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SIR HENRY THORNTON DECLARES THAT PUBLICITY GETS THE MAN BIG POST

Realization That Others Are Capable of Doing Any Work Perhaps
Better Keeps a Person Humanized, Says New C.N.R. Head.

LONDON, Nov. 18.—(By Mail).—

The first thing to be learned by the man who gets the big post is that there are scores of others capable of doing the work perhaps even better than he is. (So says Sir Henry

Thornton, the new chief of the Canadian National Railways, in an article in the Weekly Despatch). This realization humanizes a man. It holds in check the "ego" that might otherwise dominate him.

Attaining a big post is largely a matter of publicity. A man is known; he has a reputation, whether he deserves it or not. He is asked to take on the work, while the unknown man who has the same or even more ability is passed over.

There are a certain number of good posts in the world, and there are a number of men who can fill them. The men who get them are those who have personality.

Life is difficult for the man who has ability without personality. He may be the most suitable among 50 men for the big post, but his lack of personality holds him back, keeps him in the shadow. He is often unknown to the people who are capable of giving him advancement.

Cost of Ambition.

The ambitious man must realize that progress entails sacrifice. At every step forward he must cast away something which he would prefer to keep. He sacrifices a good climate for a bad one, a house or country to which he is attached for one with which he is unacquainted. He is parted from old friends and sentimental associations.

I have known men to refuse ad-

vancement because they would not make sacrifices. Then later on another opening for advancement came, and although they then desired to step up, they were passed over because of their previous reluctance.

No man can rise who is at the mercy of those under him. He must have sufficient knowledge of detail to prevent the heads of departments under him from taking advantage of him, yet he must not be weighed down by detail.

Why Careers Are Ruined.

Every man who gets a big post and wishes to keep it must realize that he is entirely dependent on his personnel. Often when he takes over a business the first few weeks are marked by numerous dismissals, and he wins a hard reputation. In reality he is actuated by two motives—self-preservation and loyalty to the people who employ him. Many a promising career is ruined by obscure people in far away corners of the organization.

There was once a philanthropist who created an organization for transferring square pegs from round holes into square holes. The aspirant for the big place must be constantly on the lookout for these misplaced pegs, for one of them may lead to his own undoing.

AHEAD OF THE STYLE.

"Why, Maggie, whatever do you mean, a-wearin' yer hat down over yer nose that way? That ain't th' style!"

"I aint tryin' t' be in th' style, Lizzie Keefe—not me! I'm settin' a new one!"—Judge.

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