

and a general policy or a given attitude will, in a measure, fit all; but each individual also has his peculiarities and in some particulars is different from every one else. So the man who expects to deal with all men in the same manner cannot hope to be more than a partial success.

There is a type of man who is wholly unable to reason logically. He reaches his conclusions by intuition and decides every question in the light of self-interest. He is found among all grades of men, from the lowest to the highest. We have seen executives waste hours trying to reason this type out of his decision and then grow furiously angry when the man failed to respond. Understanding of the man alone will save one the humiliation of expecting from another what he is unable to give. We do not grow angry when a deaf man fails to hear us. We observe his infirmity and take different measures from sound to communicate with him. When a man lacks the power of reason or lacks any other human trait, we should observe his deficiency and use measures in dealing with him that do not require the exercise of the deficient faculty.

There are many other human traits that are admirable and lovable that go to make up the all-around, well-developed man, and which contribute to success. But the man who possesses in