

3. Concentrate on what the other person says. Listening is more than just keeping your own mouth shut. Listening means letting what's said penetrate your mind. So often people pretend to listen when they aren't listening at all. They're just waiting for the other person to pause so they can take over with the talking. Concentrate on what the other person says. Evaluate it. That's how you collect mind food.

More and more leading universities are offering advanced management training programs for senior business executives. According to the sponsors, the big benefit of these programs is not that the executives get ready-made formulae that they can use to operate their business more efficiently. Rather, they benefit most from the opportunity to exchange and discuss new ideas. Many of these programs require the executives to live together in college dormitories, thus encouraging bull sessions. Boiled down to one word, the executives benefit most from the *stimulation* received.

A year ago I directed two sessions in a one-week sales management school in Atlanta sponsored by the National Sales Executives, Inc. A few weeks later I met a salesman friend who worked for one of the sales executives who'd attended the school.

"You people at the school sure gave my sales manager a lot of things to do to run our company better," my young friend said. Curious, I asked him specifically what changes he'd noticed. He reeled off a number of things—a revision in the compensation plan, sales meetings twice a month instead of