

telephone calls to me during a certain hour each day, placing all outgoing calls during a certain hour, cutting my usual conference periods from fifteen minutes to ten, giving all my dictation at one time each day. I also discovered my secretary could—and was eager to—take over a number of little time-consuming details for me.

"I had been handling my present job for over two years, and frankly, I was amazed to discover how much inefficiency I had let creep in.

"Within a week's time, I was dictating twice as many letters, handling 50 percent more phone calls, attending half again as many meetings—all with no strain.

"A couple more weeks passed. The vice president called me in. He complimented me on doing a fine job. He went on to say that he had looked over a number of people from both inside and outside the bank but he had not yet found the right man. Then he confessed that he had already cleared with the bank's executive committee, and they had authorized him to combine the two jobs, put them both in my charge, and give me a substantial increase in salary.

"I proved to myself that how much I can do depends on how much I think I can do."

*Capacity is indeed a state of mind.*

Every day, it seems, this takes place in the fast-moving world of business. The boss calls in an employee and explains that a special task must be accomplished. Then he says, "I know you've got a lot of work to do, but can you handle this?" Too often the employee replies, "I'm awfully sorry, but I'm all loaded down now. I wish I could take it on, but I'm just too busy."