

A Practical Guide
for Personal Progress
in the Business and
Industrial World



Putting Yourself **OVER**

LESSON
NUMBER

1

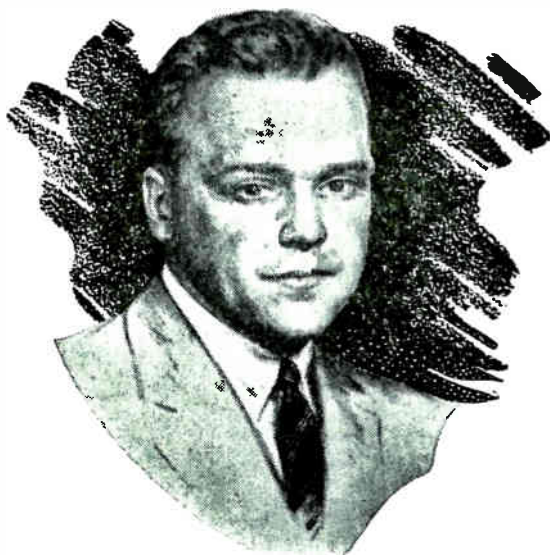
WHAT IS SUCCESS?
.....

SELLING YOUR SERVICES
.....

GETTING THE JOB YOU WANT
.....

COYNE ELECTRICAL SCHOOL
CHICAGO 12 ILLINOIS
EST. 1899





This Putting Yourself Over Course of Lessons has been developed and prepared by the Staff of the Coyne Electrical School.

It represents in large measure their own actual experiences and their observations in dealing with thousands of students and ambitious men striving for success in life.

I sincerely feel the material in this course of lessons contains the principles upon which success is based and hope you will derive a great deal of benefit from the study of Putting Yourself Over.

B. W. COOKE, JR., *President*
Coyne Electrical School

Copyright. 1957 by Coyne Electrical School, Chicago
Printed in U.S.A.

Putting Yourself Over

LESSON No. 1



WHAT IS SUCCESS?



SELLING YOUR SERVICES



GETTING THE JOB YOU WANT

The lessons that comprise the series, *Putting Yourself Over*, have been prepared to give ambitious men a better understanding of the basic qualifications for success. All of the information has been tested and found to assist ambitious men to attain goals they have set up for themselves.

Before you begin reading this series of lessons, you should know exactly what they promise to those who will "follow through" to try to understand and apply the laws and principles upon which they are based. You should know their limitations as well as their possibilities as an aid to you in your own individual ambition to obtain a high place in the world. It is our belief that you have the foremost requisites that go to make up a success—confidence and foresight. We are trying in these lessons to create a definite plan for finding and bridging any weaknesses along any particular line. The most successful men and women on earth have had to correct certain weak spots in their personalities before they ever began to succeed. If one realizes that they have weak spots and proceed to take steps to correct them, he has A DEFINITE CHANCE FOR SUCCESS.

These lessons represent many years of practical, personal experiences of hundreds of men in dealing with men of all classes. All of these men, however, have had the ambition to make an effort to improve themselves. The ideas in these

lessons have been tried and they are not a matter of guesswork. The thoughts would apply to anyone in any walk of life, but are especially valuable to men engaged in progressive industries such as Electricity and Television-Radio.

Never before in the history of our country have there been such opportunities as now exist in the Electrical and T.V. fields. On all sides we find that the industry is increasing in leaps and bounds and what has been done thus far, is only a forerunner of what we can expect in the future. In addition to training or experience, a man must have other things. He must first of all understand some of the things that are required by business before he dare to hope to reach a high place in his field.

These lessons will be valuable to you only in proportion to your effort to apply the ideas and suggestions they contain. As you read through the various subjects, make a critical study of yourself. Remember, no man has a chance to enjoy permanent success until he begins to look in the mirror for the real cause of his mistakes. When one begins to understand the truth of that statement, then is when he is starting on the roadway toward a successful future.

It is with this introduction that this series is presented to you and we feel confident it will point out to you the answers to many problems that anyone must face if they hope to be a success in life.



WHAT IS SUCCESS

If anyone is going after success, it is very important that he have a clear idea of what success is.

The idea that success is merely a matter of luck, is quite common. It has entered into our speech. We talk of good fortune and of "lucky stars" and all such things. This idea is wrong. Perhaps it is no more wrong than the idea that has been quite extensively preached, that by observing certain moral maxims or rules of conduct, **one can surely gain money, fame or position.**

Common sense leads us to the conclusion that success is a rather mixed affair, and that while certain general principles and rules have much to do with it, there are also many things that enter into the case that could be classed under the heading of **Opportunity.**

It is true that success is mysterious and even incomprehensible because success is life and life itself is mysterious. While we can understand some of the laws of it, there are many forces that operate which we cannot grasp at all. We can, however, get a little clearer notion if we will keep in mind that there are two kinds of success.

One is an inner or real success. The other is an outer or apparent success.

An example of what we mean can be gathered by the following. When we say we would like to be the Captain of a ship, we do not really mean that we want to be the Captain. But what we do mean is that we want to be called Captain. To be Captain of a ship implies long preparation, hard work and great responsibility, with very inadequate pay. Many a sea Captain in charge of a cargo of many souls or valuable merchandise gets no more wages than many ordinary workmen. None of us hanker after a job of this kind.

What we do hanker after is the distinction of authority that goes with it. We want people to touch their hats to us and point us out in a crowd, saying: "There, that is the man who is the Captain."

Many of us look with envy upon the man who has achieved success in business. We would like to have his position, his money and his influence. But we forget that long years of hard and self-sacrificing effort were taken to give him that position. And we have no particular taste for that.

Now in the case of outward success, such as being elected Governor or making a great fortune on the stock market, luck undoubtedly plays an important part. But in the matter of inward success, real success and success which means actually being a great personality, there generally isn't much luck.

In fact, the laws of real success are as accurate as any natural laws. The laws of the spirit are as faultless as the laws of men are.

It is as certain, for instance, that honesty, integrity and decency pay in the long run, and produce happiness and self-respect, as it is that 2 and 2 make 4.

And it is as certain that a liar and a crook come to grief as that two atoms of hydrogen and one of oxygen united, produce water.

Few people are very consistent. They admit that the rules in physics, electricity, etc., are basic but in their human relations they persist in the suspicion that life is rather a game of cards, part luck and part shrewdness. Whoever will renounce this superstition and acknowledge once and for all that justice and fair dealing are what really count, will have a real chance to success and happiness in whatever he does.

But enough of generalities. Suppose we get down to some basic facts and point out what some of the principles are upon which a man can safely depend in order to bring success.

SERVICE

The very first thing for a man to realize is that the world does not owe him a living. It owes him nothing except what his efforts are worth. His first step in the business world is to do something to help the world along and only in this way can he justify his existence and have a decent excuse for consuming food and air. The first thing a man may need is the right point of view; and that right point of view is that he can find his happiness only by doing the work he is best suited for.

The great mass of men are happy most of the time because they are compelled to work for a living. This may sound difficult to believe but if you will look at busy humanity, technicians, doctors and lawyers, farmers, merchants, etc., you will find that they are among the happiest people on earth because they work for a living.

Every faculty in our being cries for something to do. The brain must think, plan, organize, suggest, imagine, reason, compare and decide.

There are few satisfactions in life to match that which comes to a workman after completing a job well done.

The first rule of success, therefore, is to find your particular type of work and find your joy in it.

MORALITY

You can set it down in your books that the Ten Commandments still hold.

To be sure, the rascal does occasionally succeed. That is, he gets the apparent rewards of riches and of a place in the world. But what is the use of having these things if you have to carry about with you the consciousness that you are a fraud and a bounder? You may occasionally hear a fellow express a thought something like this: "There is no use being honest. It is the smooth rascal that gets there. Fellows who do good work are not the ones that get the plums, it is the fellows who 'hand out a line'."

Now, this is a sample of about the worst sort of infidelity. For the infidel is the one who has lost the sense and the value of being straight, clean, true and kind. Without these things, a man is not a success regardless of how much money or apparent place in life he may happen to acquire.

BE A GOOD SPORT

The late Teddy Roosevelt told cowboys at Cheyenne that he liked the Western men because they were good sports.

The word "sport" has very many meanings. What Teddy doubtless had in mind was that the kind of man who does not give up when he is beaten but tries again.

Only a good loser is a real man.

It is in failure that the stuff we are made of is discovered. If we sulk and are sore, if we give all sorts of reasons why we lost, if we decry the winner, we are small and mean. But if we have learned the art of bobbing up serenely wishing the best man luck, bearing no malice, smiling and not pouting; then we show ourselves to be as good a man as the victor from the standpoint of personality and sometimes, better.

And here is a secret that is not generally known. You have heard that "nothing succeeds like success". But it is still true that you admire a man who, when he falls, gets up and brushes off the dust and goes at it again as jolly as ever. There are those who are swindled and yet do not whine, unfortunate and yet keep a sweet and even disposition and refuse to be grouchy, even though on the surface you might feel they would be justified. These are the kind of men everybody likes and eventually become masters of their adversities and realize success. A wise man once said, "Anybody can smile when the sun is shining".

BE CHEERFUL

There are few things that smooth a man's way toward success more than the habit of cheerfulness. And it is a habit and one that is well worth forming.

How would you like to have 100 people thinking about you and thinking pleasant things? How would you like to have 100 people, who whenever your name was mentioned, praise you and when you are attacked or sneered at on your absence, defend you warmly?

You can have these 100 allies easily. If you will be cheerful and agreeable to everyone you meet, for three months, making no exceptions, and during this period, never indulge in any criticism of anybody, dead or alive. In other words, practice, if you please to term it so, one quarter of the year in solid, unbroken cheerfulness. You will discover it is the best investment you have ever made in your life. Your self-respect will rise and also your contentment with life. You will begin to suspect that you are somebody and you really will be somebody.

It will operate upon your body and make you healthy. It will have its effect upon your mind and drive away many of your cares and worries.

Cheerfulness is an asset that is not to be underestimated.

And here's an important fact that "ties in" with the suggestion you've just read. If there is any single secret for getting along with people it lies in the ability to get the other fellow's point of view and to see things from his angle as well as your own.

Remember, for the most part people are **not interested in you, they are interested in themselves.** It is likewise true that the fellow who is not interested in his fellow men is the one who has the greatest difficulties in life. You can be one of those "different" people who is interested in others rather than interested in yourself, by just **treating each fellow the same way you would like to be treated.** That last sentence has a vaguely familiar ring, doesn't it? It should, it is the Golden Rule applied in a practical sense.

FAITH

By faith is not meant an intellectual agreement to a proposition someone else makes, whether in Church or out. What is meant is the confidence in the great truths and laws that govern men's actions; a confidence in those truths of the world that are just as sure as the laws of gravitation, electricity and mathematics.

You must have faith in a creed like this: "Honesty always pays," no man can really injure you but yourself, that truth is stronger, more powerful and more long lived than any lie. That the world is steadily, and slowly, growing better.

These sound like theories from a copybook. They are old stuff; yet they are the truest and most reliable things in the world today. If you disbelieve or doubt these truths, your chances for success are definitely lessened because faith is one of the pillars upon which any man's success may rest.

TEAMPLAY

It is as true as that night follows day that **NO MAN EVER MADE A SUCCESS ALL BY HIMSELF.**

In the great arena of the modern business world it is teamplay that counts. Teamplay is based on the capacity of an individual for discipline and ability to choose between selfishness and co-operation.

Nine-tenths of a man's success is his ability to work with other people. Without this quality there is no profit to the manufacturer for his services, no prosperity among the workmen, and no good Government for any city or country.

No matter how good a baseball player might be, he is of very little use to a club unless he is able to co-operate and play as a team with the other 8 members. What is true in athletics, in this respect, is 100% true in business.

SELF MASTERY

Each man who hopes to be a success needs to realize at the outset that he is not a plaything of destiny, but that he and he **alone**, controls his own future.

There is a certain invisible power in every human being. If this power remains **dormant**, the man remains **mediocre**. If he can bring it to light and use it, then he is a success.

It is essential, therefore, that a man should learn that he is master of his own destiny for only in this way could he ever be master of others.

BE HUMAN

No matter how deep your convictions or how lofty your ideas, or how rock-rooted your principles—keep human and remember that you are part of the human race. Don't lose hold with your fellow man. No matter how much you entertain your loftiest ambition, it is well to mix it with a cup of human kindness. In other words, don't trample on others in your efforts and zeal to realize success. Keep in touch with your fellow man and remember that after all, no prize of life or business is so good as love and friendship of the people you meet in your social or business life.

With those practical success facts, as a start, we are now ready to tackle some practical problems that confront each individual who strives for betterment of himself and his position.



GETTING THE JOB YOU WANT

The first step toward success is getting the job you want. There are right ways and wrong ways of going after any job. Getting a job is a problem that has a definite solution the same as any electrical or radio problem. By applying certain TRIED rules and by making an intelligent and determined effort to sell your services to a company that can use them you will get the job you want.

You see, when you go out to get a job, you go out to sell something. You are your own salesman. When you are applying for work, what are you doing? Aren't you trying to sell the employer on the idea that for a certain amount of money, paid by the day, week or month, you will give him in return SERVICES just the same as if he buys an automobile for the service it will give him? In your case by putting you on the payroll it will increase the profits of his business. The employer then is the **buyer** and you are the **seller**. You must sell him on the idea that the purchase of your services is a "good buy." Don't forget this very important fact in dealing with any employer.

When a man wants to buy the services of a man he looks most strongly on certain points and it is up to the man to prove he has those points **OR LOSE THE SALE**. Therefore, the sooner you realize the fact that you are salesmen who must sell your services, the sooner this problem of getting a job you want will be settled.

There are basically three (3) important points that you must have to impress an employer. They are:

- (1) Preparation
- (2) Presentation
- (3) Determination

PREPARATION: Getting a job is in many ways the same as selling property. Surely no competent real estate salesman would try to sell a house without first sitting down to make a note of all the "talking points" of that house. He'd think of every possible advantage and comfort that home and the neighborhood had. The difference between a successful real estate salesman and a failure is largely in the matter of **PREPARATION**.

In selling your services you must do the same thing. **Develop reasons why the employer should hire you.**

One resourceful fellow used this idea to get his first job. He used to use a sheet of paper on which he typed 10 reasons why the employer should hire him. He put himself over because his 10 points were logical and impressive. He gave the employer these 10 reasons in **SELLING HIS SERVICES**.

Claude C. Hopkins, one of America's greatest advertising geniuses got his first job because he **HAD AN IDEA**. He applied for work with Swift & Company in Chicago as Advertising Manager. He was the 108th applicant for the job and in competition with some of the best advertising men in the Middle West. You see, Advertising Manager for Swift & Company was one of the best advertising jobs in the City of Chicago. Well, being 108th in a list of **REALLY** experienced advertising men made this youngster from Grand Rapids do some tall thinking.

Here is what he did. He had 15 business men in Grand Rapids, many of them customers of Swift & Company, write a letter of recommendation for him to this company. He told each **WHEN** to send the letter and **WHAT POINT** of his character or ability to stress in their letter. The result was that this company got 15 letters on 15 different days all extolling the ability and character of Claude C. Hopkins. The result was a second interview with this "unusual" fellow and a job for Claude Hopkins. **PREPARATION AND SALESMANSHIP** marked the success of Claude Hopkins. He used his head. Incidentally, there is no patent on his idea—you can use it yourself—it may help you.

Although jobs are always available for the right man, this is a day of competition with the other fellow. You must make your qualifications appeal more than the other fellow's if you are going to get the job. There are always "job seekers" everywhere and in every line of work. But for the most part what class of fellows are these? Are they the well-trained, desirable type? No. If you investigate you'll find them just the opposite. Your job is to show the employer you are the type of man he wants—not one of this shiftless untrained type.

A letter came to us from a fellow who has been out in the field just a short time who told an amusing story of one of these "Haywire Electricians" who fooled the employment manager. One of these fellows who learned what he knew about his trade by "tinkering around." He told the Employment Manager he has been working in the field for 4 years. Well, he was soon found out by fellow workers and one day he was sent to the stock room for 6 dozen OHMS—AND THE FELLOW ACTUALLY WENT AFTER THEM!

Therefore, don't fear competition from any of these "so-called" technicians—have confidence in yourself and use your sales ability. When you know your stuff, you can show the employer the difference between a trained man and a "jack leg." Here are a few points to keep in mind before you EVER start out on a job.

First of all select your employer—a company you would rather work for than any other. Study the business of the company and especially the work expected of a man who is going to fill the position you are seeking. Don't forget to sell him what he wants. If he wants an armature winder or radio serviceman, don't try to sell him on the idea that you are a good power house operator, but center your thoughts around your ability to do the work he has and make everything else you say explain your interest and qualifications in this particular field.

How do you know what type of work to stress in your application? Well, if you go about this business of getting the job you want, in a systematic manner, some effort should be put in to determine beforehand the type of work done by the company you are contacting. Usually the nature of the establishment will give you some idea, but if this doesn't disclose the particular type of electrical or radio work, then you should make some inquiries. You can quite often get all the information you want.

Another thing to do is to try to put yourself in the position of the man who does the hiring and ask yourself what questions you would ask the fellow who was applying to you for a job. After all, he is the man you have to sell on the value of your services so the thing to do is to anticipate what he will ask you and be prepared.

The average fellow going after any kind of a job does it haphazardly. That is why, when a man comes along who obviously has given the matter some thought and is prepared, he stands out like a beacon in a lighthouse.

Another point to keep in mind is that quite often the more critical an employer is before hiring you, the better opportunity in the future you have with that company. Naturally, if a fellow is just hiring a fellow for just an ordinary job, he wouldn't spend a great deal of time with him. When-

ever an employer seems to be "overly critical" in examining you for a job, you can put it down that he has far more than the immediate job he is offering you, in mind for you to eventually handle for his company.

Suppose the company at which you apply for work offered you a job other than that one you applied for, then what?

In going after the job you want, this question quite often comes up. A company in either electrical or television work, having within their organization exactly the type of job you wish to hold some day, may offer you a job that is not strictly along the lines for which you are qualified. The question is—what to do? In applying for any job, or as far as that goes, in accepting any job, you should do so with the long range viewpoint.

It may be quite possible that the employer who is offering you this other type of work is "testing you out," to see just how badly you want to work for their company. The man may, as an example, offer you a job in the shipping department when he knows right well that you are qualified to do an electrical or radio job in his plant. The reason he is offering you this job which is not the job you are planning for, is to find out how anxious you are to work for his company. Another important point is that if you accept this job in the shipping department, he will be observing how you do the job and upon your attitude may depend your entire future with the company.

In other words, if you go about the work in the shipping department in a very disgruntled and dissatisfied attitude, and show every indication that you feel you were given a "bum break," by being offered this job, then he knows that if you were transferred to a job along the lines for which you are qualified, and some disagreeable aspect of that job showed up, you would show the same lack of consideration for the problems of your employer. Remember that it quite often is an employer's "scheme" to test the interest and loyalty of the potential key men of his organization by trying them out on a disagreeable job to see what their reaction is and just how much the company's interest they have at heart.

Remember, too, any job that is worth being done is worth being done well. You never know whether the boss is testing you out, you never know what may be behind some menial task that is offered to you. You can be sure that as long as you do your level best on whatever job you have, you're bound to come out on top.



Questions

In these Putting Yourself Over lessons, we list several questions for special attention. The first list of these questions is listed below and it is to test your reaction to questions that are quite often asked in employment offices. It is quite possible you may be asked these very same questions, in your future contacts for employment. So here is what we want you to do. Take a pencil and paper and sit down and try to answer all of these questions as well as you can. They may not be easy but they will be interesting. Do the very best you can, try to intelligently cover each point that quite frequently an applicant for a preferred job is faced with in the employment office.

After you have made an effort to answer these questions, then compare your answers with our recommended answers on the following pages. In this way, you may be able to see where you agreed with our recommendations and on what points we disagreed. Our suggestions are based on years of experience with these problems and if you make a real effort to handle this portion of each of these lessons, and try your best to answer the questions, you will find this one of the most valuable features of each of these Putting Yourself Over lessons.

1st Question: Suppose an employer asked you to tell him what you think he should pay you—what would you say?

2nd Question: In a personal interview the Employer says—
You don't have enough experience to hold the job I have—what would you say?

3rd Question: You call on a Company and find a "No Help Wanted" sign in the office—what would you do?

4th Question: The employer says: "I have no opening and I don't know when I will have one." What would you say and what would you do before leaving his office?

5th Question: An employer asks you to tell him how soon a man should get a raise after he starts working for a company. What would you say?

6th Question: How many times and at what intervals would you repeat calls on employers?

THE world is made up of two great classes of people—those who want success and *wish* for it and those who want success and wade right in and *work* for it.

WORK is the net price all must pay to travel the highway of progress.

Steps to Success

TIPS FOR MEN APPLYING FOR WORK

In the foregoing was outlined the proper approach for use in contacting an employer for a job. Salesmanship in **putting yourself over** is the **PRIMARY** requisite for a man who secures the best jobs today. There is no substitute for **INITIATIVE** and confidence. However, there are several basic points on the way you present yourself to an employer that you should know about. So here are some definite ideas on what to do:

- (A) Before you leave home to interview an employer for a job.
- (B) On the way to keep your appointment.
- (C) When you arrive at the place you intend to apply for a position.

Some of these ideas may seem trivial to you but they mean a great deal in the eyes of the man who is trying to decide whether or not you will make a conscientious, careful and neat workman. Remember, it is sometimes these simple little things that make the difference between selling yourself and **FAILING TO GET THE JOB YOU WANT.**



Now here are a few things to be sure to do:

BEFORE YOU LEAVE HOME TO CALL ON AN EMPLOYER

1. Make yourself clean and neat.
2. Comb your hair.
3. Shave.
4. Clean your teeth.
5. Clean your nails.
6. Shine your shoes.
7. Wear a clean shirt.
8. Replace missing buttons on clothing.
9. Press and brush your clothes.
10. Remove gaudy pins.
11. Carry a clean handkerchief.
12. Leave early enough to keep your appointment on time.

THEN keep these thoughts in mind:

ON THE WAY TO THE COMPANY

1. Review in your mind the details of your past training and experience, so that you can answer questions without hesitation.
2. Think about what the employer needs, and how you can meet these needs.
3. Review in your mind your qualifications for the prospective position.
4. Determine to succeed in getting the position.

If you have tried to follow those instructions before you reach an employer's office, you have made a very good preparation. THEN here is what you should keep in mind:

WHEN YOU ARRIVE AT THE PLACE YOU ARE APPLYING FOR WORK

1. Check up on your personal appearance before entering.
2. Be on time, but not over ten minutes ahead of time.
3. Leave your cigarette outside.
4. Kill any tobacco or other odor on your breath.
5. Remove any candy or gum from your mouth before entering.
6. Remove your hat as you enter.
7. Ask only for the person you are to interview.
8. Remain outside "Private Office" until told to enter.
9. Refrain from interrupting a conversation.
10. Introduce yourself, and state your reason for calling.
11. Stand erect and remain standing until invited to be seated.
12. Sit comfortably in your chair.
13. Do not slouch.
14. Be courteous at all times.
15. Let the employer do most of the talking.
16. Answer questions directly and truthfully.
17. Speak distinctly and use the best English you can.
18. Do not give the employer a "hard luck" story. Talk about HIS needs rather than yours.
19. Be willing to take a test to show your ability.
20. Be interested in the possibilities for promotion but be willing to start at the bottom and work up.

It may be impossible for you to remember all these things but if you apply even a small percentage of them, it will improve your approach to an employer. I would suggest that you carry this lesson with you when you go after a job so that you can refer to these instructions out on the "FIRING LINE."

Remember that an employer usually hires a man that "stands out" from the crowd. A sincere effort to apply these suggestions will tend to make you "stand out" from the group of applicants who might be seeking work with the same company when you make your call.



HERE is such a thing as the *habit* of success.

It means starting right and sticking to your purpose until it becomes easier to stick than to stop and give up.

There is no quality more quickly spotted — and none more highly respected in business — than the “success air” which comes from keeping everlastingly at it.

ANSWERS TO QUESTIONS ON LESSON No. 1

Question No. 1—Suppose an Employer asked you to tell him what you think he should pay you, what would you say?

Answer No. 1—The question of salary is always an important one. In my opinion, a fellow should try to “bridge” this question if possible and let the employer actually state the figure. Always keep in mind the fact that an employer generally knows the minimum as well as the maximum salary he will pay for any job. The way to answer an employer on this question is—“I will work for any salary you think is fair—I am seeking an opportunity and feel your organization offers a good, ambitious man the opportunity I want—I’ll work for any reasonable wage you decide to pay for the job you place me on.”

Question No. 2—In a personal interview, the employer says —“You don’t have enough experience to hold the job I have”—what would you say?

Answer No. 2—Before answering this question, I’d like to say that this is a “pet” question employers use to TEST the confidence of an applicant. The best way to handle it is to tell the employer—“I appreciate your viewpoint. However, I am very anxious to work for your Company and I feel qualified to handle most any job in my line. I’ve had a very thorough training through which I’ve gained much experience on actual SHOP PROBLEMS and I’d like to take any test you might care to give me to prove I can do the work. I feel that whatever I may lack in actual field experience, I have more than made up for through my ambition to succeed. I would like to prove my ability to you.”

Question No. 3- You call on a company and find a "NO HELP WANTED" sign in the office—what would you do?

Answer No. 3—A NO HELP WANTED sign serves two purposes: (1) It gets rid of many men the company does not want to hire. (2) It helps to single out the exceptional men. You should never let a mere NO HELP WANTED sign stop you. The best way I know of to get in to see the Employment Manager is: Get a sample copy of a blank employment application (you can get them at stationery stores) and fill it in—place the application in a plain white envelope addressed to the Company and marked EMPLOYMENT MANAGER—PERSONAL. When you make your call, merely give this sealed envelope to the clerk and say, "I'll appreciate it if you will give the message to the EMPLOYMENT MANAGER—I'll wait for an answer." In following this plan you will get interviews at most concerns and can leave an application at EVERY CONCERN. Don't ever let a NO HELP WANTED sign hold you back because EVERY company is ALWAYS looking for a GOOD man.

Question No. 4- The employer says—"I have no opening and I don't know when I will have one." What would you say and what would you do before leaving his office?

Answer No. 4— This is another STOCK ANSWER used by many employers to WEED out the "average" from the good men. One of the best answers you can give to this question is: "I didn't expect to be fortunate enough to get a job the first time I called on you. I'm satisfied to wait because I feel a job with your company is worth waiting for. I feel after you have had a chance to check over my qualifications, you may see some place where you could work me in. Although I am mainly interested in (name kind of work), if you have some opening in mind that I might handle that is not entirely along this line, I'd be quite happy to start at this work until something in full time work along my line might present itself. I am confident there will be openings in this company and I'm quite willing to wait—the important thing in my mind is to be employed with your organization. I know my opportunity will come." Then write or call on this employer in a week or ten days and remind him of the application you left. You could say something along this line in your follow-up letter—

Dear Employer:

About a week ago, you extended me the courtesy of a personal interview and the privilege of placing an employment application with you.

At that time you didn't have any openings but were kind enough to place my application in your file for future reference.

I am taking this opportunity to let you know I am still very much interested in locating with your Company. Although my application specifies a preference for some certain work, I would be quite interested in working for you in any capacity until you had an opening along that line. I have had considerable mechanical experience and feel there are many jobs that I could handle pending something definitely in the electrical line.

I am available for immediate call and will appreciate any consideration you may extend to me. If you have some job you might want to discuss with me at this time, please drop the enclosed card in the mail and I will come in to see you whenever you specify.

Sincerely,

Be sure to enclose a card addressed to yourself. The cards sold at any Post Office will serve the purpose very well. On the front or address side, write your name and address.

On the reverse side place this message:

Dear Sir:

Please call at my office for a personal interview regarding employment. Arrange to call.....

between the hours of.....

Name.....

Company.....

Address.....

The object of this card is very obvious. You want to make it easy for the employer to contact you and this card merely requires a few notations and very little time on the part of the employer. If he wants to see you, all he has to do is drop the card in the mail.

Question No. 5 An employer asks you to tell him how soon a man should get a raise after he starts working for a company. How would you answer that question?

Answer No. 5 This is another question many employers ask men applying for work. The answer on this question might be predetermined by the basis under which a man was hired in the first place. For instance, an employer might hire a man for 90 days at a certain salary with the

understanding that at the end of that "trial" period, the man will either be let out or placed on a permanent basis at an increased salary. In most cases, however, you would be expected to answer this question directly. The best way to handle it would be to turn it back to the employer. Here is how you could answer him—

"A man's salary should be increased when he proves he is worth more money to his company." No set time should be placed on this. A man may prove in a few days that he is worth more money and will immediately be transferred to a much more responsible job than he was first hired for. Any good company would increase his salary accordingly. On the other hand, a fellow might be hired for a certain salary and because of a lack of industry or willingness to learn more about the business, never be worth any more. Here is what I mean. I knew two young fellows one time who went to work on a job assembling electric razors. After the first day, they knew just about all they would ever learn about the assembly of these razors. They were paid the maximum salary for razor assembly when they started. About 3 months later, another fellow was hired by this company and he too was started in at the same job the other boys were doing and at the same pay. This fellow, however, took one of these razors home and studied it. He got other razors and studied them. He tried to find out all he could about that product. By studying these various razors, he made several notations on how the product made by the company he was working for could be improved. He took these ideas to the General Manager and in doing so, made himself STAND OUT. About one month later, there was an opening in the Engineering and Design Department and this fellow was given the job with a 100% increase in salary. The other two young fellows were still on the same job they were hired for and at the same pay. Tell this case to some employer who brings up this question—it will let him know you have the proper mental attitude on salary increases in an organization.

Question No. 6- How many times and at what intervals would you repeat calls on employers?

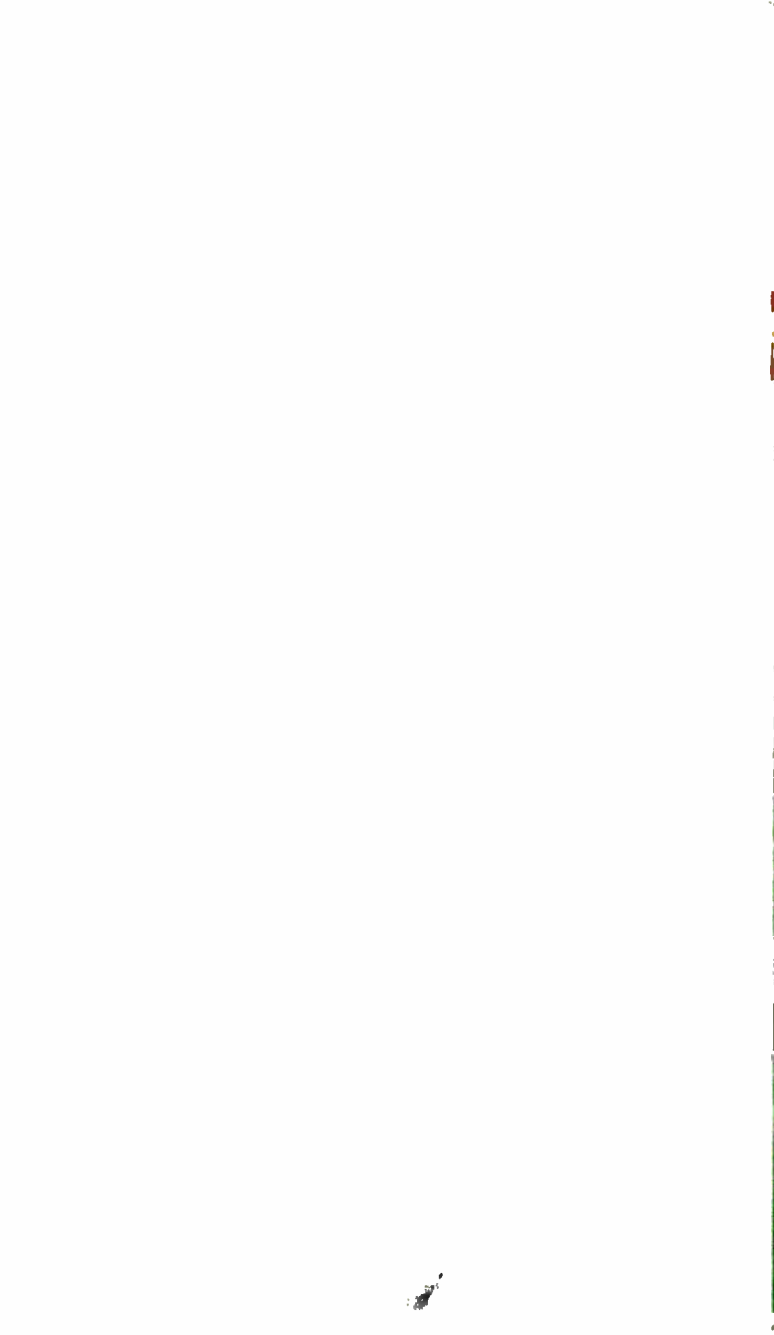
Answer No. 6- The answer to this question is, of course, based on the assumption that the company is either in your town or near enough to make repeat calls possible. First of all, rarely if ever is a man hired on the FIRST CALL. Some companies require a man to make 3 calls before they hire him. They claim, "Any man who really wants to work for us and lives in this community will be back three times." I know one fellow who made 36 calls at the Nat'l Broadcasting Company before he was hired. He wanted to work for this company and no other com-

pany—he just kept after them until he got a job—today he has one of the most responsible jobs in the organization. In view of many years of experience with thousands of fellows, it is our opinion that a man should call on a company at least three times at weekly intervals before definitely dropping the concern from his list of employment possibilities. As a **GENERAL RULE**, plan to make at least 3 calls on employers and space these calls at a week or ten days. A very good rule to follow, however, is to keep “coming back” often enough so you don’t let the employer forget you. Remember the cases I outlined above and keep in mind always that a company generally hires the man who seems to have the greatest desire to work for the company. All employers have a way of determining between “spontaneous desire” and sincere desire—repeated calls tend to create the latter impression.

Lesson No. 2 deals with Self-confidence, Proper Mental Attitude and the Power of Right Thinking. It also covers other important matters that have a bearing on either getting or holding a good job.

Critics are made up from the scraps and scattered remnants that are left over when good folks are created.

Anyone can criticise the work and efforts of his fellows —but it takes a broad-gauged, fair-minded, thinking man to quietly show others a better way by his own example.



A Practical Guide
for Personal Progress
in the Business and
Industrial World



Putting Yourself OVER

LESSON
NUMBER

2

SELF-CONFIDENCE—FEAR
HOW TO MEET THE "NO'S" OF LIFE
RIGHT THINKING
SERVICE IS A HABIT
COYNE ELECTRICAL SCHOOL
CHICAGO 12 ILLINOIS
EST. 1899





SAMUEL F. B. MORSE (1791-1872)

The inventor of the electromagnetic recording telegraph and of the dot-and-dash alphabet known by his name was born at Charlestown, Massachusetts, invented the commercial telegraph in 1832, and struggled for twelve years in great poverty to perfect it and secure its proper presentation to the public. The first public exhibition of the completed instrument was made in 1837 at New York University, signals being sent through 1700 feet of copper wire. It was with the aid of a \$30,000 grant from Congress that the first commercial line was constructed in 1844 between Washington and Baltimore. The struggles of Samuel F. B. Morse to bring a great electrical discovery to the nation has served as an inspiration to inventors and scientists of Electricity to the present day.

Putting Yourself Over

by
The Technical Staff
Coyne Electrical School

LESSON No. 2

- **SELF-CONFIDENCE**
- **FEAR**
- **HOW TO MEET THE "NO'S" OF LIFE**
- **RIGHT THINKING**
- **SERVICE IS A HABIT**

This lesson will deal with the above subjects which are some of the most essential for success.

An entire book could be written on these subjects alone, but by eliminating a lot of unnecessary explanation and "boiling down" the subjects, we can give you a clear picture of their importance and how they are to be applied toward your success.

The most essential quality any man must possess if he hopes to be a success in life, is self-confidence. Self-confidence helps you master the fear of criticism. True self-confidence teaches you the difference between personal egotism and a real belief in your ability.

Haven't you seen many men throughout your life who were actually geniuses in their chosen field who failed to attain any appreciable degree of success? These men possessed of all the technical requirements to a great career but lacked self-confidence.

Skepticism is a deadly enemy of progress and self-development. Surely this is no age for the skeptic because it is an age in which we have seen more of nature's laws uncovered than in all the past history of the human race. Within the past 25 or 30 years we have witnessed the mastery of the air; we have explored the depths of the ocean; we have all but annihilated distances on the earth; we have harnessed power and made it turn the wheels of industry. We have instantaneous communication between the nations of the world. Truly, this is an age of illumination and unfoldment, but we have as yet barely scratched the surface of knowledge.

This is an age of experimentation and research that is sure to bring us to a great understanding of the mysterious force called thought. We have already found out enough about the human mind to know that a man may throw off the accumulated effects of a thousand generations of fear by merely thinking things out. We have already discovered the fact that FEAR, taking on a thousand different forms, is the CHIEF REASON for poverty, failure and misery. We have already discovered the fact that the man who masters fear can march on to successful achievement in practically any undertaking.

The development of self-confidence starts with the elimination of the demon called FEAR, which sits upon a man's shoulder and whispers in his ear: "You can't do it—you are afraid to try—you are afraid of public opinion—you are afraid that you will fail—you are afraid that you have not the ability," etc., etc.

Have you ever found yourself confronted with these thoughts? If so, then you very definitely understand what I mean. If not, then you already have a well-developed SELF-CONFIDENCE.

Probably one of the outstanding reasons for failure in any man is the fear of criticism. Just how a man acquires this basic fear would be hard to definitely determine. One thing is certain, many men have it in a well-developed form. But, regardless of where or when it originated, the fear of criticism is ever present and takes on many different forms, the majority of which are petty and trivial in nature, even to the extent of being childish.

The fear of criticism in business is apparent on almost every hand. A man will hesitate to submit a suggestion or idea because he is afraid someone may criticize him or belittle the importance of the suggestion. His lack of SELF-CONFIDENCE holds him back from doing something that might mean a great deal to him. To develop SELF-CONFIDENCE, ONE MUST believe in himself. Certainly if a man has known himself all his life and does not have SELF-CONFIDENCE, he can't very well expect a potential employer to have much confidence in him. It is surprising to note the results that certain men attain when this fear of criticism has left them. I would like to take this time to cite a particular case to prove this point.

Some years ago a test was made with a fellow who applied for a position (or at least, he thought he was applying for a position) with a company in the Middle West. Before directing him to a man who might possibly use his service, but from whom there had been NO DEFINITE REQUEST FOR A MAN, he was given the following instructions:

He was told that this man was actually looking for a man possessing the qualifications he had and that no doubt this employer would raise considerable objection and tell him that there was no possible opening, that he had not even made any inquiry for a man, and in fact had no idea of hiring anybody. Those things this fellow was made to understand were merely a part of this man's system of testing out a possible applicant for the job.

He was told not to pay any attention to what this man was to say but to keep on insisting that he was the man the employer was looking for and not to take "No" for an answer and **THAT THERE ACTUALLY WAS A JOB OPEN.**

Now, to begin this, this employer was a critical, disgruntled old gent and when this fellow confronted him after getting in to see him over the objections of the secretary, he was in any but an amiable mood. The fellow stated his business and was immediately told there was no job open **THEN** and he didn't know when there would be. However, this fellow's **BELIEF THAT THERE WAS A JOB** and his **CONFIDENCE** in his **ABILITY** to hold this job enabled him to more than "hold his own" with this employer. As a result, he gained the respect of this employer who was so impressed he hired the fellow then and there.

You see, the fellow thought this man was only stalling and merely trying to "get rid" of him. He felt there was a job open and this "ranting and raving" by the employer was just part of his act to discourage the fellows he didn't want to hire. Some employers do that to test the "mettle" of future employees. They want to see how much confidence a man has in himself—**HOW HE CAN TAKE IT.**

Now this was confidence of the sort that makes for a successful man. If he didn't have it, he would have turned and walked out of that man's office at the first expression of "No opening." Remember—many employers will make **AN OPENING** where there is none if they see in a man all that they look for in a successful employee.

A man out on the job also is confronted almost daily with situations that require confidence. A young fellow, Stanley Lawrence of Colorado, displayed faith in his own convictions in a situation some years ago that has enabled him to obtain the position of Chief Electrician with a Mining Company. This situation came about when some large equipment in connection with a Power House failed one day and in spite of the efforts of the then Chief Electrician, General Manager, and Engineers from the company who manufacture the equipment, the faults could not be corrected. Stanley, then just a young man in the service of this organization had some definite ideas on what was wrong and instead of pre-

suning that possibly these ideas were incorrect (otherwise these Engineers would certainly have thought of them), he felt that they were at least worth a trial.

He asked his boss for fifteen minutes on the equipment to test a few ideas he had. **THE BOSS TURNED HIM DOWN**, but one of the company Engineers said, "Why not give him a chance to fix it—we can't seem to do much about it." Well, Stanley got the chance and in ten minutes the plant was operating again. This was a definite display of **CONFIDENCE**. It so impressed this company Engineer that a complete report was made to the home office. Within three months Stanley Lawrence was promoted to Chief Electrician.

Now, some people might say it was **LUCK** that Stanley had this opportunity. There are thousands of such opportunities in plants every day, but how many times does a young fellow like Stanley Lawrence analyze the fault and **ASK** for a chance to get the "wheels rolling?"

What Stanley did was not **LUCK**—it was **CONFIDENCE**. He believed in himself even if his boss didn't. He gambled his future with the company on the faith he had in his own knowledge. That's not **LUCK** in any man's language.

Eliminate the word **FEAR** from your vocabulary. Remember—"Nothing ventured—nothing gained"—is an old adage that holds very true in all walks of life and in all businesses. In other words, if a man has an idea or has an ambition to attain a certain goal, and doesn't believe it possible for him to do so, **HE WILL NEVER DO SO**. But if he believes in himself, has the ability and directs every effort towards the goal he has set up, there is nothing that can stop him.

And, now for one more example before closing the subject on this very important success quality of **SELF-CONFIDENCE**.

Let us apply this line of reasoning to salesmanship and see what part **SELF-CONFIDENCE** plays in this great field of endeavor. Many electrical and radio men go into combination jobs of sales and service, and many start a business of their own, and no doubt this illustration will fit a great percentage of electricians and radiomen.

It will be worth your while to analyze the methods by which a young man gained the title as the world's leading salesman. One of the greatest salesmen this country ever knew once worked as a clerk in a newspaper office. He was a timid young man with a more-or-less retiring sort of nature. He was one of those who believe it best to slip in by the back door and take a seat near the rear of the "stage

of life." One evening he heard a lecture on the subject of this lesson—**SELF-CONFIDENCE**—and the lecture so impressed him that he left the lecture hall with a firm determination to pull himself out of the rut into which he had drifted.

He approached the business manager of a newspaper and asked for the position of solicitor of advertising and stated that he wished to be placed in **WORK ON A COMMISSION BASIS ONLY**. Everyone in the office expected to see him fail, as this sort of salesmanship called for the most positive type of sales ability. He went to his room and made out a list of a certain type of merchants on whom he intended to call. At the outset, one would think that he would naturally make up his list of names of those whom he believed he could sell with the least effort, but he did nothing of the sort. He was going to give himself a real test to begin with. He placed on his list the names of only the merchants on whom advertising system solicitors had called without making a sale. His list consisted of only twelve names. Before he made a single call, he went out to the city park, took out his list of twelve names, read it over a hundred times, saying to himself as he did so, "You will purchase advertising space from me before the end of this month."

Then he began to make his calls. The first day he closed sales with three of the twelve possibilities. During the remainder of the week he made sales to two others. By the end of the month he had opened an advertising account with all but one of the merchants he had on the list. For the ensuing month he made no sales for the reason that he made no calls, except on this one obstinate merchant. Practically every day when the store opened he was on hand to interview this merchant and each time the merchant said "No." The merchant knew he was not going to buy advertising space, but this young fellow **DIDN'T** know it. When the merchant said "No," the young man did not hear, but kept right on coming back.

On the last day of the month, after having told this persistent young man "no" for dozens of times, the merchant said, "Look here, young man, you have wasted a whole month trying to sell me; now, what I would like to know is this—why have you wasted your time?"

"Wasted my time, nothing," he replied. "I have been going to school and you have been my teacher. Now I know all the arguments that a merchant can bring up for not buying, and besides that, I have been drilling myself in **SELF-CONFIDENCE**." Then the merchant said, "I will make a confession of my own. I, too, have been going to school and you have been my teacher. You have taught me a les-

son in persistence that is worth money to me and to show my appreciation I am going to pay you my "tuition fee" by giving you an order for advertising space."

And that is the way in which one of America's best advertising accounts was brought in. Likewise, it marked the beginning of a reputation that has made the same young man a millionaire.

He succeeded because he charged his own mind with sufficient SELF-CONFIDENCE to make that mind an irresistible force. When he sat down to make up that list of twelve names, he did something that 99 people out of 100 would not have done. He selected the names of those whom he believed would be hard to sell, because he felt that from the resistance he would meet in trying to sell them, would come strength and SELF-CONFIDENCE.

Here is a little creed that you should read until you know it by heart. There is no more fitting way to close this portion of this lesson:

"I BELIEVE"

- "I believe in myself. I believe in those who work with me.
- I believe in my friends. I believe in my family.
- I believe that God will lend me everything I need with which to succeed if I do my best to earn it through faithful and honest service.
- I will be patient with other people and tolerant with those who do not believe as I do.
- I believe that success is the result of intelligent effort and does not depend upon luck or sharp practices.
- I believe I will get out of life exactly what I put into it and therefore, I will be careful and conduct myself towards others as I would want them to act towards me.
- I will not slight my work no matter what I see others doing.
- I will render the best services of which I am capable, because I have pledged myself to succeed in life and I know that success is the result of conscientious and efficient effort."

Anyone that can follow that creed will go a long way. Remember, there's no puzzle to knowing why a few men advance to highly paid positions, while others all around them who have had as much training and who seemingly perform as much work, don't get ahead. Select any two people of these two types, and the reason why one advances and the other stands still, will be quite obvious to you. You

will find that the one who advances believes in himself. You will find that he backs this belief with such dynamic aggressive action that he lets others know that he believes in himself. You will also notice that SELF-CONFIDENCE is contagious; is compelling, is persuasive; it attracts others. You will also find that the one who does not advance, shows clearly by the look on his face, by the posture of body, by the lack of briskness in his step, by the uncertainty with which he speaks, that he lacks SELF-CONFIDENCE. No one is going to pay much attention to a person who has no confidence in himself. He does not attract others because his mind is a negative force that repels rather than attracts, and in no other field of endeavor does SELF-CONFIDENCE play such an important part as in the field of a progressive industry, such as Television or the entire Electrical industry. You don't need to be a character analyst to determine the moment you meet a man who has SELF-CONFIDENCE—it stands out in a way that cannot be overlooked.

HOW TO MEET THE "NO'S" IN LIFE

What is the most significant and productive word ever uttered by human kind? It is the word NO!

The word NO faces us daily. Apparently nature has fashioned us so that we need plenty of NO in our lives so we can develop our moral, emotional and intellectual muscles. Here are a few outstanding examples of men who said NO to problems they encountered in their lives.

"NO!" said Milton to blindness, and Beethoven to deafness, "You shall not end my creativeness." "No!" said Cromwell to the age-old might of kings, "You shall not trample down the dignity of the individual man." "No!" said George Washington to indifference, slander, lack of supplies, defeat, cold and endless discouragement, "You shall not overcome the spark of American liberty."

NO is even behind the inventor and scientist. "NO!" said Alexander Graham Bell, "It is not absurd that a human voice can travel over a wire." "NO!" said Wilbur Wright, "It is not silly to believe that a human being can fly through the air with the aid of modern mechanical development, and machines." Great men, whether they be lawyers, mechanics, electricians, teachers, or men in any walk of life, never fear NO. Indeed they learn to respect NO far more than the word "YES."

That is why the study of the different kinds of NO is a study of the different elements of progress and is of the utmost importance in character development. So let us turn to the kind of NO'S we encounter in life. These NO'S arise out of various kinds of personality and character and

they classify themselves into a number of recognizable groups, each having to be overcome if we are to win others over to our side.

Here are several "NO'S with the key as to how you might combat them:

THE IGNORANCE NO—The worst enemy or obstacle, the most nearly unscalable NO you will meet anywhere is the Ignorance NO. Ignorance definitely generates fear, repression and refusal to change. Only patient, determined applications of knowledge, coupled with humanistic, diplomatic understanding will sweep away this NO.

THE LOYALTY NO—The backwash of a good trait sets up this NO. People often have an unconscious loyalty to long-held allegiances, prides, ways of life, etc. They are ashamed to change, or they experience a sheer lack of ambition. To win against this you must build new loyalties for them out of new ideas and remodeled and re-analyzed conditions.

THE "PUT IT OFF" NO—A large percentage of people are the type who put things off. They delay all action and decision as though their wills were frozen stiff. They wait until some circumstance almost forces action and decision. This kind of NO demands that you bring about some such action crisis by relentlessly confronting them with strong incentive, even a kind of mental or emotional push.

THE TIMIDITY NO—All new steps make many people timid. They have vague doubts and fears. To vanquish such a NO their courage must be lifted for them, their anxieties calmed, their step forward shown to be without serious risk or unexpected complications.

THE INDECISIVE NO—Making decisions is for many people an almost impossible process. They are literally almost incapable of making them. Their NO is therefore, a defense mechanism, an avoidance of decision. They want you to help work out their mental and emotional processes toward decision. Do it honestly, do it in their interest, do it well and you can break their NO.

THE DISCOMFORT NO—When human beings are in the throes of uncomfortable reactions or circumstances, their NO comes too readily. Pain, depression, worry, physical irritation, fear, anger, or even over-elation and extra happiness may for the time being erect a barricade of formidable NO'S to you. Retreat in good cheer and handle these people when they calm down.

THE ARBITRARY NO—It seems to be instinctive to some natures to express themselves in an arbitrary, contrary manner. Just to be short and sharp, the NO will flash out at you "to set you in your place." Take it smiling and show

no sign of regarding it as an affront or discourtesy. Even appear to accept the NO and then later make a fresh sortie from another angle.

THE SHOW-OFF NO—Everything is for some people secondary to their vanity and ego. They will set up a NO solely to be able to bluster and show authority, power or wilfulness. Such a NO is hard to shift, for once the ego is bound up in it, it feels flouted if it is changed. Feed that ego in some other way so it is satisfied and relaxes its NO. Never try to smash the showoff, overfeed him instead!

THE STUBBORNNESS NO—Such a NO is often the fruit of a judgment or commitment once made and now stubbornly stuck to. Never argue with such persons; combat inflames their stubbornness further. Refer strongly and complimentarily to such persons' judgment—that puts them on a spot requiring the use of judgment and it will be their stubborn pride to use it competently.

THE VINDICTIVE NO—Unknown perhaps to you the person may be vindictive in his attitude toward you, or in a general way toward all life or some group. The vindictive NO is bitter and malign and it is out to punish. But it can be vanquished by its opposites—open, frank, unheated good will and fine feeling. A few such types respond to a good, hard fight but the most reliable method is the fabled south-wind's gentleness, as opposed to the harsh north-wind's bluster.

THE AUTHENTIC NO—Here we must deal with the most formidable of all NO'S, the great fact of life, genuine defeat. There is such a thing, of course. Some NO'S cannot be surmounted, must be accepted and borne like a scar; NO'S that transcend all further effort. There is only one answer to this NO; accept it philosophically, if it is of this authentic kind and go on from there to other things.

RIGHT THINKING

There is no doubt but that the greatest source of power in the world is the thought of a human brain. Your net efficiency can be measured by the forces of what you think. Thoughts are more durable than things—than anything in the world.

Each one of us as he goes into the world is a small combination of thoughts which must do battle with other thought groups.

A man may pretend in speech and act a part by his deeds; in fact, everything about him may be a mask and not a reality. **But no man can be other than genuine in what he thinks.** It is literally true, therefore, that "as a man thinketh so is he."

If a man thinks success, he is success; if he thinks failure, he is doomed to mediocrity. This being the case, it is of utmost importance that we should give attention to our thoughts, find out what it may be that corrupts or weakens them, and discover the principles that can make them strong.

There are several well known enemies to right thinking. These cause our thoughts to turn against us instead of helping us. Suppose we bring some of these enemies out into the open and analyze them.

(1) THE FIRST ENEMY TO CLEAR THINKING IS ANGER

It is natural that we should feel deeply about certain things. On one hand, we may desire some things ardently and on the other hand, we may hate or bitterly resent certain people or conditions.

Distrust every opinion that you form in the heat of anger or because of a strong affection. In one case as in the other, it is best to postpone any conclusion or decision, until the idea has a chance to "cool off."

As an example, all of us at some time or other receive a letter or are faced with a situation on the job that is thoroughly disagreeable to us. We feel we have been wronged, misunderstood or misquoted, and at the particular moment, of the event, we are very angry with the individual or group that has presented the situation unjustly.

It is extremely foolish to act in an angry state of mind. Many times, a man will do certain things in such a state of mind, that upon sober recollection, later on, he readily appreciates was exactly the wrong thing to do.

Any conclusion, therefore, that you reach in anger, should be let lie over to be examined again with indifference.

(2) A SECOND ENEMY TO RIGHT THINKING IS EGOTISM

Our vanity does more than any one thing to corrupt our judgment. In forming any idea, humility is absolutely necessary. We must be teachable by the truth and any arrogance or pride that we use to make facts bend to our will, renders our mental thinking worthless. **An egotist is liked by no one but himself.**

(3) A THIRD ENEMY TO GOOD THINKING IS FOOLISH CONSISTENCY

Why should any one deem it essential to think a thing is so today because he thought it was so yesterday? Failures are men who do things the same way they have always been done, without any thought as to a better method. This is foolish consistency and is the enemy of progress.

How far do you believe the human race would have progressed in, let's say, the transportation industry, if the men of the horse and buggy days would have insisted that as long as the horse and buggy was good yesterday, it should be good today? You're right, no progress would have been made. It is this compelling drive of the human race to continually better itself, to think of better ways and easier ways to do the job, that has made our progress possible.

An individual is the same way—the successful man is one who is quick to acknowledge his limitations and errors and continually strive to better himself and his services.

(4) A FOURTH ENEMY TO CORRECT THOUGHT IS PREJUDICE

Prejudice, according to Webster, means prejudging, that is to say, forming an opinion before one has examined the evidence.

No one who respects his own intelligence can possibly be prejudiced in his thoughts of others.

The mind must be absolutely automatic. It must weigh facts, balance probabilities and come to its conclusions in the entire liberty of motion and freedom from any restraint.

The only man whose opinion is of any value whatever is the man who refuses to form an opinion before he has got hold of the facts with which to form it.

(5) THE FIFTH ENEMY TO RIGHT THINKING IS IGNORANCE

This means a lack of facts upon which to think.

The opinions of an educated man are more valuable than those of an uneducated man, just as a carpenter who has plenty of proper tools and timber can build a better house than another who has to make shift with whatever he can find.

An ignorant man thinks as much as a genius. The only difference is that the thoughts of a wise man are in order. They move as a well-drilled army and keep step, while the thoughts of an ignorant man are as a mob, continually getting in each other's road and arriving nowhere.

Another example is that the mind of an educated man is like a well-kept garden where the plants are in rows and the weeds are removed while the mind of an ignorant man is like a garden overrun with weeds.

An important point to keep in mind is that the power of our thoughts does not at all consist in the number of them, but in the order of them.

Now, certainly just to give you the enemies of right thinking would not be helpful unless we gave you some practical suggestions to aid you in right thinking. So here are a few practical ideas that have proven very helpful to men of purpose who value the power of right thinking on any point.

(A) FORM THE READING HABIT

Books are the best part of humanity's gifts for us. They contain the record of the results of other thinkers. Those who neglect books are crippling their own efficiency. However, to get the most out of books, here are a few practical hints.

Books are tools. They are to be used. They are not to be blindly followed or obeyed, but to be employed to assist us in our own thinking. Most books are not to be read through. They are to be read in. A library is like a drug store, which contains shelves full of bottles, but we are not expected to drink the contents of one bottle after another. We are only to go and get what we want and need. Therefore, it is not necessary to know all there is in any book. The main point is to know where to find it when we need it. That is why a set of practical Reference Books for any technician, is one of his greatest possessions. It enables him to handle the job and to progress in it, because with a good set of Reference Books, he has the important phases of his particular trade at his finger tips.

In reading any book, we should always read with a Purpose. Another point is that the reading we do, when we are looking up a subject and seeking evidence or information about some certain point, does us vastly more good than just solid reading to fill up the time.

(B) KEEP THE MIND OPEN

It is absolutely essential to correct thinking that we be open minded. This means that rightly understood the fellow with an open mind is simply one who refuses to form an opinion until he has had the proper material to do so.

As explained a few pages back, all of us are apt to leap to conclusions at times which rather represent our desires and self-interest than our intelligence and deductions. We owe very much to the scientists and to the scientific method which mean that first of all one must thoroughly examine one's facts before deciding one way or the other, on a problem or an individual.

(C) TRY TO UNDERSTAND OTHERS

You should always be ready to entertain an idea or an argument and to throw it aside because it does not happen to fit into the ideas we already have.

As man progresses in responsibility on any job, he realizes the importance of the above statement because he is constantly being confronted with ideas that do not entirely conform with his.

An important thought to keep in mind is that we shall gain no benefit whatever from our neighbors, fellow workers or any persons we meet unless we try to learn something from them. And we can learn something from everybody if we will throw away our own egotism and try to understand others.

When you meet people, try to get their point of view and find out what they think instead of trying to impose your own point of view upon them. For the latter process teaches us nothing and only increases our own arrogance while if we try to get the other's viewpoint, we get some hints at least that might correct some errors in our own personality.

(D) PRACTICE WRITING DOWN WHAT YOU THINK

One of the best ways to find out exactly what we do think is to try to put our thoughts down on paper. For in writing, we find we eliminate the superfluous and get down to "brass tacks." Although it may take a little time each day nevertheless, it is an excellent idea to practice writing down our opinion on some question or another, that comes up in our daily contacts, and about which we are somewhat confused. The very effort to state our ideas on paper helps to clear them up and give us a better "slant" on things.


(E) LEARN TO WEIGH PROBABILITIES

This subject has been touched upon previously but it is extremely important that we should remember at all times that our opinions are always subject to correction. Very often we do not know exactly what is the truth. All of our conclusions are approximate viewpoint. The business of forming an opinion, therefore, is always a matter of weighing probabilities. There are very few things in this life that are as certain as the statement that two and two make four.

While we may be quite confident we are correct in our understanding or viewpoint, we should never overlook the possibility that we might be wrong. This would be stubborn, and an enemy to progress.

Of course man can't spend all day trying to arrive at a decision on a matter and all anyone can do is to weigh the probabilities at hand and keep them and try to strike a balance as accurately and as quickly as possible.

The more you know about your trade, the less likely you'll have to "gamble" on decisions. There are, of course, other important factors that enter into right thinking, for that matter, this entire course of lessons has to do directly or indirectly with that subject. Many additional points are covered in future lessons, but those we have covered in this lesson will represent some of the most important aspects on the subject of right thinking.



THERE is no such thing as luck as the term is generally understood.

Those who appear to be lucky usually climb and succeed through a constant observance of care and thoroughness in everything they do.

Luck is not a mysterious agent that will some day bring good fortune to those who watch and wait — but a condition that is created through energy, honesty and ambition.

"PUTTING YOURSELF OVER"

Lesson No. 2

In this lesson, we continue the questions that are generally asked by employment managers. They cover questions that are asked when a man is applying for a job and also quite often brought up after a man is on the job, and is being considered for possible promotion. The thought in submitting these questions to you is to prepare you for any similar situation you may encounter either in your efforts to get a job or to progress on it.

Question No. 1: You call on a Company and the employer says: "We don't interview anyone who does not have an application on file." What would you say?

Question No. 2: Do you believe it is good form to wear large lodge, fraternal organization, or political buttons or pins when seeking a job or after you are on the job? If so, why? If not, give your reasons.

Question No. 3: The employer says: "I'm an old apprentice trained man. I spent 4 years as an apprentice trying to learn what I have about the field—how is it possible for you to learn what you claim in a short period of training or experience you have had? Give your best answer to that question.

Question No. 4: The employer says: "We have many old timers laid off. Don't you think that we should put them on before we hire any new men?" What would you say to that?

Question No. 5: What form of Government do we have in the United States? (This question is always asked by the Employment Manager of a large Power Company in the Middle West.)

Question No. 6: The employer says: "Your Superior is very busy on some job in another end of the plant. The machine you are working on develops some trouble that you cannot quite figure out. It is a valuable piece of equipment. Would you make tests that you WEREN'T SURE OF or would you contact the boss regardless of how busy he was?" This question really resolves itself to whether or not you would take a CHANCE on fixing the trouble or ruining the machine or contacting an already busy boss who can hardly be spared from what he is doing.

Question No. 7: You travel 25 miles to a nearby city to call on a Company, arriving in the early afternoon. The clerk in the Employment Office tells you the interview hours are between 9 A. M. and 11 A. M. You don't have enough money with you to stay over until the next day. What would you say to get in to see the Employment Manager?



OUR promises are like stairsteps by which we may either go up or down in the eyes of our fellow-men.

Think deliberately, plan carefully, resolve firmly and act quickly with a steadfast determination to make your word good —for broken promises destroy confidence and confidence is the fine silken web which binds our relations with men.

Once torn, it is very difficult to mend.

HERE'S A PARTING THOUGHT

"Service Is a Habit—Idleness Destroys"

Victorious legions, left behind to rule a defeated Spain, built an aqueduct in Segovia. This was in 109 A.D. And for 1,800 years—sixty generations—that aqueduct carried sparkling water to hot and dusty Segovians.

About the turn of the twentieth century, thoughtful Spaniards decided that the aqueduct should be preserved for posterity and so should be relieved of its age-old labor. They laid modern pipelines and stopped the flow that for years had gushed and gurgled overhead in the aqueduct.

Shortly thereafter the aqueduct began to fall apart! The blazing sun dried the mortar and made it crumble. Its stones sagged and fell. Soon it lay in ruins. What ages of service could not destroy, idleness rapidly disintegrated.

STEPS TO SUCCESS

Here is a little article that could well form the basis of success for any man. The author of the article is unknown but whoever he is, he certainly has given the world a set of practical ideas for success in any line of endeavor. The article is called, "It's All in the State of Mind" and is included in this lesson because the thoughts it conveys will serve as an inspiration to any reader of these lessons.

IT'S ALL IN THE STATE OF MIND

If you think you are beaten, you are;
If you think you dare not, you don't;
If you think you'd like to win but you can't,
It's almost a "cinch" you won't;
If you think you'll lose, you've lost,
For out in the world you'll find
Success begins with a fellow's will—
It's all in the state of mind.

* * *

Full many a race is lost
Ere even a race is run,
And many a coward fails
Ere even his work's begun.
Think big, and your deeds will grow
Think small and you fall behind,
Think that you can, and you will,
It's all in the state of mind.

* * *

If you think you are outclassed, you are;
You've got to think high to rise;
You've got to be sure of yourself before
You can ever win a prize.
Life's battle doesn't always go
To the stronger or faster man;
But sooner or later, the man who wins
Is the fellow who thinks he can.

—Author Unknown



INCERITY

and earnestness are two great virtues of good folks that work silently in their favor, always helping to clear the stubble and underbrush out of their paths and make progress pleasant and easy.

These virtues promote clear understanding and quick co-operation between men and make each step a permanent advancement toward the common cause, *Success*.

COYNE ELECTRICAL SCHOOL

"PUTTING YOURSELF OVER"

ANSWER SHEET

Here are the answers to the questions asked in this lesson. Compare them with the answers you had on those questions.

Question No. 1: You call on a company and the employer says, "We don't interview anyone who does not have an application in our file."—What would you say?

Answer No. 1: This is a situation you may be confronted with in calls on large organizations. There is a definite way of diplomatically handling this situation. This is what we suggest that you say and do: You should have one of the regular employment application blanks prepared before you ever call on a company in person. At most any stationery store you can get some blank employment application forms for this purpose. You could also answer the employer in this way if he makes the above statement.

"I appreciate the fact that you must follow an orderly system, so with this in mind and considering the importance of your time, I have prepared an application of my own that will cover most of the points that are generally asked on the application of any company. I have a special interest in working for your company, and although I appreciate the fact that you cannot make exceptions to your rule very often, I would certainly appreciate an opportunity to talk to you a few minutes concerning possible future employment with your organization."

Question No. 2: Do you believe it is good form to wear a lodge, fraternal organization or political button when seeking a job, or after you are on a job? If so, why? If not, give your reasons.

Answer No. 2: It is definitely NOT ADVISABLE to wear a lodge, fraternal organization or political button when applying for work or after you are on the job. Although in some cases, it might work in your favor if you wore a lodge button and happened to be talking to a member of the same lodge, in most cases, it is definitely not advisable as long as there exists and always exist, differences of political and religious beliefs.

Question No. 3: An employer says, "I am an old apprentice-trained man. I spent four years as an apprentice trying to learn what I have about the field. How is it possible for you to learn what you claim in a short period?"

Answer No. 3: This question does not come up as much at the present time as it did years ago, but occasionally, a fellow seeking work, will run across an old, apprentice-trained man who will challenge him on that point. The best way to answer this question is as follows: First of all tell this employer that you appreciate the value of the apprenticeship method. Don't argue with him, as a matter of fact, you can tell him definitely that the experience you've had was based on the best points of the apprenticeship method. Tell him frankly that you do not wish to create the impression that you know more than the apprentice-trained man who has spent several years at that one particular field, but that you have had a variety of work in various phases of electricity that sometimes is not possible to get through an apprenticeship training program. You can then invite any examination this man may care to give you on the extent of your electrical knowledge. This challenge should be made in a sincere way, and should not, in any way, create the impression that you want to take this examination mainly for the purpose of showing this employer that he is wrong.

Question No. 4: The employer says, "We have many old-timers still laid off. Don't you think we should put them on before we hire any new men?" What would you say to that?

Answer No. 4: If that question is given to you the first thing you should say is, "By all means, put these men on first. They have served you for many years and they deserve first consideration. In fact, Mr. Employer, that is one of the fine things that I like about your company. You have the interests of your employees at heart and that is one of the main reasons that I would like to work for a company like yours—because it gives a man a sense of security for the future."

I would not want to take a job away from these men, still if you need a man who has a specialized training in modern industrial equipment and who is anxious to work for your company, I would certainly welcome any position you may have available, now or in the future.

Question No. 5: What kind of Government do we have in the United States? (This question was asked by an employment manager of a large Power Company in the Middle West.)

Answer No. 5: We have a representative form of Government in the United States. The men at the head of our Government are chosen by the people; regardless of whether the party in office is Democratic, Republican or some other form, the Government is classified as a representative form.

Question No. 6: The employer says, "Your superior is very busy on some job in another part of the plant. The machine you are working on develops some trouble that you cannot quite figure out. It is a valuable piece of equipment. Would you make tests that you weren't sure of, or would you contact the boss, regardless of how busy he was?"

This question resolves itself simply to whether or not you would take a chance on fixing the trouble with the possibility of ruining the machine or contacting an already busy boss, who can hardly be spared from what he is doing.

Answer No. 6: This question was asked of a large group of Maintenance Men in a Steel Mill in one of their periodical employees' meetings. Out of a group of 200 men, there were many different versions given as to just what would be the best procedure in handling a problem of this kind. Several dozen said they'd "take a chance" in trying to fix the equipment, rather than bother the boss. About the same number said under no circumstances would they attempt to repair a machine that they weren't quite certain of handling. Some even said they'd let the machine remain idle until the boss finished what he was doing before notifying him. Our own opinion of handling a problem of this kind would be as follows: Make a careful survey of the equipment and the trouble, to the best of your ability. Consult your reference books or any company data on equipment of this kind and ask of others who have either worked on this machinery or may be in a position to tell you something about it. Get all your facts and data together as to just what you would like to do, to remedy the trouble, and then "look up" the boss, and ask for his advice.

Either get him on the phone or go to the part of the plant in which he is working and explain the situation to him. Tell him what has happened and what you would recommend be done to remedy the trouble. Mention definitely that you do not wish to go ahead with your tests unless you have his definite approval. You could also state that you realize he's badly needed on the job he is working on, and that you'd be very pleased to do all you can to put the machine in shape, but you want him to check your ideas before you go ahead.

It is quite likely that as the Chief Electrician or Electrical Superintendent, this man is familiar with every piece of machinery in the plant. He could probably tell in very short order, whether or not you had the proper solution to the problem. The fact that you have taken the time to figure out what could be done to get the machine back in order and also the consideration you show for his posi-

tion in the company, as evidenced by the fact that you have taken the matter up with him before "laying a hand" on the machine, is bound to be appreciated. It is always best to do this.

Question No. 7: You traveled 25 miles to a nearby city to call on a company, arriving in the early afternoon. The clerk in the Employment Office tells you the interview hours are between 9:00 A. M. and 11:00 A. M. You don't have enough money with you to stay over until the next day. What would you say, to get in to see the Employment Manager?

Answer No. 7: The best thing to do in a case like this is to explain your situation in detail. You can mention that it was with the particular interest you had in working for that particular company that you made this trip and that you'd certainly appreciate the opportunity of an interview. You can mention that you have already prepared an employment application blank for the convenience of the Employment Manager, likewise that you appreciate that he's a busy man and you don't wish to take up much of his time but you would like a chance to see him for only a few minutes. You can make it clear that you're quite willing to return at any other time, but if there is any possibility at all of seeing the Employment Manager, you would certainly appreciate the courtesy. Now unless there is a hard and fast rule relative to employment interviews, it is quite likely that this method of approach will enable you to get to see the Employment Manager.

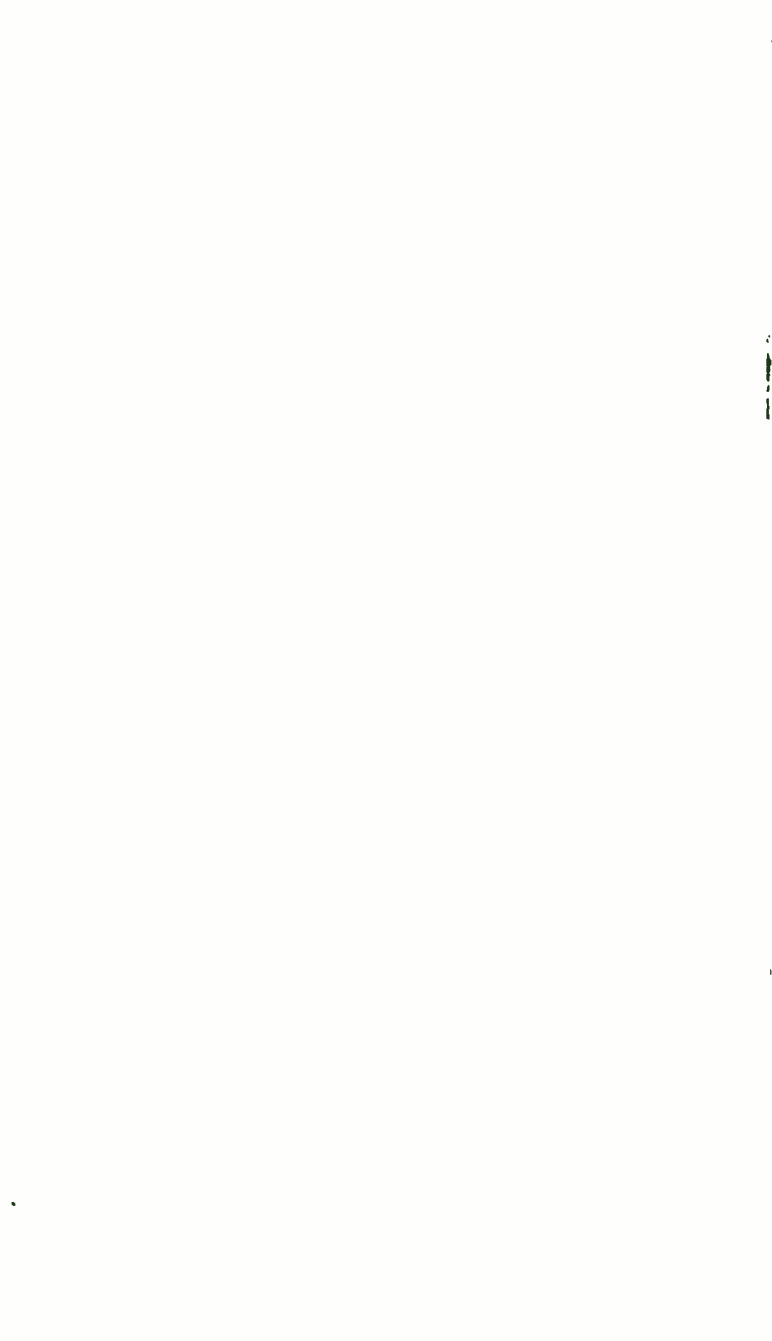
EVERYBODY that strives to get ahead is constantly meeting the challenge of defeat.

The main difference between those who win out and those with the big "IFS" is that the latter become discouraged and give up too soon.

Some people become discouraged at the first signs of resistance and let the least setback disturb their plans to a point where they cease to try.

Despair and failure only get in where perseverance and steady effort cease.

Keep a steady aim and a keen desire in the face of every obstacle.



A Practical Guide
for Personal Progress
in the Business and
Industrial World



Putting Yourself OVER

**LESSON
NUMBER**

3

**INITIATIVE
LEADERSHIP
GAINING RECOGNITION
ON THE JOB**



**COYNE ELECTRICAL SCHOOL
CHICAGO 12 ILLINOIS
EST. 1899**



THESE WORDS CANNOT BE
QUOTED TOO OFTEN!

"The electrical development of America has only well begun.

"So long as there remains a single task being done by men which electricity could do as well, so long will that development be incomplete.

"Great days are ahead . . . and electricity will have a great part to play, granted only that it can be unfettered, with full opportunity for the largest possible initiative and energy."

THOMAS A. EDISON
1847-1931



Putting Yourself Over

by
The Technical Staff
Coyne Electrical School

LESSON No. 3

1. INITIATIVE

2. LEADERSHIP

3. GAINING RECOGNITION ON THE JOB

THE third lesson of our series deals with the Subjects of Initiative and Leadership. It follows the instructions on self-confidence for the reason that no one could possibly become an efficient leader or take the initiative in any great undertaking without a belief in himself and his ability. Initiative and leadership are associated terms in the sense that leadership is essential for the attainment of success and initiative is the very foundation upon which this necessary quality of leadership is built. To simplify the description, we could very readily presume that initiative is as essential to success as a hub is essential to a wagon wheel.

What is initiative? Webster defines it as an "exceedingly rare quality that prompts a person to do what ought to be done without being told to do it." Another noted author once expressed himself on this subject in these words: "The world bestows its big prizes both in money and honors for one thing—and that is initiative." Initiative, summed up briefly, is "doing the right thing without being told to do it." How many times does a situation confront a man where he is faced with the necessity of making a decision? To falter and look around for someone to tell him to go ahead without taking the initiative, himself, is one of the things that keeps him from realizing a greater degree of success.

In a certain sense, initiative goes a bit further; namely, doing the right thing after you have once been told to do it. That is to say—to follow out instructions to the letter when they are given. Those who can do these things get high honors, but do not attain the heights that those men reach who go ahead **WITHOUT BEING TOLD** to do things.

Today, in order to enjoy success in any line of endeavor, it is essential that you do everything possible to bring yourself to the **FRONT—TO PUT YOURSELF OVER**. One good way to do this is by being alert on the job, continually striving to better yourself. Now, you may say—"Well, if I do my work well, isn't that enough, what else can I do to make myself stand out?" Just doing your job each day isn't enough. You have to do more; otherwise, you are no different than many of the men who work beside you.

Now, just how should you proceed if you are to possess the qualities of **INITIATIVE** and **LEADERSHIP**? Here are a few simple but tried suggestions that should (at least to a certain degree) enable you to acquire some of these qualities. It should be understood that no one can lay the foundation of success for you; you've got to realize that that is a personal problem, one entirely up to you. Our experiences with thousands of young men, employers, teachers and men of the world have given us a few shortcuts, ideas and plans that you can follow to aid in helping you to attain a high goal.

First—the habit of putting things off must be eliminated from your make-up. If this habit of putting off until tomorrow that which should have been done last week, or last year, or a score of years ago, is one of your troubles, you can accomplish nothing very big until **you throw it off**. Any man who expects to get far in life must understand that each day of his life there are things to be done and **THAT DAY** is the **DAY TO DO THEM**.

Here are a few suggestions that will enable you to overcome the habit of putting things off if it has been a part of your life up to this point:

1. Do one definite thing today that ought to be done without anyone telling you to do it.
2. Look around each day until you find at least one thing more that can be done that you have not been in the habit of doing that will be of some value to others and then do it without expectation of additional pay.
3. Try to impress upon one person each week the value of practicing the habit of doing something that ought to be done without being told to do it.

The human mind is a good deal like the human body. If a man practices athletics, for instance, his muscles become strong with the constant training program which develops his body. If he does one thing enough times, he can become proficient at it. It is the same thing with regard to mental development and activity. If you have a sound program and you continue to practice it every day, it will, in time, become second nature with you. The habit of initiative should be practiced in the small, commonplace things connected with your daily work. Don't try to take on any new tremendous

job each day, but just remember that doing small things right will take care of the big things.

Regardless of what line of work you enter, every day you will be brought face to face with a chance to render some services outside of the course of your regular duties that will be of value to others. In rendering this additional service of your own accord, you, of course, understand that you are not doing so with the object of receiving additional pay. You are rendering a service because it provides you with ways and means of exercising, developing and making stronger the aggressive spirit of INITIATIVE which you must possess before you can ever become an outstanding figure in the affairs of your chosen field or life work.

DO YOUR BEST ON EVERY JOB YOU DO

To be sure, a man should strive to earn as much as he possibly can, but there is no amount of money that could possibly be made that will take the place of the happiness, joy and pride that belongs to any person who does a better job at whatever he is doing. Every successful person tries to create something better than the average. It is this joy of creating a work of art that cannot be replaced by money or any form of material possession.

Learn to love your work and if your present job, or any job that you ever have, does not hold your interest and makes you feel like putting in extra time without regard of monetary reward, then the best thing you can possibly do is to quit your job and get into some field that DOES HOLD YOUR INTEREST.

Remember, THE GREATEST THING IN ANYONE'S LIFE SHOULD BE HIS WORK. If one is continually on the alert to do a better job of his job, the true psychology of that statement will be easily understood.

This brings us to the next step of the procedure that you should follow in developing INITIATIVE and LEADERSHIP.

You, of course, understand that the only way to get happiness is by giving some of it to others. The same applies to the development of INITIATIVE. You can best develop this essential quality in yourself by making it your business to interest those around you in doing the same. It is a well-known fact that a man learns best that which he endeavors to teach to others. If, by your very work and efforts, you attract people to follow your example, then you know you are well on the way to success. Remember that nobody can find more satisfaction than in having people come to him for his advice and suggestion. You will find the most outstanding men in any organization are those who are continually being asked for their opinions regarding various phases of business.

Service, Sacrifice and Self-control are three words which must be well understood by the person who would succeed in doing something that is of help to the world.



LEARN ALL YOU CAN ABOUT THE BUSINESS

Make it your business to find out all you possibly can about the work of various departments in your organization. Several years ago a fellow started to work for a company. From the day he started, he was continually asking questions. To some people in the organization he may have bordered on being a "pest" but regardless of what one may have thought of him, his spirit of trying to interest himself in every phase of the business had to be admired. This man had INITIATIVE. More and more the boss called upon him for opinions and advice. If any particular man was out of the department and some information was needed, they called on this man and his understanding, gathered by spending every spare minute he had in trying to find out what was going on in ALL DEPARTMENTS, made him an ideal man to contact. Such a man is destined to be a success and this fellow attained a very high position in this organization.

You can also get many new ideas to apply to your job by reading one or two good trade journals each month, by visiting other plants similar to the one in which you are employed and by discussing your work with other older men in your profession.

Don't be afraid to make suggestions for improvement. Work out all the details clearly in your mind first. Then suggest them tactfully to your immediate superior. Never go over his head except as a last resort. Be persistent and don't get discouraged if your first ideas are not accepted immediately.

There are so many ways a young man can make himself stand out in an organization today, that anyone who fails to do so does not deserve success. Don't ever do your job aimlessly, or without continually thinking of how it could be improved. As soon as you do this, this lack of interest will be detected. Remember this, every company, without exception, is anxious to advance an employee to more responsible work if he earns it. The leaders of industry are continually on the alert for the young man who shows INITIATIVE and LEADERSHIP among his fellow co-workers.

LEADERSHIP

This brings us to the point of LEADERSHIP. At the outset, suppose we have a definition of the term.

LEADERSHIP is made up of a number of qualities of which these should be listed as the most important. (1) self-confidence; (2) ambition; (3) fairness; (4) initiative; (5) decision; (6) dignity; (7) courage; and (8) Faith.

Self-confidence results, first, from knowledge; second, from the ability to put that knowledge into use. These things

give a man poise to lead. A bluffer is never a leader. You must have, first of all, the knowledge and the respect that comes with knowledge, and once having these things, leadership should naturally follow.

Anyone who has taken the time and effort to acquire an education that will place him above the average run of untrained workers, shows initiative. The quality of LEADERSHIP may be dormant in that fellow but it is something that he must inherently have otherwise you would never have made the sacrifices to try to get ahead. Read **THAT LINE OVER SEVERAL TIMES AND LET IT SINK IN THOROUGHLY, BECAUSE THIS WILL BE A BIG AID TO YOU IN DEVELOPING THESE GREAT EQUALITIES.**

There are two types of LEADERSHIP and they can probably best be explained by using two leading characters—Abraham Lincoln and Napoleon Bonaparte. These two men had LEADERSHIP but they were different as night is from day. It would give you a better understanding on these subjects to read the lives of these two men. Napoleon was a leader, there can be no doubt about this, but he led his followers and himself to destruction. His LEADERSHIP was based entirely upon PERSONAL AMBITION and not upon a desire to co-operate or help his fellow men.

Abraham Lincoln, on the other hand, used kindness, faith, belief in an ideal. He showed determination in the face of tremendous obstacles and showed consideration for his fellow men in everything he did. That's what made him a leader. A most unimposing, awkward, homely man, who lacked practically all the physical essentials for popular leadership, yet he was one of the greatest characters the world has ever known. His success in carrying this country through one of its worst periods makes his achievement all the more notable.

Another man who stands out in history is Alexander Graham Bell who had an idea, and were it not for an unusual belief in what he thought, backed with profound initiative to accomplish something that had not been done before, we might never have had the telephone.

These men were LEADERS, well known to all of us. In every plant, whether large or small, the application of LEADERSHIP IS possible at all times.

Reading the lives of successful men, one thing stands out in almost every case, as to the first quality of LEADERSHIP. It is best defined in the statement that the first quality of LEADERSHIP is that we have a definite set purpose and direction. No man can be a leader, regardless of what line of endeavor he follows, unless he knows where he is going. It was Benjain Franklin who said, "Hitch your wagon to a star," but most of us forgot that Franklin followed this up by saying, "and keep your eye on the star." A

leader must have a definite idea of his objectives and his aims. Without this any man who wants to be a success, is handicapped because he cannot intelligently direct his efforts toward success because he doesn't know what his goals are.

The second thing a leader must have is enthusiasm. He must be charged with dynamic action and emotion and have a hopefulness that is necessary to cover many problems along the way. A man needs enthusiasm because without it, a job is just a job and nothing more. When a man has enthusiasm, a job is his very life and his enthusiasm will often affect those with whom he works and under whose supervision his own success program must, in a measure, depend.

Another factor which is important is friendliness. Here's an example of what is meant by this. One of the members of our staff pointed this illustration out and I believe it covers pretty definitely the subject of friendliness.

This individual in making a business trip through the East, called on an organization and asked if it would be possible to take a trip through the plant.

He was ushered into the General Manager's Office and was told, "Sure, we'd be glad to have you see our plant, as a matter of fact, I'd welcome the chance to take you through myself." As the men went through the plant, passing some 800 or more men busily engaged in their work, this Executive would say, "Bill, how are you; Tom, how are you," and in one instance, stopped at one fellow's place, and putting his hand on his shoulder, said, "Bill, how is your wife after that operation she had a couple days ago?" Further on, he asked another, "How is that new baby at your house?"

These men throughout the plant just beamed and there was a spirit of friendliness which should be found in industry and all types of plants.

Here's another example of the other side of the story. In another visit, one of our staff members called on a very large organization. Some specific information was needed and had to be secured from the President of the Company. As this executive somewhat grudgingly answered some of the questions, he picked up the telephone and asked the Executive Vice-President to come in. When this executive arrived, the President said, "Sit down over there." The man went around behind him and sat down. Actually then the President sat with his back to this man and went on talking. Again he picked up the telephone and asked the Comptroller of the company to come in. When this man came in, the President said to him, "Sit down over there."

This represents one type of leadership, if you want to call it that, and it was learned that during the several days spent

*Fear no man, hate no man,
wish no man misfortune
and more than likely you
will have plenty of friends
— it's just that simple.*



in the visit to that large plant, that everywhere from the Executive Vice-President down there was a feeling either of fear or of hatred toward the man who said "Sit over there."

The leader must be the dynamo of business, he must have drive, endurance and vigor of mind and body. It is true we have had great leaders who haven't had all these things, but they probably would have been still greater if they had had greater physical vigor and bodily strength to back up their tremendous mental power and vision.

CO-OPERATE WITH FELLOW WORKERS

You have already learned that no man can accomplish enduring results of a far-reaching nature without the aid and co-operation of others. You have already learned that when two or more persons unite themselves in any undertaking in a spirit of harmony and understanding, each person in the alliance thereby multiplies his own powers of achievement. Nowhere is this principle more evident than it is in an industry or business in which there is a perfect teamwork between employer and the employee. An organization that possesses a good PERSONNEL MAN is indeed fortunate. It is within the powers of this man to keep the employees satisfied and to continually urge them to strive to better work and greater achievement. You will find this to be true in any organization—men are perfectly ready and eager to follow you as long as you convince them that you have, first of all, a knowledge of their problems and secondly, a knowledge of the business.

Ambition is essential to leadership. You will give yourself physically to long hours and hard work for greater responsibility. Any man who attains success forgets the time clock. From the minute he enters the door of his department or office he becomes wrapped up in his work without regard to time as long as there is work to be done. Hard work has never hurt any man. In fact, there are many cases on record where men who have worked hard all their lives and come to a point where they could retire, have found in their retirement ailments that they never even had symptoms of as long as they were active and busy every minute of the day. Hard work is a tonic that keeps men young and active.

DON'T BE A FOLLOWER

Another requisite for leadership is the power of QUICK, FIRM DECISIONS. There is no place at the top for a man who cannot make a definite and concise decision in an emergency. A man who is a "follower" in any walk of life is the type who seldom knows what he wants. He refuses to reach a decision even in matters of the smallest importance unless a LEADER induces him to do so. To know that the majority of people cannot and will not reach decisions quickly, if at

all, is of great help to a LEADER who knows what he wants and has a plan of getting it.

In your business experience you will run across many men who, if asked a question, given an order, or placed in an emergency, immediately look around for somebody to help them out. The chief reason why a "follower" does not reach decisions is that he lacks the SELF-CONFIDENCE to do so. This may be because of a lack of training or education in his chosen line or profession, or from an inferiority complex. On the other hand, every leader makes use of the law of a DEFINITE PURPOSE, the law SELF-CONFIDENCE, and the law of INITIATIVE and LEADERSHIP. And if he is an outstanding, successful leader, he also uses the law of imagination, enthusiasm, self-control and the various other qualities that will be discussed in other portions of these lessons.

In closing this lesson in INITIATIVE AND LEADERSHIP, I would like to cite one experience of a graduate of our school that probably illustrates very definitely the application of these principles in daily life.

This young man was employed with a large industrial concern in the East, in a position as one of the crew in ELECTRICAL WORK. The young man had been working for the company about six months, and one day, one of the largest motors in connection with the power room of this plant developed trouble. Every minute that the plant lay idle meant hundreds of dollars to this concern, and after some little time, the CHIEF ELECTRICIAN was forced to admit the problem had him "stumped." While assisting (although following strict orders) this young man made several observations as to what he believed was wrong and tried to advance the information on several occasions. The CHIEF ELECTRICIAN was either too excited or had not sufficient confidence in the young man, and paid little attention to his remarks. After apparently admitting he was whipped, this employer called on his entire crew for anyone who thought they could handle the problem.

It takes a little "courage" to step up in an emergency of this kind and say that you know how to handle the problem. Nevertheless, that is exactly what this fellow did. He didn't stop to consider that if he did so, he was practically creating the impressison that he knew more than the Chief Electrician. He didn't stop to think of what the reaction might be if he failed with his idea. A leader never thinks in "negative" terms.

This fellow knew what he wanted, proceeded to go to work on the machine and at the same time directed some of the other workers in various jobs to help his experiment. This takes LEADERSHIP. The men immediately sensed that he knew what he was doing and followed his instructions. As

a result, the machine was put back into operation within fifteen minutes and this young man gained considerable recognition.

Now, within that same crew there were many so-called Electricians who had worked there many more years than this young fellow, but in spite of their experience, they did not have the necessary INITIATIVE and CONFIDENCE, TO ASK for a chance, when it presented itself. Today this young man is the Chief Electrician of that plant.

SELF-RESTRAINT LEADS TO SUCCESS

To stand well in the eyes of the world, to command universal respect, to prove yourself worthy of a position of responsibility, capable of filling a bigger and better job, you must learn to avoid impulsiveness and loudness, and to be self-restrained, self-controlled, self-governed.

The big men are usually quiet and good listeners. They are not eager always to tell all they know.

Are you given to advertising yourself unduly ?

Self-advertising people are generally conceited and overbearing. Unfortunately, many such people are wholly unconscious of their shortcomings. The "pushing way" they have adopted is but an unconscious attempt to compensate for a deep-seated sense of inferiority.

There is no need for you to be like this. You can soon find out just how you stand. There are a dozen more questions to ask yourself. If your answers to most of them are in the affirmative, then you should develop self-confidence to take the place of self-advertisement.

1. Do you like to take the lead in conversation ?
2. Are you inclined to push yourself forward in company ?
3. In public places and places of entertainment, do you pride yourself in taking the very front seat ?
4. Do you deliberately seek to attract attention ?
5. Do you talk loudly on the street, or in the bus, train, or restaurant, so that people not engaged in your conversation will hear you ?
6. Do you try to impress people with how well off you are ?
7. Are you fond of telling people how well educated you are, and of the books you have read ?
8. Do you like to boast of your acquaintance with well-known people ?
9. Do you like to relate your feats at golf, fishing, bridge, etc.

-
10. Do you brag about your work, the sales you make, the contracts you win?
 11. Do you feel that others do not rate you sufficiently high?
 12. Do you like to give others the impression that you are really clever and witty?

The cultivation of a quiet and pleasant spirit will enable you to drop all selfish resistance to the opinions of others. The stubborn desire to have everyone conform to your views only tends to keep you in a constant state of irritation and mental uneasiness. It is unreasonable to expect all men to see eye to eye with you. Accept opposition and while holding to your own opinions as long as you are convinced you are right, concede to the other person the right to his opinions. This is the way to peace of mind.

"Keep cool and you will command the situation," counseled a great man. He might also have said, "Keep cool and you will command yourself." This is most important for without ability to command yourself you are likely to lose out in many situations. Remember, too, you'll never learn much if you try to do all the talking.



When GOD
measures a
man,
he puts the tape
around
the heart
instead of
the
head.

*Care seldom rides on
the back of the man
who faces his problems
with courage.*



Questions

◆
LESSON No. 3
◆

"PUTTING YOURSELF OVER SERIES"

- 1st Question:** You work under a Foreman, who in turn works under a Plant Superintendent. The Plant Superintendent is subject to orders of the General Manager. You have an idea for a plant improvement. Who would you present it to, the Foreman, the Plant Superintendent or the General Manager? Give your reason for your choice.
- 2nd Question:** Do you believe it is wise to try to make people over? Do you think it is a good idea to tell some fellow employee his faults?
- 3rd Question:** One of your fellow employees approaches you about starting a spare-time business. The type of service you would offer is the same as the company you work for offers. What would you do about this—what would you tell this fellow?
- 4th Question:** You notice an accident HAZARD in some other department of the plant. What would you do about it?
- 5th Question:** You are HIRED by a Superintendent who appreciates the value of a practical shop course but work directly under a Foreman who feels the only way to learn a trade is by the old apprenticeship method. What steps would you take to "sell" this Foreman on the training you have had?

▲ ▲ ▲

*There is no defeat except
from within. There is real-
ly no insurmountable bar-
rier save your own inherent
weakness of purpose.*



Steps to Success

NOT too long ago in a leading magazine there appeared a questionnaire dealing with **SUCCESS**. It contained some interesting questions that everyone should ask **THEMSELVES**. I'd like to pass the information on to you as a part of this important "Putting Yourself Over" lesson. Test yourself on these questions—**DON'T HEDGE—DON'T MAKE EXCUSES FOR YOURSELF**—be fair because these tests will give you a chance to see what you should be doing for your future success.

TEST NUMBER ONE: BE MASTER OF YOURSELF

1. Where do you want to get in life?
2. What is the first step?
3. What are you doing about it?

TEST NUMBER TWO: USE WELL THE GOD-GIVEN HOURS

1. What things could you have done today that you have left undone?
2. Why did you leave them undone?
3. When will you do them?
4. Will you do them tomorrow?
5. What makes you think you will do them tomorrow if you could have done them today—and didn't?
6. How many things that you should have done—even little things—have you had hanging over your head for days and weeks?
7. How many things that you did today were done after delay when they might have been done at once?

TEST NUMBER THREE: BUILD YOURSELF

1. What do you need to do to climb into the next step in your career?

-
2. How much time have you devoted—outside of business hours—to learning something about the business in which you are engaged?
 3. What trade journals or magazines on business are you NOW reading?
 4. How many such books have you read during the past year?
 5. What things are you putting off doing because they are distasteful to you?
 6. How much money have you saved during the past year?
 7. At this rate how much will you have in five years?
 8. If you have something you should do, what WRITTEN system of reminder have you which will urge you to do this?

TEST NUMBER FOUR: REFUSE TO REMAIN MEDIOCRE

1. What mistakes did you make today?
2. What mistakes have you made more than once during the past month?
3. Have you any slang expressions you should drop?
4. Did you "bristle" today at anyone in your organization?
5. Have you any mannerisms which are objectionable and which you may not know you have but which some good friend would tell you about if you made inquiry?
6. Is your walk, posture and general manner businesslike?
7. Did you engage in any horseplay or undue visiting today?
8. Did you interrupt anyone today?

▲ ▲ ▲

COYNE ELECTRICAL SCHOOL

"PUTTING YOURSELF OVER"

LESSON No. 3 ANSWER SHEET

Question No. 1: You work under a foreman, who in turn works under a Plant Superintendent. The Plant Superintendent is subject to orders of the General Manager. You have an idea for a plant improvement, who would you present it to, the Foreman, the Plant Superintendent or the General Manager? Give your reason for your choice.

Answer No. 1: It would be best to present your idea to the Foreman under whom you work. If he is the RIGHT TYPE of fellow, he will mention your name when he turns in the suggestion and see that you get credit for it. Of course there are some Foremen who might try to get the credit for themselves. However, these fellows are soon found out and are the losers in the long run. You will do well, however, to co-operate with your Foreman by taking your FIRST IDEA to him. If he sees to it that you get the proper credit for the idea, SEND ALL OTHERS to him. If, however, you do not get credit for the suggestion and find that the Foreman has turned it in as his own, then the next time you get an idea, turn it in to the General Manager. A man has to look out for his own interests, so if your Foreman is the type who is unwilling to give you credit for ideas you submit to improve the plant then you have a right to submit those ideas to someone of higher authority to see that you do get the credit to which you are entitled.

Question No. 2: Do you believe it is wise to try to make people over? Do you believe it is a good idea to tell some fellow employee his obvious faults?

Answer No. 2: This is a question that depends on many circumstances. First of all, if you are considerably younger than the person, IT IS NOT A GOOD IDEA TO POINT OUT HIS FAULTS because he won't appreciate the remarks of someone many years younger. Then, of course, there is also the situation where you have been told by a Foreman or Superintendent that unless John Jones changes his ways, he will be fired. If you can point out to this fellow the thing he is weak on, you may be the means of saving his job.

If you are a department head, it is your duty to point out the faults of a fellow worker if these faults affect production and the welfare and progress of your company. Ordinarily, however, it is not advisable to point out a person's faults. The best advice I can give you on this is to study the person carefully and if you are CERTAIN he

*If a man has built a sound
character it makes little
difference what people say
about him—he will win in
the end.*



will take the advice in the spirit it will be given, go ahead and point out his faults—if there is any question in your mind about his reactions, **DON'T TELL HIM**. In such matters as this a great deal of diplomacy is necessary as many fellows resent such advice.

Question No. 3: One of your fellow employees approaches you about starting a spare-time business. The type of service you would offer is the same as the company you work for offers. What would you do about this—what would you tell this fellow?

Answer No. 3: **DEFINITELY NO!** Tell this fellow that you have your employer's interests at heart at all times and any business you can get for him adds to the progress of the company and directly to your own progress. To go into a proposition of this kind, where you are doing the same type of work your employer is engaged in, is just like "biting the hand that feeds you." Any employee who does this is not loyal and if it is found out by his employer that he is running a business on the side the same as the **EMPLOYER'S**, he will probably be **FIRED IMMEDIATELY**. When you work for a man, it is your duty to get him as much business as you possibly can.

Question No. 4: You notice an accident hazard in some other department of the plant, what would you do about it?

Answer No. 4: **SAFETY** is being preached much more in shops today than it has been during the past 25 years. If you notice an accident hazard in some other department of your plant, you are duty-bound to report it before someone gets hurt or even killed. When you run across something that presents a hazard, go to the foreman of the department and tell him about it. If this **FOREMAN** has an appreciation of **SAFETY**, he will take care of the hazard promptly and thank you for calling it to his attention. Make it a point to "check back" on this to see that the matter is **HANDLED**. If nothing is done about it, go to your **FOREMAN** and tell him what you have done and point out the hazard to him. If he has the company's interest at heart, he will do something about it. The important thing to keep in mind is to give the Foreman in the **DEPARTMENT** where the **HAZARD** exists a chance to straighten out the matter before it comes to the attention of the Superintendent or General Manager.

Question No. 5: You are **HIRED** by a Superintendent who appreciates the value of a practical training and values self-education through good books, but work directly under a foreman who feels the only way to learn a trade is by the old apprenticeship method. What steps would you take to "sell" this foreman on yourself and your ability?

No one is living aright unless he so lives that whoever meets him goes away more confident and joyous for the contact.

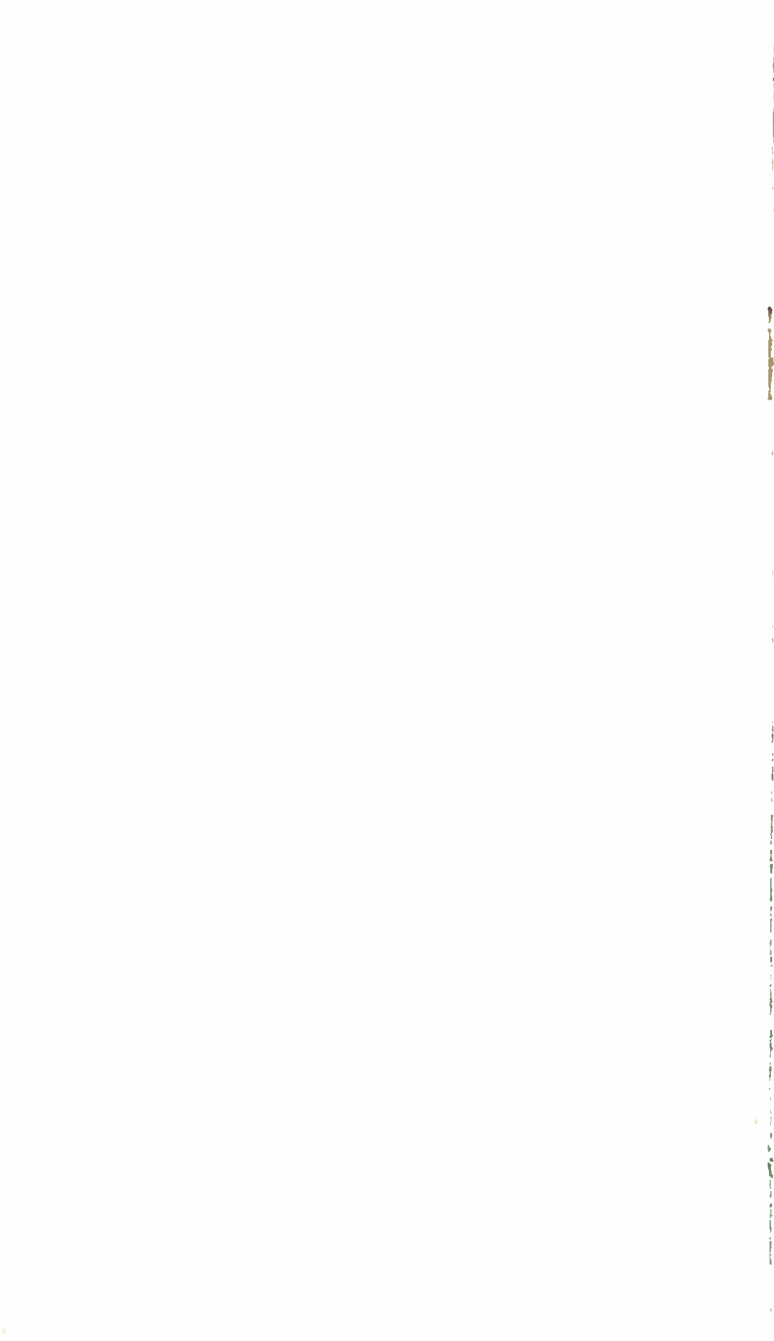


Answer No. 5: Handling a Foreman of this type is a delicate problem. The worst thing to do is to try to tell the FOREMAN he is "old fashioned" in his understanding about the proper way to train a man. The best advice would be to solicit his co-operation on the various phases of the apprenticeship method. In other words, tell him you would like to know something about the way he was "TRAINED." While he is telling you these things, have a notebook ready and when you get a chance, point out some of the jobs you did in your training or some of the material you have read. Ask him if he would give you an idea of what additional books he would suggest that you study to improve yourself. In other words, play up to his ego. Let him FEEL that you think he is a SUCCESSFUL TECHNICIAN and that his advice is valued. Discuss various technical articles with him and get his opinion on them. By going over these things with him, he will get a better understanding of what you know about different branches of electrical or radio work. It may take a while to "sell" him, but if you follow a definite course as I've outlined, you go a long way toward giving him a better appreciation of your qualifications for advancement.

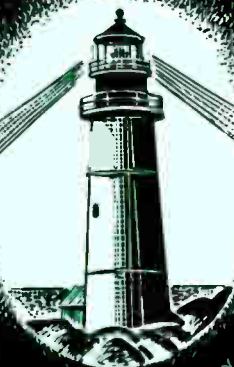
▲ ▲ ▲

*To do much clear thinking
a man must arrange for
regular periods when he
can concentrate and in-
dulge his imagination with-
out interruption.*





**A Practical Guide
for Personal Progress
in the Business and
Industrial World**



Putting Yourself **OVER**

**LESSON
NUMBER**

4

ANALYZING YOUR PERSONALITY

TECHNIQUE OF WINNING PEOPLE

DEVELOPING A STRONG WILL

GENEROSITY

COYNE ELECTRICAL SCHOOL
CHICAGO 12 ILLINOIS

EST. 1899





BENJAMIN FRANKLIN (1706-1790)

Celebrated American statesman, philosopher, and scientist; born at Boston, the sixteenth child of poor parents; printer and publisher by occupation; pursued scientific studies in electricity as a diversion rather than as a profession; first proved that the two coats of a Leyden jar are oppositely charged; introduced the terms "Positive" and "Negative" electricity; proved the identity of lightning and frictional electricity by flying a kite in a thunderstorm and drawing sparks from the insulated lower end of the kite string; invented the lightning rod; originated the one-fluid theory of electricity, which regarded a positive charge as indicating an excess and a negative charge a deficiency in a certain normal amount of all-pervading electric fluid.

Putting Yourself Over

by

The Technical Staff
Coyne Electrical School

LESSON No. 4

ANALYZING YOUR PERSONALITY **TECHNIQUE OF WINNING PEOPLE** **DEVELOPING A STRONG WILL** **GENEROSITY**

▲ ▲ ▲

Much has been said and much more will be said on the subject of PERSONALITY. Webster defines Personality in this way—"Personality is that which constitutes distinction of person, individuality in thinking or acting."

Everyone has personality. Some have negative personalities, while others have a pleasing disposition which reflects itself in their personalities. A lot of people have very little if any personality because they have so little individuality. They are neither negative nor positive—they don't register with other people in any way. In short, they are DRAB and COLORLESS.

To really understand the subject of PERSONALITY we must consider all aspects of the word. First of all, we'd like to mention that personalities can be roughly grouped into four types: (1) Pleasing; (2) Average or Ordinary; (3) Negative or Drab, and (4) Hateful. The pleasing personality is, of course, a powerful asset. The average or ordinary personality may not hinder one's progress, but neither will it help it. The negative personality is a handicap and the hateful personality spells almost certain defeat, failure and unhappiness.

Now in this lesson, we want to help you determine the type of personality you have, then you will know where to begin in the improvement of that personality. We will help you to determine your weak points as well as your strong ones by pointing them out so you can study them.

The first thing to do to determine which of the four types of PERSONALITY you possess, is to study the following chart. You will note that we have listed many of the qualities that must be considered in determining a man's personality.

PERSONALITY GUIDE FOR SELF-ANALYSIS

	25%	50%	75%	100%
Courtesy				
Co-Operation				
Friendliness				
Fairness				
Loyalty				
Optimism				
Sense of Humor				
Cleanliness				
Neatness				
Promptness				
Tolerance				
Temperance				
Even Temper				
Modesty				
Self-Confidence				
Intelligence				
Good Listener				
Honesty				

Now, here is how you use this chart to arrive at your individual personality:

The chart has four ratings, 25%, 50%, 75% and 100%. You are to determine just how you rate on the various points listed. For instance, if you feel you rate 75% on courtesy, then draw a line to the 75% mark on the line marked "Courtesy." If you are an even-tempered person, very seldom upset or "riled up," draw a line to the 100% mark on the line marked "Even Temper." You follow this idea in grading yourself on all the points listed.

Now, here is an important thing to keep in mind before you begin to fill in the chart. Give a lot of thought to the points. Be fair with yourself, but on the other hand, don't OVER-RATE your qualifications.

There are many points on which you will have very little difficulty. However, there may be some doubt on others.

Wherever you are not sure of your rating, ask some relative or friends. For instance, it might be hard for you to tell whether or not you have an optimistic personality; or you may not be sure of how you would be rated on **TOLERANCE, MODESTY, CO-OPERATION, ETC.** Quite often friends can tell you things about yourself that you may never have seriously considered. So, if you are in doubt as to your rating on any points, consult some friends or relatives.

As an aid to you, we'd like to define the points included in the **SELF-ANALYSIS CHART**. I believe you will do a **BETTER JOB** of filling out this chart if you have a clearer picture of **JUST WHAT THESE POINTS MEAN**, so here is a simple definition of each point in the chart.

COURTESY: Webster defines **COURTESY** in several ways but the easiest to understand is: "Courtesy is politeness, civility and regard for another's feelings." To treat **EVERY-ONE** with consideration and fairness is to be courteous; it is a quality that makes a man stand out, a man to be honored and admired.

CO-OPERATION: A man with **CO-OPERATION** is one who does his part at all times without thinking too much about the personal gain he may realize from his efforts. Any successful baseball team is successful because they have what is known as "Teamwork"—working together as one unit, each striving not for his own personal glorification, but for the team as a whole. This is co-operation.

In many plants it is necessary to "pitch in" during a rush order or an emergency to keep the "wheels rolling." An employee can co-operate with his employer by keeping his work in tip-top shape at all times and lowering his supervisory cost. Studying trade papers and magazines as a means of improving your value to your employer is also considered as **CO-OPERATION**. How do you rate on those things?

FRIENDLINESS: This quality involves many things. The first and foremost requisite for a **FRIENDLY** person is interest in other people. If you are interested in the people around you—if you listen to their problems and try to offer sincere helpful advice—if you like to be with people, **THEN** you may put it down that you have friendliness in your makeup. If, on the other hand, you live pretty much alone—very seldom take an interest in anyone else—do not have people talk to you about conditions away from work and generally feel "cold" toward people, you can be sure you would not be rated as having a marked degree of **FRIENDLINESS**. It isn't vitally essential that you possess a friendly disposition to succeed in life. **HOWEVER**, it certainly is an asset for a man to be able to get along easily with many people. One of the most valuable factors in making friends is this one thing—**BE A GOOD LISTENER**.

FAIRNESS: This quality is one that usually asserts itself in a man's character and actions. This is a quality that all of us inherently know we either have or do not have. Very often it comes out in the handling of small matters.

An intelligent man will usually exercise the quality of **FAIRNESS** in all his dealings with his superiors or subordinates. Let me illustrate by an actual story what is meant by **FAIRNESS**. There was an organization at one time that had a man at the head of a department of six people. These workers were very loyal to this man and turned in many suggestions in written form and made others verbally. This fellow would then submit these ideas to the President of the company **AS HIS OWN**—never even mentioning the name of the subordinate who turned in the idea. Well, it didn't take long for the boys to "catch up" with him and to learn what was going on. So here is what one of them did: He wrote up a suggestion that was ridiculous and one that these boys knew never would be accepted by the President. He left the idea on his desk one night where this superior in his regular tour of "inspection" (as he called it) couldn't help but see it. Well, since all the other ideas of this subordinate employee had won recognition and praise for this Superior when he submitted them as his own, he grabbed this new idea also and sent it as his own. Well, that brought everything out in the light. All of these men who worked under this fellow were called in and none could say a good word for him. He was unfair—he wouldn't give a man the recognition he deserved for a good idea. In a few months this fellow was transferred to another department where he was not in charge of any men. His lack of **FAIRNESS** lost him a great opportunity.

LOYALTY: This is the greatest quality a man can possess—for a country, a belief or an employer. Any employer will overlook many deficiencies in an employee if that employee is steadfastly loyal. He will, on the other hand, let the best mechanic in the plant go if he finds him disloyal or an agitator at heart. Loyalty combines faithfulness, devotion, allegiance and fidelity. **LUCKY** is the employer who has surrounded himself with **LOYAL** men—men who will stand up for their organization, their product and their employer. We intend to devote the greater part of a future lesson of this "Putting Yourself Over" series to this all-important subject—**LOYALTY**.

OPTIMISM: "An optimistic person is one who takes the most hopeful view on every problem." These are trying times. It is a tonic to meet and work with people who still feel that things are going to be all right. Folks who try to carry a smile and see the **BETTER SIDE OF LIFE** in spite of its trials and tribulations are folks who have **OPTIMISM**. We like them.

SENSE OF HUMOR: A sense of humor is a valuable quality to every man. Abraham Lincoln attributed much of his progress to his sense of humor. There is no problem so trying but what it has a lighter side. A sense of humor is a balance wheel in a man's personality and a great "CUSHION" to take the "bounce" out of great problems.

CLEANLINESS: A great man once said, "Cleanliness is next to Godliness." On some jobs, cleanliness is a prime requisite, particularly on jobs requiring customer contact. However, this matter of cleanliness doesn't stop with just personal appearance. In grading yourself in the self-analysis chart on this subject, be sure to take into consideration cleanliness on the work you do. Do you turn out a clean job of repairing a piece of equipment? When you finish a job, do you make an effort to clean up the mess around your bench or work shop? Can you truthfully say your working quarters are as clean as they could be? All these things must be considered before answering the question on cleanliness.

NEATNESS: This pertains to personal appearance and differs somewhat from the preceding quality of cleanliness. Here are a few questions to ask yourself in arriving at a proper value to place on your own neatness: Do you dress moderately and not flashily? Are your nails clean? Do you shave as often as you should or do you go to work with a "Stubble" when you should shave? Are your shoes shined and are your clothes cleaned and pressed regularly? On this subject of neatness and cleanliness I could spend a lot of time pointing out many "little things" that some fellows never think of, but things that OTHERS observe. It is these little things that determine whether you are a neat or untidy person. An employer figures that any man who is untidy about his personal appearance will be untidy and careless with his electrical equipment.

PROMPTNESS: Many men have been fired from jobs because they were not prompt in doing important assignments or in getting to work on time. Life is a matter of habit. If you train yourself right, you will have the right habits. If, however, you don't place the PROPER APPRECIATION on matters of promptness concerning your work, your social engagements, your obligations, etc., you will earn the title of a person on whom you "cannot depend." This is one of the worst titles any employee can acquire.

TOLERANCE: Sometimes we have to tolerate certain conditions because there isn't a great deal that can be done at the moment. In the case I mentioned in explaining fairness, the subordinate workers observed tolerance to a marked degree. Although they had every right to go to their boss, and point out the unfairness of the treatment, nevertheless they "bided" their time and were tolerant about the situa-

tion until they worked out a solution. Tolerance is accepting conditions until the PROPER TIME to adjust them. The bigger your job gets, the more you have to "lean over backwards" to keep harmony with everyone. Don't be too intolerant of other people's faults. Look for their good points and remember you have some faults too. A man must realize that many people differ in their views on religion, politics and world issues. As long as we have individual personalities, we are bound to have individual opinions on various topics. Always respect the other fellow's viewpoint.

TEMPERANCE: The quality of TEMPERANCE refers mainly to the abstaining from any heavy drinking. Many men lose their jobs because they don't make an effort to "steer clear" of heavy liquor during their work week. Temperance, however, applies to other things. There is a certain temperance that must be observed in eating or a man will soon find himself having all types of ills. Keeping good hours and getting eight hours' sleep likewise indicates an appreciation of the quality of temperance in daily habits.

EVEN TEMPER: One of the worst enemies of a man is a "BAD TEMPER." A sorehead ready to fight or argue the moment some neighbor or fellow worker does not AGREE with him is the worst kind of a fellow to have around. All of us at some time or other "seethe up" inside over something we hear. People who have an even temper make an effort to run down the truth of the report BEFORE they ACT. People with a "bad temper" act and then (sometimes) make an effort to determine the truth of what they've heard. A man with a bad temper will never go very far on any job and he won't have many friends.

MODESTY: A modest person is one who is not bold or presumptuous. "Modesty is a Virtue," so said a wise man years ago. A boastful person is not liked by most people. Of course, there are exceptions, such as those Dean Brothers in baseball. They told the world IN ADVANCE just what they would do in the World Series with Detroit and THEN WENT OUT AND DID IT. BABE RUTH pointed to the furthestmost portion of the Cubs' Park in another World's Series and then proceeded to knock the ball beyond that point for the longest home run ever seen at Wrigley Field. Those fellows certainly weren't Modest unless they were just so good that the greatest feats for the average ball player were commonplace with them. In most companies, you will find a few men who by their words and actions try to impress everyone with their importance. If some big order comes in THESE men try to figure some way to indicate THEY HAD a great deal to do with it. If some important change in production layout or a new improvement is developed, they get in on it and then try to grab a "lion's share" of credit for the improvement. These people usually are not liked by fellow workers. Many times they appear ridiculous

in the eyes of certain employees who know the facts. It is better to wait for someone to praise your work than to go out and "blow your own horn." Efficiency and good work have a tendency to make themselves known.

SELF-CONFIDENCE: This subject was discussed at length in lesson No. 2 of our "Putting Yourself Over" series so you will not need any further information or examples on just what is meant by self-confidence.

INTELLIGENCE: A magazine article one time started out—"I'd rather be intelligent than well educated." The author went on to prove his point. This man went on to say that "an intelligent man is one well versed in general information with a faculty of thorough analyzation of any subject." There are many workers who are well educated but who are not intelligent. In other words, they may know one thing well, but on general knowledge they may be sadly lacking. There are many excellent workers who are intelligent, but who never were able to go to high school or college. So, an intelligent person is not necessarily one who has had a great deal of academic education and schooling. A man's intelligence is not determined by how many schools he attended or how many degrees he holds. In checking yourself on INTELLIGENCE you must consider your knowledge not only of your work, but on world events and many other things that go to make up life as we live it. An intelligent man is not only a sound, practical reasoner, a man with a valuable opinion, but also a GOOD LISTENER.

GOOD LISTENER: Some people are listeners because they have nothing to say—others are listeners until they think it is time to talk. A good listener is one who appears to be vitally concerned about any conversation directed to him. Even though you may not be very much interested in what someone has to tell you, remember that to him the matter is important. You can make a "hit" with folks when you appear to listen to what they have to say. You can make enemies if you (by your attitude) ignore or minimize the importance of some discussion directed to you by an individual. A GOOD LISTENER can learn much by letting the other fellow do most of the talking, because it follows that "YOU CANNOT LEARN MUCH LISTENING TO YOURSELF." If you have the faculty of letting a person have his say without interrupting him and also try to learn SOMETHING out of every Conversation, you can grade yourself high in the Self-Analysis Chart under GOOD LISTENER.

HONESTY: An HONEST man is usually considered as one who does not steal the money or belongings of others. This is only part of the definition. Honesty applies to many things. A man who tries to do as little as possible on his job is not honest with his employer or himself. A man who tries to pin the blame of an accident on someone else is not

honest. **ANY FELLOW WHO WASTES TIME, WASTES MONEY.** Every time a man does a slipshod job, he is dishonest. It's true he does not actually **STEAL** any money by doing this slipshod job; nevertheless, his company may lose a good customer and thereby lose money in the future. That makes it the same as stealing. Honesty embraces **MENTAL ATTITUDE** along with **PERSONAL ACTIONS**. In other words, honesty covers many things, so be sure to take them all into consideration when analyzing the point.

The chart will point out your strongest and weakest points. A special note should be made of the weak points so that you can concentrate on building them up in the future. A good thought would be to make a note of these weak points today and **REFER TO THIS CHART ONE MONTH FROM TODAY AND SEE HOW YOU HAVE IMPROVED THESE WEAK POINTS AND THEN CONTINUE TO DO THIS AT REGULAR INTERVALS.**

The next lesson of the "Putting Yourself Over" series will deal with the subjects of:

1. Getting **ALONG WITH PEOPLE.**
2. Developing a pleasing personality.

The lesson will be designed to help you improve these weak points and to further develop those strong points of your personality. However, a person cannot hope to improve a personality **UNTIL HE FIRST MAKES A SELF-ANALYSIS** of his weak points as well as his strong ones. That is why I want you to study this lesson carefully and to fill in the **SELF ANALYSIS** chart so you can determine **YOUR PERSONALITY RATING**. Considering your percentage ratings on a point basis, you can determine what your total point rating in the chart is. For instance, if you rate 100 per cent on **EVEN TEMPER**, that means 100 points; if your rating on **COURTESY** is 75 per cent, that will give you 75 points, etc. Total all your points in this way to determine your total personality point rating. Now here is how you determine which type of personality you have. Here is the point rating in the various classes:

Pleasing Personality, 1300 points or over.

Average or Ordinary Personality, 1000 points to 1300 points.

Negative Personality—500 to 1000 points.

Hateful Personality, 0 to 500 points.

We'd like to mention again that once you realize your weak points, you should resolve to improve them.

If more people could only be made to realize that any Appreciable increase in their points of personality means greatly increased success and happiness, they would probably spend **SOME REAL EFFORT DAILY IN THIS DIRECTION**. It will be well worth it.

Of course, we cannot expect to work miracles over night. Many of our bad habits and attitudes may have been years in forming, so it will require more real effort to change them. However, **IT CAN BE DONE** and **HAS BEEN DONE**. We must meet people, work with them or for them in all our work and business. Our personality is something **WE MUST CARRY WITH US AT ALL TIMES**. It is going to be either an **ASSET** or a **HINDRANCE**.

Employers are quick to size up the personality of a job applicant. Even though they may be planning to hire a man for a humble mechanical job at the start, they usually prefer to get a man with proper personality to develop into a foreman, chief operator, service manager or customer contact man, when the opportunity arises.

Many men who were well trained, mechanics and industrious workers have wondered why they failed to land certain jobs, when others were hired, or why they failed to advance when others were promoted. Careful analysis of some of their personality traits would have given them the answer.

Do you like a person who does all the talking and never listens to you, or a fellow who tries to make you feel insignificant by showing off his superior knowledge, a fellow who tells you flatly you are wrong and he is right, or a chap who is always making alibis and blaming others for his misfortunes? Of course, you don't. Then be careful you don't do any of these things.

Learn to take a **FRIENDLY, SINCERE INTEREST** in other people; don't be afraid to praise **OTHERS** when they deserve it. Willingly and gracefully **ADMIT YOU ARE WRONG** when you know you are. Make requests instead of giving orders. **BE A GOOD LISTENER**.

OBSERVE WHAT OTHER PEOPLE LIKE AND DO MORE OF IT. OBSERVE WHAT THEY DISLIKE AND DO LESS OF IT.

Also keep this in mind that Thomas Edison had almost no formal education. Abe Lincoln was very homely and almost entirely self-educated. Steinmetz was a crippled dwarf in body but not in mind or spirit. Many other great and successful men have had to overcome inferiority complexes, bad tempers, poor health or bad environment from childhood.

We've given you a few thoughts on how you can improve your **PERSONALITY** so you can get along more easily with people. Our next lesson will be devoted entirely to this important subject because we feel that a man's chance to realize success depend 75 per cent on his ability to **"GET ALONG WITH PEOPLE."**

By and large there is no such thing as "something for nothing." In the long run you get exactly that for which you pay, whether it be buying a house, an automobile, or a loaf of bread.



SOMEBODY WAS WRONG

If you have confidence in yourself and your potential abilities, don't let anybody talk you out of them. Consider the following:

F. W. Woolworth, founder of the five-and-dime chain, was once hired as a janitor for fifty cents a day by a retail store owner who didn't think Woolworth had enough business sense to wait on customers.

When Zane Grey was still an unknown trying to sell his book manuscripts, a publisher told him he had no ability for writing fiction; and Louisa May Alcott (*Little Women*) was a tomboy marked by her fellow townspeople as a girl who would never amount to "beans." A publisher once told her to give up the idea of writing.

The first time George Gershwin ever played the piano on the stage he was laughed out of the theater by both the audience and his fellow actors.

Albert Einstein's teachers classified him as a dunce and even his parents thought him backward.

And when Thomas A. Edison was in school he was always at the foot of his class because he couldn't remember his three R's. His teachers called him stupid and doctors predicted he'd have brain trouble.



HOW TO DEVELOP A STRONG WILL

One of the desired qualities in any man who expects to be a leader, is a strong will. What makes a strong will? What are the chief characteristics of a person who possesses this quality, the absence of which is responsible for so many failures?

A special study of the lives and achievements of many of the nation's leaders in business indicates that all possess to a greater or lesser degree, the following notable traits, that go to make up a strong will:

1. A fixed purpose in life.
2. A clear vision of the ways to reach their goal.
3. Invincible courage and persistence.
4. Refusal to admit defeat or accept failure as final.
5. Devotion to and enjoyment of the work in hand for its own sake.
6. Right choice of work that permits full self-expression.
7. Great power of concentration, with exclusion of all matters not directly associated to the point.
8. First regard for principles and ideals in official and personal life.

-
9. Close attention to details and thorough organization.
 10. Habit of getting advice from authorities and associates where needed.
 11. Impartial view and fair estimate of all disputed questions.
 12. Willingness to change methods or decisions if others seem better.
 13. Readiness to consider adverse criticism for lessons it may contain.
 14. Coolness and calm under false attacks.
 15. Minimum use of authority or force.
 16. Guarantee of goodwill of employees and of patrons, clients or customers.
 17. Health above the average, with personal knowledge of how to keep it.
 18. Ability to conserve nerves and emotions to prevent waste of energy.
 19. Ability to relax completely and forget work in play hours.
 20. Supreme desire to advance the world and make other people happy.

These twenty traits are not the only desirable ones, but any human being who combines them all or most of them is going to succeed.

You now may ask: "How can I develop will-power? How can I build a strong will which will aid me in accomplishing the worthwhile things I desire?" Admittedly, a complete answer would fill a very large book, yet a few exceedingly helpful and practical suggestions may open the way to a fine start.

The suggestion or suggestions to use first and to which you should give most thoughtful consideration, are those which seem to fit your case.

1. Read again the list of twenty factors above and check those you know you lack. Pick out the one you regard as most important on your checked list. Then try to see how you can adopt that and utilize it in your program of living.
2. Make a list of several things you personally and particularly want to do. It is well to select at the beginning the one you feel that you can most quickly and surely realize.
3. Do more of what you can do best and try to do it so well that you will become something of an authority in your work. No, it is not impossible; remember, Thomas Edison, Albert Einstein and thousands of other examples like them. Now that you have this ideal, you will make real progress toward superiority and steady advancement—
IF YOU PUT FORTH A SINCERE EFFORT.

-
4. Form a daily habit of operating on systematic schedule, with events listed and posted. This will enable you to have done on time what should be done, without straining. Such a plan fixes determination, guarantees execution.
 5. Begin to exercise your will by controlling your tongue. It is a rare gift, this ability, but it can be cultivated. Then make little bargains with yourself. Decide, for instance, to say only pleasant things for one whole day. Another day be a studious, co-operative and responsive listener.
 6. Resolve to do something that at first thought would seem impossible. Most great men start that way—and again and again, by their own admission, they find that the so-called unattainable was merely the unattempted. The certainty of being able to do what you would not have thought possible, will give you a crowning proof that you are well on your way to the desirable strong will.

One very important thing you must keep in mind is that a strong will is not "bullheadedness." It merely means setting a goal for yourself and bending every possible effort to attain that goal. Any man can have a strong will and still have many friends. In fact, a man with a strong will and one who shows every outward sign of intelligently directing his efforts toward a well thought out goal has the respect of other people with whom he comes in contact. This respect leads to admiration and that is the basis of true friendship.



SOMEONE WILL NOTICE WHAT YOU DO

Late one night, many years ago, the manager of a small hotel in Philadelphia was behind the desk when a middle-aged man and his wife from New York came in. The wife was ill and they had been unable to find lodgings because a large convention was in the city.

They were polite and didn't make any demands but asked the advice of the manager about how they might obtain a place to sleep. Every guest room he had was filled, the manager said but he added, "I'll give you my own room." The manager hadn't even learned their name and didn't expect any special reward for his courtesy. He just did it as an act of decency. The next morning the husband called upon the manager and said: "You're the kind of hotel manager that should be at the head of a really great hotel. I'd like to build one for you. If that interests you, please get in touch with me some time."

The guest was William Waldorf Astor. And the hotel man was the late George C. Boldt. As manager of the Waldorf-Astoria, that Astor provided for him, Boldt became known as the greatest hotel man of his time.

(Credit: The Sample Case)

1. GENEROSITY

2. HUMBLENESS

A good many years ago the New York Giants and the Boston Red Sox had reached the final game of a hard-fought world series.

Although worn down from winning two of the previous games for the Giants, Christy Mathewson was assigned to pitch the deciding game in Boston. Christy was not young, but from experience he had learned the balls each Red Sox batter could and could not hit.

For nine innings he had held the Red Sox to a tie score while they had used a formidable array of pitchers. Finally, the Red Sox board of strategy sent in as a "pinch hitter" a player who never had played before on the team. Matthewson looked up, puzzled at the batter and threw a wide out-curve which slid to the left of the plate.

As the umpire sang out "ball one," the "cocky" young batter shook his head sideways—then dusted off the plate with his cap as if to help the pitcher see it better.

Then, when Christy threw an inshoot, the little fellow at bat stepped back with a broad grin on his face to let the ball pass on the inside of the home plate. After missing the corner with another, Matthewson sent over a fast straight ball which the "fresh" little batter met head on. Out and up the ball sailed over the right field fence for a home run, a ball game and a world-series.

Up to the time the batter hit that ball and ended the game, the Boston Red Sox players and fans had been "fighting" and "riding" Matthewson every step of the way.

When, however, they took one look at that disappointed and tired frame in the pitcher's box, they thronged out onto the field to congratulate a great fighter. They followed him to the club house and showers. **They could not have cheered him more had he been the winner of the game and the world-series.**

This story is told to illustrate a great spiritual force for good in American Life—Generosity. Few countries have developed this generous spirit of competition because few have the spirit of individual initiative we do in the United States. Framing the Constitution and the Bill of Rights, the establishing Fathers of our Country used the freedoms of Christianity among which was the Golden Rule.

When we treat others GENEROUSLY in competition, in business or any other social activity, it is natural by the law of compensation, for them to treat us GENEROUSLY in return. The fact that a few are insensitive and fail to respond to generosity, will never provide an excuse for us not to practice it. A baby tries to grab everything for him-

self. When he is grown up, he has learned (if he is a success) that he can get things but he has to also give something in return. If a man chooses to have feelings of envy and jealousy instead of good fellowship and generosity in competition, he shows that he does not understand the workings of the laws of life and progress—of giving and getting.

The quality of giving determines the quality of getting. We cannot sow bad seed and expect to reap a good harvest.

Business men, laborers, farmers or any other Americans—are all a mixture of good and bad. They, like all others, are sure to become better men if they get a better understanding of the workings of the Golden Rule. American business, as compared with other business in other nations, has been very successful. Somewhere figures were published showing American business had built in 3½ years more new plant capacity to produce products to win the war, than all the other countries combined had produced in the 150 years since the beginning of the industrialization period. The important lesson to be gathered from this is that American business has proved in actual daily practice that giving generously in conformance to the Golden Rule pays in dollars and cents.

How can you practice generosity? Well, almost every day things come up on the job that require patience and clear thinking. Generosity does not in any way mean giving in to the other fellow at all times—it merely implies a considerate attitude on every situation that presents itself. It actually means giving the other fellow every possible break in helping instead of exploiting any shortcomings or failings of another individual. It's a great quality to have.



HUMBLENESS

Any employee in an organization who is truly humble is one who is willing to do things that are definitely for the good of the company without regard to "what others happen to think of the action." A striking example of what we mean can be gathered from the following story.

The simple fineness and sincerity which made George Washington so beloved, is revealed by this story. Riding by some soldiers who were hoisting a heavy load to the top of a fort, Washington thought that the load was too much for them. He asked a Cpl. standing by to help them. Not recognizing his Commander-in-Chief, the man replied, "Sir, I am a Cpl."

Dismounting, Washington himself helped to put the log in place after which he said: "Mr. Cpl., when you have another such job and not enough men to do it, send for your Commander-in-Chief and he will come and help you."

GOODWILL IN ACTION

One of our most pleasing experiences with a representative of another organization occurred several years ago. It has an excellent lesson for any individual, or organization, on the important subject of goodwill.

A young man recently returned from the Armed Forces had secured a job with Dunn and Bradstreet, a large company engaged in the work of preparing reports of the activities, size and extension of operation of various companies.

This young man made a call at our school to get some facts relative to the technical book publishing division of the Coyne Electrical School. We extended the same courtesy to him that has always been significant with the Coyne School. All of the information he wanted was made available to him and every question he asked was answered to the best of our ability.

This young man left with the information he wanted and later that day, we received a call from him in which he wished to express his appreciation for the kindness, consideration and co-operation extended to him in his visit to our school. He made a statement that carried a profound story. He said: "You made me feel as though you were welcoming me into your own home and accorded me the courtesy that you would a good friend or visitor."

Now, the important thing is that what we did, did not take any longer than if we had handled him the way he indicated to us he had been handled by many companies. The nature of his business was such that he had to ask pertinent questions and quite often, he outlined, that he meets with discourteous treatment. The Good Will of an individual or a company is a priceless asset. Here are a few suggestions of Good Will in Action.

- Singing hymns about goodwill and talking about goodwill is not enough, we must take the next step—we must put goodwill into action.
- Goodwill in action is a dynamic way of life.
- Goodwill in action means reaching out and up toward the best in life.
- It means thinking the most inspiring thought; expressing the finest emotions; acting the noblest parts.
- Goodwill in action means the heroic conquest of fear, anger, jealousy, hate and all the other negatives that poison the mind.
- Goodwill in action means the bigness to forgive and forget the wrongs done us; it means raising our mental-sights above the impulse toward "getting even."

-
- Goodwill in action means seeing the good in everyone and helping others to grow and expand their personalities.
 - Goodwill in action means sincere appreciation and praise for others; it means the friendly word and the pat on the back.
 - Goodwill in action means being a good sport; it means cheering the winners even when we lose.
 - Goodwill in action means teamwork; it means helping not hindering our fellow-workers in reaching all worthy goals; it means shoulders to the wheel in a common cause.
 - Goodwill in action means an attitude of tolerance and understanding toward men of every faith and race.
 - Goodwill in action means stepping into the other fellow's shoes and looking at his problems through his eyes.
 - Goodwill in action means putting God on both sides of the table whenever men confer.

▲ ▲ ▲

A Philadelphia Advertising Agency, has a picture in their reception room of a hound chasing a rabbit the caption under which reads: "The hound runs for his lunch - the rabbit runs for his life. Bet on the rabbit!"

▲ ▲ ▲

*First acquire patience and
perseverance then make up
your mind what else you
want and you will be almost
sure to get it.*



Questions

1. A young fellow employed at John Morrell Company in Iowa, says that when he was interviewed for his job, the employer said:

QUESTION: How do you know you would like to work for our Company?

2. QUESTION: How do you get past the gateman some big companies have in front of the Employment Offices when they say: "The Employment Manager is not seeing applicants today"?
3. Here is a question asked of every applicant by the Employment Manager of one of the largest Electrical Manufacturing Companies in the country:

QUESTION: Do you prefer working alone or with other people on some or related Electrical research problem?

4. The employer says:

QUESTION: Your qualifications are O.K. They fit you for the job I have open but I can't take a chance on hiring you because you haven't stayed on any job very long. It takes a while to break a man in and the cost to us is too great to take a chance on a man who will not be permanent.

▲ ▲ ▲

Steps to Success

THE JOB YOU WANT

A FEW SUGGESTIONS THAT MAY HELP YOU SECURE IT

In a discussion with an Employment Manager of a large Telephone Company in the Middle West, we learned that every man who is hired by their company has to pass the inspection of SIX PEOPLE. He said: "You see, we have to check the reactions of the men we hire because many of them go into the homes of our subscribers. The impression they make is either FAVORABLE or UNFAVORABLE to our Company—we have to do all we can to make it favorable." He added: "We have arranged our plan so that six people in our reception room and general office have some contact with every man I personally interview. I get a report of the observations of these people BEFORE I actually talk to the applicant."

Here are the IMPORTANT THINGS these six people look for when sizing up an applicant. As a result, I received some valuable information that I feel you should know about.

The following suggestions should aid you in your search for THE JOB YOU WANT.

WHEN YOU APPLY FOR A JOB

You Should

1. See that your clothes, hair, hands and face are clean.
2. Apply on time. If the shop or office begins work at 8 o'clock, be there at 8 o'clock.
3. Know what you are going to say before you speak to the employer.
4. Do not slouch when you walk forward to meet the employer.
5. Look the employer firmly in the eye and answer his questions distinctly.
6. Let him do most of the talking.

You Should Not

1. Loiter about the office or shop entrance before applying.
2. Take friends with you.
3. Have papers or magazines stuffed in your pockets.
4. Have any chewing gum in your mouth.
5. Do not go in with a cigarette in your hand.
6. Talk loudly or fool with the others seeking the same job.
7. Interrupt the employer.
8. Try to read or handle anything on the employer's desk.

You Should

7. Be prepared to name for him people who will act as references for you.
8. Show him that you aren't afraid of hard work.
9. Be careful of what you say about former employers.
10. If hired, be sure that you have an employer's agreement signed.
11. If hired, make certain that you understand what work you are to do, and the day and hour when you are to report for duty.

You Should Not

9. Give him information that he does not seek.
10. Lie to him concerning your age, education or experience.
11. Fail to ask just what work you are to do and what is expected of you on the job.
12. Get discouraged if you do not secure the job. Perhaps the employer makes a big mistake in failing to employ you. Prove it to your satisfaction by going out and getting a better job than the one he had to offer.

WHEN YOU SECURE A JOB

You Should

1. Be careful of your personal appearance.
2. Obey office or shop rules cheerfully.
3. Appear at work on time every day.
4. Keep fit by eating plain food, exercising sufficiently and keeping regular hours.
5. Be willing to assist others.
6. Be loyal to your employer; earn more than you are paid.
7. Study your job and try to improve the quality of your work.
8. Keep cheerful, no job is perfect.
9. If you wish to change your job for any reason notify your employer as soon as you decide.

You Should Not

1. Pay more attention to the clock than to your work.
2. Expect advancement or an increase in pay too soon.
3. Refuse to work overtime during busy periods.
4. Ask the employer to let you off early too frequently.
5. Fail to follow your employer's instruction, even though you think your way the better.
6. Expect your employer to inform you at every turn. Think your job out for yourself.
7. Be content with this job. Prepare yourself for a better one by attending night school.

Go over these simple rules until you know them by heart, because they may make the difference between getting or not getting the job you want. If you are out after a job at this time, keep this lesson in your inside coat pocket and refer to it before you make any personal calls. Remember—sometimes it is these little things that spell victory or defeat.

ANSWERS

LESSON No. 4

PUTTING YOURSELF OVER SERIES

Question: The employer asks: How do you know you would like to work for our Company?

Answer: A question of this kind is generally asked to determine two things. First, what you know about the Company. Second what you actually want to do in the Electrical field. You should have a ready answer on both these points. On point number one, you should tell the employer that you want to work for his company because they have a reputation of treating their employees fairly and advance them as they merit promotion and that you feel with his company you can make a permanent connection. On point two you can mention that the type of Electrical work they would have is the branch of the field that interests you most. You can usually determine the type of Electrical work that any company would have by the type of company it is. In answering this question, just remember that the employer is mainly interested in the two points we've outlined—make your answer adequately cover both.

Question: How do you get past the gateman some big companies have in front of the Employment Office?

Answer: There are several ways you can get past a gateman but the most effective way is through the proper use of a previously prepared letter of application. This letter from a fellow who secured work with a big Aluminum Company shows how he got by the gateman. "I want to tell you something, if I hadn't had a letter of application (prepared in advance), I would have probably still been in line to see the employment manager. I couldn't even get into the employment office, let alone see anybody. So I had the letter all written and went to the policeman at the gate and told him I just had to see Mr. _____ but he wouldn't hear of it at all. I finally pulled out the application from my pocket and told him to give this to the employment manager. Finally he called him and said a young fellow wants to see you. So I was directed to the office and saw the manager. Inside were about 25 men waiting for an interview, but he took me first. I was interviewed and I got the job. The job is supposed to do with automatic heat control relay apparatus and some conduit work." If you will use a letter of application as outlined, you should be able to OVERCOME THIS PROBLEM OF GETTING PAST THE GATEMAN to great extent. The main point to keep in mind is to prepare for

any emergency and like the young fellow above, have an application ready.

Question: Do you prefer working alone or with other people on some Electrical research problem?

Answer: This question is usually asked by large organizations to "sound out" the applicant on a very important point. Now, the usual fellow would say, "I'd rather work alone." He would give this answer to impress the employer, and to make him feel that he doesn't have to depend on anyone else but can stand on his own feet. **THIS IS NOT THE BEST ANSWER TO GIVE.** Here's why. It's the answer the employer **EXPECTS** you to give. It would be far better to say that you always enjoy working out difficult problems with other employees—that you feel an exchange of ideas is always a good thing and that if you had someone else who was interested in working out a problem, you'd certainly like to have him work together with you. You could add that there are some problems that a man can generally accomplish more by working alone but as a general rule, **YOU LIKE TO WORK WITH OTHER PEOPLE.** By answering the question as I've outlined, you "**BRIDGE THE GAP**" and cover yourself **BOTH WAYS** so that regardless of the employer's opinion on the question, **YOU HAVE GIVEN HIM A SATISFACTORY ANSWER.**

Question: The employer says: "Your qualifications are O.K. They fit you for the job I have open **BUT** I can't take a chance on hiring you because you haven't stayed on any job very long. It takes a while to break a man in and the cost to us is too great to take a chance on a man who will not be permanent."

Answer: This situation frequently comes up. The employer who hires a man has to consider the possibility of losing a man to a company that is willing to pay a higher wage for the same type of work. Naturally, in checking an applicant's qualifications, great stress will be placed on his **PREVIOUS EMPLOYMENT RECORD.** If you happen to be one of those fellows who has had many jobs since you have been out on your own, you may be faced with the problem of giving a satisfactory answer to this question.

The best advice we can give you is as follows: Don't blame previous employers for being laid off. Don't try in any way to **BELITTLE** some company you have worked for and give as the reason you left—"THEY DON'T TREAT THEIR EMPLOYEES FAIR." The best thing to do is to tell the employer that you changed from job to job trying to "find yourself" but until you got into the Electrical or Television field, you did not find a field of work that offered you the opportunity you were seeking. However, since you had a

chance to study in the field and to work at it, you have definitely decided that this is the work you want to do.

▲ ▲ ▲

**A Practical Guide
for Personal Progress
in the Business and
Industrial World**



Putting Yourself **OVER**

**LESSON
NUMBER**

5

GETTING ALONG WITH PEOPLE
DEVELOPING A PLEASING
PERSONALITY
TACT



COYNE ELECTRICAL SCHOOL
CHICAGO 12 ILLINOIS
EST. 1899



COUNT ALESSANDRO VOLTA
(1745-1827)

Great Italian physicist, professor at Como and at Pavia; inventor of the electroscope, the electrophorus, the condenser, and the voltaic pile (a form of galvanic cell); ennobled by Napoleon for his scientific services. The volt, which is the practical unit of potential difference, is named in his honor.

Putting Yourself Over

by
The Technical Staff
Coyne Electrical School
LESSON No. 5

- ★ GETTING ALONG WITH PEOPLE
- ★ DEVELOPING A PLEASING PERSONALITY
- ★ TACT

▲ ▲ ▲

In Lesson No. 4 of this special series, we showed you how to analyze your personality. We hope you studied that lesson because your progress in the future will depend a great deal on your personality adjustments. Your weak points (if you have any) will have to be strengthened. You will have to adjust your viewpoint on certain matters and make some conscious effort to improve any weaknesses you know you have.

Now, in this lesson we will explain some important points relative to personality and daily contacts with people in industry. Many of the suggestions are advocated by leading teachers as a means of more "friendly" relations between fellow-workers.

In our opinion, one of the most important things a man can do in the business, as well as the social world today, IS TO MAKE FRIENDS. No man has ever been able to realize success by HIMSELF. Somewhere along the line, SOMEONE has offered a helping hand and the more friends a man has, and the more good impressions he makes upon people, the further he will go in any line of work. So the first point we'd like to take up is how to make friends. There are five ways to do this and frankly the methods are so simple that practically everyone knows of them, but unfortunately, very

few people apply them. They are:

1. Become genuinely interested in people.
2. Smile.
3. Remember that a man's name to him is the sweetest and most important sound in the world. Remember names and faces.
4. Be a good listener. Encourage others to talk about themselves.
5. Talk in terms of the other man's interest.

1. BE GENUINELY INTERESTED IN PEOPLE

There isn't any question of the pleasing effect that is made on an individual when he finds someone genuinely interested in him. Take yourself as an example. You'll agree that you like any person who seems to be interested in your ambitions, plans and particularly in your problems. Be interested in other people and they will be interested in you.

2. SMILE

There is little argument as to the value of a SMILE in business. We don't mean to infer that there are not serious moments because there are plenty of them, but with it all, the man who has the ability to remain cheerful in spite of how "tough" the going might become, immediately creates a friendly atmosphere and makes friends readily. Look around you and you're bound to admit that people you like most are those cheerful ones who look on the bright side of life, as much as they possibly can.

3. REMEMBER A MAN'S NAME

Remembering a man's name and face may not appear on the surface to be very important, but this point should not be overlooked. Take your own case again as an example. There must have been some cases, where some man upon meeting you a second time, has grasped your hand and called you by name. In spite of yourself, you were highly elated that he would have remembered you. We're all built pretty much alike—vain to a certain degree. If you make a practice of trying to remember names and faces, so you can recognize people when you see them again, you'll be surprised to note the effect this will have on these people.

4. BE A GOOD LISTENER

The world loves a good listener. Men, generally, like to talk about themselves, or their work, their hobby, their ambition, etc. A man who is a good listener makes a hit with most people. We don't mean by this that you should refrain from talking at all, but when a man is talking, be sincerely interested in what he is saying. Another good point to remember is that you CAN'T LEARN very much listening to yourself, so be a good listener at all times.

5. TALK IN TERMS OF THE OTHER MAN'S BUSINESS

Talk in terms of the other man's interests—this is an equally important factor in making friends. There have been more than one case where men observing this elementary principle of good fellowship have actually worked themselves into good jobs.

After a man goes to work for a company, he can learn something about the boss' hobby. Play up to it whenever you can. In this way you can very often strike up a responsive chord in your employer that will keep you in his mind.

Here are eleven suggestions that should help you to make friends in business or social life. Any man who has to direct the work of other men under his supervision generally applies these rules. Of course, you will find these so-called "hard-boiled bosses" in many plants. These fellows are usually "little" men who have been given some authority and it has upset their mental attitude toward other workmen.

Any intelligent executive knows that he will get more work out of his men if he tries to be friends with them and shows an interest in their work and problems. These eleven rules, if applied, will help anyone, whether he is an executive or an ordinary electrician, in a crew. First of all, we'll give you the eleven rules and then explain some of them in detail for you. Here are the rules:

1. Avoid argument.
2. Show respect for the other person's opinion. Never tell a man point-blank that he is wrong.
3. If you are wrong, admit it quickly and emphatically.
4. Begin in a friendly way.
5. Don't hedge—have an opinion and state it. Don't apologize for your opinion.
6. Let the other fellow do some of the talking.
7. Use diplomacy in presenting ideas to your boss.

-
8. See the thing from the other fellow's viewpoint as well as your own.
 9. Be sympathetic with the other person's ideas and desires.
 10. Appeal to nobler motives.
 11. Throw down a challenge.

We are only going to touch on a few of those points because most of them are self-explanatory. The trouble with the average individual is that he really knows these things but neglects to apply them in his daily conduct. The man who succeeds in life is the one who consciously tries to remember these things and to definitely use them.

AVOID ARGUMENT

Here's an amusing story explaining point No. 1 about avoiding argument. I don't know of any case yet where a harsh argument actually did any good one way or the other. The story recently appeared in the "Philosopher" published by the Kalamazoo Vegetable Parchment Paper Company. The title of the story was: "Have you tried this one?" and ran something like this:

"A city man bought a farm. While inspecting the line fences, he was joined by a neighboring farmer, red of face and obviously wearing a chip on his shoulder. 'That fence,' began the farmer, 'is a full foot over on my land.' 'Gosh, I'm awfully sorry!' said the city man. 'You see, I'm a bit new around here, but if you'll just give me another day or two, I'll have it moved. In fact, I'll set it two feet over on my side.' 'But that wouldn't be right' stammered the surprised farmer, 'that's two feet more than I claim.' 'Oh, never mind that,' said the new man, 'two feet of my land is nothing if it will let me live in peace with my neighbor,' 'Well, if you feel that way about it,' said the now thoroughly abashed farmer, 'we won't move the fence at all. In fact,' and he stuck out his hand with a friendly grin, 'if you dare to set one foot on my land to touch that fence, I'll sue for trespass!'"

And thus began a beautiful friendship. We merely cite that to show you how easy arguments can be avoided.

IF YOU'RE WRONG — ADMIT IT

We believe that any time you are wrong and realize it yourself and will definitely come out and admit it, emphatically, you will so take your man off his guard that you're bound to win his favor. The difficulty with most men is when they are proven wrong, they're not **BIG ENOUGH MEN** to admit it. They spend twice as much time trying to

invent excuses on how such a thing could happen, as they do in trying to rectify a mistake and see that it doesn't happen again. Don't be afraid to admit a mistake—everyone makes them.

LET THE BOSS FEEL THE IDEA IS HIS

It is sometimes a good idea in presenting some new thought or suggestion to let your immediate superior believe the idea is his. In other words, if you plan to offer a suggestion for an improvement, it is sometimes better to make the suggestion to your employer in this manner: Tell him that undoubtedly this idea has come to his mind before, and that you merely thought of it and are offering it as a suggestion that you feel is practical. If you present your idea in that manner, you win the respect of the employer whether or not he ever had the idea himself. He will readily appreciate that you have a great deal of confidence in his ability and that you didn't for one minute feel that you had thought of something that hadn't already come to his mind. You'd be surprised how easy it is to put across suggestions if you handle them in that way. Remember, too, that ideas are like matches. They're of no use unless you strike them into flame. If you think some plan of yours would make a saving in time, work or expense, don't be afraid to go to the man higher up with it. It won't do you or him, or the company, any good while you keep it to yourself. Don't be afraid to spring a new idea on the boss. He's after good ones every day. A good idea for him may mean a better job for you.

THE TROUBLE WITH MOST CHAPS IS THAT THEY KEEP THEIR NOSES TOO CLOSE TO THE GRINDSTONE. THEY ARE TOO CONTENT TO DO THEIR WORK LIKE A MACHINE WITHOUT EVER THINKING HOW TO IMPROVE IT, AND IN MANY CASES WHEN THEY HAVE A GOOD IDEA, THEY DON'T HAVE "PEP" ENOUGH TO TRY AND PUT IT ACROSS.

DON'T BE "SCARED" OF THE BOSS, ESPECIALLY WHEN YOU HAVE SOMETHING GOOD TO SHOW HIM. HIS JOB IS TO KEEP THINGS GOING IN THE BEST POSSIBLE WAY. HE'LL THANK YOU FOR AN IDEA THAT WILL HELP HIM OUT. SPRING A WORTH-WHILE IDEA ON HIM ONCE IN WHILE AND SHOW HIM YOU'RE NOT A MACHINE. A MACHINE CAN DO MOST ANY WORK A MAN CAN DO NOWADAYS BUT A MACHINE CAN NEVER THINK.

There isn't a plant or business on earth that couldn't stand a few improvements—and be better for them.

Someone is going to think of them. Why not beat the other fellow to it?

SEE THE OTHER FELLOW'S VIEWPOINT

In summarizing Rule No. 8, we think one of the **least valuable assets** to any organization is an employee who rates the title of a "hard-headed, stubborn, hard-to-convince employee." You've seen many of these people who will not try to see the point from the other's viewpoint. If you wish to go very far in business, you want to be certain to remember this simple idea: Try to see every point from the other fellow's viewpoint. Remember that people are not naturally argumentative. They don't disagree with others just for the sake of having an argument. They have a viewpoint and the only time an argument comes up is when their viewpoint is not at least appreciated. An argument is a discussion that has gotten out of hand. Remember at all times to appreciate the other fellow's viewpoint.

GO INTO CONFERENCE WITH YOURSELF

One of the most important things that you should do, one of the best practices you can follow, is to occasionally go into "conference" with yourself. This is not as funny as it sounds. For here is a germ of wisdom valuable alike to high and low—especially to men in progressive industries like Refrigeration, Electricity and Radio. The man who can go into conference with himself observes the first rule of success.

A wise man years ago said: "To know thyself is the beginning of wisdom." Know yourself first of all, and you will know how to live happily and prosperously.

Know any weaknesses and make an effort to correct them. Know your strength and harness it to your job. In other words, take inventory of yourself regularly, because it's generally accepted in business that a good business organization must, of necessity, take inventory regularly.

PLACE A VALUE ON TIME

Some people in life are very difficult to understand. They will carefully guard their money in every conceivable way, never squandering a penny of it unnecessarily and will bargain shrewdly on all business transactions involving expenditures. These same people, however, will waste and squander time without giving a thought to its value. Because time is intangible, most people are spendthrifts. They don't stop to consider the great value of time in their lives.

Time is of very slight importance to the young man who's **NOT GOING ANYWHERE**. A chunk of wood floating down a river with the other driftwood will land on a shoal, somewhere, without direction or guidance. But you never saw a motorboat without a rudder, did you?

During times like the present, **TIME** is the rudder of every successful man. It provides the guidance that enables us to

steer our craft effectively toward the definite objective we have set up for ourselves.

We have gone through, and we are still going through some troublesome times. They have been harder times on some of us than on others. However, there are still plenty of men in organizations today who are bigger than conditions and who can go and will go places if they are careful to make the most of their TIME.

Proper organization of your time and the proper mental attitude are the motive powers that will take you places. You would hesitate to squander money, so don't squander time, because it should mean money to you.

LEARN TO TALK

A very noted educator was once asked the question, "WHAT ONE POINT in your opinion differentiates an ordinary workman from a successful one?" This was a difficult question for anyone to answer, but this man in answering it, touched on a very important point.

His answer was: "The lack of ability to express one's self has been the cause of the lack of success in thousands of men." He further added by way of explanation, "Unless an individual has the ability to clearly and concisely explain his point to an individual or a group of individuals, he can never hope to be able to influence groups of men." To be sure, there are exceptions to every rule but this ability of expression is a very essential quality in the successful man of today.

There are many good mechanics who will never get promotion and advancement because they cannot control groups of individuals. Their main shortcoming is their inability to forcefully portray their ideas. It is our sincere suggestion that any fellow who realizes that he does not have this ability to talk with groups or individuals with ease, make some effort to rectify this condition.

There are many free public schools giving training in public speaking and expression. These schools are not designed to make an orator of a man, but merely to give him a little better poise and confidence in himself. There are also many books on this subject. Acquire some training along this line to tie in with your technical knowledge. There have been many men who have had the necessary technical knowledge and ability to "go places," but lacked the essentials of expression that were needed on the job. With the facilities for free training along these lines, there's isn't any excuse for any man neglecting to equip himself with the necessary knowledge to make possible his future progress and more responsible jobs.

TACT

Tact is defined by the dictionary as follows: "A quick and sincere appreciation of what is fit, proper or right; fine or ready mental thinking shown in saying or doing the proper thing, or especially in avoiding what would offend or disturb. It also refers to the skill in dealing with men or emergencies."

No quality is more necessary in any walk of life. Nevertheless, few people fully appreciate the importance of tact.

Here is what the most famous writer in America has to say on the subject:

"The world is full of men and women who are failures just because they did not know how to 'sell' themselves."

"No man is ever slated for advancement with his firm, no matter how competent he is, no matter how well he does his work, if he is surly and grouchy, if he snarls when he is spoken to and generally lacks a good approach."

"No knowledge that we ever acquire is so important as a knowledge of what to say and how to say it, of what to do and how to do it. It is the secret of success. It is the Golden Key to that which opens the door of opportunity. It gives ease and poise to an individual that no amount of learning can give and it carries more conviction than the strongest moral principles."

Tact is a good substitute for talent and will serve a good purpose where even academic or college education will fail. The man who knows when to speak, and when to keep silent, is armed with one powerful weapon for the battle of life.

Much—indeed, very much—depends upon first impressions; and these are, in the main, favorable or unfavorable, according to a man's conduct the first time we see him. A cordial manner will open the doors of friendship at once, while gruffness will shut a man out even from the respect of those whom he meets.

Sincere courtesy will surely place a man high in favor from the start. By all means firmly bear constantly in mind that the man in business who gets the most patronage—all other things being even—is the one who is always pleasant, always civil, always obviously and sincerely glad to see people. A pleasant smile goes a long, long way in the business world.

The thing that goes the farthest toward making life worth while, that costs the least and does the most is just a pleasant smile. It's full of worth and goodness too, with hearty kindness blent. It's worth a million dollars and—it doesn't cost a cent."

Many a man has destroyed all hope of sympathy and ruined his chances of success by rude conduct among those who could have aided him and even helped him on to great-

ness. It pays best from every point of view to be an honest-hearted gentleman. Therefore, always be polite—not cringing or fearful, but just plain polite, at all times, to all persons, old and young, learned and ignorant, rich and poor. The importance of this cannot be over-estimated. For a man may be of no consequence today. But he may be a person of wealth and influence tomorrow. And he will certainly remember how you treated him when he was not so well situated.

The glance of the eye, the poise of the head, the pressure of the hand are all taken into account and we judge a man by the way he has of performing the common civilities of life.

These graces of good breeding no man can afford to ignore. They are not only helpful in acquiring a fortune, but are a veritable fortune in themselves. And for the person who is indifferent people have as little use as for the person who is downright discourteous.

Any reader can recall instances in which he has been treated with marked politeness and served with so much natural kindness that he could not forget it for weeks. And it is always a pleasure to go back to such a clerk to make a purchase again and again. And, on the other hand, one can recall the rudest behavior and the meanest treatment that he ever received at the hands of men, given by some brainless employee, who has not yet learned the first principles of civility and decency. For it has been truly said that kindness is a language which the blind can see and the deaf can hear.

The fact is that good manners greatly increase a man's usefulness, put him where you will. In proportion that he has learned and can practice genuine courtesy, is he a stronger and better man for any field of work. After all, genuine courtesy is based upon a thoughtfulness of the feelings and the rights of others. Some things are beyond our reach, but this, to a considerable degree, is within the attainment of all.

Esteem, honor, position, and success await the honest-hearted man who can go into life and treat others with the consideration that is due to manhood. All this comes under the heading of tact, and now with that general introduction to the importance of TACT, let's get down to some real facts on what you can do to acquire that quality.

Always remember that men are more easily led than driven, and that in any case it is much better to guide than to direct by force.

Try to win, and still more to deserve, the confidence of those with whom you are brought in contact. Many a man has owed his influence far more to character than to ability.

Try to meet the wishes of others as far as you rightly and

wisely can; but do not be afraid to say "No."

Anybody can say "Yes," though it is not everyone who can say "yes" pleasantly; but it is far more difficult so say "No." Many a man has been ruined because he could not do so. Plutarch tells us that the inhabitants of Asia Minor came to be vassals only for not having been able to pronounce one syllable, which is "No." And if in the Conduct of Life it is essential to say "no," it is scarcely less necessary to be able to say it pleasantly. We ought always to endeavor that everybody with whom we have any transactions should feel that it is a pleasure to do business with us and should wish to come again. Business is a matter of sentiment and feeling more than many suppose; everyone likes being treated with kindness and courtesy, and a frank, pleasant manner will often clinch a bargain more effectually than a half per cent.

Almost anyone may make himself pleasant if he wishes. "The desire of pleasing is at least half the art of doing it" and, on the other hand, no one will please others who does not desire to do so. Many a man has owed his outward success in life far more to good manners than any solid merit; while on the other hand, many a worthy man, with a good heart and kind intentions, makes enemies merely by the roughness of his manner. To be able to please is, moreover, itself a great pleasure. Try it and you will not be disappointed.

Be wary and keep cool. A cool head is as necessary as a warm heart. In any negotiations, steadiness and coolness are invaluable; while they will often carry you in safety through times of danger and difficulty.

If you come across others less clever than you are, you have no right to look down on them. There is nothing more to be proud of in inheriting great ability, than a great estate. The only credit in either case is if they are used well. Moreover, many a man is much cleverer than he seems.

Do not trust too much to professions of extreme goodwill. Men do not fall in love with men, nor women with women, at first sight. If a comparative stranger protests and promises too much, do not place implicit confidence in what he says. If not insincere, he probably says more than he means, and perhaps wants something himself from you. Do not, therefore, believe that everyone is a friend, merely because he professes to be so; nor assume too lightly that anyone is an enemy.

We flatter ourselves by claiming to be intellectual beings, but it would be a great mistake to suppose that men are always guided by reason. We are strange inconsistent creatures, and we act quite as often, perhaps oftener, from prejudice or passion. The result is that you are more likely to carry men with you by enlisting their feelings, than by con-

vincing their reason.

Argument is always a little dangerous. It often leads to coolness and misunderstandings. You may gain your argument and lose your friend, which is probably a bad bargain. If you must argue admit all you can, but try and show that some point has been overlooked. Very few people know when they have had the worst of an argument, and if they do, they do not like it. Moreover, if they know they are beaten, it does not follow that they are convinced. Indeed it is perhaps hardly going too far to say that it is very little use trying to convince anyone by argument. State your case as clearly and concisely as possible, and if you shake his confidence in his own opinion it is as much as you can expect. It is the first step gained.

I will not say that it is as difficult to be a good listener as a good talker, but it is certainly by no means easy, and very nearly as important.

You must receive everything that is said, not as a critic or a judge, but suspend your judgment and try to enter into the feelings of the speaker. If you are kind and sympathetic your advice will be often sought, and you will have the satisfaction of feeling that you have been a help and comfort to many in distress and trouble.

Do not make enemies for yourself; you can make nothing worse.

Remember that a "soft answer turneth away wrath," but even an angry answer is less foolish than a sneer; nine men out of ten would rather be abused or even injured, than laughed at. They will forget almost anything sooner than being made ridiculous.

This brings up a very important point—ANGER and what to do about it.

We all get angry. It takes a good deal of irritation to bring some of us to the boiling point. Others reach it over trifles. Many of us have tempers that rise suddenly without warning, and subside just as quickly. A famous preacher once rebuked a man for chiding him on his anger. "Young man," he said stiffly, "I control more temper every fifteen minutes than you will in a lifetime."

Many people think that the problem is to avoid anger. Not at all! As human beings we will get angry again and again—but few of us know how to make anger serve us.

Most of us are bothered by the fact that when we become angry, we make egotistical, wrong-headed decisions. We "blow our tops" and then feel so ashamed that we lose self-respect. Anger is somewhat like atomic power. Wrongly used, it will bring utter ruin and waste. Properly used and controlled by those who know how, it will de tremendously

helpful work in the world. No man can prevent his ire from rising; every man can bring it under control. First, Anger needs to be checked by information.

We are often offended by the mistakes other people make. If we bothered to find out why they make them, we would be hurt much less, or not at all. We are indignant at things others are supposed to have said about us. If we took the trouble to find out what they really said, and meant, we would be much less wrought up. If we knew the origins of other peoples' failures, we would be much less irked, perhaps even moved to pity and kindness. We must consider the unseen handicaps that plague the lives of apparently gifted people, the broken weapons with which they have to fight.

Second, Anger need to be controlled by an awareness of our own deficiencies.

One evening a cartoonist amused himself and his friends by drawing a cartoon of each man present. When the drawings were passed around, each man recognized the caricatures of his neighbors but had difficulty recognizing himself. It is hard to believe and humiliating to admit, but each of us is frequently a nuisance to somebody else. Our mistakes are just as offensive, our speech may be as caustic or venomous. Only when we clean the mud from our own sidewalk can we complain to the police because our neighbor fails to do so.

Third, Anger must be tempered by a desire to be constructive.

When Henry Ford was young he was appalled at the hard labor demanded to operate his father's farm. His persistent effort to reduce that labor led him into mechanics and mass-produced motor cars. The cash register was invented by a man who was worrying himself into a nervous breakdown because of his employees' thefts. The dial phone resulted from the indignation of an undertaker who believed that the girl operators were deliberately bungling his calls.

Years ago a young engineer at General Electric suffered from cold feet while sleeping in the winter. He became disturbed enough to develop an electric foot warmer—the model for today's electric blanket. The universal use of air-brakes and mechanical couplers on all railroad cars began with the indignation of a non-railroad man, a former Army chaplain named Lorenzo Coffin, who saw a breakman lose his fingers in a brutal and unnecessary accident.

William B. Akins, a Pennsylvania advertising man, returned home exhausted after a weekend auto trip in 1914. Because the roads of the day were unmarked and mostly unmapped, he had driven 100 miles over cowpaths and backroads to cover a mere 25 miles. Next day he went to Allegheny County Courthouse and personally copied its survey maps. He then went to Gulf Refining Company and persuaded it to print 10,000 copies and place them in gas sta-

tions where people could find them—the world's first free auto maps.

Almost every law for the protection and welfare of wage-earners began with someone's wrath. Twenty-five years ago there was a fire in a New York loft building. Because of the gross negligence of a Shirt Company, 146 factory workers died from burns, suffocation or jumped to their death. An unscrupulous lawyer got the proprietors off, the workers' deaths were settled for a miserable \$75.00 each and the case dropped out of the headlines.

But not out of the minds of a few determined people. Among them were two State Assemblymen, Robert F. Wagner and Al Smith, and an unknown young social worker, Frances Perkins, who had been a witness of the fire. None were national figures at the time, but they felt they had to do something. They could not rest until they had campaigned and secured legislation which established higher standards of health and safety for all American workers than had ever existed before.

It is best, usually, not to act on the impulse of any angry mind. Some wrought-up people count ten before doing anything. Many a decision made in the heat of the moment would not be carried out if we took but an instant to study that decision.

It is folly to tell ourselves or others not to be angry. There are times when you cannot avoid its swift and sudden rise. But what you do with it and about it is a different matter. Bring your anger under control. Check it with the facts.

Channel it toward constructive ends. Give it a cooling off—and then take action.

Have the courage of your opinions. You must expect to be laughed at sometimes, and it will do you no harm. There is nothing ridiculous in seeming to be what you really are, but a good deal in affecting what you are not. People often distress themselves, get angry, and drift into coolness with others, for some quite imaginary grievance.

Some people seem to have a knack of saying the wrong thing, or alluding to any subject which revives sad memories, or rouses differences of opinion.

No branch of Science is more useful than the knowledge of Men. It is of the utmost importance to be able to decide wisely, not only to know whom you can trust, and whom you cannot, but how far, and in what, you can trust them. This is by no means easy. It is most important to choose well those who are to work with you and under you; to put the square man in the square hole and the round man in the round hole.

"If you suspect a man, do not employ him; if you employ him do not suspect him."

Those who trust are often more right than those who mistrust.

Confidence should be complete, but not blind. Be always discreet. Keep your own counsel. If you do not keep it for yourself, you cannot expect others to keep it for you. Remember the saying: "Three may keep a secret if two of them are dead." The mouth of a wise man is in his heart; the heart of a fool is in his mouth.

Use your head. Consult your reason. It is not infallible, but you will be less likely to err if you do so.

Many people talk, not because they have anything to say, but for the mere love of talking. Talking should be an exercise of the brain, rather than of the tongue. Talkativeness, the love of talking for talking's sake, is almost fatal to success. Men are "plainly hurried on, in the heat of their talk, to say quite different things from what they first intended, and which they afterwards wish unsaid; or improper things, which they had no other end in saying, but only to find employment to their tongue.

Never try to show your own superiority; few things annoy people more than being made to feel small.

Do not be too positive in your statements. **You may be wrong, however sure you feel.** Memory plays us curious tricks and both ears and eyes are sometimes deceived. Our prejudices, even the most cherished, may have no secure foundation. Moreover, even if you are right, you will lose nothing by disclaiming too great certainty.

In action, again, never make too sure, and never throw away a chance. "There's many a slip 'twixt the cup and the lip."

It has been said that everything comes to those who know how to wait; and when the opportunity does come, seize it.

Be cautious, but not over-cautious; do not be too much afraid of making a mistake; "a man who never makes a mistake, will make nothing."

Always dress neatly; we must dress, therefore we should do it well, though not too well; not extravagantly, either in time or money, but taking care to have good materials. It is astonishing how much people judge by dress. Of those you come across, many go mainly by appearances in any case, and many more have in your case nothing but appearances to go by. The eyes and ears open the heart, and a hundred will see, for one who will know. Moreover, if you are careless and untidy about yourself, it is a fair, though not absolute, conclusion that you will be careless about other things also.

When you are in a group study those who have the best and pleasantest manners. "Manner," says the old proverb with much truth, if with some exaggeration, "maketh Man," and "a pleasing figure is a perpetual recommendation." Merit and knowledge will not gain hearts, though they will secure

them when gained. Everyone has eyes and ears, but few have a sound judgment. The world is a stage. We are all the players and everyone knows how much the success of a piece depends upon the way it is acted.

Lord Chesterfield, speaking of his son, says, "They tell me he is loved wherever he is known, and I am very glad of it; but I would have him be liked before he is known and loved afterwards.

▲ ▲ ▲

A LESSON FROM BASEBALL

A survey among major league baseball players indicates that the player who bats .250 earns an average of \$4,000 per season. The player who bats .350 earned \$40,000 and more per season. The difference is only one more safe hit in every ten times at bat and seven times out of ten the batter is safe or out at first by as little as six inches. The little things make the big difference!

If a \$4,000-a-season player will do everything he can to improve the little things—his stance, his grip, his take off, his running form—he may create a big difference in his income. And the same principle holds true on any job. When a man begins to analyze his job and to look for weaknesses that he can remove, he is on his way to higher income brackets. The weaknesses may be small, but little things make the differences big.

Questions

1st Question—Just how would you go about approaching an employer for promotion, providing, of course, you definitely felt you were capable of handling more responsible work?

2nd Question—The employment manager says: "Just what kind of work can you do?" How would you answer him?

3rd Question—The employment manager says: "We prefer to hire married men because we find a man with responsibilities is more dependable." How would you answer that?

4th Question—You apply for a job and are told: "We have had several men apply for this work and we will consider your application along with the others." What would you do to make your application stand out?



Steps to Success

You may have observed in every Putting Yourself Over Lesson that I've sent to you that I've always stressed the importance of personality in industry. I firmly believe that every man's success is regulated to a great degree on his ability to understand people and above all to UNDERSTAND HIMSELF. In reading the "FRIENDLY MESSENGER" the other day I came upon an article by Wilfred Peterson that just about sums up everything on this all-important point of GETTING ALONG WITH PEOPLE. I'm passing the substance of the article on to you because I feel you will benefit by it.

"THE ART OF GETTING ALONG"

Sooner or later, a man, if he is wise, discovers that life is a mixture of good days and bad, victory and defeat, give and take.

He learns that it doesn't pay to be a sensitive soul—that he should let some things go over his head, like water off a duck's back.

He learns that he who loses his temper usually loses his point.

He learns that all men have burnt toast for breakfast now and then, and that he shouldn't take the other fellow's grouch too seriously.

He learns that carrying a chip on his shoulder is the easiest way to get into a fight.

He learns that the quickest way to become unpopular is to carry tales and gossip about others.

He learns that it doesn't matter so much who gets the credit so long as the business shows profit.

He learns that "buck passing" always turns out to be a boomerang, and it never pays.

He comes to realize that the business could run along perfectly well without him.

He learns that even the janitor is human and that it doesn't do any harm to smile and say "Good Morning" even if it is raining.

He learns that most of the other fellows are as ambitious as he is, that they have brains that are as good or better, and that hard work and not cleverness is the secret of success.

He learns not to worry when he makes a mistake because experience has shown that if he always gives his best his average will break pretty well.

ANSWERS

Question 1: Just how would you go about approaching an employer for promotion, providing, of course, you definitely feel you were capable of handling more responsible work?

Answer: There are various ways that you can go about this matter. It depends somewhat upon the type of concern you are working with and the disposition of the man you would have to approach. One of the most important things I would caution you against is making your approach for promotion by telling your employer you need a salary increase. This question of increased salary will take care of itself if you are able to get a promotion wherein you have more responsibility on your shoulders. So, the important thing is to leave the question of salary entirely out of your approach and make your contact indicate that you wish this added responsibility because you feel you can be of more value to the company in a more responsible job. If you feel you are in a position to take over more responsibility then it follows that you must have made some preparation for this promotion. That is the important point in your approach to the employer. If you have taken the time to study the job ahead and have a few good ideas on how you could improve efficiency (if you were in a position that would enable you to handle more responsibility), these are the important points to bring home, when you make your appeal.

Don't merely tell the employer that you feel you are entitled to a job with more responsibility because you have been working there for several months or years, but give him the reasons why you feel you will be more valuable to his concern in another job in the organization. The more reasons you can lay out for asking for this promotion, the better chance you will have of getting it. It would be best to make your application for a more responsible job **IN WRITING** and when you do so, don't imply in any way that unless this promotion is granted, you intend to seek employment elsewhere. Remember always that every employer is anxious to see you progress and if you can give some good reasons why you feel capable of handling more responsible work, your application will get its full consideration. Keep a copy of your request so you won't forget the points you brought up.

Question 2: The Employment Manager says: "Just what kind of work can you do?"

Answer: This is a question that a number of employers ask (in all sincerity), because they do not fully understand the extent of your experience or training. However, there are other

employers who ask this question to find out just what the prospective applicant for employment "thinks" he knows about the subject. Of course, there are many branches of Electricity and T.V. and if you were to try to outline every kind of electrical work you can do, it might take you a long time. The best way to answer this question is to tell the employer that you feel capable of handling electrical work of many types, especially in Electrical Construction, Operation, Repair and Maintenance. You have done hundreds of jobs in the above lines of work, therefore, feel that you can handle a great many of the jobs required by the practical electrical man in an industrial organization.

Question 3: The Employment Manager says: "We prefer to hire married men because we find a man with responsibilities is more dependable."

Answer: I have known some men to become very indignant when they were confronted with this statement and immediately try to tell the employer that he didn't know what he was talking about. This is one of the worst things you can possibly do because regardless of what the employer's motive might be in shooting the question at you, one thing he will not tolerate is anyone definitely implying that he doesn't know what he is talking about. Whether or not it has been the experience of the employer that married men are more dependable because of their responsibilities, he nevertheless has hired many single men and undoubtedly, some of the best men he has in his plant at the present time, started to work for the company when they were single. They have been very faithful and industrious workers ever since. That is one argument that you can advance to him. Another is to explain to him that you have every reason to feel that some day you will become married yourself. Whether or not this is actually your plan, you should use this point in overcoming this problem.

Question 4: You apply for a job and are told: "We have had several men apply for this work and we will consider your application along with the others." What would you do to make your application stand out?

Answer: Here is a very practical suggestion that many men have used that has had a great bearing on their ultimate employment with the companies they were particularly anxious to work for. The first thing to do, after your interview, is to drop the Employment Manager a brief note thanking him for the attention he has given you and assuring him that you will appreciate any consideration he may extend to you for employment with this company. Then CONTACT SIX PEOPLE OF YOUR LOCALITY AND HAVE EACH OF THEM WRITE A LETTER

OF RECOMMENDATION FOR YOU DIRECTLY TO THIS EMPLOYMENT MANAGER. If possible, make these references business men or men of some importance in your community. You can tell each of them when you would like to have them write their letter and you might suggest what particular point you would appreciate their stressing when they communicate with this employer. Now, if this plan is followed, it will mean that the Employment Manager will have your application brought to his attention several times, because in most companies it is the practice to attach letters of reference to the original application for future reference. By having a number of letters come in to this employer, recommending you, this automatically brings your application to his attention several times. If you will allow a reasonable time for these letters to reach him before you make a second call, it should improve your chances of getting permanent employment with this company.



You will never stub your toe standing still. The faster you go, the more chance there is of stubbing your toe, but the more chance you have of getting somewhere.

—Charles F. Kettering



...the ...

...the ...

...the ...

...the ...

...the ...

...the ...

...the ...

...the ...

...the ...

...the ...

...the ...

...the ...

...the ...

...the ...

...the ...

...the ...

...the ...

...the ...

...the ...

...the ...

**A Practical Guide
for Personal Progress
in the Business and
Industrial World**



Putting Yourself **OVER**

**LESSON
NUMBER**

7

LOYALTY

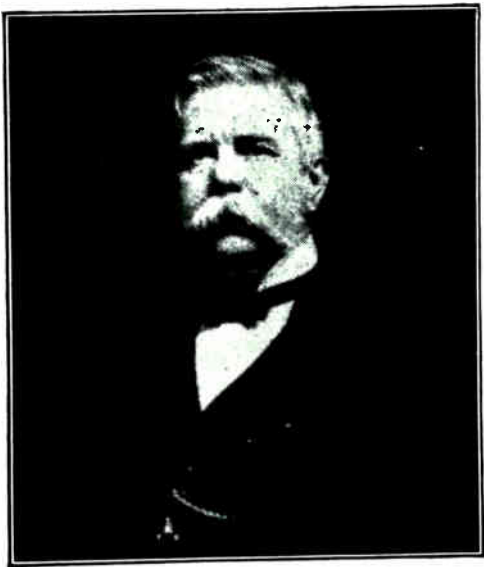
RIGHT THINKING

LEARNERS

THE HABIT OF SAVING



COYNE ELECTRICAL SCHOOL
CHICAGO 12 ILLINOIS
EST. 1899



GEORGE WESTINGHOUSE (1846-1914)

One of America's greatest engineers. His patents numbered nearly 400 and he organized 60 companies. He accomplished much in the field of automatic signal devices. He led the world in the development of appliances for the promotion of speed and safety in transportation. His early vision of the value of the alternating current electric system brought revolution in the transmission of electric power. George Westinghouse stands as a shining light for the encouragement of American manhood of the opportunity in the Electrical industry.

Putting Yourself Over

by

The Technical Staff
Coyne Electrical School

◆
LESSON No. 7
◆

- 1. LOYALTY**
- 2. RIGHT THINKING**
- 3. LEANERS**
- 4. THE HABIT OF SAVING**

One of the finest qualities any man can have is the quality of **LOYALTY**. Loyalty to your job, employer and country earns the respect of fellow workers as well as your employer.

Loyalty is a driving force that tells a man the **RIGHT** way to view any job or situation that comes up in his daily work. George Washington once said: "Give me 1,000 loyal men and I'll hold off an army of 10,000." Yes, a group of loyal employees, the same as an army of loyal soldiers, can do wonders in the progress of any company. This quality is so desired in employees that many **EMPLOYMENT MANAGERS** have a loyalty test that they use on every man who applies to them for a job. Here is how it works:

When a man applies for work he is asked to fill in an application blank and in due time is ushered into the Employment Manager's office for a personal interview. The Employment Manager will ask the applicant a number of questions pertaining to education, type of work and salary desired, etc., and **THEN WILL ASK SOME QUESTIONS CONCERNING PREVIOUS EMPLOYERS**. In order to test the loyalty of the applicant, the Employment Manager may ask an applicant how he liked his former job; did the company pay you well, advance you when you deserved it, treat you fairly, etc. After a few minutes of this line of talk the

Employment Manager may then turn the "FLOOR" over to the applicant and right there he is giving him the test of loyalty.

If the applicant is not the type DESIRED he will begin a tirade against his former employer. He will point out the "unjust" working hours, the lack of safety precautions, the low salary, the poor tools, etc. He does this because he feels that here is a chance to get a grievance off his chest or get some sympathy or provide a good excuse for leaving his former job.

Well, the interview terminates shortly after that, the applicant is dismissed with the statement, "We'll keep you in mind and call you when we need some one of your type." The applicant NEVER hears from the company and he cannot figure out why.

This Employment Manager knows that any man who can be led so easily into "knocking" a PREVIOUS employer is not the type of man he wants in his shops. Anyone who will belittle some organization that had furnished him with his "daily bread" for several years is NOT the type of employee any concern is desirous of hiring. There is an old, but true saying that reads, "If you can't say anything good about a person or organization, don't say anything." This certainly should be applied in your daily dealings with individuals or the organization for which you work.

If a man has the quality of loyalty he doesn't have to go to the "housetops" to tell all about it. It stands out in all of his actions on and off the job. Steer clear of the fellow who continually **tells you about his loyalty** — the extra time he puts in for the company, the great belief he has in the organization, etc. A man who is sincerely loyal doesn't have to do that. He doesn't try to exploit his loyalty to gain some end or to impress those who work with him. You'll find people of this type in many organizations, but sooner or later the "veneer" wears off and these people show themselves in their true light.

No sir, loyalty is doing the right thing at all times without thought of praise or added personal gain. A man cannot be loyal to an organization he doesn't believe in, any more than a soldier can fight for a cause he doesn't believe to be just and right. So, you see, Loyalty is something that comes from within. You must believe in your employer and the policies of the organization he heads before you can believe in yourself and the job you do for him.

Do everything you can to "squelch" the knockers in the crew in which you work by doing a good job yourself and evidencing by your actions the respect and loyalty you hold for your boss. Don't be afraid to put in a few minutes extra

now and then, when necessary, without murmuring. Get the feeling that you are an important PART of the organization and proud to be associated with it. If you have worked for a company for some time and don't feel this way about it, you'll do them and yourself a favor by seeking employment ELSEWHERE. You cannot do your best work if your heart is not in your job and you are not proud of the company that employs you.

Learn something about your company—its early trials and tribulations in getting established. Get better acquainted with the background of the organization and in all probability you will develop a profound respect for the accomplishments of the company and its executives. Loyalty is an absolute ESSENTIAL if you wish to attain a high place in life and particularly in the fast-growing fields of Electricity and Radio.



RIGHT THINKING

In a sense, RIGHT THINKING and LOYALTY are closely related. Any man who is thinking RIGHT is pretty apt to be a man who has a well-developed sense of loyalty. However, right thinking has other applications and it is on some of these other angles that I want to discuss this important requisite for success. I read a very interesting article a short time ago that I believe carries an important thought along the lines of RIGHT thinking. I will repeat it here because I feel it may help you to better understand this point.



"THE BRANCH THAT THOUGHT IT WAS A TREE"

It had every right to be proud of itself—this grafted branch. In the blooming season its flowers were large and the creamy petals red on the edges, while the other blossoms on the tree were small, scraggly and dirty-white.

When autumn changed the flowers to fruit the apples on this branch were big, deep-red, with hearts as white as snow.

And the branch, seeing this, was swollen with pride. "Why should I remain a part of this poor tree? I give more fruit than the rest of the branches combined. I will be a tree unto myself that men may know me and give me credit for my fruits."

The next time a strong wind blew the branch strained and pulled and twisted and finally tore itself from the tree. The tree bled at the wound for a little time, but the gardener came along and grafted another branch in that place.

But the branch that tore itself away died very quickly.

It did not realize that the sap—the life-blood that gave it health and strength to produce—came from the roots of the tree. The branch could not see that the tree, because it had other branches, was able to drink in more sunshine and rain—that all the branches drew life from the soil and air and gave it gladly that the one branch could flourish and produce more fruit.

So the grafted branch, that thought it could be a tree, died. The tree lived on.

There are men who draw the very life-blood of their inspiration from the organization of which they are a part. They produce great works and are blind to the sources of their power.

They know that what they produce is better than is done by the man at the next desk or the next bench—better, perhaps, than any man in the whole organization can make with his hands and brains.

Happy is the man who can see in the results of his efforts more than an isolated, personal achievement; who can view the organization, of which he is a part, as a whole; who can see down to the roots of it and know that from these he draws the strength and ability to achieve.

He will hold fast to the "tree" (his company). He will become as much an integral part of the "tree" as any branch of it and know that the fruits of his labors are the fruits of the "tree"—that every leaf on every branch, every root, be it as fine as a hair, helped him to bear the fruit.

That little story is a lesson in **RIGHT THINKING**. The tree is the company you work for and the little branch that wanted to be bigger than the tree represents **SOME** types of men in organizations today. They accomplish a few big jobs and get the idea they are **TOO GOOD** for the business and too big to mingle with the fellow who works alongside of them. There still is and always will be a place in any organization for individual **INITIATIVE**, **ABILITY** and **INDUSTRY**. Everyone is anxious to progress and should do everything possible to forge ahead **BUT** intelligence should be used in just **HOW YOU FORGE AHEAD**. Don't "step on the other fellow's toes" in your anxiety to get ahead. You may need the help of this fellow later on. If you treated him fairly on your "way up," he will serve you well when you are on top; but if you slight him and make him realize your own exalted opinion of your importance, you'll have trouble getting his whole-hearted support **WHEN YOU NEED IT**. If you will just apply common sense and **RIGHT THINKING** to the everyday problems, you'll have far less trouble solving them.

Here is another established fact that is one of the reasons why it is EASY for any man to STAND OUT today.

Some bosses prefer to have a lamb-like force rather than one keenly interested or creative, because docile people are easier to deal with. The person who is hardy enough to protest, who tries to put into effect a different method or idea, is a constant challenge and only a very far-seeing employer or executive will meet that challenge honestly. The higher the intelligence, the more variations there are apt to be in the reactions of such an employee because he will seek new and different ways of accomplishment. Those who do nothing but what is expected of them, present no problem at all, bad or good, and their colorless contributions fit in with the general scheme.

Wherever this state of affairs exists, only the most persistent workers will get beyond the middle rating, only the most vital and ingenious will be able to progress. But what of the hundreds who start with originality and ideas, and lack the aggressiveness to fight for them? They soon become copy-cats, adopting all the weaknesses of a system that gives pats on the back for following blindly, no matter what the issue, just to agree with the boss.

This thought is made a little clearer by this example. There's a famous story about three men working in a marble quarry. Asked what they were doing, the first replied simply, that he was working in a quarry. The second said he was cutting and shaping blocks of marble. The third man answered that he was HELPING TO BUILD A CATHEDRAL. Of course, all three were right—but each had a different way of looking at his job. And in any job that counts a great deal.

No one can dictate a state of mind. Printed rules and regulations can suggest how the job should be done, but they can't control the spirit of the man or woman who does the job. That's up to the individual. It's all on the point of view and attitude of the man. And that's where the BIG difference comes in. It's the ATTITUDE a man takes toward his job that governs his progress. Look around you in your shop and you will see many "run of the mill" workers who are not RIGHT THINKERS on the job. They do their work each day BECAUSE they have to and not BECAUSE THEY WANT TO. They think they are unimportant cogs in the machine of production. They think their job is insignificant and as a result this attitude is reflected in the way they go about their work. True, these men may be steady and reliable. They may seldom miss a day—they may never be late and they do the work assigned to them. BUT still, when a bigger job presents itself in the organization, they don't get it. This leads a fellow of this type to

feel the company doesn't appreciate his services and value. This is not the case at all. These men are just like so many machines. They don't exhibit enthusiasm in their jobs-- they seem to be content with what **THEY'RE DOING** and the **WAY THEY'RE DOING IT**.

That is why some men who are in the employ of a company for a comparatively short time, are quite often advanced **OVER** men with a score or more years of service. The reason for their advancement is easy to understand-- they have the proper attitude to take on added responsibility--they are not machines. One of the underlying reasons why some men do not stand out in the opinion of the manager of a company is the fact that they "steer clear" of the boss **AT ALL TIMES**. These workers feel they are doing all right if they get their pay check each week and never see the boss. They don't submit **IDEAS** because they feel they might not be important in the eyes of the **BOSS**. This fear of criticism has kept thousands of men from realizing the success they should have.

These men, when they are called into the "boss' office" immediately think to themselves, "What have I done wrong now?" They approach the boss with a fearful attitude instead of one of confidence. Just why this attitude exists is difficult to understand, nevertheless it is the state of mind that spoils the chances of many men in industry today. Lack of confidence, lack of decision, lack of aggressiveness and lack of poise are some of the things that hold many men back.

I recall a case in our own organization a few years ago that will illustrate what I mean. One of the men on the school teaching staff had an idea for improvement of the teaching curriculum. He discussed his idea with several members of the staff and so impressed one of the men that a special interview was arranged so that this man could present his idea to the school board.

Well, when it came time to present the plan this fellow was so nervous and excited he made a "botched up" job of the interview and gave a very confused and disjointed story of what he had in mind. Were it not for the fellow who arranged the interview for the man, this idea would never have been made clear. This fellow understood the plan and in a calm and cool manner explained the advantages and improvements over the existing practice.

I cite this case as a further illustration of what I mean by **RIGHT THINKING**. Here was a man with a good idea who almost ruined it because he felt "out of place" and could not get himself to appreciate the importance of the information to the assembled group. When he should have been at his best in aggressively outlining his plan, he was at his

worst. He thought everyone in the group was bent on finding fault with his idea. The fact that he was talking to men who held superior positions in the organization completely upset him. **RIGHT THINKING** would have convinced him that these men were there to weigh all the fine points of his plans in addition to "ironing" out any weak points.

Every man gets his chance to prove his leadership at some time or other. To some, these chances come more often than to others. Just how a man acts when his chance comes, determines his opportunity for advancement.



LEANERS

What makes Opportunity when it comes along, so great is that comparatively few men have what it takes to stand on their own feet in life and not lean on someone else. This is particularly true in the matter of earning a livelihood.

Leaning, in the sense that we are using it, is the habit of expecting (even demanding) others to do for you those things which you **SHOULD**—and **COULD**—do for yourself. Leaners are found in all walks of life and in every social and business contact.

Many a decent man is contributing to the support of a score of personal Leaners, related by blood or marriage, in addition to assisting through taxation and donations to Leaners in general.

The Leaner is particularly marked in business. Millions in stores, offices and factories will never get anywhere because of their leaning tendencies. Give a man of this type a job to do, the chances are that before he is through with it you will feel that you might better have done it yourself. Far too few there are who can be trusted to go ahead and deliver the goods; of whom you can say to yourself, "Well, I've turned that over to Jones and now I can forget it."

A full-fledged Leaner believes that the world owes him a living. He didn't ask to be born and now that he is here he's entitled to what he likes to speak of as "his share." If he has to work for that share, he's being exploited. If he refuses to work and something is done about it, he's being persecuted.

There are degrees of Leaners, from the outright loafer to those who are still in the beginner's stage of leaning. The latter can be salvaged if prompt work is done on them. The most effective method is to remove all props. They then fall down or learn how to stand alone. If they have leaned too long to have any stamina left, however, when they fall down, they'll remain there.

Leaners are great believers in luck. They use it as a substitute, and an alibi, for effort. To them, the workers are those who "get the breaks." If you ever have Leaners working under you, the greatest favor you can render them is to put them "on their own"—make them stand up and face problems—if they're real men they'll thank you for it; if not, it will give you a chance to let them go so you can get good men.



RIGHT THINKING IN POSITIONS OF AUTHORITY

Basically, the strategy of handling others can be best covered in the following sentences:

1. Find out what other people want.
2. Try to give it to them.

Leadership means merely applying your efforts to following through on these principles. Sometimes it is difficult to find out what the other fellow wants. Sometimes he himself doesn't know. Perhaps he is the type who has to depend entirely on some strong want within himself before he can make a move, to let anyone else know what his wants are.

Any good salesman understands that it is necessary to talk about the prospect's needs and wants. He will quite often "fish around" for quite a while to find out what these needs are, but once he has discovered them he will try to show how his product or service supplies those wants.

A good strategy in handling men who work under you is to implant an idea and let it sprout in the other fellow's thinking. Perhaps you do this by a question or by suggestion or by assigning him to a task or by setting up some mild obstacle to what you know he wants to do. As the idea sprouts in his mind, he may become more and more convinced as to its value and more and more determined to see it carried out.

Don't argue, deny, belittle or correct. When you are discussing opposing viewpoints with someone, don't raise your voice. Listen to him patiently; don't interrupt. Be tactful and friendly in advancing your own particular views. If his views are wrong, time will eventually show them to be so. If they are right, then he feels less respect for you because you opposed him.

In the same general group as contradiction, is criticism. As a substitute for voiced criticism, try the old method of example. Do it yourself if you can, or praise someone else for doing it right without criticizing the fellow who did it wrong. If someone working under you has genuinely tried

his best to accomplish a certain thing, criticism of his results is almost sure to kill his desire to continue trying.

We have said previously in these lessons if criticism is unavoidable, it should be sandwiched between two slices of praise, if at all possible. You might say to a subordinate: "Jim, I've been watching the rapid progress you've made in the last few days in the operation of that new machine. If you don't get caught in one trap, you'll soon be breaking records." At the mention of the word "trap," Jim is almost certain to say: "What trap?" To which you reply, "You have a tendency to race the machine when it is not being used. That will heat and expand the bearings." Jim says, "Say, that's right. I never thought of it." And when you add the final slice of praise, "You're the first fellow who has ever made such rapid progress on that machine.

There are times when your responsibility requires that you get subordinates to perform certain duties. There is a principle that applies here which is of use in all forms of compulsory or disciplinary human relationships. This principle is: Use HIGH APPEALS FIRST.

If you take advantage of your authority or office to demand that certain things be done you may get those particular things done but at the price of strained human relationships which eventually will slap back at you.

Criticism, especially unjustified criticism, in the presence of others, is triple barbed. However, don't praise insincerely. Flattery is undeserved praise and usually the recipient knows it and is suspicious of your motive. We're all pretty hungry for praise, though, and will accept flattery if it has even a slight basis of merit.

Have you ever been in a group when some important personage of your acquaintance joined it? If he spoke to you, or even merely nodded to you, you felt comfortable; if he ignored you, you felt very unhappy indeed.

Realize that others want to be recognized, as do you. You may be an "important personage" to some groups even though you may not think so. Important or not, you should learn to give some form of recognition to people you contact. A smile, a nod, a handclasp, his name, a query, praise—these will all show the other fellow that you know he is present. Recognition is a rare commodity—there's scarcely enough of it to satisfy everyone. Appreciate the other fellow's good points. He has them in some things even if he is an individual of mediocre talents. It is your job to find out his good points, the things in which he excels, and to go out of your way to give recognition to them. This nourishes his self-esteem. He may admire you greatly and recognize that in all around ability you far surpass him.

Hence, if you let him know that you think he excels you in some particular point, he is almost certain to react favorably. All of the above suggestions are examples of **RIGHT THINKING** in handling men.



FIRING OR FORMING

The easy thing to do, the line of least resistance, is to fire the man. That way, however, the man not only loses his job but the firm loses all the man's experience, background, training and skill. The better thing to do is to form, not fire, the man. If we can form him so he will fit in with others, and fit the position we have for him, then we have saved the man's job and we have conserved the investment we already have in him.

I heard the President of a large organization give the above advice to one of his foremen. The President has been very successful because he is a man-builder. Like a master sculptor he chips away the undesirable qualities from an employee's personality until the master worker stands revealed. Often he finds that some easily corrected personality defect is the only reason for a man's failure. Sometimes problems in the home are the cause. Discovering the reasons for wrong mental attitudes and wrong habits and removing the causes often conserves valuable workers for the firm. By studying men as human beings and taking a deep personal interest in each man, he has built one of the finest organizations of its kind in this country.

Melvin Evans, a Chicago Management Engineer, says that a typical industrial group may be classified as follows: 1% are superior, alert, open-minded, skilled, aggressive and have pleasing personalities and strong characters; 12% are skilled; 27% are open-minded and willing to grow mentally; 60% are indifferent and mentally unorganized.

My President friend has found that much can be accomplished by training and guiding the willing 40%. And he even has been successful in arousing and inspiring some of the men in the 60% group. He does not believe in firing a man until he has made every effort to form that man into a successful worker.



CYRUS SIMMONS' 10 RULES

To close this subject on **LOYALTY** and **RIGHT THINKING**, I'd like to give you the 10 rules of Cyrus Simmons, an old wagon builder, who built a city at the same time. If you want to read a story of the opportunity this great coun-

try of ours offers to a man of purpose, read the life of Cyrus Simmons.

Cyrus Simmons had 10 rules that he gave to every new employee that went to work for him.

Rule 1. Don't Lie. It wastes my time and yours. I'm sure to catch you in the end and that's the wrong end.

Rule 2. Watch your work—not the clock. A long day's work makes a long day short and a short day's work makes my face long.

Rule 3. Give me more than I expect and I'll pay you more than you expect. I can afford to increase your pay if you'll increase my profits.

Rule 4. You owe so much to yourself that you can't afford to owe anybody else. Keep out of debt or out of my employ.

Rule 5. Dishonesty is never an accident. Good men, like good women, can't see temptation when they meet it.

Rule 6. Mind your own business and in time you'll have a business of your own to mind.

Rule 7. Don't do anything here which hurts your self-respect. The employee who is willing to steal for me is capable of stealing from me.

Rule 8. It's none of my business what you do at night but if dissipation affects what you do the next day and you do half as much as I demand, you'll last half as long as you hope.

Rule 9. Don't tell me what I'd like to hear, but what I ought to hear. I don't want a valet to my vanity.

Rule 10. Don't kick if I kick. If you're worthwhile correcting, you're worthwhile keeping. I don't waste time cutting specks out of rotten apples.



THE HABIT OF INTELLIGENT SAVING

There have been many proverbs that have been accepted as true that in reality are misleading or actually untrue. The proverb that "Economy is the Road to Wealth," also the theory that you MUST put aside SOME savings EVERY week or you will not be a success are two ideas that are not true—and I'll tell you why. Necessity is what makes most people economical. Probably nothing is more closely studied or more widely practiced by people, than economy. Yet, statistics show that only 3% of those who reach the age of

65 are financially independent. That would certainly indicate that economy (or saving a little each week) does not necessarily lead to financial independence.

Economy quite frequently tends to make men "little." They "pinch pennies," give too much weight to trifles and spend too much time on details. They so closely watch the small things that they overlook the big.

When a man is young that is the time he must use good judgment in regards to saving. It is far better to spend money for such things as good tools, good books, an education, good food and other things that tend to increase your value on the job, than to put money in the bank. Be sure that you don't ever get into the habit of saving MORE than you should. Quite often a fellow will set up a definite routine of saving \$5.00, \$10.00, or more EVERY WEEK. Even though he may need some new tools, or materials that will enable him to do better work HE won't get these things because he doesn't want to spoil the saving record. In other cases a fellow operating a shop will not buy certain equipment he should add because this would mean "no savings deposit" that week. This is downright foolish and a fellow who thinks along those lines is not likely to ever hold a big job, or run a successful business. You must use good sense in this matter of saving and realize that economy can easily make men overcautious and often cowardly. Little savings accumulated by constant stinting and sacrifice become too precious to be risked. These men cling to "Safe roads" that rarely lead to success.

Here's another important angle to consider. The economical man is EASILY CONTENT. As long as he can save a few dollars each week he is satisfied because SMALL DESIRES FOSTER ONLY SMALL AMBITIONS.

Now, we don't want to create the impression that the habit of saving is not good—far from it. What we wish to point out is the fact that a man must realize **THAT THERE ARE TIMES WHEN IT IS WISER TO SPEND MONEY THAN TO SAVE IT. THIS IS ESPECIALLY TRUE WHEN A FELLOW IS YOUNG AND JUST STARTING UP THE LADDER OF SUCCESS.**

If you can distribute your income intelligently and systematically so that a definite percentage of it will steadily accumulate, it will form one of the greatest known sources of personal power.

It is obvious to all that the INTELLIGENT saving of money is one of the essentials for success, but the big question is, how can you do it?

SAVING MONEY IS A MATTER OF HABIT

The saving of money is solely a matter of habit. We are victims of our habits, no matter who we are or what may be our life's work. Any idea that is deliberately fixed in the mind, or any idea that is permitted to set itself up in the mind as the result of suggestion, environment, the influence of associates, etc., is sure to help us follow through on the idea. As an example, when one is in the habit of thinking and talking prosperity in abundance, very soon material evidence of these will begin to show up in the nature of a wider opportunity and progress. "Like attracts like." If you are in business and have formed the habit of talking and thinking about business being bad—business will be bad. One pessimist, providing he is permitted to continue his destructive influence long enough, can destroy the work of a half dozen competent men, and he will do it by setting adrift in the minds of his associates the thought of poverty and failure.

Many business houses have this sign hanging in full view of everyone—"We talk and think only in abundance here. If you have a tale of woe, please keep it as we do not want it."

Many great leaders would never have gotten anywhere if they had not developed quite early in life the habit of **INTELLIGENT SAVING**.

An executive or a business man respects the employee who has established and continues to maintain an intelligent method of saving. It is quite apparent to the employer that such a man is **STEADY, CONSCIENTIOUS, SINCERE, AND BEST OF ALL, AMBITIOUS**.

James Hill was a poor young man working as a telegrapher at a salary of \$30.00 a month. He conceived the idea of the Great Northern Railway System, but his idea was out of proportion to his finances. However, having formed the habit of saving some money on the meager salary of \$30.00 a month, he had saved enough to enable him to pay his expenses on a trip to Chicago. There he interested capitalists in financing his plans. The underlying fact that he, himself, could save money on his small salary was considered good evidence that he would be a safe man to trust with other people's money. **YOU WILL NOTE THAT JAMES HILL, ALTHOUGH HE HAD A HABIT OF SAVING, NEVERTHELESS, WAS WILLING TO SPEND HIS SAVINGS TO COME TO CHICAGO FOR THE IMPORTANT INTERVIEW OF HIS LIFE.** Many organizations sponsor Employee's Savings Plans. These plans enable a man to **AUTOMATICALLY** save money by having a small portion of his weekly pay check "Laid Aside" in his bank account. In many cases, men who have never been able to save money

before have found that if a few dollars are taken out of their earnings each week **THEY CAN ARRANGE** their living expenses accordingly and never really miss the small amount. So, if your company has a savings plan for employees, or if you can set up some **DEFINITE** savings program with some bank in your locality, by all means do so. In summing up on this important point of **SAVING**, keep in mind this one point: **SAVE AND SPEND WISELY. DON'T HESITATE TO SPEND MONEY WHEN** you need good tools, books, equipment, or anything else that will help you progress. Any economy or penny pinching on things as important as these is **FOOLISH ECONOMY.**



Steps to Success

YOUR JOB



Wherever you're working, in office or shop
And however far you may be from the top,
And though you may think you're just treading the mill,
Don't ever belittle the job that you fill;
For however little your job may appear,
You're just as important as some big gear
That meshes with others in some big machine
That helps keep it going though never is seen.

They could do without you, we'll have to admit
But business keeps on even when the big fellows quit!
And always remember, my lad, if you can,
The job's more important—(oh, yes)—than the man!
So if it's your hope to stay off the shelf,
Think more of the job than you do of yourself.

Your job is important; don't think it is not,
So try hard to give it the best that you've got!
And don't think ever you're of little account,
Remember, you're part of the total amount,
If they didn't need you, you wouldn't be there,
So, always, my lad, keep your chin in the air.
A digger of ditches, mechanic or clerk—
Think Well of Your Company, Yourself, and Your Work!

Author Unknown

Questions

LESSON No. 7

PUTTING YOURSELF OVER SERIES

The questions I've selected for this lesson deal with some of the problems of men in charge of crews, such as Foremen, Superintendents, Service Managers. Many men who read this series of lessons hold or will hold jobs of responsibility where they have men under their supervision. It is, therefore, quite important that you know **HOW TO HANDLE** the situations that these jobs of added responsibility bring. Put yourself in the position of the man in charge of the employees and give some thought as to just what you would do if faced with these same problems.

Question No. 1. You have just been made assistant foreman. You have an office of your own and your name on the door in black letters. At the moment a salesman is interviewing your chief, concerning the purchase of a car-load of raw material which the company uses in its manufacturing processes. He has just mentioned a price. "But," protests the purchasing agent, "I can buy that from one of your competitors for twelve cents less. That's true, isn't it, Mr. _____?" and he turns to you for corroboration. You know it is not true. You know that he knows it is not true. You both know that it is hot true. What are you going to do about it?

Question No. 2: After a few months in the various departments of the company, you and several of the other men have been turned loose on the test floor. Each man in rotation is given charge of a group for a week. Your turn comes next. You realize that your fitness and ability as a leader will be judged by the production and discipline you are able to maintain. This is particularly discouraging because under the supervision of the last two men the boys have been coming in late, reading the newspaper during working hours and even eating lunch before the whistle blows. Moreover, most of them are young fellows who started the same time you did and have for you that particular kind of contempt which is bred by familiarity. You have the week-end to devise a plan of action. What would your plan be?

Question No. 3. It has been a number of years since you

went to work for your company. For almost half the time you have had the title of "assistant foreman." From the first day you reported for work the foreman, himself, has been as a second father to you. He seldom missed an opportunity to give you experienced instruction. So, it was somewhat of a personal blow to you one morning two years ago when he had a stroke and was taken home in a taxi. Of course, you took over his duties—he had prepared you well and it was the sporting thing to do. But a year has gone by and although his condition has improved (only enough to allow him to hobble in a few times a month), he is still drawing his salary. Doing all the work of the foreman—at the assistant foreman's rank and remuneration—doesn't seem so noble now; indeed you resent it. There are conflicting loyalties that bedevil you. After seriously considering your duties to the company, the superintendent, your family and yourself, what would you do in this matter.

Question No. 4. In a new assignment as Electrical Foreman, it has become increasingly evident to you that certain men under your supervision must be brought to time. Of course, you would not censure anyone within hearing of his fellow employees but you realize that there are certain points that must be straightened out. Now, the question is, do you think it wise to follow your reprimand with a few words of praise, where praise can be given, or would you prefer to begin with praise and scold afterward? As a third alternative, do you think it more effective to reprimand and forget about any praise at all?



ANSWER SHEET

Question No. 1. You have just been made assistant foreman. You have an office of your own and your name on the door in black letters. At the moment a salesman is interviewing your chief, concerning the purchase of a carload of raw material which the company uses in its manufacturing processes. He has just mentioned a price. "But," protests the purchasing agent, "I can buy that from one of your competitors for twelve cents less. That's true, isn't it Mr. _____?" and he turns to you for corroboration. You know it is not true. You know that he knows it is not true. You both know that it is not true. What are you going to do about it?

Answer No. 1. This is an old trick used by some men to "get a better price." There are two ways to view this sit-

uation. First you can take a strictly moral view and say to yourself, "I won't lie, regardless of whether my boss wants me to—no job is worth that much"—Or you could say to yourself: "MY ALLEGIANCE IS WITH MY EMPLOYER—IF HE FEELS THIS LITTLE IDEA WILL GET HIM A PRICE THAT HE CONSIDERS FAIR, I AM DUTY BOUND TO DO ALL I CAN TO HELP HIM." Here is another way you might look at it. If this salesman doesn't feel he will make a profit on the material he wants to sell your company—he won't make the sale. THE FINAL DECISION RESTS WITH HIM. So, if he accepts the order it just means he is making a smaller profit than he figured he would in the first place. No good salesman will accept any sizable order on which his company will lose money. Just remember, your employer expects ONE answer and only ONE out of you—he expects you to understand the motive behind the question he asks you. HE IS CERTAINLY NOT GOING TO THINK LESS OF YOU IF YOU ANSWER THE WAY HE FEELS YOU THINK HE WANTS TO BE ANSWERED. He might be greatly disturbed if you don't give him the answer he wants to help him put over his plan to get a better price on the material.

The method he uses to secure better prices for his firm may be wrong from the abstract moral point of view, but he, in one sense, is only doing what the salesman expects him to do—he is sparring and using his bag of tricks against the salesman's.

Another way this may be viewed is that saying "Yes" is not lying, as much as it is a part of business tactics; a technique of business which, while we do not entirely approve of, we cannot straightway alter. Considering all angles of the problem and rechecking the results of tests on the same questions with various groups, I would say 90 out of 100 men would say "YES"; they would say "yes" out of loyalty to their employer and of trying to hold a job—but mainly because the answer would come as a logical reaction.

Question No. 2. After a few months in the various departments of the company, you and several of the other men have been turned loose on the test floor. Each man in rotation is given charge of a group for a week. Your turn comes next. You realize that your fitness and ability as a leader will be judged by the production and discipline you are able to maintain. This is particularly discouraging because under the supervision of the last two men the boys have been coming in late, reading the newspaper during working hours and even eating lunch before the whistle blows. Moreover, most of them are young fellows

who started the same time you did and have for you that particular contempt which is bred by familiarity. You have the week-end to devise a plan of action. What would your plan be?

Answer No. 2. The first thing you should do is to call them all together. Have a talk with them something like this:

"Well, fellows, you know I've been made foreman and I sure want to make good in this job. But, I'm smart enough to know I can't do it unless I have you fellows with me. Just because I've been made a boss don't mean we're still not the same friends we were before. I've worked with you fellows long enough to know your problems and to see things in your light. I want you to feel we're still friends and that I'm interested in every one of you. I want to treat every fellow here just as I would want to be treated if our positions were reversed.

I don't want you fellows to look upon me as the boss. I don't believe you fellows need a boss. I'm merely selected by Mr. _____ and given the responsibilities of this department. I am merely following out his instructions and I'm here to help guide you and to accept the responsibility of seeing that the department functions as he wants it to. I pledge to you all that if you will give me your co-operation I will always see that every fellow here gets a square deal and I'll be working in your interests as well as my own and those of Mr. _____. We can all only succeed in our jobs if we give our complete co-operation to our employer. Each one of us are a part of this organization. How well each one of us does his part will depend the future of the business and our own future. I want each and every one of you to feel free to come to me at any time with any grievance you have no matter how small it may be. I'll guarantee you an audience and my best efforts at all times to iron it out."

Then after delivering this talk live up to what you have said. Always show your employees you are interested in their welfare. Many times an employee may come to you with what you may consider a small matter—**GIVE CAREFUL THOUGHT TO THIS.** To you it may be a trivial matter **BUT TO HIM IT MAY BE A BIG MATTER.** The mere fact that he came to you is evidence he has faith in you. He came to you for advice on **WHAT TO HIM** was an important matter. Treat his problem in the light he does and give him every consideration.

Charles M. Schwab, who was one of this country's greatest leaders, once said: "Whatever success I have ever had in life is due to one thing—I was able to win the confidence

of the men who worked for me." Remember this—no one will ever go far in life if he cannot win those under him. Whenever a man figures he is so important that his success depends entirely on himself, he is riding for a fall and while he may go to a certain point, he is liable some day to come down with an awful thud. Win the confidence of those under you. Do this by proving to them you are fair and square and treat them with the consideration due them. If you do this, you will win their confidence and their respect and you will get a lot more out of them than you will ever get by merely trying to impress them with the fact that you are the boss.

Question No. 3. It has been quite a number of years since you went to work for your company. For almost half the time you have had the title of "Assistant Foreman." From the first day you reported for work the foreman, himself, has been as a second father to you. He seldom missed an opportunity to give you experienced instruction. So, it was somewhat of a personal blow to you one morning two years ago, when he had a stroke and was taken home in a car. Of course, you took over his duties—he had prepared you well and it was the sporting thing to do. But a year has gone by and although his condition has improved (only enough to allow him to hobble in a few times a month), he is still drawing his salary. Doing all the work of the foreman—at the assistant foreman's rank and remuneration—doesn't seem so noble now; indeed you resent it. There are conflicting loyalties that bedevil you. After seriously considering your duties to your company, the superintendent, your family and yourself, what would you do in this matter?

Answer No. 3. The answer to this problem in my opinion is to be determined by the extent of the Foreman's ailment and the possibility of his return to active duty. An important angle is the age of the assistant foreman in the case. Gratitude is a great virtue and undoubtedly the assistant foreman has much for to be grateful to the ailing Foreman. However, two years is a long time and it seems that from the standpoint of fairness holding another man's job down for him for two years is showing a lot of genuine gratitude. It may be true that the coaching and training the old Foreman gave his assistant qualified him to take over, but every company requires that a man be available to step into any job if necessary—this is production insurance. This Old Foreman was merely doing part of his job when he trained the young man who took over during his ailment. As long as there is a chance for the Foreman to return to work I do not believe the assistant foreman should ask for his job; however, if there

is a STRONG POSSIBILITY THAT HE MAY NEVER TAKE OVER HIS DUTIES AGAIN, THEN THE ASSISTANT HAS EVERY RIGHT AFTER TWO YEARS TO ASK THE AUTHORITY AND REMUNERATION THAT GOES WITH THE FOREMAN'S JOB. If the man has been with the company for many years, they will undoubtedly work out some pension arrangement to help this man.

Question No. 4. In a new assignment as Electrical Foreman, it has become increasingly evident to you that certain men under your supervision must be brought to time. Of course, you would not censure anyone within hearing of his fellow employees, but you realize that there are certain points that must be straightened out. Now, the question is, do you think it wise to follow your reprimand with a few words of praise, where praise can be given, or would you prefer to begin with praise and scold afterward? As a third alternative, do you think it is more effective to reprimand and forget about any praise at all?

Answer No. 4. Most every employee needs checking up at some time or another. Many times it is necessary to severely reprimand an employee. If this becomes necessary, never DO IT IN THE PRESENCE OF ANY OTHER EMPLOYEE. Call him into your office and avoid betraying any anger or temper. Tell him in a firm way that he has done wrong, and he must not do it again. Explain to him why it was wrong and attempt to convince him by good logic and understanding the mistake he made. Do not, under any circumstances, ever let that employee think you want him to do a certain thing a certain way JUST BECAUSE YOU ARE THE BOSS.

Tell him you want it done a certain way because you feel that is the right way to do it. Then take a little time to explain why you feel it is the right way. Then if he has something against it, give him a chance to explain his side. If, after he has done so and you still feel he is wrong, tell him firmly, but politely that you still believe your way is best and that you want him to follow your way.

Before he leaves our office, pay him a little compliment on some job he has done well. This will have a very good psychological effect. He will leave your office feeling he was reprimanded and even if he feels the reprimand was not coming to him, he will say to himself, "Well, the boss 'bawled' me out for what he thought was wrong, but at least he does see the good things I do."

**A Practical Guide
for Personal Progress
in the Business and
Industrial World**



Putting Yourself **OVER**

**LESSON
NUMBER**

8

.....
SETTING A GOAL
.....

FAILURE



COYNE ELECTRICAL SCHOOL
CHICAGO 12 **ILLINOIS**
EST. 1899



DR. CHARLES PROTEUS STEINMETZ
(1865-1923)

The life story of Dr. Charles P. Steinmetz is a significant portion of the story of the growth of Electricity from a scientific curiosity to a powerful and beneficent factor in our daily lives. Today the principles laid down by Dr. Steinmetz are taught in all electrical schools and are used in practically every application in the field of Alternating Current electricity. It is impossible to properly evaluate Dr. Steinmetz's contributions to the electrical industry. The results of his research will be useful as long as Electricity is a factor in our civilization.

Putting Yourself Over

by

The Technical Staff
Coyne Electrical School
LESSON No. 8

1. SETTING A GOAL

2. FAILURE

Quite often a man goes into Electricity or Television-Radio, he is not certain what branch of the industry interests him most. This is something that may take a little time to determine. SO, THE FIRST IMPORTANT PROBLEM ANY FELLOW HAS TO SOLVE IS TO SELECT THE BRANCH OF WORK HE IS BEST FITTED FOR AND DESTINED TO ENJOY THE MOST SUCCESS IN. Possibly this lesson will find you "set" in the branch of the field that holds your greatest interest. On the other hand, however, many fellows will read this message who are employed but DO NOT seem to have the enthusiasm or interest in their work that they should. These fellows may be doing work in their line but MAY NOT be in the right branch of work yet and it is about time some serious thought was devoted to the matter:

How can you tell whether you are in the right branch of the field? Well, that's easy. Do you think of your work when you are off the job? Do you believe in your organization? Do you feel the "time fly" on the job? Do you get a great deal of satisfaction out of what you are doing? Are you doing something to improve your knowledge of the particular work you are doing? Have you set a goal for yourself?

If you can answer "YES" to every one of those questions, then it is a cinch that "you're on the RIGHT TRACK." If you don't mind a few minutes overtime to get a job done the RIGHT WAY. If you don't feel yourself swayed by idle gossip or let "knockers" influence you against your employer, you can be quite sure you are in the line of work in which you should do best. If you don't measure your value to the company on the basis of "how much do they pay me" or place your interest in your work on a strictly mercenary basis, you can bank on it—you are probably in the right line of work and the right concern.

Before any man can set up a goal for himself, he has to be in the work that holds his best interest. You cannot make progress in a line that doesn't give you **SATISFACTION OF ACCOMPLISHMENT**. To merely be a "good plodder," doing whatever job is assigned to you and never looking ahead of the work you are doing will never get you anywhere regardless of how much education or training you may have. True, you may hold your job but when the time for promotion comes, you won't be the one who is picked. You see, a **PLODDER** is a man without a goal. Many plodders are good workers but they don't get out of that "plodder" class because they do not have a goal set up for themselves. They don't do anything to improve themselves or to make themselves stand out on the job.

The man who resolves to concentrate on one important objective and puts forth his best efforts day after day, is destined for real achievement.

You increase your chances of successfully attaining your objective when you take time to think out the best available means of pursuing it. Here are some suggestions that will help you to formulate a set of rules for yourself:

- Chart a daily plan.
- Talk less and listen more.
- Be an intelligent optimist.
- Think and act deliberately.
- Be a constructive thinker.
- Take time to be friendly.
- Depend upon yourself.
- Praise rather than to censure.
- Keep fit. Guard your health.
- Shun debt. Save some money each month.
- Invest money prudently.
- Be temperate in all things.
- Do an hour's solid reading every day.
- Profit by past mistakes.
- Smile in the face of disappointment.
- Cultivate patience.
- Be alert to new opportunities.
- Practice the Golden Rule.

When you sit down to lay out your future plans and to determine a good plan for yourself, don't set the goal too high, all out of proportion to your ability to attain it. On the other hand, don't minimize the value of your ability and the great potential achievements possible for a man with

the splendid foundation you have in your field. Use common sense in determining the goal you feel you can reach. Take a few days to think this out. Talk it over with friends, your wife or parents. This is one of the most important decisions you will ever make in your life—so, give it plenty of thought.

Scores of men who have worked a lifetime without the satisfaction of success were fellows who, when they were young, NEVER were able to determine what they were best fitted for—therefore, never set a goal in life. They figured that if they did a good day's work, each day, success would take care of itself. As a result, many of these people were cast in a job that did not enable them to realize the full benefit of their PERSONALITY, intelligence or natural ability. Many a man who might have been a marvelous sales and service engineer has wasted his time on an inside production job. While many a man who could have been an excellent inside service engineer, has floundered around for years in a sales engineer's job. **Fortunate is the man who early in life can determine the right field to enter—he will have 100% better chance to achieve his goal.**

I recently ran across an interesting article by BURTON BIGELOW, one of America's foremost geniuses in the advertising field that presents some very good, "down to earth" advice on personal advancement. The article outlined Mr. Bigelow's idea of success requisites according to letters of the alphabet.

A—Alertness: An alert workman realizes that he constantly needs more information and knows what to look for and where to look for it. **HE TAKES NOTHING FOR GRANTED.**

B—Bounce: A spoiled tomato has no "bounce"—but a good workman must have. Everything in life is not rosy. The man without a supply of "bounce," without the courage to come back after a setback is the fellow who isn't cut out for success. He doesn't deserve it.

C—Confidence: A workman needs, above all else, confidence in himself and the conviction that his job and his company are worth fighting for.

D—Demonstration: Demonstration is an important word in the vocabulary of any successful man. Demonstrate your ideas for improvement of your job or any other phase of the operation of your plant in a sincere, direct and thoroughly clear manner.

E—Enthusiasm: "Nothing great was ever done without enthusiasm," so said Emerson and so says every executive. Enthusiasm is infectious. Know so much about your job

and the job "ahead" of you that you'll be ready for it when the time comes.

F—Finish Every Job: One of the most successful men I know is a fellow who has a pad on his desk on which he lists "jobs to be done." Every day he reviews this pad. He then sets to work to do a FEW OF THESE JOBS—AND he doesn't quit work until every job he sets out to do is DONE and done right. The fact that this man is a success is partially due to the practice of that plan of FINISHING EVERY JOB he starts. It's a good practice for anyone who wants to get somewhere in life.

G—Grit: Staying power, tenacity, doggedness, stay-in-there-and-fight determination, are very important in any line of endeavor. Being able to "take it on the chin" and come back smiling, has been the "Making" of many men in industry.

H—Health: A clear head and a general effort to keep one's body in tune with one's mind is a great asset toward success.

I—Information: The man who visions himself at the head of a department should inform himself about people, about the various jobs he would have supervision over, about his company and the industry as a whole. Above all, he should subscribe to some leading trade paper in his line.

J—Joy in Work: This point is important because a man cannot succeed in something he doesn't enjoy. Yes, work is a pleasure when it is the right kind of work. I have had many men say that they were happiest when they were working out some big business problem.

K—Knowledge: Knowledge is power. Know your job. Know where you're headed for and study everything you can lay your hands on that will help you get there.

L—Likeability: Make every effort to cultivate the friendship of those about you. If you make yourself liked by others, you will find failure difficult.

M—Memory: Remember names, dates and facts about your products. Be ready any time to tell anyone all about your company.

N—Neatness: Mental neatness as well as neatness of person is an attribute to a successful man. Cultivate orderly planning and orderly presentation of ideas.

O—Objective: Set a goal for yourself. You can't reach an objective unless you have established one. Don't set it too high to reach, but move it high enough to compel REAL

effort. As you succeed, push the objective higher and higher. EVERY MAN owns powers, which, if used, will amaze him.

P—Plan: Plans may sometimes fail or go awry—but planners usually succeed. Life without a plan is a labyrinth. Plan and systematize your work; don't be afraid to change your plans BUT always govern your work according to a plan.

Q—Qualitize Your Work: Do your work the very best you can. Set a high standard for quality in anything you do and don't deviate from that standard at any time. IF YOU CAN'T DO A JOB WELL, DON'T DO IT AT ALL.

R—Reassurance: The world is full of fearful folks. Fearful about money. Fearful about the opinions of others. Eliminate any fear of this type from your makeup and you automatically place yourself ahead of many men.

S—Sincerity: "To earn the title of a sincere worker is the greatest achievement any man can get," said Andrew Carnegie, who employed thousands of men. Sincerity on the job is noticeable by all around you. A man just cannot be sincere and turn out a bad job. His pride won't let him.

T—Time: Time is money. "Tell me what a man does with his spare time and I'll tell you whether or not he will be a success," said Harvey Firestone. Manage your time well and you will soon have money as well as time to manage.

U—Unanimous: Unanimity means agreement. When you and your fellow workers agree that makes for HARMONY. Make every possible effort to "get along" with those beneath you as well as those above you in your organization.

V—Voice: Cultivate a clear, pleasant voice. Don't shout, mumble, talk fast or run out of breath. A soft spoken gentleman is one who says what he means and doesn't have to raise his voice to get attention. You will be surprised to know how a raspy voice will grate on the ears and nerves of any executive. If your job or the job you expect to some day hold requires constant contact with men, pay some attention to your voice.

W—Work: I have personally studied the records of 10,000 executives. The one indispensable ingredient of EVERY-ONE of them is WORK. You can possess every other attribute in this alphabet and if you do not work, you will fail.

On the other hand, some men can get along without many of these qualities and still stand a very good chance to succeed if they aren't afraid to work hard.

X—The Unknown: The Unknown in many a man is the opinion of others about him. A lot of men feel that certain

individuals do not like them. Many times there is no definite reason for this belief except that the fellow is not "overly" friendly and sometimes critical of their work. A man who turned out to be one of the best friends I had was my severest critic when I was working my way up with his organization. Do your work **HONESTLY** and sincerely at all times and you won't have to worry about the opinions of others—it is bound to be good.

Y—Youth: Keep your youth—your interest, your drive and persistency at all times. I've known some men to be old at 30 while others were young at 60. Youth is a condition of the mind rather than the body. Keep the verve of youth—you need it these days.

Z—Zest for the Job: If you really want to succeed, develop a genuine zest for your work. Study your job—we like what we know. The world yields to the man with drive, determination and the will to conquer.

Before we leave this alphabetical outline of the elements of success, I'd like to add a few comments on "B" for Bounce or Bumps and "Y" for Youth. Here is a little article that carries a "barrel of good sense."

A friend of mine remarked, "The most selfish, the most biased, the most narrow, self-centered, ungrateful, unappreciative people in the world are often those who never felt the pain and known the benefit of a good hard 'bump'—one of the best things which ever happened to me was on the day a good many years ago when I got my 'bumps' that I sure needed to wake me up."

To sail along serenely with no head tide, no cross current, always to run before the wind is bad for the navigator. He knows little of the zest of seamanship. He "lets her run" and dozes through life in foolish arrogance and pride often looking down upon the craft that is tacking against a head wind.

Someone said in speaking of Americans in general that they show lack of appreciation. Things have been booming so fast and work and business have been coming so easily for this country as a whole that there is a noticeable lack of appreciation on many sides. For instance, certain types of employees often fail to appreciate what is being done for them. Everything that adds to their comfort is taken for granted. They assume that things should come their way whether they earn the advantage or not. They demand more and more, sometimes without a corresponding willingness to give more and more. Those individuals need some "bumps."

On the other hand, certain types of employers have grown so used to "soft spots" that they take their success for granted, eagerly grab all they can get and fail to appreciate their blessings, or the duty they owe society or the men who have borne with them, "the heat and burden of the day."

Most folks believe in getting all they can, but the fair minded and sensible believe in getting it by giving all they can and appreciating the real relation between give and take—for the employer in giving all the conveniences, help and wages he can; for the employee, in giving all the energy, brains, loyalty and work he can.

This is a statement of a perfectly clear, self-evident fact, but we hear very little about it, and it sure enough needs to be spread more broadly and impressed more deeply on the consciousness of a good many individuals.

One of the tragedies of this situation is that sometimes those who are guilty of selfishness and intolerance cause a lot of innocent people to suffer before they get the "bumps" that in the end are bound to come to all.



"Y" FOR YOUTH

Youth is not a time of life—it is a state of mind. It is not a matter of ripe cheeks and supple knees, it is a temper of the will, a quality of the imagination, a vigor of the emotions; it is a freshness of the deep springs of life.

Youth means an abundance of courage over timidity, of the appetite of adventure over love of ease. This often exists in a man of fifty more than in a boy of twenty.

Nobody grows old by merely living a number of years; people grow old only by deserting their ideals. Years wrinkle the skin, but to give up enthusiasm wrinkles the soul. Worry, doubt, self-distrust, fear and despair—these are the long, long years that bow the head and turn the growing spirit back to dust. Whether seventy or sixteen, there should be in every being's heart the love of wonder, the undaunted challenge of events, the unflinching appetite for "what next," and the joy and the game of life.

You are as young as your faith, as old as your doubt; as young as your self-confidence, as old as your fear; as young as your hope, as old as your despair. In the central place of your heart there is a wireless station. So long as it receives messages of hope, cheer, courage, grandeur and power from the earth, from men and from the Infinite, so long are you young.

*Any man may become great
by doing the commonplace
things of life in a great
spirit with a genuine desire
to be helpful to others re-
gardless of his calling.*



When the wires are all down and all the central place of your heart is covered with the snows of pessimism and the ice of cynicism, then are you grown old indeed.

All of these things I've just outlined can be practiced by every man. A successful man practices these things without thinking about them—others "coming up" have to carefully lay out their plans and consciously follow these ideas if they ever hope to gain success. It takes effort but **MEN WHO ARE NOT WILLING TO DO THIS DO NOT DESERVE SUCCESS.** So keep this lesson before you—go over it regularly so that these ideas become firmly planted in your mind and reflect themselves in your work each day "on the job."



FAILURE

It may seem strange to you that we have selected **FAILURE** as one of the subjects of this "PUTTING YOURSELF OVER" series. However, the thought we want to convey on failure is one of the most important of this entire series.

Many men are willing to talk about their successes. But ask them about their failures and they either sulk and say nothing, or change the subject. But failures are not to be concealed; they are to be displayed, studied, discussed, explained. Men of science take great stock of their failures. When an experiment fails, they make careful, detailed reports so that they, as well as their colleagues, may study them with profit. Why shouldn't others do the same?

Many a man has discarded a million-dollar idea simply because it didn't come off the first time he put it to the test. So drag out your failures. Study them carefully. Seek advice. That idea that flopped last year, for example, might have been just a case of bad timing. Maybe it would be a natural today. You see, the important thing is to **PROFIT FROM YOUR FAILURES.** Many times a failure on an important job has all but beaten a man. I had a young man working for me who I knew had great possibilities and who submitted an idea. This idea cost money to test out.

On the surface, it looked logical and seemed to hold possibilities. Well, I was more impressed with the spirit behind the suggestion and the initiative of the individual in submitting it than I was in the idea itself. I gave it my approval even though I felt it had but little chance of success. The idea was a failure—it proved to be a "bad guess."

Well, this young fellow was quite broken up over this and came into my office to tender his resignation. Because he had

failed he was discouraged. I had a long talk with him and pointed out that even though the idea was a failure and had cost the company money it was not entirely wasted. THIS FAILURE TAUGHT THAT YOUNG MAN THE IMPORTANCE OF THINKING EVERY IDEA THROUGH AND ALSO POINTED OUT THE FALLACY OF MAKING RASH PREDICTIONS ON THE ULTIMATE RESULTS OF ANY IDEA. He is still with me and I consider him one of my best men today. It took a FAILURE to bring home a very important point to this man and he profited from that failure.

Everyone fails at some time or another. Thomas A. Edison failed several hundred times before he discovered the proper materials for the first incandescent lamp. Robert Fulton failed many times before he built the Clermont. Harvey Firestone, George Westinghouse, Alexander Graham Bell and many other men failed time and time again before they achieved what they were after. Yes, everyone has failures, setbacks and reverses. You have had them or will have them. HOW YOU RESPOND, HOW YOU BOUNCE BACK after those reversals is what really counts. The further up the ladder you go the more chance of failures you have. A mediocre worker at some small electric assembly job doesn't have to worry much about failures because if he makes one they merely throw out the part he was working on and replace it with a new one.

You'll never make many mistakes if you don't have the initiative to think on your job. The more you think the more ideas you get, and the more ideas you get the more valuable you become to your company—IF YOU CAREFULLY ANALYZE YOUR IDEAS. Here are a few more examples of mistakes that led to great discoveries.

In 1795 a Berkshire paper-maker forgot to put sizing in his vat. The soft paper was considered a total loss until the boss tried to write on it. The stuff soaked up ink! He had "discovered" through a mistake what is now known as blotting paper.

Eighty years ago a restless American named Thomas Adams vainly tried to make a new setting for artificial teeth from a chunk of chicle gum. He accidentally bit off a piece and found it pleasant to chew. Chewing gum was born! Whether that may properly be termed progress is, of course, debatable.

In 1839 Charles Goodyear accidentally dropped on a hot stove some sulphur mixed with india-rubber. It fused—and vulcanization was discovered.

Entrusted by the rule of Syracuse with the task of finding out whether the goldsmith had used all the gold delivered to him for making a crown, Archimedes pondered at length.

One Saturday night he noticed how his body made the water rise and then to him came the two principles—that a body displaces a quantity of water equal to its own bulk, and that the loss in weight of the body immersed in water equals the weight of the water displaced. Excited by his discovery, the absent-minded philosopher leaped from his bath and ran through the streets shouting: "Eureka! (I have found it)."

A Michigan woman used to brew a special tea that seemed to relieve dropsy. Scientists noted improvement in the heart condition of patients imbibing the tea, broke it down, discovered digitalis,

The boy Galilea, fascinated by a swinging chandelier while attending church services—and giving them a boy's usual attention—timed the swing with his pulse. He went home, tied weights to different lengths of string, evolved the principle of the pendulum.

During World War I, with supplies from Germany cut off, American scientists were trying to find a means of making dyes fast, especially in denim, the material from which overalls are made. One experimenter accidentally broke his thermometer in a vat, the mercury went into the solution—and there was the fixative.

And so it goes, including apple that may or may not have conked Newton, and Dr. William Beaumont and Alexis St. Martin, Canadian trapper, whose gunshot wound in the stomach would not heal. By inserting a tube in the wound, Dr. Beaumont could observe the stomach; discovered digestive juices and hydrochloric acid.

So if you find an error or make a mistake, think nothing of it for it may be the beginning of a discovery if you study the mistake or failure.

Don't let failures or the fear of failures hold you back. You are going to make some mistakes regardless of what you do to prevent it. The important thing is to profit from any mistakes. Go back over them and analyze them carefully. Find out WHY the idea was NOT PRACTICAL, get the facts and bring them "out in the light"; maybe your idea with slight changes would be a great success instead of a failure.

Don't run away from some failure as though it were a plague—if you do then you will not PROFIT FROM YOUR FAILURE. You won't learn the lesson it should teach you.

If you want a thing well done call on some busy person to do it. Busy people are generally the most painstaking and thorough in all they do.



Steps to Success

GIVING SOMETHING TO BOOT

Among some, a theory seems to exist that in our work we should do as little as possible for just as much as we can get paid for it. This is unprofitable reasoning. It will not work in growing, active fields like Electricity and Radio. This theory would cause our fathers—the pioneers who braved the early day of our frontier life—to turn over in their graves. My father taught constantly that success in life depends on always giving a little extra—in doing just a little more than you are being paid for or that is being asked of you. He always said, "THROW IN A LITTLE TO BOOT."

Do not think that you can gain outstanding recognition without deserving it. There is no easy formula. There is no magic wand. Great producers and builders in business—name whom you will—have always "thrown in some to boot" when they worked. Can you think of any single leader whose entire business career has not been built on this principle? It is either harder work, superior knowledge of their business, or prestige founded on all these factors that have placed the leaders in their prominent positions.

So don't be afraid to give your employer a "little to boot." A little more thought on your job—a little more pains to turn out a more perfect job—a little more interest in your company means a little more interest in your own future.



Who told you it couldn't be done and what great achievements has he to his credit that entitles him to use the word "impossible" so freely.



Questions

LESSON No. 8

PUTTING YOURSELF OVER SERIES

Here are some more questions that present situations that may some day confront you. Put yourself in the place of these executives and work out a solution for these problems.

Question No. 1: One of your duties is to supervise the storehouse where Electrical supplies are kept. Here still reigns old Mr. Wilkins, who was in charge before you entered kindergarten. It was he indeed who devised the system of stock records the company has used for the past 19 years.

This system is now sadly out of date. In comparison with modern methods, it does not supply adequate or reliable information and it costs too much to run. Clearly it must be discarded in favor of something more efficient. How are you going to go about getting Mr. Wilkins to co-operate willingly to make the change?

Question No. 2: As head of a department, you have an indirect association with other departments of your plant. You observe something in another department that is not altogether correct. This is a matter NOT under your control, therefore, the question is—shall you do anything about it—and if so, what?

Question No. 3: You have worked hard for promotion, always looking forward to the job as ASST. CHIEF ELECTRICIAN. Well, one day due to a better opportunity the Asst. Chief Electrician leaves. Much to your surprise instead of appointing you to take over, the President brings in his nephew just out of college and sets him in the job. This is tough to take but you have foresight enough to at least wait to see what the new man is like. Working directly with him you learn that he is really not interested in the job but has something else in mind and doesn't really have enough knowledge to hold this job without a lot of help from you. Now, you are faced with the problem of deciding whether to give this fellow every possible help and selling him on the interesting angles of the work or doing just ENOUGH to make it apparent that this fellow cannot handle the job thereby placing yourself in line for it. What would you do?

Congratulate yourself when you reach that degree of wisdom which prompts you to see less of the weaknesses of others and more of your own. You will then be walking in the company of truly great men.



Question No. 4: What does executive ability consist of? In other words, what does a true executive have to have in the way of qualifications? If you ever hope to be an Executive it is essential that you understand what an Executive must possess to be truly great. What do you believe to be essential qualifications of a man in charge of a group of workers?



COYNE ELECTRICAL SCHOOL

"PUTTING YOURSELF OVER"

ANSWER SHEET

LESSON No. 8

Question No. 1: One of your duties is to supervise the storehouse where Electrical supplies are kept. Here still reigns old Mr. Wilkins, who was in charge before you entered kindergarten. It was he indeed who devised the system of stock records the company has used for the past 19 years. This system is now sadly out of date. In comparison with modern methods it does not supply adequate or reliable information and it costs too much to run. Clearly it must be discarded in favor of something more efficient. How are you going to go about getting Mr. Wilkins to co operate willingly to make the change?

Answer No. 1: This is truly a tricky situation. The "old boy" has probably fallen in love with his system and thinks of it as his "brain child." Furthermore, he is entirely familiar with his system and it is intimately tied up with his regular habit patterns of work. However, if it does not supply adequate or reliable information and it costs too much to run, the chances are that Mr. Wilkins is quite aware of its shortcomings.

Now, it seems to me that the first thing to do in a situation like this is to establish what the French call "rapport." In other words, before any changes can be suggested it is necessary to establish an easy and healthy relationship with the man. Then, if you can present the situation to Mr. Wilkins as a problem that the company is interested in ironing out and suggest that he, in your opinion, is the only man capable of producing an adequate solution to the problem, you may create a state of mind in which he is ready to accept a change.

It will be necessary, of course, to offer your help and assistance in working out this problem so that you will be able to make subtle suggestions where necessary. During

the course of developing the new set-up you should use every opportunity to compliment him on his past performances and his progressive nature. In all probability, you will be the man required to do the paper work and to write in the ideas and suggestions of Mr. Wilkins as they are adaptable to the new system.

Question No. 2: As head of a department, you have an indirect association with other departments of your plant. You observe something in another department that is not altogether correct. This is a matter not under your control, therefore, the question is—shall you do anything about it—and if so, what?

Answer No. 2: In answer to this question, I would say that something should be done about the problem presented because you should not only have an interest in your own department but as a loyal employee and a leader, you should have an interest in the welfare of the company at large. However, I believe there is only one man to see and talk to about this problem and that is the head of the department in which you observed something which is not altogether correct.

As in the situation presented in Question No. 1, it will be necessary here to establish an easy, healthy relationship with the man you are going to talk to, before presenting your observation to him. Then, if you could in some way tie this problem in with the work of your department so that you can present the story as though the problem is one on which the smooth running of your department depends, you may make much better headway than if you merely point out errors in another's way of doing things.

Few things offend a man more than telling him that he does his work incorrectly. His work and the manner in which he conducts his work is his "bread and butter" and it is necessary, therefore, to be very careful in alluding, in any way, to possible shortcomings. But all men need compliments and it is very complimentary to ask a man to help you with a problem concerning your work for it shows that you respect his opinions and abilities. So, for this reason, if you can tie the problem up with the work of your department in some way, I believe it will not be hard to find a satisfactory solution for the "good of the cause" or the sake of the business as a whole.

Question No. 3: You have worked hard for promotion, always looking forward to the job as Asst. Chief Electrician. Well, one day, due to a better opportunity, the Asst. Chief Electrician leaves. Much to your surprise, instead of appointing you to take over, the President brings in his

nephew just out of college and sets him in the job. This is tough to take but you have foresight enough to at least wait to see what the new man is like. Working directly with him you learn that he is really not interested in the job but has something else in mind and doesn't really have enough knowledge to hold this job without a lot of help from you. Now, you are faced with the problem of deciding whether to give this fellow every possible help and selling him on the interesting angles of the work or doing just enough to make it apparent that this fellow cannot handle the job, thereby placing yourself in line for it. What would you do?

Answer No. 3: A problem of this nature, though seemingly unusual, is not infrequent. I believe that this problem is serious enough, however, to test the entire social structure or moral fiber of a man. As a loyal employee of the company you owe it to your employer to do the best job in any situation that you can for the business as a whole. Sometimes one must "sublimate" his own goals for the larger purposes of a group. To avoid getting in major generalities and philosophizing about this question, we shall come to a point.

We feel that you owe it to yourself to give this fellow "every possible help," even to the extent of selling him on the interesting angles of the work" while you are working with him. If you ever expect to develop executive ability, you must learn self-control and the ability to helpfully guide the other fellow while working at your own job. By taking a larger view of a situation like this, you will remain on good terms with three important persons. First, and most important of all, you will remain on good terms with yourself. Secondly, you will remain on good terms with your fellow employees and finally, you will gain the good will of the company President. If the nephew of the President leaves his position, then, of course, you will be in line for the position of "Assistant Chief Electrician." If he remains on the job and you are man enough to help him along as here outlined, it will sooner or later be recognized that you have outgrown your position and are ready for bigger things. Management is always on the alert for men with executive ability.

Question No. 4: What does executive ability consist of? In other words, what does a true executive have to have in the way of qualifications? If you ever hope to be an Executive it is essential that you understand what an Executive must possess to be truly great. So what are the essential qualifications of a man in charge of a group of workers?

*No accurate thinker will
judge another person by
what this person's enemies
say about him.*



Answer No. 4: Executive ability consists of many factors, among the most important of which is the ability to handle situations like the ones involved in the three questions above. I believe the following factors are among the most important factors involved in executive ability:

1. The knowledge of the business as a whole and the various jobs within the organization.
2. Understanding of human nature and ability to judge character.
3. Self-control and capacity for fairness and impartiality.
4. Exemplary character, good manners, helpfulness and dependability.
5. Ability to make decisions easily and quickly and to obtain co-operation from other employees.

A good executive must have a balance of these and many other characteristics, including an interest in the growth and development of the men under him. In short, an executive must be an intelligent, well-informed and effective mature person with keen insight and a good perspective.



This brings us to the end of this **PUTTING YOURSELF OVER** series. In these lessons we have tried to put the fundamentals for success in easy to understand "down to earth" language. We have tried to show by simple everyday examples most of the factors that you must understand to enjoy life at its fullest. Don't put these lessons away and forget about them—read them over occasionally so you will be reminded of the success thoughts they carry.

When you run into some problem on the job or in social life that has you "baffled" refer to these little booklets—they may have your "answer" all worked out for you. Life as we live it today brings new challenges every day. Meeting these challenges is what makes life interesting—without them we would live in a pretty dull world.

Good luck to you.

B. W. COOKE, Jr.

No one has GIVEN you an opportunity. Has it ever occurred to you that to succeed you must create opportunity?



Aspiration is greater than realization because it keeps us eternally climbing upward toward some unattainable goal.





**A Practical Guide
for Personal Progress
in the Business and
Industrial World**



Putting Yourself **OVER**

**LESSON
NUMBER**

6

IMAGINATION

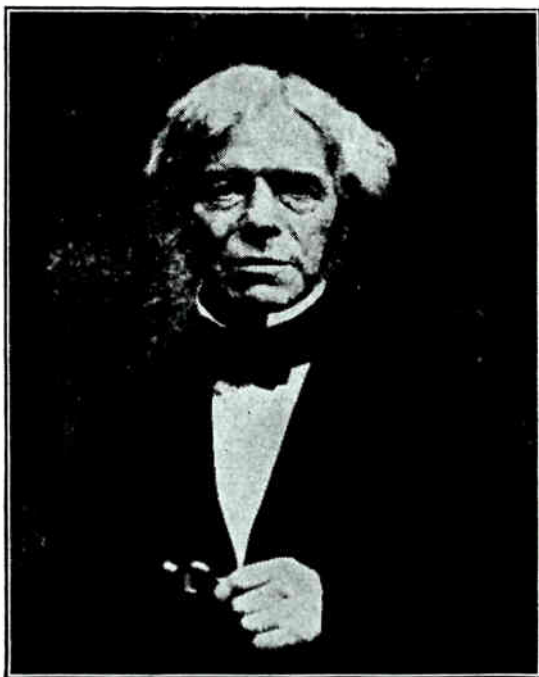
STUDYING THE JOB AHEAD

HOW TO THINK UP IDEAS

THE EMPLOYER'S PROBLEM



**COYNE ELECTRICAL SCHOOL
CHICAGO 12 ILLINOIS
EST. 1899**



MICHAEL FARADAY (1791-1867)

One of the most gifted of experimenters; son of a poor blacksmith; applied for a position in Sir Humphry Davy's laboratory at the Royal Institution in 1813; became director of this laboratory in 1825; discovered electromagnetic induction in 1831; made the first dynamo; discovered in 1833 the laws of electrolysis, now known as Faraday's laws. The farad, the practical unit of electrical capacity, is named in his honor.

Putting Yourself Over

By

B. W. COOKE

LESSON No. 6

1. IMAGINATION
2. STUDYING THE JOB AHEAD
3. HOW TO THINK UP IDEAS
4. THE EMPLOYER'S PROBLEM

IMAGINATION — STUDYING THE JOB AHEAD

Leadership and imagination are so closely related and so essential for success that one cannot be successfully applied without the other. Ambition is a moving force that pushes a man ahead, but imagination is the guiding spirit that tells him which way to go.

The important point to consider is to define between imagination and day-dreaming. A day-dreamer is a man who has a confused or exaggerated imagination; a fellow who builds "air castles" that are beyond his means of ever achieving. There is a real difference between the man who dreams success and the one who has the imagination to PLAN success.

One important point does stand out in every case, however, and that is, **any achievement that has ever been realized and any goal that has ever been attained has first been a "mind" picture in the imagination of the man.** In order for anyone to attain success he must first know where he is heading and must set a goal so he will know what he is striving for.

Imagination does this for a man—imagination stimulates your mind so that you can conceive new ideas and develop new plans which will help you in obtaining the object of your successful and definite aim.

Now I'd like to bring this subject to YOUR INDIVIDUAL CASE. What are your plans for the future? What job have you set your mind on in the organization in which you are employed? Are you doing anything to study "the job ahead?" If you cannot give a satisfactory answer to those questions, then you are not taking full advantage of your opportunities to work toward a more successful future in the great field of electricity or television for which you are trained. Have you

ever imagined yourself in another position of more responsibility in your present concern? If you do not continually create this "mind picture" it is a pretty good chance that you will never occupy a higher position than you have.

Everyone in every walk of life should have imagination. In many people it is dormant and never used—as a result they remain in a rut all their lives; when others are continually developing new ideas and making progress. We get thousands of letters from COYNE graduates every year and find that they are continually discovering new applications for their training, new improvements in their plans, and other ways of making the best use of their practical shop training.

Remember this all-important point—**THERE IS NO PLANT IN THE ENTIRE COUNTRY THAT COULD NOT STAND SOME IMPROVEMENT.** It is the man who develops ideas and thinks on the job that gets ahead. As a matter of fact, any man who is without ambition is certainly a man without imagination or ideas.

I read a very interesting story at one time about ambition. It concerned "Mickey Cochran" the former fiery leader of the Detroit Tigers. He is an excellent example of a man with imagination and the dare to put that imagination into action. As a young boy, "Mickey" played baseball in the back lot. He dreamed of some day being a big-league ball player. Further than that, he dreamed that would make a major league baseball team and would even capture a pennant and some day the World's Series. That's quite an ambition for any youngster, **BUT HE REALIZED ALL OF THESE DREAMS BEFORE HE WAS FORCED OUT OF BASEBALL THROUGH AN UNFORTUNATE INJURY.**

All of "Mickey's" life, the big thing uppermost in his mind at all times was baseball. He was an advocate of the theory that every game should be played as though it were the deciding game of the World's Series. That is one of the reasons he was such a great success.

To succeed nowadays a man must continually think about his job and ways to improve it. That may seem like something that could get quite boresome to a man, but I can assure you that when you have the proper interest in your organization and your future, you will find nothing more interesting than your job and its possibilities.

HOW TO THINK UP IDEAS

In developing workable ideas, you should proceed in four separate stages, in gathering and organizing your material before presenting it to your employer. These are: (1) Gathering stage; (2) The organization stage; (3) The elimination stage; (4) The action stage.

First, the Gathering Stage: Select all the material you can on the subject either through library research, interviews, consulting your fellow-workers, etc. Write down everything you possibly can say in favor of your suggestion.

Second, the Organizational Stage: Classify all your information into specific groups such as Construction, Operation, Installation, etc., depending on the nature and extent of the idea. Simply jot down important facts under specific headings, in other words, classify the various points of your suggestion.

At this point decide the advantages you would like to stress, in putting over your suggestion.

Third, the Eliminative Stage: After you have all your material together, the thing to do is to study it carefully with the idea of summarizing or putting it into a suggestion memorandum that is brief and to the point, but completely tells your story.

Fourth, the Action Stage: At this point, you should have given your idea careful study from every possible angle and get the material in shape for final study and presentation.

Now let the idea rest for a day or two and work on something else. Listen to the Radio, chat with friends or work on something entirely different. Whether you realize it or not, you have not abandoned your idea. When you come back on your plan in a day or so, go over it carefully again and then submit it with all possible enthusiasm.

In submitting your idea, be careful to determine just who the idea should be submitted to. In other words, if you work under a foreman, who in turn works under a Superintendent and you also have the owner of the company actively interested in all new ideas, give considerable thought to just how you will present your idea.

If you decide to present your idea to the Superintendent, then it would be well to let your immediate foreman have a copy of your proposal in writing so that he would be familiar with the idea in the event he was called in for a consultation, on this plan. On the other hand, if the idea is submitted directly to the owner of the concern, then send a copy of the plan to the General Superintendent for the same purpose. If there is a hard and fast rule in your plant to submit ideas only to your immediate superior, then of course, you will have only one course to follow. The important thing to keep in mind, in any idea that you submit, is not to create any ill feeling between yourself and the men under whom you work. At the same time, however, you must take every possible means of making certain that your idea will be definitely credited to you and your efforts.

DON'T BE TOO IMPATIENT

Sometimes we get a letter from a fellow who takes heed of the suggestions outlined in this lesson and makes suggestions for improvements in his plant, but, because he is not immediately advanced, he becomes discouraged. The important thing to keep in mind is not to be too impatient. Remember this all-important point—**EVERY EMPLOYER IS ANXIOUS TO ADVANCE A MAN TO MORE RESPONSIBILITY WHEN HE IS CONVINCED THE MAN CAN HANDLE IT!** In other words, the employer is just as anxious as you are to see you make a success in his organization. It is to his benefit to see you improve your job, your earnings and your future. So, don't become impatient if you don't "seem" to get recognition immediately. Remember, anything worth while takes a little time to work out, so give your employer a chance.

HE DIED TWICE!

An interesting article in a newspaper one time told about a man who died for the **SECOND TIME**. Some years before, as a result of an illness, he entered a state of coma which the doctors pronounced at the time as death. One doctor went so far as to certify that the man **WAS ACTUALLY DEAD**. But, he was revived, by some means, and in the course of time he was restored to health. Among his friends, however, he always went about as the man who had already died once. However, later when he did actually die and was buried, his friends always referred to him as the **man who DIED TWICE**.

The case of a man who dies twice is not so strange after all. There have been a number of people who have "died mentally" several times. We know a man whose ambition died. In his early years he put through a big idea that meant a great promotion for him. It **made a great impression upon him**—he believed that he had done something no one else could have ever done. From that day on, he never put through another big idea—he lived in the memory of the glory of that one-time feat. This was years ago, but if you give him a chance, he will tell you all about the big deal he put through when he was young.

There is an important lesson to be learned in that little story and that is "you can't rest on your oars."

In the moving picture industry there is an old saying that you are "only as good as your last picture." In other words, if you develop a few good ideas and get the proper recognition for them, don't feel that that's the end of your efforts to improve yourself. If you do, it is a pretty sure bet that you will end up just like that fellow who quit thinking after one good idea.

WHAT ABOUT TOMORROW?

A young officer aglow with triumph dashed into the presence of Napoleon. He had just achieved a great victory and he expected praise and a pat on the back.

Instead of praise, his Emperor asked the young man this challenging question: "What are you going to do tomorrow?"

After all, the goals we've achieved, the heights we've climbed, the victories we've won are all behind us. Too often while basking in the shining light of work well done we are lulled to slumber. A home run king can't continue to wear the crown on the strength of the hits he made yesterday. A salesman can't continue to lead the force because of last year's sales. A business firm can't maintain its leadership just because it did big things in the past. America cannot continue to go forward because of the achievements of its past leaders.

For men and business firms and the Nation, the question is the same: "What are you going to do tomorrow?" Our future depends upon what we do with our tomorrows. If we use them to point to what we did yesterday we start down the decline. If we use them to push onward, to grow bigger, to reach upward, the banners will continue to wave and "Forward March" will be the order of the day!

A JOB TO BE DONE

There are some excellent ideas in the following article concerning one of the greatest industrialists of the 20th Century—a man who has done the unbelievable so many times that the word has lost its original meaning.

"Don't say it can't be done; let's do it," is the slogan of Henry J. Kaiser, Industrialist, known as the miracle man, the man who does difficult things and achieves the so-called impossible. During the war he astonished everyone by launching a 10,500-ton Liberty ship ten days after her keel was laid.

What are Kaiser's chief characteristics? He is deliberate, determined, sincere, courageous. His self-assurance is based on practical experience and an unconquerable faith in his ability to "move mountains."

He once found a good spot for a shipyard. But a mountain was in the way. What did he do? He cleared the great mass of three million tons of rock and erected his plant. That is typical of the way his man meets and overcomes difficulty.

Cultivate these characteristics; concentrate on one job. Earnest application of your best powers will enable you to reach a foremost place in the world of men. Your ambition, if it is high and earnest, will act as a constant inspiration to those around you. When a man is energetic and ambitious

he quite often is appointed to a place of authority. Those who serve under him become conscious of increased power in themselves. A constructive mind is always a radiating force.

Concentration is a form of economy. As you concentrate your mind upon one subject, you get a clearer view of it. While you are concentrating, you are developing a power which you can apply with practical advantage to other things.

A man with limited brains, who concentrates upon one great object, is often likely to accomplish much more than a man of large mind but with small and scattered purpose.

Develop your concentration by doing one thing at a time and doing it as well as you can.

It is evident that in order to make the most of your life you should have before you a clearly defined life ambition and work persistently for it. Your principal sources of power are within yourself. Resolve that you will turn this great power to practical use.

Scrutinize men closely, learn to read faces, voices, manners and personalities. You can learn to read men just as you learn to read books, by close study, comparison and the right use of good judgment. Read good books, hear instructive lectures and otherwise store your mind with elevated thought. Self-culture is essential to your fullest development. You must rise to the heights before you can see the greater heights. When you can aspire greatly you are already on the way to greatness.

Turn the experience of yesterday to practical account of today. Avoid mechanical routine. Cultivate keen observation. Be wide-awake to new ideas and suggestions.

Your attitude toward your present duty and opportunity may make the difference between ultimate success and failure. One who shirks, puts things off, makes flimsy excuses, not only destroys his initiative but closes the door to advancement. He needs to take to heart the motto: "Do it now." Today, yes, the present hour, is the critical, decisive hour for you. The successful man does not wait for opportunity—he finds it.

Now, if we sum this lesson up, we arrive at these definite points, that life, the industry in which you work, your job and your future, are all part of a big game. The more active part you take in this game, the more chance you have of making a success. If you're content to sit on the "sidelines" and let someone else play the game, then you remain a "substitute" all your life! The fact that you have TRAINING gives you a chance to get into this game IN A VERY ACTIVE WAY. Don't let your IMAGINATION die, but strive to make yourself an increasingly important cog in

the progress of your organization, EVERY DAY ON THE JOB.

THERE IS MORE OPPORTUNITY IN THIS COUNTRY TODAY THAN EVER EXISTED BEFORE—WHERE ONE EXECUTIVE JOB EXISTED A GENERATION AGO, THERE ARE NOW TEN—WHERE SINGLE BUSINESS DEMANDED THE SERVICES OF BUT ONE "TOP-FLIGHT" OFFICIAL THIRTY YEARS AGO, THERE ARE NOW TEN AND TWENTY SUCH MEN AND WOMEN OF ABILITY REQUIRED. SOMEBODY IS GOING TO GET THOSE JOBS AND IT MIGHT AS WELL BE YOU.

THE EMPLOYER'S PROBLEM

A very interesting article that appeared a short while ago touched on a vitally important subject which should be in the minds of the workers of America today. That subject is the EMPLOYER'S PROBLEM. Too often, too little thought is given to the man who has built up and directed the destiny of an organization. A distorted view is quite often formed on the problems of the "boss" or the "Old Man," as he is quite often referred to by the workers of the plant. The following article shows the "Old Man" in his true light and I hope you will read the following lines with great deliberation:

THE "OLD MAN"

"The reflected rays of the noonday sun flash from the panes of the great factory.

"A siren sounds. The whir of machinery stops. It is the lunch hour.

"From his office window the 'old man' looks out at the smoking chimneys—across the tarred roof of the far-flung plant whose products are shipped by rail and sea to every nation.

"A boy brings a tray with a raw apple, a bottle of milk and some crackers. The 'Old Man' is lunching at his desk.

"As he watches the workers swarming out of the factory, he sees a crowd collecting at the gate.

"Presently a man who is standing on a packing case begins to wave his arms. He is a swarthy little man with a black moustache. The 'Old Man' can't hear what he is saying, but he can guess. The 'Old Man's' salary was published in yesterday's newspaper. His income runs into six figures—more than the salary of the President of the United States.

"The man speaking from the packing case is a professional agitator. It is his job to make the workers discontented with their lot.

"'Soak the rich,' he cries. He doesn't care how much the

'Old Man' pays out in taxes.

"'Down with capital!' he is shouting, 'Down with the 'Old Man''!"

"At the fringe of the crowd a young man is eating a sandwich from his dinner pail. The 'Old Man' recognizes the young man. He is the son of Charlie Pedersen, a foreman in the tool room. He has prepared himself by special training and study to progress in life.

"Young Pedersen is not paying much attention to the man on the packing case. As he munches his sandwich, he is thinking excitedly—'A salary like that is something to work for! The "Old Man" started at the bottom just like me. It's ability that counts. I have ability. Some day my pay check will be as big as that!'

"The 'Old Man' did start at the bottom and he is proud of it. Five thousand men and women work for the great company and he holds the helm. Their trust, their hopes are in his hands.

"The 'Old Man' never went to college, yet his laboratories are filled with graduates from the best schools in the land. His alma mater was a backwoods schoolhouse, where he trudged through the snow in copper-toed leather boots, McGuffey's Reader in his hand.

"With most of the men and women who work for the company, 'Old Man' is a term of genuine affection. They are puzzled when they hear the agitator on the packing case describe him as an octopus.

"There are white-haired men on the payroll who can remember way back when the plant was a little one-story building and the 'Old Man' was a tow-headed boy who carried water for the foundry.

"As the 'Old Man' looks out the window he is not worried about the man on the packing case or what he is saying. He has met his kind many times before.

"He is worried more about what is happening in America today and about the eager, bright-eyed son of Charlie Pedersen.

"He is worried lest the sickness that has seized upon the rest of the world, spread its infection through America; worried lest all the 'isms' and insidious doctrines of alien places destroy our greatest heritage.

"Land of the free, and home of the brave!"

"He thinks of Washington and Patrick Henry, of Jefferson and Lincoln.

"He thinks of the thousands of brave Americans who have faced the wilderness, who have laid down young lives on Freedom's altar.

"He thinks of his own father walking beside his creaking

wagon, crossing the Alleghenies with a rifle in his hand.

"He thinks of his birthplace, a humble cabin on an Ohio farm chopped out of the hardwood.

"He reviews his own life, from its lowly beginning to his present proud position in industrial America.

"Isn't the essential difference,' he asks, 'between this America of ours and all the polyglot nations of the earth, that this has always been a free land where men of ambition may scale the dizziest heights?' The social register of American business is filled with the names of men who came into the world with empty hands.

"Is the man on the packing case right? What does he offer in exchange?

"There must be bosses under any system. Isn't the better boss a man who has worked his way from the bottom to the top, a man who is a good boss because he understands the problem?"

There was a little more to the article but we've given you enough of it to get the point across. **MANY TIMES—far TOO MANY TIMES** an employee forgets that the "boss" has the problems of **ALL** the employees on his shoulders. In addition, he has the burden of seeing that the business succeeds. Before he makes a decision, he has to think of all those people out in the plant whose "daily bread" depends on his making the **RIGHT DECISION**.

Many nights he doesn't get a wink of sleep thinking about the condition of the business. **Many bosses could retire and take it easy but they don't because they worry about what will happen to the families of all the men in the plant if the business fails.** You have no idea how often in the past several years **"THE BOSS"** has been faced with problems that would just about "break" the average man.

Yes, the boss' job **IS NO BED OF ROSES**—he earns every dime of the money he makes and when **he takes a vacation, it is generally because his doctor has ordered him to do so.** Even then, he won't forget the business, but keeps in touch with his secretary every day. You probably don't realize it, but your boss is probably the best friend you have. True, he may not see you very often, but his every waking moment is directed to the success of the business and that means **YOUR SUCCESS**.

The more we study people, the more difficult we find it to understand why they do certain things. I suppose the uncertainty of human actions is one of the things that make life interesting.

To prove what we're driving at, here's a little true story with a great moral. It seems that in a medium-sized mid-western town several years ago, there were many men who

had been out of work for many months—some even for years. Most of these men were on relief and had to be fed, clothed and housed by the city in which they lived. Well, things began to pick up and one of the bigger industrial plants in town got a big order. The President of the company IMMEDIATELY put a lot of these men to work at the best wages he could possibly pay. You would think that these men would be "tickled pink" to again be self-supporting and that they would want to work day and night. BUT NOT SO. After they were on the job a few weeks, a committee of employees walked boldly into the office of the owner of the business, demanding SHORTER HOURS and increased pay. Otherwise they said they would call a strike.

The boss looked at them a minute, then smiled and said: "That's fine, boys; you are certainly lifesavers for me. I've been worried to death wondering how I was going to carry on and now you have solved the problem. You see, I've had a lot of wakeful nights, thinking of my responsibility to you, and your families and trying to figure out how I could get money enough to keep the "old ship" from foundering. Well, sir, from now on that will be your worry, not mine, because I'm going to turn the business over to you, 'lock, stock and barrel.' You run it as you see fit, fix your own hours and your own pay. You will have to have a salesman, of course, so I will work for you. I haven't made any money for some time back, just a bare living, but I know with your ideas of being fair about everything, you will pay me a handsome salary, and so my worries are over. Tonight I can go home and SLEEP while you boys will 'toss around' in your beds wondering where you are going to get the money to meet the bills and the payroll."

Well, if a bombshell had exploded in the midst of those men, they would not have been more astonished or disturbed. Solemnly, they filed out of the office, but right soon they were back and said: "We were only fooling about that strike business. We don't know how to run this 'doggone' business, so you go right ahead and be fair with us, as you always have been and we'll be perfectly satisfied. We are sorry we acted the way we did."

A little common-sense sometimes solves great problems.

If you as a worker expect the boss to consider your problems, isn't it only fair that you give some consideration to his problem and give him the same fair treatment you expect from him? Give your best physical and mental efforts to your job. Consider the years of effort and vast amount of money invested in the plant or industry that gives you your job.

Let us fully appreciate our American principles, privileges and ideals which have been so many years in the building. Instead of being too quick to listen to some loud-talking

and thoroughly selfish agitator who advocates tearing them down, let's all work together to improve and build them better every year.

So be sure to have the right attitude toward the "boss." Don't let yourself ever be SWAYED by idle, malicious gossip in the plant, but defend the man you work for at all times—you'll NEVER lose by it. Loyalty is one of the greatest virtues a man can have. Do all you can to continue to develop this quality. We'll have more on this subject of Loyalty in a future lesson of this series.

AN ANALYSIS OF EXECUTIVE ABILITY

Broadly, executive ability consists of three prime factors, viz.: (1) tact, (2) knowledge, and (3) the ability to impart knowledge to others. In the Electrical and Radio industry, the same factors are prime, but perhaps a different terminology should be employed, e. g.: (1) discipline, (2) inspection, and (3) instruction.

Without discipline an executive has small chance to inspect; in fact, lack of discipline is the best evidence that very little inspection is being done. If discipline obtains but the executive lacks knowledge then the discipline is as worthless as is the rigid discipline of wooden soldiers. Should discipline be maintained and knowledge possessed, but there is lacking the temperamental qualifications, or the ability to impart knowledge to others, then is brought about a condition wherein production will be at a low level.

And so it can readily be understood that discipline, inspection, and instruction are the three fundamental requisites necessary for a successful executive in the electrical or radio industry. All are of equal value and all are dependent upon one another. The lack of one eliminates possession of the other two.

Summing up: If an aspirant for an executive position is a good disciplinarian, and nothing else, then he were better off in the army or upon the police force. If he possesses knowledge of the craft but is "as easy as an old shoe," then he had better remain a first-class electrician. If he is both a disciplinarian and a good craftsman, but has an onery temperament, or lacks the "teaching touch" then he, too, had better either join the army or remain in the ranks. Water, lye, and fat can be made into soap and no other ingredients can be used to make soap. Discipline, inspection and instruction are the constituent parts of a successful executive in the Television-Electrical Field.



Questions

LESSON No. 6

"PUTTING YOURSELF OVER SERIES"

Here is another list of questions that should interest you. These are actual experiences run into "while out on the job." Remember that any effort you put in, in studying these questions, makes these lessons more valuable to you! When you sit down and try to analyze these points, you automatically prepare yourself for them in the future. So, make it a point to work on these TONIGHT—then compare your answers with our answer sheet at the end of the lesson.

1st QUESTION—The employer says: "Do you think you would do the job as good as the man who worked on it for the last five years?"

2nd QUESTION—The Employer says: "Even though you would be a good man at the job, do you think we should lay off one of our older men and put you on in his place?"

3rd QUESTION—The Employer says: "What, in your opinion, is the most important quality in a workman?"

4th QUESTION—At a conference in the President's office, the Superintendent recommended spending a substantial sum of money for new equipment, claiming that the results and economies would far outweigh the cost. The President asks for figures to substantiate this claim. The Superintendent claimed that he had no such figures available, but promised to get them. The next day he called you into the office and assigned you the task of substantiating his statement. You make a survey and discover that the expenditure he enthusiastically recommended cannot be economically justified. What would you do about it?

5th QUESTION—You have been employed by a company for six months and your exact "niche" in the organization has not as yet been carved out. Meanwhile you are wisely making yourself busy and doing every electrical job as well as you can. Among other things, you have done a little research in connection with NEW USES for your company's products. With great enthusiasm, you wrote up a report of your ideas and submitted it to your boss. You are quite disappointed when he did not say much, but you are distinctly angry when a few weeks later you pick up a trade journal and your article is published under HIS name. Now, the problem is what to do about it. What would you do in a case like this?

Steps to Success

SOUNDNESS

"The great prizes of life do not fall to the most brilliant, to the cleverest, to the shrewdest or to the best educated, but to the **MOST LEVEL-HEADED MEN, TO THE MEN OF SOUNDEST JUDGMENT.** In any large business organization, when a man is wanted for a responsible position, his shrewdness is not considered so important as the quality of his judgment. Reliability is what is wanted—will he do the right thing in an emergency? It is not an unusual thing to see men who are very brilliant but out of work and plenty of sharp men who wonder why they do not get responsible positions. The reason is that people are afraid of one-sided, poorly balanced men. They are not considered safe, but are to be avoided. A man may be smart, sharp, shrewd, clever, and may be a good scholar, even a brilliant one, but is he sound?

That is the question an executive considering him for a responsible position will ask. Is he substantial? Is he solid? Has he a level head? What the chiefs of large organizations want are men that are safe.

People want to feel that a man in a responsible position can keep a clear brain and a level head, no matter what comes; that he cannot be shaken from his center, no matter what trouble may arise or how much influence may be brought to bear upon him. They want to feel sure he is sound to the core.

If men in large business organizations are to rise they must first be tested and the testing process is going on all the time. Some men resemble the Arizona mustang—they will go on along right and safe for months, yes, maybe years at a time and then some day for no accountable reason will go off at a tangent and do the wrong thing at a critical moment. That is what must be avoided. **RELIABILITY** is what is wanted.

Can a man stand without being tripped; and if he is thrown, can he land on his feet? Can he be depended upon, under all circumstances, to do the sensible thing? Has he good horse sense? Is he liable to go off half-cocked? Does he lose his temper or can he control himself? If he can keep a level head under all circumstances, if he cannot be thrown off his balance, and is honest, then he is the man that is wanted."

So, all men looking up to a job at the top, will do well

to place the proper value on soundness, to learn its import and cultivate it on all occasions and under all circumstances. There can be no permanent advancement, especially near the top, unless the applicant be sound to the core.

COYNE ELECTRICAL SCHOOL PUTTING YOURSELF OVER ANSWER SHEET

Question 1: The employer says, "Do you think you would do a job as good as the man who worked on it for the last 5 years?"

Answer 1: "Mr. Employer, that would depend somewhat on the job and the man who has been on it for the past 5 years. There are some jobs that are strictly a matter of manual labor—in other words jobs, on which a man doesn't have to think about what he is doing once he develops speed and skill. On a job of that type I don't believe I would be as fast as a fellow who had been doing the same thing for 5 years. However, if the man on the job has made no effort to keep abreast of improvements in the field or given any thought to improving his work I definitely feel I can be a more valuable employee."

"A whole lot depends on the mental attitude of the man doing the job. Experience on the job is a fine thing if the man on the job has initiative and vision to continually improve his value to a company. I have not only learned a great deal about electricity but realize the importance of looking ahead and making each day's work an experience to look forward to. For these reasons and because of my sincere belief in my ability I feel I would be more valuable to your company than a man who has done the same job for 5 years."

Question 2: The employer says, "Even though you would be a good man at the job do you think we should lay off one of our older men and put you on in his place?"

Answer 2: There is obviously only one fair way to answer this question. Tell the employer one of the reasons you have picked his company as the one you wish to work for is because of the consideration they have for their employees. Explain further, that you didn't make the call on them with the idea of putting someone else out of a job. Furthermore, you believe that if the man has applied himself with the organization they probably won't let him go. However, you feel that every progressive company is looking for PROGRESSIVELY MINDED young men and some companies actually "create" a job if they see an applicant that seems to have the right attitude toward the

future and the desired confidence in himself. Also, in many companies there are men who are "standing still"—men who haven't advanced a constructive idea in years—mainly because they haven't done anything to increase their knowledge of their work or the improvements in their trade. You might add that you feel any company has a right to replace a man who obviously is NOT even trying to keep reasonably up to date with his job. In a case of this kind a man SACRIFICES HIS RIGHT TO HOLD A JOB BY HIS LACK OF INITIATIVE TO STUDY THE THINGS THAT WILL ENABLE HIM TO HOLD IT. Any employee who doesn't have this initiative to keep abreast of the field cannot expect a company to keep him indefinitely on "past performances." In other words, the question of whether an employer should replace a certain man in the organization is a matter that that man HIMSELF decides by his everyday actions on the job. I believe any employer will agree with you when you say "any employee who is not willing to 'fight' for his job doesn't deserve it."

Question 3: The employer says, "What, in your opinion is the most important quality in a workman?"

Answer 3: There may be several good answers to this question but here is the way we suggest to handle it. Tell the employer you believe honesty on the job and the ability to get along with others are the most important qualities a man can have. Go on to tell him that you are not referring entirely to honesty in its accepted sense of not stealing equipment, tools, etc. The honesty you refer to is honesty with yourself and your employer. When a man goes home after a day's work HE knows whether that has been "an honest day's work." Nobody has to tell him if he earned his pay, nobody has to point out if and where he cheated his employer. Yes, if a man doesn't do his best on the job he is taking money under false pretenses—that is dishonest. Tell the employer that that is the way you feel about it and in your opinion that kind of honesty is the most important quality in a workman. Other qualities such as initiative, cooperation, imagination, ability to get along with others, etc., are all desirable qualities—but if a man is honest with himself, holding himself accountable for a good day's work every day it is quite certain that he will have most of these other qualities.

Question 4: At a conference in the President's office, the Superintendent enthusiastically recommended spending a substantial sum of money for new equipment, claiming that the results and economies would far outweigh the cost. The President asks for figures to substantiate this claim. The Superintendent claimed that he had no such

figures available, but promised to get them. The next day he called you into the office and assigned you the task of substantiating his statement. You make a survey and discover that the expenditure he recommended cannot be economically justified. What would you do about it?

Answer 4: This is a problem that may come up after a man has been on the job for a while and particularly after he has shown initiative by suggesting a few good ideas for plant improvements. When I was a good deal younger, I found myself in this same situation. My boss stated that he was considering a plan for a plant improvement. I was put to work investigating the value of such a plan and found, after a careful analysis that it was in my opinion, not advisable. Then I went to the superintendent and diplomatically said to him, "Mr. Superintendent, it may seem to you that if I oppose your plan you may think I am trying to be smart, for I am only a young fellow and I don't want to pretend that I know one-tenth about this business that you know. But, Mr. Superintendent, you are a busy man and you have a lot of things on your mind. It may be that you, in your rush of business may have overlooked one or two angles. It may also be that I am entirely wrong as you may have considered these angles and seen it from a point of view that my inexperience may not have seen. But, Mr. Superintendent, if you will permit me to give you my ideas, then make your decision, I feel it will help both of us, for if I'm wrong you will have pointed out things to me that will be valuable to me in the future." Well, somehow or other, I was right and the Superintendent admitted I was. He then went to the President and told him, after further consideration and conferences with another employee he felt it was best for the interest of the Company to hold the matter up. Naturally any man in authority doesn't want any new man to appear like he is "showing him up"—nevertheless the Superintendent of a plan want to make a good showing to his employer. If you can help him to make this good showing he naturally places more value on your service to him and the company.

Question 5: You have been employed by a company for six months and your exact "niche" in the organization has not as yet been carved out. Meanwhile, you are wisely making yourself busy and doing every electrical job as well as you can. Among other things, you have done a little research in connection with NEW USES for your company's products. With great enthusiasm, you wrote up a report of your ideas and submitted it to your boss. You are quite disappointed when he did not say very much, but you are distinctly angry when a few weeks

later you pick up your company employees' new bulletin and see your article published under HIS name. Now, the problem is, what to do about it. What would you do in a case like this?

Answer 5: Many times an employee feels "What's the use of offering suggestions. The fellow I'm working under gets the credit anyhow." Well their attitude is 100% wrong. Even if the man you work under takes all the credit **SOONER OR LATER the big boss will hear of you** and you will be recognized. Most all bosses are watching things very closely. There are very few things they will not learn in time. Don't be afraid that someone else will get the credit for in time, if you do your part, some time the big boss will call you in and **you'll get the surprise of your life by finding out he has known all about you for a long time and been carefully watching your work.** I'd like to tell you of an experience I had many many years ago which certainly proves this point.

I was very young then and I had only been with a concern a few months when it was clear to me that many things were wrong. This Company employed over 5,000 people. I made many suggestions that were accepted by my boss. One of them was an inventory system which I worked out over a several months' period. I took this to my boss and he was immediately impressed because he had been in "hot water" about that matter with the big bosses for a long time. He went down to the President and General Manager and went over the whole plan with him. The plan was accepted and it was highly successful. I used to see the President every day or so, but, he paid no more attention to me than he did to the laborers working for him. I had also written several articles on certain subjects. These articles I submitted to my boss and in several instances they were printed in a house magazine they got up, but never once was I ever given any credit for writing them. The boss I worked for took all the credit. Well I had worked for this concern for three years and was beginning to feel I was in the wrong job. Then one day I got a call to go to the office of the President.

When I entered his office I got the greatest shock of my life when he said, "Young man, I want to congratulate you on that inventory system you put in over two years ago. It has been a great success." Then he went on and discussed many of the things I had accomplished. I said, "Mr. President, how did you know this? I didn't suppose such things ever came to your attention." His reply was, "There are very few things around here I don't know about; I have several people in this concern whose duties

are to watch for young men with ability and initiative. No one knows their duties but me, but through them I've had my eye on you a long time." Then he went on to tell me there was an opening in another department and he was offering me this job. The job paid me nearly double what I was getting before. I left this concern many years ago to enter the job I now hold. The President of this concern continued as one of my greatest friends until he died about 5 years ago. I later learned his system. He kept a card of every employee who showed any ability and every deed was entered on this card when the time came for promotions, and when he had become convinced a certain fellow was not merely a "flash in the pan," but had proven his ability and the other qualities he was looking for, he gave him his chance. So once again let me say, you may think some "straw boss" is getting all the credit but if you don't let this discourage you—sooner or later you will find—the big boss has known about you all the time. He has been watching you closely and putting you through the "acid test" when he feels you have proven yourself—then some day you, too, will get the shock of your life to find he may know a lot more about you than you know yourself. He will have a record of things you've done and things you have probably forgotten about a long time ago.



