Dear Mr. Hill:

Let's attend to some unfinished business. Specifically, two related issues raised in your opening dialogue letter: "Many students hesitate to choose a career in business because of the apparent difficulty in predicting one's probable success. Secondly, business is viewed as having neither the employment security nor the attitude of occupational mobility inherent to other professions."

Predicting a man's success is a very risky matter. I would, however, like to know about any field of career endeavor that guarantees levels of achievement. One can, I suppose, consult the Statistical Abstract, pinpoint the median salary ranges for specific occupations, and choose accordingly.

But, I doubt whether you mean financial success alone. In your letter you referred to the middle-aged businessmen who have been "passed by"; the "unfortunate victims of occupational stratification"; men afflicted by "the ever-present specter of hierarchial stagnation."

These phrases, of course, comprise another way of saying that some men are business failures. I agree that some men are. And I agree that there are some men who reach middle-age, and then realize that they've made the wrong career choice. But, these aren't phenomena peculiar to the business world.

Most businesses function because they are flexible, with growth possibilities existing both vertically and horizontally. Plateaus are reached in every field. Every employee isn't cut out for a vice-president's chair or a seat on the Board of Directors. But, this doesn't mean that the non-vice-president stagnates—that he automatically enters a period of boredom, counting the days to his pension.

Every individual hopes to get individual satisfaction from his job, and success means different things to different people. A fat title and a fat salary aren't the only indicators of a man's worth. It doesn't always follow that the big man in the corporation is the most successful man on the block. In the long run and in broad human terms, he may not be very successful at all.

I also question the implication that the professions offer more occupational mobility. I doubt it particularly as fields like medicine, law or engineering become increasingly specialized. An experienced marketing man can apply his knowledge and skill to a firm that manufactures automobiles, or television sets, or pharmaceuticals. An experienced dermatologist can't suddenly switch his nameplate and become a pediatrician.

Believe it or not, the businessman acquires a host of skills and abilities. Attributes which he can use in a variety of seemingly unrelated fields and situations.

Businessmen, for example, are action-oriented. Sensitive to the line points of how to get things moving. Acutely aware of the art involved in achieving dynamic organizational bodies.

Recently, for example, Mayor John Lindsay of New York appointed a Management Advisor Council composed of 6 top industrialists to study city administration. The move was made in the hope that the city's government "can be operated as smoothly for the benefit of the people as the complex organizations headed by these executives in the private sector."

If I were to pick one indicator of a young man's future in business, I think it would be his ability to cope with change. More specifically, his commitment to change, to innovation and experimentation.

I can't foretell what salary this change-oriented individual will be making on his fortieth birthday. However, I can predict that he'll be a rather successful individual.

Robert W. Galvin
Chairman, Motorola Inc.

**GETTING DOWN TO BUSINESS...**

Is the purpose of this open letter from a business man in answer to questions from James Hill, a student at Harvard University. Similar letters, published since October in 29 campus newspapers in a dialogue with six individual students, have dealt with many facets of business as a career possibility and as a force in society. Mr. Galvin invites your own questions or comments addressed to him at 9401 West Grand Avenue, Franklin Park, Illinois 60131.