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HOW TO GET THE ANSWER

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OOD morning, Chief," a nod and a smile as the boss comes in.

"Applesauce," sneers the cynic.

The natural reaction from the instinctive courtesy of Mr. Alger's heroes who made such hits with big business men and so won their way to fame and fortune is contempt and ridicule of anything that seems like such courtesy. Modern youth in business is the grave and heavy-speaking type. Our hero must be the strong, determined-looking young man who fixes you with his piercing gaze and dominating personality.

It is perhaps old fashioned to believe that—along with real knowledge and attention to business, of course—it is worth while to have the laughing, light-heartedness of youth expressed in a ready smile, pleasant greeting and merry appreciation of the humor and joy of life. But such is the case.

The chief should like to have you around.

There was a young engineer who won people just by the sunniness of his disposition. Over the telephone his gay voice and his assurance that he was "fine, fine and dandy," warmed the atmosphere of the office and put everyone in good humor for the day. Even the chief, ordinarily a pretty grouchy man, was caught saying "fine and dandy."

Just as in the story books, this young fellow received a promotion. He was made resident engineer of an important project. He had ability, to be sure, and he worked hard, but he had the additional quality of making people like him and want to do things for him.

This is the personality factor.

Call it factor, coefficient, or what you will, some number must be put into most equations to make the measured result attained in actual practice agree with the theoretical result. Here is a formula for success:

$$S = A w P$$

S is the success attained (measured in different units), A is the ability of the man, w is the amount of work he does or his degree of application. Again, modern theories to the contrary notwithstanding, hard work is worth while and increases the result in geometrical rather than arithmetical ratio. That is why it is put in as an exponent.

Those are all the factors of success except p, the personality factor. You must include that to get the answer. And a great influence it has. A negative value of p will queer the whole equation.

There is no question that likeableness is an

asset to a man. It makes others want to promote him; makes him actually more valuable because men working with him will want to do more for him.

Here is the other side: A young engineer, honest, industrious inclined to take himself pretty seriously, was overlooked when promotions were made. He asked the boss about it.

"Would you like to know why you were not promoted?"

"Yes."

"To be quite frank, I don't like you very well."

This is often the case, although few employers will state it so frankly. Work and ability will seldom bring their true worth to a man who is not personally agreeable.

A cheery pleasant manner is worth while. For one thing, the man who has it really enjoys living. And he's not currying favor, just displaying common sense.
