NON-TECHNICAL FACTORS AND SUCCESS
AFTER COLLEGE
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The purpose of this thesis is to bring to the reader's attention several things that will be of utmost importance to the student in his life after college. These items, for the most part, are largely neglected during college days. The reason for their neglect is due to the scope and complexity of the required curriculum of college work, which leaves very little time for the consideration of other material. Actually, this particular subject was chosen because of the writer's own interest in the field, covering as it does, the subjects of human relationships, human psychology, and the various and individual mental quirks that make up human personalities.

Once out of school, job-getting and job-keeping are all-important, and as a result very little consideration is given to the part of life that deals with human associations. It is generally assumed that because you have always lived with people and gotten along with them without any drastic results from your methods, that you have
solved the subject of living and can pursue your own particular trends in the business world.

In regard to the importance of the subject, Thomas Edison had this to say about the problems arising from human personalities, "Problems in human engineering will receive during the coming years the same genius and attention which the nineteenth century gave to the more material forms of engineering." (1)

Non-technical factors are, for the purpose of this study, taken to mean anything not specifically related to the business world or professional world that the person enters when he or she leaves college.

Success is less easy to define. Some people have one idea of success and other people have just the opposite. Money is the only goal of success for many. Just how much, and how fast one accumulates it, is a direct reflection of success. Technical proficiency is another scaling stick for success. People judge their success only by the relative height of their work above that of the average. There are various other ideas of success, probably as numerous as there are kinds of work to be done.

In speaking of successful men, I am reminded of a story told me by Professor Nettlelon of the staff of the School of Forestry. We were talking of various reasons
why some men were more successful than others and he told me of this particular incident. It concerned a man who had climbed very high in a remarkably short time. He was a success by most measuring sticks and yet he had not a bit of respect from any who knew him. Every step he had climbed had left footprints on the shoulders of his co-workers. Probably success was what he prized most and every other consideration was disregarded in his struggle. Regardless of whether he would do the same thing again, very few people will pay this high a price for success. All of us want to climb in such a way that we will gain friends as we go up rather than accumulate enemies.

Outstanding work along one's own particular line of work is a criteria of success used by many. Only a limited number can hope to reach success judged on this basis and as this thesis is considering the majority rather than any minority, some more general idea of success must be used.

Borrowing a phrase made prominent by modern social and political trends, "a fuller and more abundant life," let us consider for a moment its possibilities. It would imply a moderate income. Certainly all of us wish that. It would have to be sufficient for the essentials required by our standard of living. It would require one to get
enjoyment out of our human relations that are such a large part of our life. This would indicate an ability to accept one's share of social responsibilities, to get along with those one works with, and to enjoy the daily give and take of life.

One of the most important parts of our life, and one in which we will spend probably more time in than anything else is our work or profession. If we are doing something we enjoy doing, a profession compatible with our interests, we will stand a much greater chance of obtaining happiness and success. So we should be very careful in selecting our life's work.

Probably the thought will occur to the reader that after one graduates from college, it is perhaps a bit late to change one's field, and yet the world is full of men who changed professions even during middle age and made a success where before, they were only mediocre.

The fundamental reason for schooling is to train the mind to think, and if one has learned to think, regardless of what he studies while learning, his college education will be as valuable to him in one field as another.

James John Davis, Secretary of Labor during war days, had this to say on the subject of choosing a compatible
profession: "Natural ability and environment have a
great deal to do with success in doing certain things.
The history of the world is full of stories of failures
of men who had as much ability and as good an environ-
ment as others who succeeded." (2)

And after a profession is chosen, one of the prin-
ciple parts of it will be our human relations in the
doing of it. If our human relations are enjoyable, we
will certainly enjoy our work to a greater extent. If
our relations with those we work with are harmonious;
we certainly stand a much better chance of getting satis-
faction from life.

Many books have been written on the subject of human
relationship in business ranging all the way from Dale
Carnegie's "How To Win Friends, And Influence People,"
which discusses the social aspects of the business
world, and how to make the most of them, to the reports
of the American Medical Society, edited by Dr. Morris
Fishbein and given the apt title of "Why Men Fail." In
between there is every type of book on every phase of the
why and the wherefore of why some men succeeded, and other
men, with apparently as many talents, failed in adjusting
themselves to life.

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This paper will not attempt to cover every cause of failure, define it, and give the cure. The limitations of the author's own experience, and his own shortcomings in the art of social living will preclude any such idea as that. And were the entire field to be covered, not one volume or ten would be sufficient to cover it thoroughly. Rather, it will discuss briefly, success, and the psychological factors directly concerned with it and very briefly the field of mental health and its importance to the individual.
Chapter I
A PERSPECTIVE ON SUCCESS

What is Success?

Probably no one thing has been more widely offered for sale in the last quarter of a century than so-called sure fire plans for success in life. Every magazine, every newspaper, every periodical put out has any number of advertisements telling of the inevitable success that will follow rigid adherence to their own particular plan. The immediate benefits of success are pictured as more money to spend, or being promoted to a position of prominence where you are giving instead of receiving orders.

Actually, these various success developers do little or no harm in themselves. People with a burning desire for money, probably are no more consumed with the desire from reading of these plans, or trying them than before. Probably very few are converted to the crusade for power by these courses. The urge for power and money is already the primary urge of the majority of people, and the various schemes are merely promoted by keen minds who understand this trait in human psychology. They are merely taking advantage of a fact for personal gain, rather than
causing the fact to be true. Their evil, if it is an evil, is more passive than anything else. They merely add to the propaganda tending to drive people to wealth and power, holding as its ultimate goal, success.

(3) Richard Mansfield, an eminent actor of a past generation, went through unbelievable hardships for years before he obtained his ultimate success. But there were hundreds of other actors who endured as great, or greater hardships and ended up exactly where they started, poor and unknown. Wouldn't it be better, if instead of continuing a battle against insurmountable odds, they would take complete stock of the situation and their chance of success, and get into something that would allow them to live decently, and let them be happy by some other standard than public acclaim.

And suppose they do reach their goal of eminence. As long as there is still someone above them, there remains the urge to climb. Once the top is reached, their stay is brief at best. There is always some new usurper to take the peak. Vachel Lindsay recently published a verse about success and failure in modern New York:

There's a new king in Babylon
Every hour.
There's a new queen in Babylon
Every year.
And the kings go down
And the queens go down
With a heartbreak
And a terrible cry of fear.
Thus it would seem that there is no result for those who wish success and are ambitious, but inevitable unhappiness. In one succeeds, his success will be short and his downfall all the more bitter. If one never succeeds, he has nothing to repay him for all the years of hardships. Perhaps the answer lies in some other ideal of success.

Is this Success?

(4) Success in its simplest terms means the association of reality with a mental image. The mental state is often complicated by the yest of activity, by feelings of power, and other things too numerous to mention. The psychological factor is the matching of image with reality.

Success and the Educational System.

The present educational set-up is based on the top students getting the recognition and the accompanying rewards. Success goes to the particular individual who best fits into the educational system. From the elementary schools on up, the idea is impressed on the students that they must be at the top or otherwise they are a failure to a greater or less extent, depending on their relative distance from the top. Children are urged to
set their goal, the top, to always drive forward to reach the top, and never relax until it is reached. As long as they are short of the goal, there is no rest, for success and happiness are at the top, and the ensuing struggle is merely a continual postponement of taking time out to enjoy life. The fault, such as it is, might rest with the educational system to a certain extent.

A Solution?

One way to allenate the situation is to adopt the rule of training themselves to make their period of work one day, to live one day at a time, what Dr. Osler calls "the freshest, the oldest, the usefulllest" (5) of all the hygienic rules of life.

What we should strive for, rather than material success, is a serenity of spirit that comes from a true valuation of what we want from life. (3) We should be able to keep our poise, our enjoyment from just living, and our self-confidence regardless of the success or failure of our plans providing we have done our honest best.

Wrong Comparisons.

One of the commonest ways of arousing in oneself a sense of failure is to compare oneself with persons who
are now more successful than we are. Disregarding what
the relative environments were in the beginning, whether
the other person had more of a chance, a better education,
or more help, we merely look at the relative positions
now, and if the comparison is unfavorable to us, we feel
that we are failures.

To estimate accurately your own achievement, compare
yourself with people your own age, with the same advan-
tages and opportunities, and in your own type of work.

Sources of Happiness.

The two greatest sources of happiness and inversely,
success, are human relationships and daily work. (6) Both
of these sources are under our control. We can develop
the latent qualities in ourselves so we can enjoy our
human relationships, and we can derive happiness from our
daily work in that we are doing something that we do well,
and enjoy doing.

Whether we desire happiness for its own sake, or
success to gain happiness, or happiness that comes from
success, it should not be forgotten that both are end
products and should never be the main objective. Choose
rather, for your life work, something you like to do for
its own sake and the enjoyment derived from doing it, and
let happiness and success take care of themselves. Suc-
cessful or otherwise, remember the following lines written by Rudyard Kipling many years ago:

If you can meet with triumph and disaster
And treat these two imposters just the same.
Chapter II
PSYCHOLOGICAL FACTORS AND SUCCESS

Probably no one book in the last decade has created quite such an impression on the general public in calling its attention to the value of applied psychology in business as Dale Carnegie's book entitled "How To Win Friends and Influence People." Probably even more striking was the class of people it appealed to. It wasn't what is generally referred to as the reading class, or people with plenty of leisure, or even people still in school. Rather, it was the business world, men and women working for a living, whose time was too valuable to be spent for anything not practical. These men and women didn't have time for anything that wasn't of value to them. Yet the book had no new scheme for making money. It opened no fields not already open. It had no new formula to revolutionize business.

It dealt with human beings and their relationships with each other. It set down a few simple rules governing human relations to make them more pleasant. It told of methods of dealing with people, whereby the person dealt with would like the person dealing. It put it in terms of plain everyday language that the layman could
understand. There were no complicated formulas, no magic words, no deep secrets. Merely simple truths that every one recognized, as soon as they saw them in writing. The practical matter-of-fact business world accepted them because they realized their practical value and the use to which they would be put in cultivating more successful business relations.

If men and women in business recognized the need for such material, perhaps it would be of help to the person still in school, to stop and give thought to the reason for their appeal.

Actually, the book did nothing but put psychology in a form that was readily understood. It gave actual instances of applied psychology in action.

(7) H. A. Overstreet, in referring to how far the data of modern psychology can be put to use by each of us in furthering that which is really of central concern in our lives had the following to say:

"That central concern is the same whether we be teachers, writers, parents, merchants, statesmen, preachers, or any other of the thousand and one types into which civilization has divided us. In each case the same essential problem confronts us. If we cannot solve it, we are failures; if we can, we are—in so far, at least—successes."
What is this central problem? Obviously, it is to be, in some worthwhile manner, effective within our human environment.

"We are writers? Then there is the world of editors, some of whom we must convince as to our ability. If we succeed in that, then there is, further, the reading public. It is a bit of sentimental nonsense to say that it makes no difference at all if a writer convinces not even a single soul of his pertinence and value, so be it only that he express himself.

"We are business men? Then there are thousands of potential customers whom we must induce to buy our products. If they refuse, then bankruptcy.

"We are teachers? Obviously, we are not teachers by right of sitting on a platform. We are teachers only when something of what we intend takes place in the lives before us. If we are invariably confronted by indifference, boredom, hostility, hatred, we had best earn our salaries at another undertaking.

"We need not specify farther. As individuals, our chief task in life is to make our personality, and what our personality has to offer, effective in our environment of human beings.
"Jesus and Socrates had to make their personalities effective. Although they died in the doing, the impress of their personalities increased through the centuries."

We call lines like these successful, because their acceptance increases by the world of human beings.

However, this paper is not written to show how we may become super men. "Before the wonder of personal greatness, psychology still bows its head." (7) This paper is considering the majority of us, to attempt in some small way to come to some understanding about what is the central concern for us, as it was for those superb spirits. Life is many phased, but at the center of it all is the process of getting ourselves believed in and accepted.

To get people to think with us. It is an art. The blunderer or failure in life is he who, wishful to capture the interests and enthusiasms of people, to get them to think and work along with him, is able only to capture their indifference or antagonism.

To get this art on a practical, intelligent basis, rather than the hit and miss methods that are so common, we can get a great deal of help from what modern psychology has to offer. The business man has already discovered, in a measure, what psychological understanding can do for
him; the factory manager is beginning to use it more all the time. Education, in its more progressive aspects, is going into psychological fields in order to make teaching comport more thoroughly with the needs and possibilities of human nature.

(7) "The salvaging of human life consists not simply in having high ideals. It consists as much in having the knowledge 'how.' We need, in short, to know how to interest our fellows; how to arouse their expectation; how to build up habits of favorable response; how to lead and adjust and control. All this is the groundwork of human ethics. To become skilled artists in the enterprise of life—there is hardly anything more basically needful than this.

This thesis is to merely open the field to the readers, that they may recognize the value and need for it, and become interested enough to do their own research.

In the following pages, a few of the relatively simpler and more frequent techniques for influencing human behavior are discussed. The comparative simplicity of these techniques should not blind the reader to their real value both in the superficial give and take of everyday life and in those profound situations in which a deeper influencing is desired.
We Have In Use The Things Necessary To Make People Want To Be Influenced By Us.

(8) All of us, theoretically at least, have in us potentially the same abilities and talents as everyone else. Some people have more of one ability and less of another, but fundamentally we have in us the capacities of everyone else. True, they are greatly distorted and changed by our environment, our methods of living, what we have done, and how we do it. But, just as they were first changed and influenced so can they be again, and if intelligently directed, certainly for our benefit.

If we can intelligently take stock of ourself in our dealings with other people, analyze our own as well as their reactions, see where we offend and where we deal effectively, and by a conscientious and intelligent effort, build up our weaknesses and improve our strong points, we can greatly increase our influence on the people we come in contact with.

Avoid Criticizing.

One of the most important rules in getting along with people is to avoid showing them that they are wrong. Everyone believes in his own righteousness. Warden Lowes, of Sing Sing Prison had this to say on the subject: (9)
"Few of the criminals in Sing Sing regard themselves as bad men. They are just as human as you or I. So they rationalize, or explain. They can tell you why they had to crack a safe or be quick on the trigger finger. Most of them attempt by a form of reasoning, falacious or logical, to justify their anti-social acts even to themselves, consequently stoutly maintaining that they should never have been there at all."

If the criminals behind bars don't blame themselves for anything—what about the people with whom we come in contact?

John Wanamaker once said: (9) "I learned thirty years ago that it is foolish to scold. I have enough trouble overcoming my own limitations without fretting over the fact that God has not seen fit to distribute evenly the gift of intelligence."

Criticism is futile because it puts a man on the defensive and makes him strive to justify his actions. It is dangerous because it wounds a man's pride, hurts his sense of importance, and arouses his resentment. (9) Instead of condemning people, let's try to understand them. Let's try to figure out why they do what they do. That's a lot more profitable and intriguing than criticism; and it breeds sympathy, tolerance, and kindness.
As Dr. Johnson said: "God Himself, sir, does not propose to judge man until the end of his days."
"Why should you and I."

Make People Feel Important.

(9) Dr. Sigmund Freud, one of the most distinguished psychologists of the twentieth century, says that everything we do springs from two motives: the sex urge and the desire to be great.

Professor John Dewey, America's most profound philosopher, says the deepest urge in human nature is the "desire to be important."

This "desire to feel important" takes many forms. It causes people to turn to crime, to adventure, to business, and to almost any other form of human pursuit one can name.

History is full of amusing examples of famous people struggling for a feeling of importance. George Washington wanted to be called "His Mightiness, the President of the United States,» Columbus pleaded for the title, "Admiral of the Ocean and Viceroy of India." Mrs. Lincoln, in the White House, turned upon Mrs. Grant and shouted, "How dare you be seated in my presence until I invite you!" (9)
These examples are given to show that even the mightiest of people still crave the feeling of importance, and it is just as true for the average person.

If we can give people the feeling of importance with whom we come in contact with, then we will make them happier and they will like us for it. This is not to advocate "apple-polishing," or saying things you don't honestly mean, but merely to urge one to tell a person that you appreciate his efforts when you honestly do. When a person does you a favor or a good piece of work, tell him honestly that you are aware of his efforts and really appreciate them.

One hears a lot of the term "Irish blarney," and very diverse opinions are expressed upon it, and yet the Irish, as a race, are held very dear to the world because of this trait. Almost everyone likes the Irish just a little more for this trait of theirs of openly expressing their appreciation of people.

We could go on and enumerate for volumes on the subject of pleasing people but time and space forbid it. Sufficient to show its importance to each individual and let him plan for himself as to what points or actions of his could be changed in such a way that people would enjoy having him around.
Specific Phases of the Practical Application of Psychology in Our Lives.

Psychology in business seeks two objectives: the first is to promote the adjustment of the worker, to insure a higher degree of satisfaction from his work, and the second, to increase industrial efficiency. If psychology seeks that end, maybe the process could be reversed and the individual could use psychology to adjust himself so that he would derive more satisfaction from his work, and have greater success in life.

The following pages will cover briefly a few of the highlights on how psychology can be used to the individual's advantage. The discussion is by no means complete or comprehensive, but rather just touches on the subject in such a way that some of the more important phases will be discussed and the way opened for the discovery of new fields.

Being Interested in Your Job.

(10) "About twenty per cent of the employees of mercantile establishments—and this is probably true of other organizations as well—are "problem individuals." They are either liabilities or potential liabilities to the firm. They are the group constantly being shifted
around, fired, or laid off. They are considered under production problems as chronic health problems, or attendance problems, or serious attitude problems, or disciplinary cases. From the viewpoint of the employer, the business is better off without them. Yet they are taken in because to find the eighty per cent that are efficient and an asset, he must hire the twenty per cent that aren't and then weed them out as fast as possible."

From the viewpoint of psychiatrists who have made a study of these misfits, they are failures due to some quirk in their personality makeup that makes some jobs unsuitable to them. The thing in turning them from failures to successes is to find a job suited to their personality. This was true in 85% of the cases studied.

This represents a loss, not only to the employer, but to the employee as well. Until he gets in a job that he likes, he is held back from making any progress.

If each person could analyze his character, decide what traits he had that suited him particularly for some job, it would save a lot of hit and miss experimentation that maybe never would let him find his particular job. Naturally, everyone can't possibly know enough of psychology to be able to analyze himself perfectly, find his job,
and go forth to certain success. But the average college graduate should know enough of psychology to enable him to pick out lines of business entirely unsuited to him and stay with something that will really be of interest to him. For the exceptional case, probably only an expert psychiatrist could help.

By intelligent analyzation of one's likes and dislikes, one should be able to pick his life's work a great deal more accurately than by hit and miss, and find something he can really get interested in.

**Having the Right Attitude.**

Attitude is, generally speaking, the reaction one has, conscious or unconscious, to any field or subject. A more general definition is how we feel about a particular thing. Actually, attitude is a very intangible thing in itself. Only by its results does it become tangible. Our attitude toward our job determines the spirit with which we do it. If we have the right attitude, our general approach and action on the job is compatible with the fundamental guiding force behind the job. With the wrong attitude, we do what we have to do, anything to get it done, and let it go at that. Our attitude towards our job has a very important influence on our success in doing that job.
Psychology gives us the tools to work with in examining and controlling our attitudes. By giving us an insight into the reasons for human behavior, we are able to break our attitudes down into fundamentals we can deal with. If our attitudes are wrong, we can change them.

Psychology is the one approach to the most important of factors regarding our success and failure.

**Arousing a Favorable Impression in People.**

(11) Paul Leach, a very outstanding newspaper correspondent, was interviewing Herbert Hoover during Hoover's presidential campaign. It was very important to Leach that he get a good interview but he was having little success. Hoover preferred not to talk and parried all Leach's questions. Finally, quite accidentally, Leach made a misstatement of fact about mining. Hoover talked for two hours, correcting Leach's mistake, and then going on to other subjects.

(11) "One and all, great men and great leaders are far more careful than most men in dealing with people. They take many precautions which lesser men neglect. They know that only through other people is it possible to succeed."

So, as our relations with other people go, so we go. If we get other people in favor of us, we will advance,
and failing to get people to go with us, we fail. Our success in dealing with people can be developed. It is not something we have, it is something we must study.

The first step in getting people's support is to arouse a favorable impression in them of us.

The best way to get people to like you is to have a real and wholesome interest in them and their lives.

(12) "It is the individual who is not interested in his fellow man who has the greatest difficulties in life and provides the greatest injury to others. It is among such individuals that all human failures spring."

(11) The story is told by Benjamin Franklin, himself, of how he won an ardent friend in one who was previously a very active enemy. He accomplished this by asking a favor of his enemy. He requested the favor of a loan of a very rare book that the man owned. The man granted the favor and was ever afterwards a friend of Franklin's.

Innumerable instances can be told of the practical application of psychology in getting people to like you. They all amount to the same thing. The application of some basic rule in the psychology of human nature.
(10) "Though the word may have a different meaning for each of us, everyone wants success in life. No one wants to fail—in his business, his friendships, his loves, or in the struggle to reach his ideals.

"But many of us do fail, for reasons which we could overcome if we understood them. A large percentage of these preventable failures spring from faults in our mental makeup—from bad mental habits, a wrong attitude toward life, inability to understand ourselves.

"We see what a heavy toll disorders of the mind exact from human happiness when we realize that of all the beds in all the hospitals throughout the United States, one in every two is for mental disease; in other words, there are as many beds for mental ailments as for all other ailments put together. This does not count the enormous number of people with minor mental defects who manage to carry on, though inefficiently, without hospital treatment."

The above extract is not an unfounded report written to build up public consciousness of some new group of healers. It is not a plug for psychiatrists to enable
them to increase their business. It is a cold statement of fact from the annals of the American Medical Societies' report. It is based on accurate fact.

Nor is it mentioned in this paper for publicity purposes for psychologists and psychiatrists. Rather, it is to call attention to the fact that there is a very real problem here, a problem that has caused many people to stumble, some permanently, on their climb to success. If the problem can be presented in such a way that the reader will be aware of it, and be able to recognize symptoms in himself, and to go to proper specialists for treatment, the writing of this paper will be justified.

Why the Maladjustments?

Every change we make, every shift in environment, every new job undertaken, every general change in conditions calls for us to make an adjustment. The ease and successfulness with which we make these changes determine our success and mental health. Naturally, in anything that takes such an important part of our lives, we will not always be successful. When we fail, we have in a small or large way, mental disturbances. These disturbances are usually not serious in themselves, but in the building up of one upon another that the danger lies.
General Causes of Mental Disorders.

The general causes of mental disorders may be roughly classified into three groups: inherited, internal struggles, and external factors.

Inherited causes are handed down to the offspring from the parents and may be caused originally from various things happening in the life of the parent.

Internal struggles are the changes we must make in ourselves to adjust to new conditions. (13) "Most mental diseases come from faulty adjustments to the problems of life. Patients with such diseases demonstrate by their life histories just where they began to make their faulty adjustments and why. Certainly, the way to prevent other persons from following in their footsteps and arriving at the same pitiable end is to direct them so that they do not make the same mistakes."

External factors tie in very closely with internal struggles as it is generally the external factors that cause the internal struggles in the person's struggle to adjust himself to it. External factors might be ways of living, associations, daily work, responsibility, and any of a hundred things that make up the sum and substance of a person's life.
When Are They Serious?

There are always conflicts going on in a person's life. We have our ups and downs, our bright spots and our dull moments, our peaks and our depressions. It is natural and fitting that we should have these. However, when we are depressed more than we are happy, when our dull moments are predominate, when depressions have a tendency to hang on, when our efficiency falls below par, and all this without an apparent, justifiable external reason, then we are in danger. We are mentally sick and though chances are we will recover if we do nothing but keep plugging, a careful and skillful analysis of ourself, either by ourself or, failing in that, by a competent physician or psychiatrist will greatly increase our speed of recovery and tend to avoid a serious after effect.

What Steps to Take to Effect a Cure.

The causes of mental ill health are so many that no one but an expert could hope for success in dealing with them if they are serious.

However, if each person is aware of them and their effects, not in such a way as to cause worry and fear, but with a wholesome knowledge of their existence, of their seriousness, and of the necessity of watching them
in himself that he may seek competent help should the occasion arise, then the toll extracted by mental diseases will be materially reduced.

In conclusion, let it be said that most of us will be moderately successful, but the speed and degree of our success will be increased if we have a definite idea of what we want in success, if we are in the right job and really enjoy that job, if we are capable of dealing with people successfully, and if our mental health is above normal and kept there by an intelligent knowledge of its scope.
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