determine what others think of you. In theory, it's pleasant to hear that people should look at a man's intellect, not his clothes. But don't be misled. People do evaluate you on the basis of your appearance. Your appearance is the *first* basis for evaluation other people have. And *first* impressions last, out of all proportion to the time it takes to form them.

In a supermarket one day I noticed one table of seedless grapes marked 15 cents a pound. On another table were what appeared to be identical grapes, this time packaged in polyethylene bags and marked 2 pounds for 35 cents.