

The job attitudes of our subordinates are direct reflections of our own job attitudes. It's well to remember that our points of superiority—and weakness—show up in the behavior of those who report to us, just as a child reflects the attitudes of his parents.

Consider just one characteristic of successful people: enthusiasm. Ever notice how an enthusiastic salesperson in a department store gets you, the customer, more excited about the merchandise? Or have you observed how an enthusiastic minister or other speaker has a wide-awake, alert, enthusiastic audience? If you have enthusiasm, those around you will have it, too.

But how does one develop enthusiasm? The basic step is simple: Think enthusiastically. Build in yourself an optimistic, progressive glow, a feeling that "this is great and I'm 100 percent for it."

You are what you think. Think enthusiasm and you'll be enthusiastic. To get high-quality work, be enthusiastic about the job you want done. Others will catch the enthusiasm you generate and you'll get first-class performance.

But if, in negative fashion, you "cheat" that company on expense money, supplies, and time, and in other little ways, then what can you expect your subordinates to do? Habitually arrive late and leave early, and what do you think the "troops" will do?

And there is a major incentive for us to think right about our jobs so that our subordinates will think right about their jobs. Our superiors evaluate us by measuring the quality and quantity of output we get from those reporting to us.

Look at it this way: whom would you elevate to division