

to handle the job of sales manager, you're automatically old enough.

"Second, don't take advantage of your new 'gold bars.' Show respect for the salesmen. Ask them for their suggestions. Make them feel they are working for a team captain, not a dictator. Do this and the men will work with you, not against you.

"Third, get used to having older persons working for you. Leaders in all fields soon find they are younger than many of the people they supervise. So get used to having older men work for you. It will help you a lot in the coming years, when even bigger opportunities develop.

"And remember, Jerry, your age won't be a handicap unless you make it one."

Today Jerry's doing fine. He loves the transportation business, and now he's planning to organize his own company in a few years.

Youth is a liability only when the youth thinks it is. You often hear that certain jobs require "considerable" physical maturity, jobs like selling securities and insurance. That you've got to have either gray hair or no hair at all in order to gain an investor's confidence is plain nonsense. What really matters is how well you know your job. If you know your job and understand people, you're sufficiently mature to handle it. Age has no real relation to ability, unless you convince yourself that years alone will give you the stuff you need to make your mark.

Many young people feel that they are being held back because of their youth. Now, it is true that another person in an organization who is insecure and job-scared may try to block your way forward, using age or some other reason.

But the people who really count in the company will not.