

Not Phil's brains, but how he managed those brains, made him three times more valuable to his company than men who rated higher on the IQ scale.

Out of every 100 persons who enroll in college, fewer than 50 will graduate. I was curious about this so I asked a director of admissions at a large university for his explanation.

"It's not insufficient intelligence," he said. "We don't admit them if they don't have sufficient ability. And it's not money. Anyone who wants to support himself in college today can do so. The real reason is attitudes. You would be surprised," he said, "how many young people leave because they don't like their professors, the subjects they must take, and their fellow students."

The same reason, negative thinking, explains why the door to top-flight executive positions is closed to many young junior executives. Sour, negative, pessimistic, depreciating attitudes rather than insufficient intelligence hold back thousands of young executives. As one executive told me, "It's a rare case when we pass up a young fellow because he lacks brains. Nearly always it's attitude."

Once I was retained by an insurance company to learn why the top 25 percent of the agents were selling over 75 percent of the insurance while the bottom 25 percent of the agents sold only 5 percent of total volume.

Thousands of personnel files were carefully checked. The search proved beyond any question that no significant difference existed in native intelligence. What's more, differences in education did not explain the difference in selling success. The difference in the very successful and the very unsuccessful finally reduced to differences in *attitudes*, or difference in thought man-