



**What kind of man
handles a business
challenge best?**

A board chairman talks about tomorrow's executives...

The Bell System has always sought men who could keep telephone service constantly improving. Men with exceptional engineering talent, men with equally outstanding managerial potential. Such men are widely sought on college campuses across the United States. And with the future of communications unfolding so rapidly, the search has intensified.

But still there is the old question to be answered, "What kind of man handles a business challenge best?" A midwestern college audience recently heard these comments in a talk by A.T.&T. Board Chairman, Frederick R. Kappel:

"...We took the records of 17,000 college men in the business who could fairly be compared with each other, and, examining their records, sought the answer to the question: 'To what extent does success in college predict success in the Bell System?'"

"...The results..."

"... The single most reliable predictive indicator of a college graduate's success in the Bell System is his rank in his graduating class."

"A far greater proportion of high-ranking than low-ranking students have qualified for the large responsibil-

ities....While a relationship does exist between college quality and salary, rank in class is more significant..."

"...What about extracurricular achievement?...Men who were campus leaders reached our top salary third in slightly greater proportion than those who were not. But it is only real campus *achievement* that seems to have any significance. Mere participation in extracurricular goings-on does not..."

"...What we have here, as I said before, are some hints—rather strong hints—about where to spend the most time looking for the men we do want, the men with intelligence *plus* those other attributes that give you the feel, the sense, the reasonable confidence that they will make things move and move well....They want to excel and they are determined to work at it..."

"...Business should aspire to greatness, and search diligently for men who will make and keep it great..."

FREDERICK R. KAPPEL, *Chairman of the Board*
American Telephone and Telegraph Company



BELL TELEPHONE SYSTEM

Owned by more than two million Americans