

### *Men Who Sell Things*

into usefulness, it was only natural that you hired a floater to take his place. And what will he be? He is a derelict, cast adrift by some other careless employer. Brown has floated into his old place.

You and your competitor have changed employees, and to what end? Each of you has a floater instead of an employee who needed only a kindly touch on the right spot to make him a pleased employee. Once Brown was a pleased employee. That was before he became heedless. But the memory of that time was still in him, needing only to be awakened. Supposing you had called Brown in and said to him:

"I am sorry to see, Mr. Brown, that you are not working up to your old standard. I had hopes of seeing you continue in your ambitions to get ahead. I think there is good metal in you, and I want you to prove to me that there is, and that you can win promotion."

Now, don't you honestly think Brown would have regained his old stride and given you better service than the floater you took in his place — a floater whose ambition was killed before he came to you?

But you let Brown go with a brand on him, because you did n't understand him.

There is a question of morals in this, and good