TO THE CLASS OF 1941:

As you men look ahead to new areas of activity in the field of business and industry you would do well to question what are the important qualifications which business must demand of executives of tomorrow. Many of you will be asked within the next five or ten years to assume important executive and managerial responsibilities. In those contemplated capacities you should be thinking now of how you may produce the most satisfying results for you and for your company.

Business will demand these qualifications of you:

1. The ability to use your mind in a logical manner.
2. The willingness to accept suggestions from subordinates.
3. The ability to see new opportunities that are ahead and to visualize their limitations.
4. The ability to impart to others your own enthusiasm and to inspire them to enthusiastic endeavors.
5. The ability to make proper evaluation of the important factors influencing a decision and to reach sound conclusions on the basis of your evaluation.
6. A thorough knowledge of your company and its competitive problems and a well-established understanding of the functions of the organization.
7. An intelligent understanding of the viewpoints of your employees so that you may help them to “feel they are living instead of merely working to live.”
8. The possession and the putting into effect in your own relationships with others the age-old human virtues of courage, loyalty, perseverance, generosity, sacrifice, initiative, hard work, and the Golden Rule.

If your life plan can be molded on the pattern of these important qualifications, your success in business and industry is reasonably well assured.

CARL D. SMITH
THE CORPORATION

The Corporation is a self-perpetuating body whose members direct the administration of the Institute through their appointed agents, the Trustees.

ROGER W. BABSON, Chairman
GEORGE W. COLEMAN, President Emeritus, Babson Institute
MAHLON E. TRAYLOR, President, Massachusetts Distributors, Inc., Boston
ERNEST T. GUNDLACH, Gundlach Advertising Company, Chicago
PRESTON F. BRYANT, Wellesley Press, Wellesley
W. ELLIOTT PRATT, JR., Eaton and Howard, Incorporated, Boston
HARRY L. PEABODY, Loyal Protective Life Insurance Company, Boston
WINSLOW L. WEBBER, President, Publishers, Financial Bureau, Babson Park, Massachusetts
EDWARD L. MORELAND, Dean of Engineering, Massachusetts Institute of Technology, Cambridge

THE BOARD OF TRUSTEES

DWIGHT G. W. HOLLISTER, Chairman, President, A. P. W. Paper Co., Albany, N.Y.
MYRON E. PIERCE, Attorney, Boston
DANIEL B. COLEMAN, Physician, Wellesley
S. MONROE GRAVES, Frederick M. Swan & Co., Boston
CLAUSE A. ROYNS, Proprietor, Tewlawooket Camps, Wellesley
FREEMAN T. PUTNEY, JR., Retired, Weymouth, Massachusetts
CARL D. SMITH, President of the Institute
WILLIAM H. VOGLER, Asst. Treasurer, New England Confectionery Co., Cambridge

OFFICERS OF THE INSTITUTE

CARL D. SMITH . . . . President
GEORGE W. COLEMAN . . President Emeritus
MYRON E. PIERCE . . Vice-President
DWIGHT G. W. HOLLISTER . . Treasurer
IRWIN K. FRENCH . . . . Secretary