

**THE VIAVI
MANAGER'S GUIDE**

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The Viavi manager's guide by Hartland Law & Herbert E. Law

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HARTLAND LAW & HERBERT E. LAW

**THE VIAVI
MANAGER'S GUIDE**

THE
VIAMI MANAGER'S
GUIDE

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SAN FRANCISCO, CALIFORNIA, U. S. A.
THE VIAMI COMPANY

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PART I.

CHAPTER I.


 SUCCESS.

“The great difference between the feeble and the powerful is, energy and invincible determination.”

SUCCESS is not a difficult matter if you are prepared for it; if you are not, it will take practically all your life to explain to your friends and well-wishers why you failed. You may satisfy yourself with “reasons” that are, at the best, excuses. Each line of argument or explanation *why* you did not succeed is an evidence that you failed, either in preparation or in execution. Business men and leaders do not want managers who spend their time explaining *why* they failed. They want those whose success speaks and requires no explanation.

We have a fair knowledge of the impediments and the difficulties surrounding your work. We began in the humblest position and, step by step, have made our way through the difficulties and discouragements which beset our pathway, just as they do yours. It will be unnecessary for you to write long letters, explaining the difficulties, objections and obstacles of your section; we have had the most intimate association with them year

after year, for many years—we knew of them before you ever thought of entering this work. We know it takes pluck; we know that you must possess courage; we know that you must have stamina to win. We expect you to possess these qualities.

If you do not succeed at the beginning, we shall be patient with you, knowing that a child must creep before it can walk. We ask that instead of writing and explaining your failure, you devote the time to preparing yourself for success. *Never spend time in writing or talking about anything that does not absolutely advance your success and help the cause.* Ask yourself: first, is it necessary to spend the time thus; secondly, is it of any advantage? You will decide that four-fifths of all letters which have been written on such subjects were useless. Remember, the achievements which you most admire are the result of an earnest resolution to succeed; a feeling that one *can* succeed; to which has been added application, pure and simple. Make yourself realize that success is yours if you are willing to pay the price, and that no man or woman ever failed who met the requirements of success. *"You can do what you will."* Resolve, therefore in the beginning that you *will* succeed.

The next *step* is to *prepare* yourself to succeed. Garfield said: "There is no *easy road* to success—I thank God for it. A trained man *will* make his life tell. Without training, you are left on a sea of luck, where *thousands* go down, while *one* meets with success. You cannot extemporize success. *It must be wrought out with patience and toil.*"

**"To
believe
a
business
impossible,
is
to make
it
so."**