

Mr. Paine, I desire to acquire from you the freedom of your thought and the courage and clarity with which to express your convictions, which so distinguished you!

Mr. Darwin, I wish to acquire from you the marvelous patience and ability to study cause and effect, without bias or prejudice, so exemplified by you in the field of natural science.

Mr. Lincoln, I desire to build into my own character the keen sense of justice, the untiring spirit of patience, the sense of humor, the spirit of human understanding and the tolerance which were your distinguishing characteristics.

Mr. Carnegie, I am already indebted to you for my choice of a life-work, which has brought me great happiness and peace of mind. I wish to acquire a thorough understanding of the principles of organized effort which you used so effectively in the building of a great industrial enterprise.

Mr. Ford, you have been among the most helpful of the men who have supplied much of the material out of which the philosophy of achievement is being built. I wish to acquire your spirit of persistence, your determination, your poise, and your self-confidence, with which you have mastered poverty, organized directness, unified and simplified human effort, so I may help others to follow in your footsteps.

Mr. Edison, I have seated you nearest to me, at my right, because of the personal cooperation you have given me during my research into the causes of success and failure. I wish to acquire from you the marvelous spirit of faith with which you have uncovered so many of Nature's secrets, and the spirit of unrelenting toil with which you have so often wrested victory from defeat."

My method of addressing the members of my imaginary Cabinet would vary, according to the traits of character in which I was, for the moment, most interested in acquiring. I studied the records of their lives with painstaking