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## WHO MAKES THE EXECUTIVE?

Many engineers today feel that engineering is but a stepping stone to executive leadership, which is indeed true, as has been many times demonstrated. There are, however, personal qualities which enter very forcibly into the situation and one must know how to start if he would reach the executive goal. The start means much in every contest, and to start wrong is worse than not to start. Merlin H. Aylesworth, president of the National Broadcasting Company, as an executive, gives his opinion the subject thus:

"In this day and age executives are selected by others. The board of directors of a great corporation is made up of men who are high executives in other firms. They keep their eyes open for promising material in their own organizations as well as in the concerns of which they are the directing heads.

"The way for the aspiring youth or older employee to become an executive is to do the job that is given to him without regard to the time that may be necessary, without regard to immediate physical comfort, and without regard to any other job that may be ahead. The employee must first prove conclusively to his superiors that he can hold the job that had been given to him before he can expect consideration for higher rank in an organization.

"The success of an enterprise depends on getting the right man for the right place. Those above are likely to know better than you do what they want from you. Let them have it until you have proved your superiority to the work that you are doing.

"My advice to ambitious youth is to be exceedingly careful before taking a new position, to look over its difficulties and disadvantages as well as its rosy aspects and not to leave a firm that you like and respect without being sure that the new one is equal in integrity, as sound, and will offer as permanent employment as the one with which you are associated.

"As for personal advice, I would say the best guarantee of success is to keep physically healthy while forcing your brain to be ever active and progressive.

"No man can choose an executive position for himself. If he shows courage, initiative and intelligence, and is willing to assume real responsibility he will find, however, that other executives will elect him to membership in their ranks."—Michigan Technic.

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