

## Selecting Research Man

*Psychology*

EDWARD R. WEIDLEIN, Director of the Mellon Institute, in *Value of Organized Scientific Research* (American Management Association, New York):

Our method of securing men has been built up over a period of years. We have established contacts with all of the universities throughout the country. . . . Whenever these universities have a man who they feel is like some other man they have developed, who has real research ability and a personality (which is very important because these men come in contact with executives, and it is just as important as their knowledge of the fundamentals of science), they write in to us and tell us of this particular man. We then get his complete history. Integrity in a research man is very important. We go back and find out something of his early life, training, home surroundings, letters of recommendation, etc. We get his photograph and then we have a personal interview with the man.

I have a very large office in the building, and I can almost tell by the way a man walks in that door, whether he is the type of man I want in our organization. I can tell by his characteristics, mannerisms — everything else, a sort of thing that has been developed over a period of years.

There was one man who walked into my office from a Middle Western university. He came to me most highly recommended. That man walked in and as he opened the door I thought, "I am not going to judge right away, but he is not the type of man I want." We talked and he developed a characteristic manner, as some will, and soon satisfied me he would not co-operate with anybody. The fellow went away feeling quite sure he was going to land the position because he had such high recommendations all the way through.

I sat down and wrote him a letter and told him exactly what impression he made on me. Within a month he wrote back and said that he appreciated what I said, that he had several people turn him down and he had taken what I told him to heart, and was going to change his ways.

I do not care how good a man is — a research man or any other man, if he cannot co-operate, he is not the type that will fit in any organization. He will do more damage than good. It is a motto we have in our own organization right straight through. A

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man who will co-operate is a man worth while; he will get his just rewards and does not need to worry about the selfish petty things.

If anybody asked me what is the success of our organization, I would say it is having been successful in selecting men. It is the men that make an organization what it is.

*Science News-Letter, August 11, 1928*

Flies have a tendency to go toward the light, and fly traps should be set accordingly.

Iceland will celebrate the one thousandth anniversary of its government in 1930.

Corkscrew curls were popular in Roman hairdressing in the first century A. D.

Mount McKinley, which is 20,300 feet high, is the only high mountain so far from the Equator.

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