

your employees, and you get first-class cooperation, first-class output. Think first class about everyone around you, and you'll receive first-class results in return.

One of the reviewers of an early version of this book is a close personal friend who owns his own business management consulting firm. When he read the above illustration, he commented, "That's the positive result of liking and respecting people. Let me give you a personal experience of a friend of mine which shows what happens if you don't like and admire people."

His experience has a big point. Here it is!

"My firm obtained a contract to provide consulting services to a relatively small soft drink bottling concern. The contract was substantial. The client had little formal education. His business was in bad shape, and in recent years he had made some very costly mistakes.

"Three days after we had got the contract, an associate and I were driving out to his plant, which was about forty-five minutes from our offices. To this day I don't know how it started, but somehow we began talking about the negative qualities of our client.

"Before we realized it, we were talking about how his own stupidity had brought about the mess he was in, instead of discussing how we could best approach solving his problems.

"I remember one remark I made which I thought particularly clever—"The only thing holding up Mr. F. is fat." My associate laughed and came up with an equally choice observation: "And that son of his, Junior must be all of thirty-five but the only qualification he has for the job he's holding is he speaks English."