

Dear Hawkeye Students:

Go Hawks!

I am a 67 year old PhD graduate from The University of Iowa and have learned a thing or two since graduation day.

These are:

1. A thing = in my 40 year professional life, I observed over and over again that liking and being liked by clients and business associates was far less important to forming a successful business relationship than was having respect for and being respected by clients and associates. When you respect others, you are open to knowing their needs, thus, seeking outcomes that further their goals. Your success should and will follow theirs.

Respect for others tends to create the conditions for trust; the basis for a successful relationship.

2. Or two = being on output all of the time will tend to prevent you from receiving the input that's necessary to be helpful to your clients and associates. Listening first, internalizing what you heard, synthesizing it with what you know about them and, finally, reacting to fulfill their needs is the true formula for success.

You, your company or organization will be hired to enhance their success. Therefore, you will need to know them well in order to help them succeed.

My formal education gave me the indispensable gifts of logical thought and life-long learning. My life's experience gave me the breadth of knowledge to more successfully utilize each. And, now I'd like to pass this legacy on to you all.

James P. Hale, PhD  
Senior Research Scientist and Consultant, Retired  
The Gallup Organization, Inc.

And

26 Meadow Lane  
Freeport, ME 04032  
(207)865-0808  
jph31939@netscape.net