

to achieve the success I want, but what must I do to get these people to support me and accept my leadership?"

The answer, wrapped up in one phrase, is *think right toward people*. Think right toward people, and they will like and support you. This chapter shows how.

Thousands of times daily a scene like this takes place. A committee or group is in session. The purpose—to consider names for a promotion, a new job, a club membership, an honor—someone to be the new company president, the new supervisor, the new sales manager. A name is placed before the group. The chairman asks, "What is your feeling about so-and-so?"

Comments come forth. For some names there are positive remarks, such as "He's a good fellow. People there speak highly of him. He has a good technical background, too."

"Mr. E? Oh, he's a personable sort of man, very human. I believe he would fit in well with our group."

Some names draw negative, lukewarm statements. "I think we should investigate that fellow carefully. He doesn't seem to get along too well with people."

"I know he has a good academic and technical background; I don't question his competence. But I am concerned about the acceptance he would receive. He doesn't command much respect from people."

Now, here is an exceptionally important observation: *In at least nine cases out of ten, the "likability" factor is the first thing mentioned. And in an overwhelmingly large number of cases, the "likability" factor is given far more weight than the technical factor.*

The above holds true even in selecting scholars for university professorships. In my own academic experience I've sat in