

ACCOMPLISHMENT EXERCISES

Thursday, August 17, 1967

PRESIDENT NELSON, GRADUATES, DISTINGUISHED GUESTS, AND FRIENDS OF UTAH TECHNICAL COLLEGE AT SALT LAKE.

THANK YOU, PRESIDENT NELSON, FOR THE INTRODUCTION. IT TOOK ME BACK A FEW YEARS AGO WHEN I WAS INTRODUCED TO SOME STUDENTS AT THE UTAH STATE UNIVERSITY. THE MAN INTRODUCING ME SAID THAT I WAS FROM CALIFORNIA AND THAT I WAS IN THE REAL ESTATE BUSINESS, HAD BEEN PLAYING THE STOCK MARKET AND THROUGH SOME WISE MOVES HAD MADE \$50,000.00. THE TRUTH WAS, IT WASN'T ME THAT HE WAS TALKING ABOUT, BUT IT WAS MY BROTHER AND MY BROTHER WASN'T FROM CALIFORNIA, HE WAS FROM UTAH AND HE HADN'T BEEN PLAYING THE STOCK MARKET, HE HAD GONE TO LAS VEGAS TO PLAY THE GAMBLING DEVICES. HE HAD NOT MADE \$50,000.00, BUT HAD LOST \$50,000.00. THEREFORE, I APPRECIATE A MORE ACCURATE INTRODUCTION.

WHAT PRESIDENT NELSON DID NOT TELL YOU IS THAT SEVERAL YEARS AGO CHARLES FREEMAN, AN INSTRUCTOR FROM THIS GOOD SCHOOL, WENT TO THE UINTAH BASIN WHERE FOR TWO YEARS HE TAUGHT SKILLS TO ME AND OTHERS. THESE SKILLS HAVE REMAINED WITH ME TO THIS DAY AND HAVE BECOME MY HOBBY. BECAUSE OF THIS, PRESIDENT NELSON, I FEEL THAT I AM A PRODUCT OR AT LEAST A BY-PRODUCT OF UTAH TECH.

TWO MEN WERE WORKING FOR THE SAME EMPLOYER. THEY EACH HAD SOMETHAT DIFFERENT WORK TO DO IN ORDER TO WIN THE RESPECT AND APPROVAL OF THEIR EMPLOYER, AS MONEY REWARDS HAD NOT YET BEEN INVENTED. APPARENTLY ONE OF THE MEN DID HIS WORK WITH A BETTER ATTITUDE AND WITH A CORRESPONDINGLY BETTER RESULT. CONSEQUENTLY, THE EMPLOYER HAD RESPECT FOR THE WORK OF THE FIRST MAN AND HE HAD LESS RESPECT FOR THE WORK OF THE SECOND.

THE SECOND MAN BECAME ANGRY AND SOUR FACED BECAUSE HIS FELLOW WORKER WAS GIVEN MORE RESPECT AND RECOGNITION, JUST AS WORKERS HAVE DOWN THROUGH THE AGES OF TIME.

THE EMPLOYER POINTED OUT THERE WAS NO NEED FOR THE WORKER TO HAVE A LONG FACE NOR FOR HIM TO BE ANGRY. HE PROMISED THE MAN THAT IF HE DID HIS WORK WELL THEN HIS WORK WOULD BE ACCEPTED, BUT HE WARNED THAT IF THE MAN DID NOT DO HIS WORK WELL THEN HIS OWN SHORTCOMINGS WOULD BE THE CAUSE OF HIS FAILURE AND HIS UNHAPPINESS. CLEARLY THE RESPONSIBILITY WAS THRUST UPON THE MAN TO CORRECT HIS OWN FAULTS, BUT THE MAN WOULD HAVE NONE OF THIS ADVICE, NOR WOULD HE SEEK THE PROMISED REWARD FOR DOING BETTER WORK. HE WENT RIGHT ON BROODING ABOUT THE MATTER AND HE CONTINUED TO RESENT THE ACCOMPLISHMENTS OF HIS FELLOW WORKER. UNTIL ONE DAY WHEN THEY WERE IN THE FIELD, CAIN ROSE UP AGAINST ABEL, HIS BROTHER AND SLEW HIM.

YOU SEE, CAIN THOUGHT HIS WORK SHOULD RECEIVE GREATER REWARD. HE WAS UNWILLING TO FACE THE FACT THAT HIS OWN WORK AND HIS OWN ATTITUDE NEEDED TO BE IMPROVED. THOSE WHO ADOPT CAIN'S ATTITUDE ARE USUALLY THE UNPRODUCTIVE. THEY ARE MORE CONCERNED WITH THEIR REWARDS THAN THEIR PRODUCTION.

ON THE OTHER HAND IF WE LEARN TO DO ANY JOB COMPLETELY, THOROUGHLY, AND SUCCESSFULLY, WE WILL INHERIT THE PROMISE THAT IS AS OLD AS TIME - "HIS WORK WILL BE RESPECTED." NINETY-NINE TIMES OUT OF A HUNDRED SUCH A MAN WILL NEVER BE UNEMPLOYED; HE WILL BE SOUGHT AFTER; HE WILL BE PAID MORE THAN AVERAGE, SUCCESS WILL COME, NOT BECAUSE HE SOUGHT SUCCESS, BUT BECAUSE HE SOUGHT TO DO AN OUTSTANDING JOB CONSISTENTLY WITHOUT ACHIEVING SUCCESS.

AMONG THE LEGENDS OF THE PAST , THERE IS A STORY ABOUT TWO YOUTHFUL WEAVERS WHO VIED FOR THE BUSINESS OF A RICH MERCHANT. ONE DAY THE MERCHANT AGREED TO SEND IDENTICAL QUANTITIES OF THREAD TO BOTH MEN SO THEY MIGHT DESIGN A PATTERN FOR HIM TO CHOOSE THE BETTER OF THE TWO. HE SENT BLACK , PURPLE , BLUE AND A FEW THREADS OF GOLD. THE FIRST WEAVER WAS DISGUSTED BECAUSE HE WANTED THREAD OF BRILLIANT COLORS TO MAKE AN EYE CATCHING DESIGN AND HE COMPLAINED BITTERLY TO ANYONE WHO WOULD LISTEN , THEN HE DID HIS WORK INDIFFERENTLY. THE OTHER YOUTH THOUGHT AWHILE , THEN HE CREATED A MASTERPIECE OF A RUG. WHAT MADE THE DIFFERENCE? SAME SKILL , SAME THREADS--ONLY ATTITUDE MADE THE DIFFERENCE BETWEEN SOMETHING VALUABLE OR SOMETHING WORTHLESS .

I BELIEVE THAT ONE'S ATTITUDE DETERMINES HIS OR HER SUCCESS OR FAILURE IN LIFE. NATURALLY WE HAVE TO DEVELOP SKILLS TO BECOME SUCCESSFUL CRAFTSMAN . YOU HAVE TAKEN THE FIRST STEP , NOW CULTIVATE THOSE SKILLS TO BECOME EXPERTS IN YOUR CHOSEN FIELD . YOU WILL FIND DISCOURAGEMENTS FROM TIME TO TIME , BUT WITH THE PROPER MENTAL ATTITUDE YOU CAN SUCCEED .

MY WORK IS ENJOYABLE . I ENJOY THE PEOPLE I WORK WITH . MOST OF THEM ENJOY THEIR WORK AND LIFE BECAUSE THEY HAVE DEVELOPED A PROPER ATTITUDE .

I WORKED WITH A MAN FOR A FEW YEARS AND FROM THE FIRST DAY WE MET UNTIL THE DAY HE LEFT US HE SHOWED A DISSATISFACTION TOWARD EVERYTHING AND EVERYBODY . YOU WOULD SAY GOOD MORNING TO HIM AND HE WOULD REPLY , "WHAT'S GOOD ABOUT IT?" YOU WOULD SAY , "NICE DAY TODAY" , AND IF IT WERE CLOUDY HE WOULD RETORT THAT THE SUN NEVER SHINES AND IF IT WERE SUNNY HE WOULD SAY IT IS TOO HOT OR TOO BRIGHT . ALL PEOPLE SEEMED TO BOTHER HIM , HE VERY SELDOM GAVE A CIVIL ANSWER AND HE ALWAYS FOUND FAULT WITH HIS FELLOW WORKERS AND THEIR WORK . THIS MAN LEFT THE COMPANY AN UNHAPPY MAN .

HE WILL DIE AN UNHAPPY MAN. HIS ATTITUDE TOWARD EVERYTHING IN LIFE WAS WRONG.

ON THE OTHER HAND THERE IS A YOUNG WOMAN IN OUR OFFICE WHO GREETES EVERYONE WITH A SMILE, SHE GOES OUT OF HER WAY TO HELP HER FELLOW WORKERS, PARTICULARLY NEW EMPLOYEES. SHE LOVES THE RAIN, BECAUSE IT GIVES MOISTURE TO HER GARDEN AND SHE LOVES THE SUNSHINE BECAUSE IT MAKES THINGS GROW. SHE SEES LIFE AS IT REALLY IS AND SEEMS TO ENJOY EVERY MOMENT OF IT. SHE HAS DEVELOPED A PROPER ATTITUDE.

MOST OF YOU WILL BE SEEKING EMPLOYMENT SOON. FOR GOODNESS SAKE, APPROACH THIS TASK WITH THE SAME PLEASANT ATTITUDE THAT YOU WOULD SOMETHING YOU ENJOYED DOING, FOR IF YOU APPROACH A PERSONNEL DIRECTOR WITH A SOUR ATTITUDE THEN HE WILL IMMEDIATELY MAKE A JUDGEMENT THAT COULD BE UNFAIR TO YOU. BE PLEASANT, SHOW A GENUINE INTEREST IN ATTAINING THE JOB. BE WELL GROOMED AND USE SPEECH PROPER FOR THE OCCASION. ACT ALERT AND WHEN ASKED TO FILL OUT AN APPLICATION, REALIZE THIS IS USUALLY ONLY THE FIRST STEP IN THE EMPLOYMENT PROCEDURE.

NOW A WORD CONCERNING THIS APPLICATION. APPROACH THIS TASK WITH ENTHUSIASM ANSWERING EVERY QUESTION WITH YOUR BEST HAND WRITING. IF THERE ARE PARTS YOU DO NOT UNDERSTAND, ASK QUESTIONS. THIS SHOWS AN INTEREST. MANY QUALIFIED PEOPLE ARE TURNED DOWN BECAUSE THE APPLICATION IS ONLY PARTIALLY FILLED OUT.

SOME PEOPLE WHO HAVE APPROACHED ME FOR EMPLOYMENT HAVE DONE IT THIS WAY:

"YOU DON'T HAVE A JOB DO YOU?"

"I DON'T KNOW ANYTHING, BUT I NEED SOME MONEY"

"DO YOU HAVE ANYTHING I CAN DO?"

"HOW MUCH DO YOU PAY?"
"HOW HARD IS YOUR WORK?"
"MY BACK IS BAD, BUT I NEED A JOB"
"WHAT ARE YOUR BENEFITS?"

AND HOW ABOUT THIS CHOICE ONE?

"I'M ON WELFARE, WOULD YOU SIGN RIGHT HERE? THIS INDICATES I
HAVE BEEN LOOKING FOR A JOB."

WELL, I AM SURE YOU GET THE IDEA.

TIME WILL NOT PERMIT ME TO GIVE A DETAILED ANALYSIS OF THE EMPLOY-
MENT PROCEDURE; HOWEVER, LET'S LOOK AT THE BROAD ASPECTS OF IT FOR A
MOMENT. IN THE INTERVIEW, ANSWER ONLY THE QUESTIONS THAT ARE ASKED.
DON'T RAMBLE AND DON'T DIG UP ANY OLD SKELETONS. THE INTERVIEW IS USUALLY
DESIGNED TO MAKE THE PROSPECTIVE EMPLOYEE DO MOST OF THE TALKING;
HOWEVER, SOME PERSONNEL PEOPLE ARE BIG TALKERS, SO LEARN TO BE A GOOD
LISTENER.

DON'T SHOW DISAPPOINTMENT IF YOU ARE TURNED DOWN. THIS SYSTEM
HAS BEEN USED BY SOME PERSONNEL DIRECTORS JUST TO GET THE REACTION OF THE
PROSPECTIVE EMPLOYEE. IF YOU TAKE IT GRACEFULLY, STILL SHOWING A DESIRE FOR
EMPLOYMENT, IT IS POSSIBLE YOU MAY GET A PHONE CALL THE NEXT DAY TO REPORT
FOR WORK. PERHAPS THIS LETTER FROM AN EMPLOYER WILL GIVE YOU FURTHER
IDEAS.

DEAR KID:

TODAY YOU ASKED ME FOR A JOB. FROM THE LOOK OF YOUR SHOULDERS AS
YOU WALKED OUT, I SUSPECT YOU'VE BEEN TURNED DOWN BEFORE, AND MAYBE YOU
BELIEVE BY NOW THAT KIDS OUT OF HIGH SCHOOL CAN'T FIND WORK.

BUT, I HIRED A TEENAGER TODAY. YOU SAW HIM. HE WAS THE ONE WITH
POLISHED SHOES AND A NECKTIE. WHAT WAS SO SPECIAL ABOUT HIM? NOT

EXPERIENCE, NEITHER OF YOU HAD ANY. IT WAS HIS ATTITUDE THAT PUT HIM ON THE PAYROLL INSTEAD OF YOU. ATTITUDE, SON. A-T-T-I-T-U-D-E. HE WANTED THAT JOB BADLY ENOUGH TO SHUCK THE LEATHER JACKET, GET A HAIRCUT, AND LOOK IN THE PHONE BOOK TO FIND OUT WHAT THIS COMPANY MAKES. HE DID HIS BEST TO IMPRESS ME. THAT'S WHERE HE EDGED YOU OUT.

YOU SEE, KID, PEOPLE WHO HIRE PEOPLE AREN'T "WITH" A LOT OF THINGS. WE KNOW MORE ABOUT BING THAN ABOUT RINGO, AND WE HAVE SOME STONE-AGE IDEAS ABOUT WHO OWES WHOM A LIVING. MAYBE THAT MAKES US PREHISTORIC, BUT THERE'S NOTHING WRONG WITH THE CHECKS WE SIGN, AND IF YOU WANT ONE, YOU'D BETTER TUNE TO OUR WAVE LENGTH.

EVER HEAR OF "EMPATHY?" IT'S THE TRICK OF SEEING THE OTHER FELLOW'S SIDE OF THINGS. I COULDN'T HAVE CARED LESS THAT YOU'RE BEHIND IN YOUR CAR PAYMENT. THAT'S YOUR PROBLEM, AND PRESIDENT JOHNSON'S. WHAT I NEEDED WAS SOMEONE WHO'D GO OUT IN THE PLANT, KEEP HIS EYES OPEN, AND WORK FOR ME LIKE HE'D WORK FOR HIMSELF. IF YOU HAVE EVEN THE VAGUEST IDEA OF WHAT I'M TRYING TO SAY, LET IT SHOW THE NEXT TIME YOU ASK FOR A JOB. YOU'LL BE HEAD AND SHOULDERS OVER THE REST.

- SUCCESS MOTIVATION INSTITUTE,
WACO, TEXAS

NOW, WHEN YOU ARE ON YOUR NEW JOB REALIZE TWO THINGS:

1. YOU WERE HIRED TO PRODUCE
2. YOU WERE HIRED TO MAKE A PROFIT FOR THE COMPANY

IT IS THE RESPONSIBILITY OF YOUR SUPERVISOR TO SEE THAT THIS ASSIGNMENT IS CARRIED OUT. HERE IS WHERE YOU MUSE USE EMPATHY. PUT YOURSELF IN THE SHOES OF YOUR SUPERVISOR. LEARN AS MUCH AS YOU CAN ABOUT HIS LEARN AS MUCH AS YOU CAN ABOUT HIS RESPONSIBILITIES, COMMUNICATE WITH

HIM AND KEEP THAT CHANNEL OPEN. REGARDLESS OF THE DISPOSITION, ATTITUDE, OR BEHAVIOR OF YOUR SUPERVISOR, HE IS HUMAN AND CAN BE REACHED. COOPERATE WITH HIM. INABILITY TO COOPERATE IS ONE CAUSE OF FAILURE AND IS USUALLY NOT TOLERATED--NO MATTER HOW WELL EQUIPPED A PERSON MIGHT BE IN OTHER FIELDS. TECHNICAL KNOWLEDGE IN YOUR FIELD OF WORK IS IMPORTANT, BUT IT AVAILS YOU LITTLE UNLESS IT IS SUPPLEMENTED BY AN ABILITY TO GET ALONG WITH OTHERS. THIS IS TRUE NOT ONLY IN COMMERCE AND INDUSTRY, BUT IN EVERY WALK OF LIFE.

BE LOYAL TO YOUR EMPLOYER. I REALIZE THAT LOYALTY IS SORT OF AN OLD FASHIONED WORD, BUT LOYAL EMPLOYEES WORK UP THE LADDER OF SUCCESS MUCH FASTER.

SELF EFFORT DEVELOPS CHARACTER MORE THAN ANYTHING ELSE. YOU SHOULD REALIZE THAT NEITHER UTAH TECHNICAL COLLEGE, YOUR EMPLOYER, NOR EVEN THE GOVERNMENT OWES YOU A LIVING. IT IS YOUR DUTY TO STRIVE TO MAKE A SUCCESS WITH THE SKILLS AND ATTITUDES YOU POSSESS.

TAKE THE STORY OF LITTLE JOE: JOE WAS A MINER AND HE WORKED AT THE BOTTOM OF THE MINE AND EACH DAY HE WOULD COME UP TO THE 5TH LEVEL OF THE MINE TO EAT HIS LUNCH WITH HIS FELLOW WORKERS. AND EACH DAY AS HE OPENED HIS LUNCH HE WOULD SAY, "PEANUT BUTTER, PEANUT BUTTER, PEANUT BUTTER - ALL I EVER HAVE IN MY LUNCH IS PEANUT BUTTER SANDWICHES." ONE DAY ONE OF THE WORKERS ASKED HIM WHY HE DIDN'T ASK HIS WIFE TO PUT SOMETHING IN HIS LUNCH BESIDES PEANUT BUTTER SANDWICHES. LITTLE JOE REPLIED, "WIFE, HECK, I ALWAYS FIX MY OWN LUNCH."

DID LITTLE JOE HAVE SELF EFFORT? DID HE RECOGNIZE AN OPPORTUNITY TO BETTER HIS SITUATION? NO, HE WILL PROBABLY STAY IN THE SAME OLD RUT OF PEANUT BUTTER SANDWICHES FOREVER.

STUDIES SHOW THAT WE SPEND OVER 50% OF OUR WAKING HOURS AT WORK. THIS IS THE PLACE WHERE WE CAN DEVELOP INTO THE PERSON WE MOST WANT TO BE. IT IS ONLY IN THIS RESPECT THAT WE CAN BECOME SELFISH - WE SHOULD BE SELFISH IN OUR SELF DEVELOPMENT.

NOW, IF YOU HAVE MADE EVERY EFFORT THERE IS TO ADAPT TO A COMPANY, GIVING YOURSELF PLENTY OF TIME TO CHECK OUT ALL ASPECTS OF IT, USING EMPATHY, AND YOU STILL REMAIN UNHAPPY, CHANGE EMPLOYMENT.

IT WAS INTERESTING TO ME TO KNOW THAT OF ALL THE ENGINEERS GRADUATING FROM THE UNIVERSITY OF UTAH, 80% ACCEPTED OFFERS OF WORK ON JOBS THAT PAID LOWER THAN THE HIGHEST SALARY OFFERED SIMPLY BECAUSE OF OTHER CONSIDERATIONS.

THE BROAD ASPECTS OF OUR LIVES ARE THE MOST IMPORTANT. WE SHOULD ALWAYS PUT MONEY IN THE PROPER PROSPECTIVE.

CHARLES M. SCHWAB, ONE OF AMERICA'S MOST SUCCESSFUL AND WEALTHIEST BUSINESS MEN LIVED BY THESE TEN COMMANDMENTS OF SUCCESS THAT WHEN APPLIED FIT INTO ANY PERSON'S WALK OF LIFE.

1. WORK HARD. HARD WORK IS THE BEST INVESTMENT A MAN CAN MAKE.
2. STUDY HARD. KNOWLEDGE ENABLES A MAN TO WORK MORE INTELLIGENTLY AND EFFECTIVELY.
3. HAVE INITIATIVE. RUTS OFTEN DEEPEN INTO GRAVES.
4. LOVE YOUR WORK. THEN YOU WILL FIND PLEASURE IN MASTERING IT.
5. BE EXACT. SLOPPY METHODS BRING ONLY SLOPPY RESULTS.
6. HAVE THE AMERICAN SPIRIT OF CONQUEST. THUS YOU CAN SUCCESSFULLY BATTLE WITH AND OVERCOME DIFFICULTY. REMEMBER THE END OF AMERICAN IS "I CAN."
7. CULTIVATE PERSONALITY. PERSONALITY IS TO A MAN WHAT PERFUME IS TO A FLOWER.
8. HELP AND SHARE WITH OTHERS. THE REAL TEST OF GREATNESS LIES IN GIVING OPPORTUNITY TO OTHERS.

9. BE DEMOCRATIC. UNLESS YOU FEEL RIGHT TOWARDS YOUR FELLOW MAN YOU CAN NEVER BE A SUCCESSFUL LEADER OF MEN.
10. IN ALL THINGS DO YOUR BEST. THE MAN WHO HAS DONE HIS BEST HAS DONE EVERYTHING. THE MAN WHO HAS DONE LESS THAN HIS BEST HAS DONE NOTHING.

DOES YOUR FUTURE LIE IN YOUR HANDS? PERHAPS - FOR NOW YOU HAVE LEARNED SKILLS THAT YOU CAN PERFORM. TODAY I WOULD LIKE TO LEAVE WITH YOU TWO KEYS TO TAKE WITH YOUR SKILLFUL HANDS. THE KEYS OF PROPER MENTAL ATTITUDE, AND RIGHT BEHAVIOR. MAY THEY HELP YOU DEVELOP THE SUCCESS ATTITUDE NEEDED TO OPEN THE DOORS OF HAPPINESS AND PROSPERITY.

GOOD LUCK TO ALL OF YOU ,

ORSON I. "BUD" JACOBSON