

This mutually important attitude helps you keep the situation balanced. The other fellow does not become too important relative to you in your thinking.

The other fellow might look frightfully big, frightfully important. But remember, he is still a human being with essentially the same interests, desires, and problems as you.

*2. Develop an understanding attitude.* People who want figuratively to bite you, growl at you, pick on you, and otherwise chop you down are not rare. If you're not prepared for people like that, they can punch big holes in your confidence and make you feel completely defeated. You need a defense against the adult bully, the fellow who likes to throw his meager weight around.

A few months ago, at the reservations desk of a Memphis hotel, I saw an excellent demonstration of the right way to handle folks like this.

It was shortly after 5 P.M., and the hotel was busy registering new guests. The fellow ahead of me gave his name to the clerk in a commanding way. The clerk said, "Yes sir, Mr. R., we have a fine single for you."

"Single?" shouted the fellow. "I ordered a double."

The clerk said, very politely, "Let me check, sir." He pulled the guest's reservation from the file and said, "I'm sorry, sir. Your telegram specified a single. I'd be happy to put you in a double room, sir, if we had any available. But we simply do not."

Then the irate customer said, "I don't care what the h—— that piece of paper says, I want a double."

Then he started in with that "do-you-know-who-I-am?" bit, followed with "I'll have you fired. You'll see, I'll have you fired."