

a pain in the neck. I don't know what they're talking about half the time" or the supervisor who says, "You've got to expect some unpleasantness on any job. But let me assure you, the men in the front office are on the ball. They'll do right by us"?

Isn't it obvious why many people stay at one level all their lives? Their thinking alone keeps them there.

An advertising executive once told me about his agency's informal training to "break in" new, inexperienced men.

"As company policy," he said, "we feel the best initial training is to start the young fellow, who, incidentally, is usually a college graduate, as a mail boy. We don't do this, of course, because we feel a fellow needs four years of college to take mail from one office to another. Our purpose is to give the new fellow maximum exposure to the many varied things which must be done in agency work. After he knows his way around, we give him an assignment.

"Now, occasionally, even after we've carefully explained why we're starting him out in the mail room, a young fellow feels that carrying the mail is belittling and unimportant. When this is the case, we know we've picked the wrong man. If he doesn't have the vision to see that being a mail boy is a necessary, practical step to important assignments, then he has no future in the agency business."

Remember, executives answer the question *What would he do on that specific level?* by first answering the question *What kind of job is he doing where he is now?*

Here is some logic, sound, straight, and easy. Read it at least five times before you go on: