

young branch managers at times may act as if they thought the Head Office was trying to drive good business away or finding fault for management. Instead of this they should recognize that Head Office is seeking exactly the same ends as they (the managers) are—namely, to fill the books with sound and profitable business; but the officials in charge of the central executive are far more experienced than most of the managers—they have a better knowledge of what constitutes sound business. It will be in order, now, to indicate or mention some of the unwise methods that lead directly to trouble and friction. Of course the great majority of troubles arise in connection with the loans and discounts and the discussion in the article will be confined to that department of banking.

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First of all it is important that the young manager strike the right attitude. He is the confidential representative of the bank at the point where his branch is located. His duty is to lend the bank's money on suitable security to parties of the requisite standing who will make profitable and legitimate use of the funds, and be ready to pay them back shortly on the date agreed upon. Manifestly if the manager habitually or frequently assumes the position of an advocate for the customers, he is in a false attitude, and is headed direct for trouble. When the manager proceeds as if he held a brief for the customer, the whole tone of his communications to Head Office may be wrong. The letters to the general manager may be full of excuses and explanations as to why certain customers did not pay off their loans as agreed, or why they did not provide the stipulated security. And as regards the rejected application, perhaps the manager explains to the customer that he would be glad to do it himself, but is forbidden by his Head Office. That, of course, is a weak position for a manager to put himself in, because if it occurs often, a thoughtful customer will conclude that Head Office does not seem to be much impressed by Mr. So-and-so's recommendation, and that he had better move his account to a bank where the local manager carries more weight with his superiors. Thus the manager's standing with the customers is impaired and his faculty of constantly or repeatedly sending down applications for credits which cannot be justified or approved, weakens him with the bank's executive. In other words, persistence in a false attitude of this nature may easily deprive the manager of the regard both of Head Office and the customers.

Again it should be remembered that if the manager is to retain the respect and esteem of both parties he must be