



*The customer was always right. As for delegating, Mother was good at that, whereas Dad had a hard time. When I got out of the service in 1946 and came to work for him, Dad had three locations, and he was running all over the countryside to check on all of them, all of the time. Essentially, he just didn't trust anyone to meet his standards. Dad was hell-bent to succeed. Quarles Oil was his second chance after losing everything in the crash of '29. In this he was one of a generation of Americans who started business toward the end of the 1930s, when the economy was finally improving, and then got them off the ground in the years during and after World War II. There were great opportunities to take advantage of as the world modernized and technologies advanced rapidly, and they really appreciated it and worked exceptionally hard.*

*Dad had yet another tendency that contributed to the business's early success, one that came from his experience of the Depression: He never purchased anything on credit. Every acquisition Dad made was with cash, so the business never became overextended. Dad was particularly well-suited to this approach because his mechanical*