

particulars by reason of disposition makes him from whom information perhaps remove their necessary details. So when Office, in case of which refuge is taken in the sensitive man, who cannot risk the loss of his business. Repeated recourse to this excuse naturally causes Head Office to think that the manager may be afflicted with an excessive timidity. It happens that certain branch managers always have a considerable number of these very sensitive customers in their books, and, of course, it is a natural thought that if a different manager were in charge of one of these branches the customers there might be found to be no more sensitive than the customers at other branches.

At the branches great dissatisfaction may be experienced on occasions wherein Head Office intimates that they cannot see their way to acting upon the recommendations sent down by the managers. Perhaps in a case of this kind the manager may have worked hard for months in order to prepare the way for taking up an account regarded by himself as positively safe and highly desirable. Some natures grow rebellious, and a manager may even go so far as to criticize Head Office to the other members of the staff, or to the customers. That, however, is not wise policy. The proper course is first to re-examine the presentation of the proposal, with the object of discovering whether the case admits of being strengthened. If there are additional facts or arguments which can be put forward, calculated to cause the experts in the executive office to reconsider the matter, they should be submitted; but, if after facts and arguments have been exhausted, Head Office has not been convinced, it is best to take the denouement philosophically, and accept the opinion of Head Office with a good grace, as embodying a very wide experience.

Sometimes a manager who has been stationed a considerable time in a locality with which he has become thoroughly familiar gradually builds up a business that requires his own personal attention. That is to say, this manager, with his peculiar knowledge and characteristics, is, or may be, able to handle the affairs of the branch without experiencing losses, but the situation may be such as to make it extremely probable that with a new man in charge difficulty and trouble would develop. Obviously Head Office may be reluctant to promote a