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ARTHUR FRÉDERICK SHELDON, EDITOR

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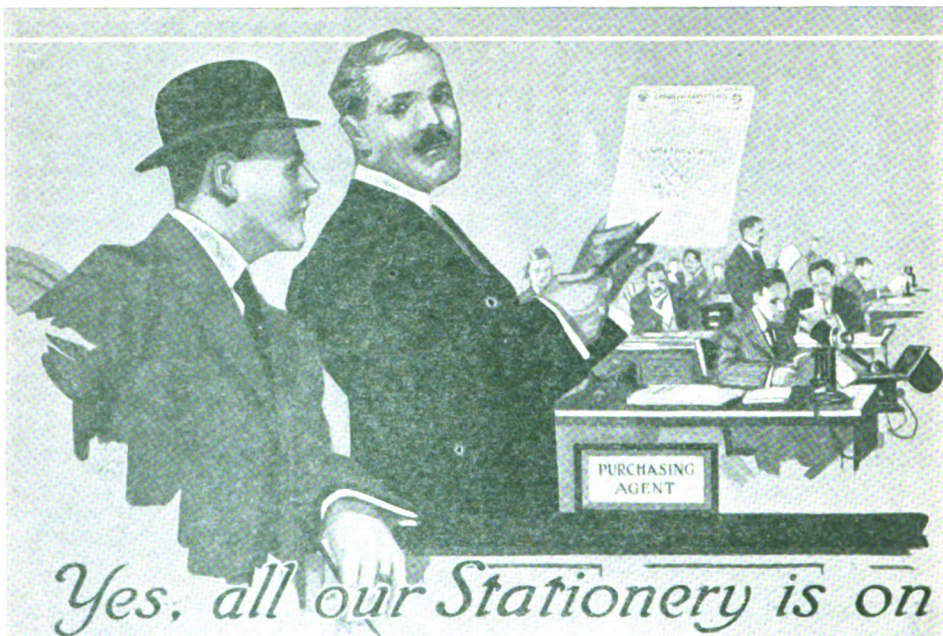
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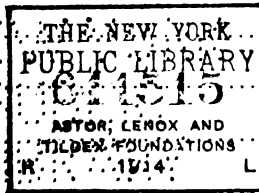
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EDITOR-IN-CHIEF

ARTHUR W. NEWCOMB
MANAGING EDITOR

SHELDON'S BUSINESS PHILOSOPHER & SALESMANSHIP

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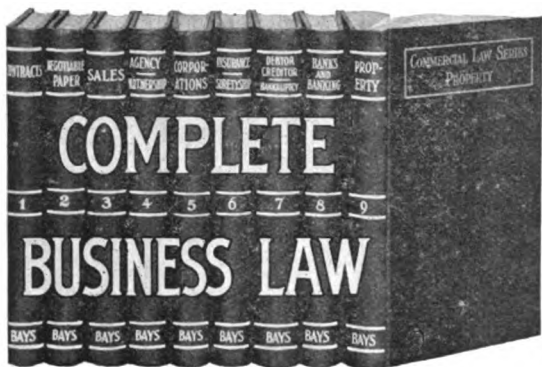
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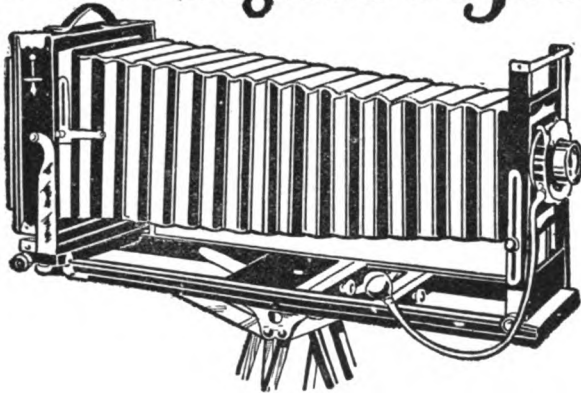
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Some Thoughts on Natural Law in the Retail World of Selling

THERE is one statement, which always appeals to me as specially germane to a right understanding, and a reasonable discussion, of the Laws of Success. The man who originally made the statement, was the formulator of the Science of Business, and is recognized today, both in America and Europe, as one of the world's greatest living teachers and philosophers.

He said:—

“Everything in the universe is under *law*. There is no such thing as luck or chance. Nature's ways are exact, strain for strain, and blow for blow, with no allowance for intention. Nature has no bad debts; keeps no profit and loss account; nor does she ever fail in compensation. She settles all her scores at the proper time. We cannot “break” her laws, though we may violate them; and when we do, the penalty we must pay is exact and unescapable.

Considered openly and without prejudice, that constitutes, it seems to me, a *very great* saying.

It follows then, that success in life — desirable conditions that last and perpetually increase — may come to a man, only through living in harmony with, and in conformity to, Fundamental Natural Law. The first step then, is to learn to *know* and *understand* natural and fundamental law. This, in order that we *may* “line-up,” and keep in harmony.

The Law of Sale, is one of these. No man made this law. All any man can do, is to recognize it, and classify knowledge concerning its operation. It is interesting to note the *harmony* of this law. *Every* sale is made in accordance with it; and consciously, or unconsciously, the *sale-maker*, works and operates subject to it. *We do not succeed and progress haphazard.*

There are just four general branches, of commerce: *Wholesale, Retail, Specialty, and Promotion.* These divisions are intimately related, but it is the **RETAILER**, who is the support and bulwark of the world of commerce. Everything, in trade, finally reduces to a single transaction, or a series of single transactions, between the individual seller and the individual buyer. The *consumer* of the *retail* quantity, is the man and the woman, we're all after. Why? Because.....

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SAY "I SAW IT IN THE BUSINESS PHILOSOPHER"



DR. HARRIS R. COOLEY

The Business Philosopher

A. F. SHELDON, EDITOR

VOLUME IX

JANUARY, 1913

NUMBER 1

By the Fireplace

Where We Talk Things Over

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IN 1913 I will find out why." Such is the title, introduction, exordium, argument, peroration, and conclusion of Mason's New Year's resolution. He says that these few simple words contain enough meaning to keep him busy for the whole twelve months. He claims that if he lives up to that resolution he will completely reform himself, his work, and his business.

Well, don't look so mystified, Montmorency. It is simple enough—when you find out why.

You remember the story of the Irishman who claimed to have been chased twenty-five miles by a high-speed bear. He finally came to a river fifty feet wide. He couldn't swim. He couldn't retreat, because the bear was at his heels. He couldn't run up or down the bank, because it was lined with a thick growth of willows. So he jumped across. And when he told the story afterwards, he seemed to think that leap a notable feat. "Pshaw! That's nothing!" pooh-poohed his placid hearer. "Look at the run ye had!"

Perhaps if you and I go back a few thousand years to get a good run, we may be able to jump that gap in your understanding.

Whether or not you agree that Adam and Eve learned knowledge of good and evil by eating an apple, you must admit that the first man who asked and found the answer to his question, "Why is an apple seed?" made a start toward the science and art of horticulture. And that was perhaps the earliest of the arts and sciences.

Along some time before Paris began to set the styles, a shepherd sat watching his growing mutton chops and legs of lamb.

It was autumn. The shepherd was still neatly clad in his tight-fitting coat of summer tan— which a cool wind was roughening with goose-flesh.

The shepherd shivered and his lips turned blue.

"Those sheep seem warm enough," he grumbled, trying to snuggle up to the lee side of old Aries, leader of the flock. "I wonder why?"

He kept on wondering. Then he began to investigate. Pretty soon he found the answer. Soon after he was warm. And there was fresh mutton for supper that night.

Such was the humble beginning of Beau Brummel, Shart, Maffner & Harx, the Lawrence strike, Fifth Avenue, Schedule K—and some other important human interests.

Later this shepherd—or some other—sitting out at night watching his sheep, got to thinking it over. He asked himself, "Why is a sheep, anyhow?" And that led him, honest fellow that he was, to inquire, "And for that matter, why am I?"

And so philosophy was born.

Now all that happened a long time ago. Since then, men have been asking "Why?" about pretty nearly everything they could see, hear, smell, feel, and taste; about the thoughts and feelings that went on inside of them; and about things far beyond the reach of human senses. And all the human progress we can boast has come from finding answers to that question, Why?

This being the case, don't you think that if, this year, you were to find out **why** in your own life, in your work, in your play, and in your study, you might make some advancement? That's Mason's idea.

MASON—WHO is a salesman—lost one of his best and biggest accounts last year. That is one

reason why he is so keen about tying himself to some effective New Year's resolution for this year.

Mason's pet and prize customer was a hardware merchant in a big town. Mason had been selling him stoves and ranges for years. Last year this dealer placed a five-thousand dollar order early in the summer. He wanted the goods delivered about the first of September for the fall trade. House-building had been brisk in that town ever since the flowers bloomed in the spring and hundreds of families would be buying heaters and kitchen ranges. It was the largest single order Mason had ever booked, and he wanted everything to go just right with it.

Would you like to have been in this poor salesman's shoes during the second week in September, when that whole consignment was thrown back and a haggard but singularly vicious and vigorous hardware dealer was threatening to bring suit against the house for ruining his entire season's business in stoves? I can think of many diversions far more delightful.

Of course Mason found out why his customer didn't want the goods. In his eagerness to please, the salesman had ordered a feature built into the stoves that was supposed to save half the fuel bills. He planned this as a glad surprise for the dealer. It would be a big talking point that would help him in advertising and selling. But it turned

out that there had been a sad tragedy in town the previous winter. A big base-burner had exploded, scattering burning coals, setting the house on fire, and burning a family of six to death. The stove had been equipped with the very feature Mason thought so desirable. And, probably unjustly, everyone in the city thought that was why the stove blew up. So of course no one would buy a stove so built.

Now Mason might have excused himself by saying that he couldn't be expected to know about this accident and its effect upon the minds of ultimate purchasers of stoves in that town. But Mason was keen enough salesman to realize that it was his business to know. So he asked himself why he didn't. And when he got right up in front of the mirror, looked himself straight in the eye, and owned the corn, he found that he had heard all about that very holocaust, at about the time it happened, but, because the stove didn't happen to be the make he was handling, paid very little attention to what was said about it.

The next thing, then, that Mason wanted to know, was why he had not been frantically interested. This was a matter that involved stoves. He was selling stoves. Why didn't he go to the bottom of it, get all the information he could, on the principle that he couldn't possibly know too much about the rela-

tionship between stoves and their users?

This was a hard question. But Mason was in dead earnest, now that the thing had come home to him like a wagon-load of hornets. He knew the answer would hurt. But he was so badly hurt that a little more wouldn't matter. Why had he given only perfunctory attention to the tragedy? "Well, I may as well confess the bitter truth," he told himself. "I was sound asleep, mentally. I was loafing on the job. Instead of being alert, wide-awake, keen on the scent of every idea as a dog after a rabbit, I was lazily drifting along taking orders instead of really selling goods and preparing to sell more goods.

"If I had been working every day with this resolution to find out why, in mind, I should have found out why that base-burner exploded. Even if I had never heard of that accident, I should have taken the pains to find out why or why not those fuel-saving features should be built into Harmsworth's stoves. Instead of a hasty judgment, based upon meager information, I should have come to a sound conclusion, based on all the facts. And I should have been several hundred dollars richer today—to say nothing of my peace of mind."

IT WAS AFTER making this whole-souled and wholesale confession to himself that Mason devoted a good deal of time to

finding out why a good many things were as they were.

"I wanted to know why I had never sold Jackson, down at Corning," he told me. "And I made the flattering discovery that it was because I had been too mentally indolent to plan a little campaign of education among his high-class customers that would get them to demanding my goods of him.

"I insisted on being told why I so often missed my trains. And I was highly complimented to find that it was because I was too lazy to plan my work ahead so that I shouldn't have to run wildly to the hotel at the last minute to pay my bill and get my suit-case.

"I sought information as to why my competitor so often got a day or two ahead of me and took a good deal of the cream. I felt a high conceit with myself over the fact that he paid ten dollars for an automobile, made the Wauconda-Lake Zurich drive in one day and saved six dollars in hotel bills—to say nothing of the time—while I was too languid mentally to figure the thing out, so drove a horse to save money.

"I demanded to be let into the secret of my too frequent enforced vacations on account of sick headache. It was gratifying to learn that I had been stupidly following custom and drinking an excess of coffee, instead of doing a little thinking about my diet.

"So I went through the whole list of my failures, shortcomings, and weaknesses, always asking that irritating, exasperating, but powerfully stimulating Why? And, strange to say, in almost every case, I found that the bottom of the trouble was mental inertia—in other words, just plain laziness.

"Then I dropped all the little trails and took after the big culprit—this reluctance to exert my mind. Why?

"At first it was a hard question. 'Why I'm just naturally lazy, I suppose,' I told myself, 'and that's all there is to it. Why? Just born so, probably. Awfully unfortunate, but I don't see what you're going to do about it.' But I refused to be satisfied with that answer. It was born of that same mental lassitude I was determined to put to rout.

"Well, I watched myself and others for a while. Finally I found the answer. My mind was just a common loafer—it refused to work because it didn't want to. It loved its ease better than the results of hard, concentrated, continuous effort. In other words, I failed to get a great many things simply because I didn't want them badly enough to pay their price in hard work.

"You may imagine the session that involved me and myself. I was getting into pretty deep water, but I had started to find out Why? and there was to be no compromise. Once for all, I must look Life and Destiny

squarely in the face and decide just what I wanted from each. I had to decide whether I should take my ease, use my mind only for light, routine thinking, and continue to be a mediocre order-taker; or aim high, go after the big prizes of life, keep my eye on a definite goal, and really work instead of merely going through the motions.

"I figured the thing out. I should have to put in the time, anyway. Otherwise, I'd starve. And the mental ease my mind loved would never be won by loafing. I had discovered that I spent more mental energy in worrying over my mistakes and failures after they had been made than would have been necessary to prevent them if reasonably applied. Then, I could look a little way into the future and see that I couldn't always keep up my pace on the road. The day would come when the house would turn me out to grass—a has-been. I knew a good many just such superannuated order-takers. And their mental ease and comfort wasn't a thing to be violently envied.

"In all reason and common sense, then, there was but one choice open to me. And that was—**WORK.**

"I made my choice. I deter-

mined to work. But, as I had already learned that, in order to work I should have to be on fire with a consuming desire for the things work would bring, my task was to cultivate that desire.

"By this time I was beginning to wonder whether I should ever get to the end of the quest. Every problem I solved only brought up a new one, still tougher, to take its place.

"Well, looking into the future and scrutinizing the present with seeing eyes had whetted that desire for advancement considerably. I asked myself why. And I found that it was because, for the first time in my life, I had a clear and definite idea of what I wanted—and what I wanted to escape. So I went on painting detail into both those mental pictures. After a while I discovered that the desire grew much faster and hotter when I was at work on what I wanted to be, do, and have than it did when I was viewing with alarm the converse of the proposition. So I stopped wasting time on the negative and devoted all my energy to the positive.

"Now you have found out why I have taken as my New Year's resolution, 'In 1913 I will find out why.'"

AGGRESSIVENESS is a splendid quality. The bold dashing fellow who leads, leaving others to follow, has a great advantage.

The man who strikes the first blow, wins the first skirmish, and pushes the campaign into the enemy's country is often a winner. •

The salesman who leaves beaten tracks, blazes new trails, opens virgin territory, develops new selling plans and selling talks, and gets into closely guarded private offices by sheer boldness, is frequently a big producer.

The manager who keeps his organization in the vanguard of commercial progress, setting the pace for his competitors in new ideas, new methods, new equipment, and new products, sometimes makes big profits.

The young man who makes opportunity, plans something that his employer might have done and then gets the job of doing it—at increased pay—has the courage to drop a good position and go after a better one, is seldom found in the rear ranks.

The lover who woos his lady impetuously, overriding all opposition, and fairly sweeping the girl off her dainty feet by the dash and brilliancy of his love-making, is often successful.

Some men are naturally aggressive. They couldn't sit back and let others go ahead if they tried. For such men aggressiveness is the way to success. Only they should temper their impetuosity with judgment, self-control, patience and persistence.

There are other men who naturally have little or no aggressiveness. It is all they can do to nerve themselves up to the slightest act of initiative. Such men ought to do all they can to cultivate push, courage, boldness,

and strenuousness. They will need all they can develop. On the other hand, they should not be down in the mouth because of their deficiency. Aggressiveness is not the only winning quality. An army has use for artillery, engineers, sappers and miners, and defenders of the walls, as well as cavalry and infantry.

Too many good men, with fine qualities, either try to win by means of aggressiveness when that is one of the weakest parts of their equipment, or give up the fight entirely because they feel its lack.

In a measure they are not to be blamed for this. Our age has been one of strenuousness, aggression, and breaking through walls on every side. Our literature has glorified the man of dash and daring. Even writers for business men have made initiative their grand omnific word. Newspapers, magazines, books, lectures, epigrams, and mottoes have all joined in urging everyone to "Push," "Take the aggressive," "Get in front," "Be the big noise," and "Do something different." In the midst of all this wild clamor, it is not to be wondered at if the quiet, plodding, non-resistant, mild-mannered man either tries to do some swashbuckling on his own account or makes up his mind that he is hopelessly lost in the rush.

Then the aggressive people are always in the lime-light. That

is part of their nature. They rush into it without invitation and push others out of it if they can—that is, many of them do. And there are many people short-sighted enough to think that publicity is success. Don't misunderstand me. I'm not criticising the aggressive people. That's the way for them to act. They would be foolish to try to get anywhere by plodding methods. And publicity is a great aid to success, provided the other factors are there in right quality and quantity. But holding the center of the stage isn't the only way to succeed as an actor—and the treasurer of the theater is just as necessary to its continued prosperity as is the star.

Now here are some of the things that a man lacking in aggressiveness can do to win his way:

First, he can advance slowly when let alone—then stand his ground, never yielding an inch when attacked.

Many a dashing general has worn himself all out whipping his enemy to a frazzle—only to find, when he was through, that the enemy, frazzled as he was, had not retreated and still held all he had at the beginning of the fight. Not only that, but he was ready to march forward.

Second, he can retreat—give up the position—vamoose—and then come back and take it again, and a great deal more with it, after the aggressive fellow, flushed with "victory," has gone

off seeking new fields of conquest.

Third, he can parley with his antagonist, make friends with him, and finally win him over as an ally.

Fourth, he can let the other fellow have all the tinsel, torchlight, red-fire, and brass bands, while he quietly gathers in the substantial spoils of victory. In this way both will be satisfied.

Fifth, he can keep out of battle altogether by engaging in some peaceful occupation far removed from scenes of strife. And peace has her victories too, the poet says.

I once witnessed a prize-fight that was a great lesson to me.

One of the pugilists was quick, wiry, nervous, and full of what the people at the ring-side called ginger. As soon as the gong struck, he would rush across the ring, meet his opponent as he was coming out of the corner, and begin to fight like a whirlwind.

The other fellow was slow, heavy, plodding, and placid. When he left his corner he walked with a slow, measured, ponderous stride. And he kept that same stride, no matter what the "whirlwind" did, until the round ended. His defence was magnificent, and few of the fiery blows of his antagonist harmed him. And once or twice in each round, when he had a good opening, he got in a punch that hurt.

After a few rounds the aggressive fighter had spent all his

strength to no purpose. The few hard blows he had received had taken all the fight out of him. Then the bull-dog fellow finished up the engagement in the same placid, unhurried way he had been going from the beginning.

So it is a fine thing to have initiative, to be aggressive.

But never forget that the only absolutely unbeatable man in the world is the man who will never acknowledge that he is whipped, but just keeps on fighting.

AMONG your other New Year's resolutions, be sure to resolve to be happy in 1913.

It's much more pleasant and comfortable, both for you and for those around you, to be happy than to be miserable, but we'll let that pass—I'm talking business.

"A man is valuable according to the **thought**, psychic inspiration, and **happiness** he puts into his work," says Dr. Katherine M. H. Blackford.

Your work suffers and your business falls far short of its possible success if you are unhappy. So, for business reasons, resolve to be happy.

But perhaps you think that happiness comes to you or is taken from you by some power outside yourself—that you might as well resolve that the sun should shine every Tuesday, Thursday and Saturday during 1913.

I won't argue with you about it. I don't suppose I could convince you anyhow. But I do ask just one favor of you—for your own sake.

If you are unhappy now, get

a pencil and a sheet of paper. Write down all the causes of your unhappiness. Have you done it? Very well.

Now read them over carefully and see how many you wish to eliminate as being too petty to consider—in how many you have been making mountains out of mole-hills. Have you stricken them out? All right.

Now go over the list again and cross out all that you can change for the better by your own effort. There's no use being unhappy about a thing if you have the power to put an end to it. Done that? Very good.

Now read through again and see what you have left. Analyze each one. The thing that hurts you most in each case is something you expect in the future, isn't it? Be sure now!

Perhaps you say, "No. I'm unhappy because I am ill. And I'm ill now."

But you are not unhappy because you were ill yesterday—or an hour ago. And if you were perfectly sure that you would be entirely well five minutes hence, you would be very happy

wouldn't you? Of course. So, even in that case, you are suffering now the pains you expect to feel in the future, aren't you? Certainly.

But never mind. Be as unhappy as you like about it. Only do this for me—for your own sake. Put that list away and do

not look at it again until the first of February.

Then take it out and read it—and see how many of the things you are suffering in advance really happen.

And then you will be ready, if not now, to resolve to be happy in 1913.

NOT to give too wide an application to the discovery that the average day's work is only half or less than half of what a first-class man can do, it is more than probable that the average man could, with no injury to his health, increase his efficiency fifty per cent.

—*Walter Dill Scott*

Tho'ts On Life

By *W. E. FITCH, (Pastor Bill)*

Life is a problem
So very complex,
That when we have solved it
We're almost an X.
We hustle and tustle
To save a few dimes,
And when we have got them
Our end, with bed, rhymes.

Or maybe, perhaps
We save not a cent,
But hunt for the mirage
Which some call content.
We dally along
With hopes running high,
And just as we find it
We up and we die.

Still others of us
Hunt for honor and fame,
And just as we think
We will have a great name.
And men will bow down
When that name is spoke;
We get a bad cold,
And we up and we "roak."

The bright lights for some
Have a heavy attraction,
We study them closely
With much satisfaction.
'Till all of a sudden
When we think all is well,
We find we are "slipping"
Right straight into —.

There is one fellow tho'
Who while traveling along,
Never fails to inform us
That Life is a song.
He warms up our hearts
With each smile that he gives,
And shows us the wise man
Who laughs while he LIVES.

By "Pastor Bill"

Cleveland's Method of Checking Human Waste.

—By Arthur W. Newcomb

How a Great American City Is Applying a Scientific Solution to Some of the Most Important Phases of Our Conservation Problem.

UNDER the universal law of compensation the man who earns a dollar a day adds each day a dollar's worth of tangible or intangible wealth to the world's supply.

I bow silently to the storm which comes from the good people—the very earnest people—who say that he adds ten dollars' worth of wealth to the world's supply, but that men who have usurped more than their rightful share of power withhold nine-tenths of the wealth he creates from his eager hands.

Perhaps these people are right. Far be it from me to get into a dispute with them.

I bow with equal submissiveness to the scornful laughter of cynics who tell me that the man who earns a dollar a day adds only thirty-three and one-third cents worth of wealth to the world's supply each day. Maybe they are right. I am not seeking controversy with them.

But, standing my ground and with my eye fixed calmly upon the eternal verities, I reassert, fully aware of my responsibility, that under the universal law of compensation any man who earns a dollar a day adds daily one hundred cents worth of wealth to the world's tangible or intangible supply.

You will see, of course, that my refuge is all in the significance of that handy little word, "earns." If a man actually creates ten dollars'

worth of wealth, then that is what he earns, irrespective of what he receives, and if he creates only thirty-three and one-third cents' worth of wealth, then that is all he earns, even if his Saturday night pay envelope does contain six dollars.

HOW THE WORLD'S WEALTH INCREASES

Having this point all settled between us, we can now proceed to the next link in the chain of logic I am here forging. Most men do not consume all the wealth they create. The world's supply is, therefore, constantly growing greater. The common laborer of today enjoys comforts, luxuries, conveniences, and pleasures that were unknown to kings and millionaires of ancient times. These many benefits are proof enough that the vast increase in the total wealth of the world is not all centered in a few hands. The movement for its more equitable distribution is healthier and more effective today than it has ever been, but that is also a matter about which I do not wish to quarrel with anybody.

Now, since every man who earns money adds at least a little to the sum of the accumulated wealth of the world and thereby makes us all somewhat richer, it follows that when a man is ill, or crippled, or aged, or idle, or vagrant, or mendicant, and ceases to earn money, we are all poorer because of it. He has only left the ranks of the producers—he is still one of the consumers.

When a human being dies in infancy, or at any time before the normal end of his productive period, we are cheated out of the serv-

ices he might have rendered and the wealth he might have created.

If a man becomes a criminal he not only ceases to create wealth but actually destroys it. So it comes about that our ill, crippled, aged, idle, vagrant, mendicant, and criminal classes, and those who die from preventable causes, represent a waste of creative power which defies not only calculation, but imagination.

The problem this waste forces upon humanity is one that has been dallied with ever since the human race scrambled out of its cradle.

IF WE CANNOT YET CURE, LET US AT
LEAST RELIEVE

Today, when by means of education, superior knowledge, and marvelous equipment, a man is able to create in a day an abundance of wealth his great-grandfather could not have produced in a decade, and when population has increased to a point where tremendous and rapid production and distribution of wealth is a necessity, the problem of human waste is more acute than it has ever been before.

Once more I bow to the very good and very earnest people who maintain that it is folly to deal with the symptoms and leave the causes of the maladies untouched. I fully appreciate the cogency of the illustration so often used of the fatuous foolishness of sending doctors and ambulances to the foot of a precipice to care for the victims who tumble off and are variously mangled, instead of building a railing along the top and keeping them from falling down.

On the other hand, we are reminded of the historic words of Grover

Cleveland, "We are confronted by a condition, not a theory."

If those who ought to be building a railing around the top of the cliff to keep people from falling off, cannot agree how it should be built or of what material it ought to be made, and spend all of their time in discussing the matter instead of actually building the railing, while people are responding to the good old law of gravitation to their own hurt, I am in favor of being on the spot with surgeons and ambulances and looking after the wounded until the proper kind of remedy has been applied to the cause of the trouble.

So while I agree that we ought to revise our social, economic, and commercial conditions and methods so that the enormous wastes of human creative power are checked at their sources, I still maintain that until that glad millennial day arrives, it is better to lift up a few of those who have stumbled and set them to useful occupation—to utilize for their own benefit and the benefit of others the remaining power of those who cannot keep pace with the swift and the strong.

THE PROBLEM OF OUR CITIES

Life in our great cities is rapid, strenuous, exhilarating, and intense. Conditions of living are at best artificial and impose a heavy drain upon the vitality of city dwellers and workers.

Our cities are also the places of refuge for the vagrant, the criminal, and the infirm.

Therefore, the problem of conserving as much as possible of all of this great sum of human waste is a large and difficult one.

The easy, lazy way out of the difficulty is simply to neglect the slum and its problems.

But, just as perfectly healthy cells in the human body, when collected in too great number at any one place, form a cancer which finally poisons and kills the entire body, so the slum neglected very quickly becomes a menace to the health and life of the whole city.

The next move, and that requiring the least expenditure of mental power, is to send criminals to jail as rapidly as they can be arrested and sentenced, and to support the helpless upon public charity.

But this method has been found not to reform the criminal but to make him worse—not to make self-respecting and wealth-producing citizens of idlers but to encourage them in their slothfulness and dependence.

Another method is to make the entire slum situation a source of grand and petty graft on the part of the police and magistrates. While in this way the slum has been made profitable to a few, the net results have been rather discouraging.

A GLEAM OF HOPE IN THE DARKNESS

Experiments have been made in some cities in the country in the way of tearing down the ramshackle tenements and other buildings in which the typical slum houses itself, and building model tenement houses on their sites. This has proved to be beneficial, and in so far as it has been applied and has been successful, has attacked a great deal of the evil at its source. But it still leaves much to be done.

It is because of the vital importance of this problem to business men, since their profits depend upon the general prosperity of the

community, that I have called attention to the problem of human waste and its conservation.

But there is little use in calling attention to problems. We face them every day — thousands of them of every kind—but they do not make very much impression upon us because in most cases their solutions seem so hopeless.

The average business man knows that his business would be immensely more profitable if all of the people in his community were industrious, intelligent, healthy, honest, and prosperous. He knows that there are thousands, and perhaps tens of thousands, in his city who are not only of no use to him and other hard-working citizens, but a positive burden upon them, but the hope of making all of these undesirables and unfortunates over into good citizens, each contributing his part to the general prosperity, is so slight that the average business man would rather not think of the thing at all.

But if I can suggest some means of preventing at least a fraction of all of the human waste, and not only suggest it but show where it has been done and how successful the work has been, then I am justified in believing that there is some excuse for my taking up space in this magazine.

A REAL MAN AND HIS WORK

During a visit to Cleveland, Ohio, the sixth city of the United States, I took a trolley ride out to Warrensville where I visited what are called the Cooley Farms.

These Farms are located on approximately two thousand acres of land, about eight or ten miles from the center of Cleveland, and are devoted entirely to the conservation

of human waste from the city of Cleveland.

This back-to-the-land movement for the unfortunate was begun as a result of the splendid initiative of Dr. Harris R. Cooley and brought into successful operation by him through the splendid backing and support of the late Honorable Tom L. Johnson, who was then Mayor of Cleveland.

A GREEN OLD AGE.

There are four colonies, or groups, of buildings, on these farms. One of them is a home for aged and crippled men and women who cannot keep up the pace of city life.

Here these veterans and wounded of the city's industrial army live in beautiful surroundings on a high hill from which there is a view of Lake Erie, six miles away. The buildings are immaculately clean and sanitary and everything possible is done for the comfort of those who live in them.

These buildings are surrounded by fertile land which is being cultivated in farms and gardens. There are also various workshops where light manual labor can be done. On these fields and in these gardens and workshops, all who are able are employed in the particular kinds of work they like best to do. They are thus retained in the ranks of producers, and as I watched them at their work I could see that they were happy in the opportunity.

Always and everywhere I have found idleness the most terrible punishment that could be inflicted upon a human being.

One of the distinctive features of this group of buildings is a separate home for aged couples. It has two comfortable living rooms with

fireplaces, besides sixteen private rooms for man and wife. These rooms are on the ground floor and have outside entrances, which in summer give the effect of a small cottage. Each of the old couples have a plot of ground for their own garden. Over the entrance to this home is chiseled the motto, "To lose money is better than to lose love"; and over the fireplace in the living room are the first lines of Browning's Rabbi Ben Ezra:

Grow old along with me
The best is yet to be
The last of life for which the first was made;
Grow old, nor be afraid.

There are many other splendid features of this home, but my space is limited and there are other things to tell you about.

Near by the Old People's Home, on a high ridge six hundred feet above the city of Cleveland, is what is called the Overlook Farm for tuberculosis patients.

This sanitarium has proved to be a great blessing to hundreds of victims of the white plague, a large majority of whom have been able to conquer the disease in these ideal surroundings and by means of the scientific assistance and treatment of those in charge.

A DIFFERENT WAY OF TREATING OFFENDERS

One mile and a half from the other groups of the Cooley Farms are located the buildings of the Correction Farm.

This is a unique institution inasmuch as the dwellers in these homes are men sentenced to imprisonment by the courts of Cleveland for various infractions of the law.

Here they are kindly treated, most of them work on the farm in the open air, without armed guards, and also in various workshops where they can work at the trades for which they are best fitted.

The attitude of mind of the Superintendent and other officials at this farm is the all-important thing, although the opportunity to work in the open air is of great value.

One of the officials said to me regarding the men and women at the House of Correction, "These people are just like the rest of us—there is nothing peculiar or unusual about them—they are unfortunate, it is true—but if all of the unfortunate people who step over the bounds of law were to be arrested, tried, convicted and sent to prison, I fear that there would be mighty few left to carry on the regular work of the world.

"So we treat these men and women, not as prisoners or as criminals, but simply as employees as far as possible. Our attitude toward them is friendly. We want to help them in their trouble. Our idea here is not to punish them or to work out the vengeance of society upon them, but to give them the opportunity to get back to an expression of their true selves and to live the normal life.

"In one of our towers here there are three isolated rooms—strong, white, and full of light, sunshine and fresh air. They are to be used as 'dungeons,' or as we prefer to call them, the rooms of the 'thinking tower.' The unruly are given a bath, clean clothes, and a flood of light and air. This treatment is almost without exception effective. The old idea of solitary confinement in a dark cell broke the spirit of the prisoner, it is true, and made

him at least temporarily submissive. Our thinking room usually dissipates a man's unruliness by making him more of a man."

One of the best features of this House of Correction is a night school where the men supply the deficiencies of their education—thus increasing their wealth-creating power.

SAVING THE BOYS

At Hudson, Ohio, there is a Boys' Home for neglected and delinquent boys.

Here the boys work on the farm and in workshops—they go to school—and, perhaps most important of all, have a wholesome, natural home life in cottages, each with its master and matron.

A simple principle underlying these homes is that normal conditions develop normal boys. Dr. Cooley said, "This home is realizing for the boys their common birthright in the home and the sky. It is surprising how soon they respond to the new surroundings and opportunities which the return to nature gives. The fields, pastures, trees, brooks, and gardens, under the open sky, form a good tonic for a wayward lad. They have a great fondness for animals—horses, cattle, sheep, donkeys, dogs—all are their friends. We are simply trying to develop wholesome, fun-loving, hearty boys, who we trust will grow up to do a manly work for the world instead of being criminals and a burden to society."

REJOINING THE ARMY OF PRODUCERS

In addition to the House of Correction on the Farm, there is in the city of Cleveland a home called "The Brotherhood"—the purpose of which is to find opportunities for

employment and furnish to released prisoners a comfortable home until they are able to pay their own way.

The Brotherhood men form a valuable employment bureau; each man is on the lookout for jobs for other members. During one period of seventeen months these men, who by some are regarded as worthless, paid into the home for board and other expenses more than \$10,500.00, which they earned by honest work in the shops and factories of Cleveland.

Dr. Cooley says of this home, "Only those who have had to do with released prisoners can understand the practical help of the Brotherhood. These comfortably dressed men going and coming from their daily toil inspire a new hope in the poor old prisoners that they, too, can make good.

"That the men here help others who have been in the same trouble is an additional stimulus to right living."

The success of this human conservation movement in Cleveland is very largely due to Dr. Cooley, but he could not have accomplished what he has unless he had been backed up and supported by the good citizens, and particularly the business men, of Cleveland.

Cleveland is one of the most progressive, wide-awake and prosperous cities I have been privileged to visit during the last few months. I defy anybody to prove that at least a part of Cleveland's prosperity is not due to the excellent work it is doing in conserving human values.

These are questions that no good business man can afford to ignore.

A Pungent Preachment on the Power of Preparation

—By Milton Bejach

Advertising Manager, McCaskey Register Company

UNLESS you begin right, it is a pretty difficult job to finish right. It is not impossible, but it is a good many times harder to wind up a deal badly begun than well begun.

Preparation is half the battle on nearly every field of human endeavor.

Ever hear of a successful physician who had not devoted midnight hours to a study of medicine, anatomy and the other things that give a doctor confidence, a steady hand and practiced eye?

A well known eye specialist told me the other day that he dis-

sected a sheep's eye every week, just to keep in practice, to keep his hand steady and his eye certain. And this in addition to his operations on human eyes. A slip of the hand might spell blindness to one of his patients. He takes no chances. He keeps himself in trim by working on sheep's eyes.

In every law school in the land the embryonic barristers hold moot courts where they try every conceivable kind of a case. A matter of preparation, so that when actual clients make their appearance the young lawyer will be ready with poise, confidence and assurance, will

know where, when and how to bring and try lawsuits.

Preparation is not all, but it amounts to more than half of the qualities necessary to success in any business or profession.

Preparation is something more than study and a knowledge of one's proposition. It consists in feeling right, thinking right, in bubbling over with the spirit that makes things go.

AN EXPENSIVE BIT OF NEGLECT

One of the best buyers and sellers of commercial paper in America lost a chance to make a good customer because he was not prepared for the work he had to do—because he had neglected his body and as a result was not nimble and failed to perform the work required of it.

Corporations capitalized for hundreds of thousands and millions of dollars sell their notes in the open market. Ordinarily local banks are unable to extend all of the accommodation required. Here is where the buyer and seller of commercial paper steps in, provided the concern is managed properly and is on a sound business basis. The buyer of the notes tries to get a high rate of interest, the note maker, a low rate. Or, as sometimes happens, the buyer names a flat price for the note. Then follows a battle of wits. It is obvious that a quick working mind is required in this business, where the seller usually is the head of the corporation. And the heads of these corporations are at the helm because of their ability to think quickly and to make no mistakes in their reasoning.

The customer was lost because the note buyer made the mistake of riding four hours on a trolley car to the town where the customer was

located. When he walked into the customer's office the note buyer felt a lack of confidence. He felt at a disadvantage. He remembered his long trolley ride and then across his mind flashed the plan he should have used. He reasoned to himself that he should have reached the town the night before, slept well, breakfasted well and then he would have been in condition.

Feeling at a disadvantage, he really was at a disadvantage. He could not argue, nor present his side as it should have been presented. Another note buyer got the paper, one who slept and groomed himself carefully beforehand.

HOW HORSESHOES HELPED DECIDE A WAR

Something must always be left to chance, but it is the course of wisdom to leave as little as possible. It is not always easy to prepare one's self in the best possible way before one meets a customer. It is not always possible to feel one hundred per cent right every day.

Get this down somewhere. The men who do the big things are those who feel right oftenest. They are not one hundred per cent prepared every day, but they are better prepared and oftener prepared than those who fail.

"Battles have been lost for want of a nail in the hoof of a general's horse," says someone. The business general takes no chances on losing battles for want of a nail, every horseshoe is nailed and nailed tightly.

Speaking of horseshoes, in our late unpleasantness, of which only a memory remains, the men in butternut and brown were at a disadvantage because their cavalry horses were not properly shod. The

men in blue, whose trouser legs were striped with yellow, rode no better horses, but they had better horseshoes. That is why the Federal cavalry rode farther and longer than the Confederate. The Federal government was prepared to make horseshoes. They got them in carload lots from somewhere in Connecticut. South of Mason's and Dixon's line horseshoes came in very limited quantities from village smiths.

When France and Germany came to an open rupture a few decades ago, Germany's commander-in-chief, Von Moltke, was prepared. The day war was declared he pulled open a few drawers in his office and brought out maps of France, drawings so accurate that anybody but a blind man could read them and find himself if he fell from a balloon. You know the answer. The battles were fought on French ground, not German. France lost, not Germany.

Preparation spells Success, even though you cannot find a single sibilant letter in the whole word. If you are not prepared, don't quit the job, get prepared. Do not jump from one job to another, from one field of operations to another, much as prospectors do.

Mentioning prospectors puts me in mind of a story told by a Kansas City newspaper man.

JUST BY WAY OF ENTERTAINMENT

Gold miners are the most unreasonably discontented of all prospectors and inclined to make radical changes in fields of operation on no better authority than a vagrant rumor. A little company of six found themselves within the pearly gates of Paradise. After a few days of harp playing they grew

discontented and restless. They took to prospecting the gold-paved streets. They took as much delight, apparently, in delving and panning and cleaning up in Heaven as they did on Earth.

In the meantime, St. Peter and the other members of the house committee were deluged with protests. They could do nothing to stop the prospecting, there being nothing in the constitution or by-laws governing a case of the kind.

One day St. Peter was called to the gate to find an applicant for admission. The shade said he had been a gold miner. The good saint intimated rather broadly there were sufficient gold miners in Heaven, more than was desirable, and described what was going on.

"Would you like to stop this prospecting on the gold-paved streets?" questioned the applicant.

"Of course," replied St. Peter.

"I'm the one who can do it."

"Come in," said St. Peter, and the electrically operated aforementioned pearly portals swung wide.

The recent arrival was as good as his word. In an incredibly short time mining operations in Heaven were at a standstill. The miners dropped their tools and fled.

"How did you accomplish this?" asked good St. Peter.

The latest arrival answered with a grin, "I just told them of a new strike in hell."

A faithful friend is a strong defense. He that hath found a friend hath found a treasure. A poor man may be said to be rich in the midst of his poverty so long as he enjoys the interior sunshine of a devoted friend.—*James Gibbons.*

Profit Losing Habits of Some Sales Managers

—By George H. Eberhard

PROF. WM. JAMES says, "All our life so far as it has definite forms is but a mass of habits—practical, emotional and intellectual, — systematically organized for our weal or woe, and bearing us irresistibly toward our destiny whatever the latter may be. Education in short cannot be better described than by calling it the organization of acquired habits of conduct and tendencies toward behavior."

In discussing this subject I must limit my consideration of the many unprofitable habits affecting all individuals to the settled disposition, custom or practice which, once acquired through frequent repetition, becomes the unconscious guide or substitute for conscious reasoning on the part of a sales manager.

The diminishing of conscious attentions to our movements, acts, mental conclusions or decisions means that habit forming is taking place.

"Habit is second nature" and "Habit is ten times nature," it has been said.

Habit has a physical, physiological and psychological aspect or basis. The cultivation of correct, productive and constructive habits simplifies our movements, actions and decisions, making them accurate, diminishing fatigue and saving that most precious of all man's blessings, time.

Unprofitable habits of sales managers are the result of cultivating tendencies not making for accurate actions and decisions.

We will avoid discussing, except as a matter of record to enumerate, the common or personal habits

that retard the development of individuals or prohibit profit from effort expended by individuals in their daily work.

These personal unprofitable habits which influence all classes and peoples are the lack of concentration, carelessness, tardiness, slowness, pessimism, temper and, of course, all physical and moral debilitating and destructive habits like excessive smoking, drinking, eating, gambling, extravagance, exaggeration, misrepresentation, and time wasting.

These unprofitable habits are known to each of us although I question whether any man is free from all of them.

I intend to deal with habits that are bigger in their application than those which directly affect the individual as such and only indirectly in proportion as he or she may be a producing unit contributing to the sum total of an organization's work and profit.

HABIT OF "SNAP DECISIONS"

The settled disposition on the part of a sales manager automatically to use past experience as a guide for most present and future work without continually revising or allowing others to interpose sufficient resistance to keep the past experience polished, up-to-the-minute and going ahead—the unconscious utilizing of "was facts" after someone has proved that there is a better and more efficient way—these are destroyers of loyalty and initiative in a sales force. This snap decision habit costs many firm a good slice of profit.

The sales manager afflicted with the snap decision habit must de-

velop as a counter inclination an appreciation of analysis and the modern method of charting sales work. He must cultivate an interest in other people's views, quiz and consult. This in itself will develop the conscious reasoning habit which few sales managers encourage sufficiently.

Sometimes a little closer supervision and acquaintance with the details of their department will furnish material to review which will soon show that coming to a decision is not always a "snap" proposition. A little fieldwork without his "kid gloves on" will show the sales manager victim of this habit that his competitors are keeping up to the latest practice of securing business and at a profit which should come to his firm.

HABIT OF "PLAYING WITH THE JOB"

Because of past achievement some sales managers seem to think that there is very little left to learn. They are in a state of mental satisfaction—a disinclination for serious study when away from the office. It is a habit that cuts into the profit because decisions are left to others, the future neglected and competitors under-estimated.

The sales manager afflicted with the "playing with the job" habit must reflect on his early experience. Success does not come from the enjoyment of physical or mental pleasure, but the cultivation of knowledge and reason and the adjustment of business to principles, backed by plans that are constantly revised to the most minute detail. The cultivation of the right perspective is usually needed.

Pleasure needs no thought or assistance, for as Lord Bacon wrote about the year 1600 A. D.:

"In studies, whatsoever a man commandeth upon himself, let him set hours for it, but whatsoever is agreeable to his nature, let him take no care for any set times for his thoughts will fly to it of themselves; so as the spaces of other business or studies will suffice. A man's nature runs either to herbs or weeds; therefore let him seasonably water the one and destroy the other."

In words of to-day:

The moment you do not feel that work is necessary and quit going to school or discontinue a plan continually to unfold and develop yourself through study, you're on the road to the scrap heap.

THE HABIT OF "HIGH TENSION EFFORT"

This is an inclination for "action" or everlasting accomplishment acquired through setting a fast pace—an unconscious tendency to want all days, weeks and months to be record breakers—a feeling that noise, records and hurrah must pervade the sales department and particularly the sales manager. High tension effort often spells high cost of operation, if your competitors but remind the trade that your men "break records," but they, the dealer and consumer, pay for the goods. The reason for many "high tension effort" sales managers getting away with it, is that they do not enjoy real competition.

The sales manager afflicted with the high tension effort habit must cultivate relaxation. He must study the law of compensation. A business run on a high tension, on prize contests, records and excitement develops a corresponding weakness if the "hurrah" is carried too far. A false standard of comparison is developed that hinders success and

cuts into the future profit. Incidentally, "real busy men" develop from "high tension" workers and busy men seldom accomplish anything worth while. The successful worker moves along steadily, intelligently and surely.

There is a logical way to demonstrate the necessary amount of high tension effort. Get the evidence, weigh it with an adequate idea of what has been done, what is doing and what must be done to render service and hold the trade. This will often show it pays to let the organization move quietly for a time. Sales managers with this habit should be careful not to take suggestion, flattery and emotional "stuph" in too strong doses.

Let them meditate more—relax. It's not so damn serious. If the "high tension" sales manager will learn to finish quietly as he goes and will take part in some of his own contests, he will cure himself. It will spell profit.

THE HABIT OF "ATTENDING TO ALL DETAIL"

Some sales managers want to do it all so it will (presumably) be well done. Such a sales manager may be lost in the worship of system and house practice. This sales manager does not study and get the most out of his men because he must open, read and answer all mail, check all mail, check all the orders, bills, etc. His vision magnifies the value of the little things so that the "BIG THINGS" become discouraged and hunt up his competitors.

The sales manager suffering from the "detail attention habit" must broaden his horizon. He must wake up to the fact that details are not as costly as salesmen's salaries and expense accounts. He must

study all of the forces of the mind and learn that fear, love, curiosity, imitation, emulation, ambition, pugnacity, pride and ownership can be played upon sanely to stimulate his sales force. Each salesman requires different treatment and that is where a sales manager can use his time to good advantage keeping the organization's blood warm. He must supervise the detail—not do it all himself, because it's unprofitable.

The managing, drilling, reminding, reviewing and enthusing of salesmen is the great business job of to-day. It is desirable for all sales managers, and particularly the attending-to-all-detail type, to cultivate imagination and back that with persistent study. Ability to influence men is the big task in the sales department for both salesmen and sales managers. Details can be secondary with added profit.

THE HABIT OF "DELAYING THE GAME"

Some sales managers wait until competitors use the new idea or method, then reluctantly fall into line. This is a result of a lack of self discipline. Sometimes it is the falling into a rut by the man who made good and is taking a bit of "deserved" rest and merely supervising the department in a half-speed sort of way. Or it may be a lack of realization that the higher he goes the more efficient he must become mentally and physically to keep in the business race, or a lack of appreciation of the incalculable value of "time" in the use of the new idea, not knowing that we sell goods to-day—probably to-morrow—but yesterday—never, it's passed and gone.

The sales manager afflicted with the delaying the game habit must

develop a keener appreciation of the value of time—a realization that to the leader goes the big share of the reward; that a good plan, idea or method when new is a bigger producer of returns than after the other fellow.

Arnold Bennett develops the value of time in the following way:

“It has been said that time is money. The proverb understates the case. Time is a great deal more than money. If you have time, you can obtain money—usually. But though you have the wealth of a cloak room attendant at the Carlton Hotel, you cannot buy yourself a minute more time than I have or the cat by the fire has.

“The supply of time is truly a daily miracle—an affair genuinely astonishing when one examines it. You wake up in the morning, and lo! your purse is magically filled with twenty-four hours of the unmanufactured tissue of the universe of your life. It is yours. It is the most priceless of possessions. No one can take it from you. It is unstealable and no one receives either more or less than you receive. Talk about an ideal democracy. In the realm of time there is no aristocracy of wealth and no aristocracy of intellect. Genius is never rewarded by even an extra hour a day and there is no punishment. Waste your indefinitely precious commodity as much as you will and the supply is not withheld. No mysterious power will say, ‘This man is a fool if not a knave, he does not deserve time; he shall be cut off at the meter.’ It is more certain than consols and the payment of interest is not affected by Sundays. Moreover, you cannot draw on the future. Impossible to get into debt. You can only waste

the passing moment. You cannot waste to-morrow, it is kept for you.

“You live on this twenty-four hours of daily time. Out of it you spin health, pleasure, money, content, respect. Its right use is a matter of the highest urgency and of the most thrilling actuality. Strange that the newspapers, so enterprising and up-to-date as they are, are not full of ‘How to live on a given income of time’ instead of ‘How to live on a given income of money’! Money is far commoner than time. If you can’t contrive to live on a certain income of money, one earns a little more, or steals it or advertises for it. But if one can’t arrange that an income of twenty-fours a day shall exactly cover all proper expenditures one does muddle one’s life definitely. The supply of time, though gloriously regular, is cruelly restricted.”

Enough for the value of time. The sales manager who usually delays the game, doesn’t last long in business, so the profit loss is usually stopped before it is too late—otherwise the firm goes into the commercial “ash can.”

There are other profit losing habits but the little group just discussed are among the most serious interfering with the growth of the profession of sales management.

THE FLIGHT OF A SONG.

If I were the bird with the broken wing,
One thing I still would do;
Keep near to the earth, and dare to sing
The songs I’ve learned of you;
The flight of a song with never a scoff
Would pierce to the inner blue,
And lodge in the land not very far off
To live in the hearts of the true

—Mrs. E. L. Moffatt.

Our lives are branded according to our deeds, just as a bottle is labeled according to its contents.—
A. D. Howe, Jr.

The Questions of Socratic

By
Arthur W. Newcomb

THE precise reason why I am three down and five to play," sighed Fussberg, watching Socratic prepare to drive off the fourteenth tee, "is because my opponent addresses the ball with a question. Then of course it does just what he wants it to."

The gallery smiled as Socratic's pellet screamed away to drop dead to the only good lie between tee and hole.

"Beautiful work," boomed a big voice, new to our ears, and yet sounding as if it had come from home. "A splendid brassie shot from there, and only one stroke to the green if you get it right! You landed on a bit of turf about the size of a baby grand. And fully a hundred and fifty yards away! Not one man in a hundred could have done it!"

I recognized Hyrto Osseo, the big piano manufacturer from the Middle West.

Then there were hand to hand greetings and the rest of the match was more social than technical. Just to have it in the record, though, despite Fussberg's protests, I announce that Socratic made that brassie shot to the green, holed out in one more, and finished five up.

After that Hyrto Osseo demanded that great interrogator take him on for nine holes.

It was nip and tuck, neck and neck, touch and go, and several other pairs of twins all the way.

They halved the first three holes. Socratic won two by one stroke each. Osseo did the same. Socratic took the eighth by one, and they halved the ninth, Osseo's next to the last putt rolling to within an inch of the lip of the cup.

The gallery pulled through only by liberal dosage with heart stimulants.

Copious perspiration poured from Hyrto Osseo.

But Socratic might have been listening to statistics on the importation of hand-carved wooden saints from Schlafberg, so far as any visible signs of excitement were concerned. Even when he found that his score was three strokes under bogey for the nine holes, he merely asked, "Why not have dinner all together on the club house veranda?"

"That, my dear Socratic," beamed the piano maker, "is the hardest question you have ever asked me. I can't think of a single reason why not."

A SOCRATIC DINNER

It is naughty to make people envious, so I won't try to tell you about that dinner—that is not all about it. There were present Mr. and Mrs. Wiggins, Mr. and Mrs.

Flushton, Mr. and Mrs. Hardcastle, Mrs. Goode Burdard—Goode was off on a business trip to Fresno, — Fussberg, Dubheimer, Scroggs, Aushi Pyrrh, Pejor, Reggie Wiggins, Pascoe, and the lucky narrator of these prudent piquancies. Wouldn't you like to have been there? Well, you would have been welcome.

When it was all over, music and dancing in the big hall drew the young folks away. This left a corner of the veranda, a sky-full of stars, and the Pacific Ocean to Hyrto Osseo, Socratic, Hardcastle, Flushton, and the present historian.

A GREAT LITTLE JUGGLER

"Socratic," pleaded the manufacturer of pianos, "you once asked me a half-dozen or so impertinent questions that have enabled me to increase my sales two hundred per cent. That very increase has driven me all the way out here to be beaten in the best game of golf I ever played, and to have you put to me some more of your penetrating queries. The fact is I'm getting alarmed about my business. While sales have increased amazingly, proportional profits have decreased astoundingly—in fact, alarmingly. I am facing a mighty puzzling situation. In order to keep up with our sales, we ought to more than double our output right away. And yet, what's the use, when, somehow or other, our profits have melted down to almost nothing? Unless I can find some key to the problem, to double our output would put us on the wrong side of the balance sheet."

"Why haven't your profits kept pace with your volume of sales?" was the way Socratic teed off.

"Expenses have increased all along the line. Our selling expense

is greater per unit, we have more bad accounts, office and factory overhead has outstripped production, and manufacturing costs are higher."

"Why?"

"That's what I can't tell. I have always looked after all these things myself, and look after them now. I keep a mighty firm seat on the lid, but, somehow or other, bills, commission sheets, and pay rolls come to me that have to be approved and paid. And the longer they come, the bigger they get."

"Has your big increase in sales made you feel that you could relax your grip on details a little?"

"Not much! I work from seven in the morning until ten at night. But I still manage to see everything that is being done. But I'm like a juggler, keeping six balls in the air at once, I can't stop, or they'll fall."

WHO STAYS WITH THE DUBS?

"When were you at St. Andrews, Mr. Osseo?"

"Eh? What? How did you know I had been to St. Andrews? And what's it got to do with the piano business, anyhow?" Hyrto Osseo was gasping for breath.

"Why, couldn't you tell?" broke in Flushton. "I knew that you and Socratic had learned your game from the same coach the minute you addressed the ball for the first drive."

"Well, of all that's marvelous!" wondered Osseo. "Why, it's fifteen years since I was put through my paces at St. Andrews!"

"Why did you go?"

"Because I wanted to learn my game from the best teachers in the world."

"Wouldn't it have been cheaper

to have bought a few clubs, and some balls and worked the thing out by yourself?"

"Not in the end. My game has brought me into contact with some of the best people in the country—and it would have kept me among the dubs if I had tried to coach myself."

"Think that's a general principle—or does it apply only to golf?"

"What do you mean?"

"That you have to stay among the dubs if you try to coach yourself?"

"Why I suppose that is pretty general. And that's why I have traveled twenty-five hundred miles to get a little coaching from you."

"Would you have acquired your present form in golf if you had sat on the veranda at St. Andrews and talked the game with your coach?"

"Not within forty strokes of bogey! I see the point. Can you come to Osseo and coach me in my business for a month or two? I'll gladly make it worth your while."

NO MAN AN ALL AROUND SPECIALIST.

"Did you try to hire your coach at St. Andrews to come back here and teach you how to play billiards, run your automobile, win at chess, grow trees, and hunt grouse?"

"No, of course not."

"And yet he knew something about all of them, didn't he? Might have given you some pointers about them?"

"I believe so, if I remember correctly."

"Then why should you try to hire an advertising specialist to coach you in finance, management, manufacturing, accounting credits and collections, legal affairs, and the selection and placing of employees?"

"Do you mean that I need coaching along all those lines?"

"Don't you know? How much have you had? Or have you tried to be your own coach?"

"I plead guilty. You've diagnosed my case. But I'll do nothing except go to school if I get all those experts in there. Who'll run the business meantime?"

"Why not let the experts do it?"

"Why they wouldn't, would they?"

"Think an expert advertising manager would refuse a position with you if you made the pay right?"

A CHANGE IN THE FIGURE—BUT THE RIGHT IDEA.

"Why—er—no. I suppose not." Osseo was thinking so hard he could almost hear his brain cells vibrate. He paused long. Then he broke out, "Why of course! I see the whole thing now. How stupid I've been. I've been trying to play every position on the team all at once. And I ought to have been managing from the bench. It was all right when the game was one old cat. But now it is professional base ball. And what I ought to do is to go out and hire the best professional for every one of the nine positions that I can get. Just because I am owner and manager of the team, it doesn't follow that I am invincible in the box, a wonder behind the bat, a stone wall at short, or even a fairly good man in the outfield.

"What I want is a sales and advertising manager, a treasurer, a credit and collection manager, an efficiency engineer, a works manager, an auditor, a legal adviser, and an employment supervisor. Every man can far more than make and

save his salary. I can see now that I have been dubbing along at every one of these jobs. I wasn't trained for them. My specialty is pianos. I know how to put tone-quality into a piano as well as any living man. But I haven't even done that as thoroughly as I should since I have been trying to do the work of ten men. No wonder my business has been going to decimated fragments!"

"Haven't you changed the figure of speech?" hazarded Hardcastle.

"Maybe. But I've got the idea all right, haven't I, Socratic?"

"Don't you *know*?"

"So well that I'm going to wire three men I have in mind to meet me as quickly as I can get back to Chicago."

"Won't you stay for at least eighteen holes tomorrow?" pleaded Flushton. "Let's make it a four-some."

"Well, make it seven o'clock in the morning and I'll do it. I've learned enough here tonight so that I could afford to give a whole year of my time, if necessary. But I'd rather give the year after I have hired my corps of expert coaches."

Why Wiggins Bought the Best

When Wiggins confessed that he was going out to buy a birthday present for his wife, we all insisted that we be taken along to help him choose.

Of course it was unwarrantable effrontery—if you look at it that way. But we didn't look at it that way.

Ada Cricket had been stenographer and the real boss in our office—although she seldom had a word to say—before Wiggins stole

her right out from under our tearful and unbelieving eyes.

We had all been more or less in love with her, but Wiggins had won by being one of the best fellows in all the world—with all his seriousness—and by sheer persistence.

However, we never had quite made up our minds that we didn't have some kind of filial interest in Mrs. Wiggins that gave us the right to badger her husband unmercifully, at times, and to take a hand in their affairs whenever we got the chance.

And this was one of our chances.

So we all lined up in front of the show-case at Ernsting's and had our say.

A CHANCE TO SAVE MONEY.

Wiggins said he thought a diamond brooch would about fit the occasion, so we looked at the diamonds.

The choice finally narrowed down to two. One was priced at one hundred, the other at two hundred and fifty dollars. And it must be admitted that they looked much the same.

"I wonder if the hundred-dollar brooch wouldn't do all right," pondered Wiggins.

"Not much it won't!" we chorused. "Go on—be a sport! Get the best there is for the girl. She'll never have another twenty-third birthday."

"But," objected Wiggins, "no one but an expert could tell the difference between the two. Why not save a hundred and fifty dollars?"

"If you want to save some money, why buy diamonds at all?" came in Socratic, earnestly. "Here's the same thing in kunzite, marked ten dollars. Why not save two hundred and forty dollars? Or, here are rhinestones in something the same pattern, at a dollar and a half.

While you are saving, why not make a thorough piece of work of it and save two hundred and forty-eight dollars and fifty cents? Most people could hardly tell the difference, anyhow."

WHAT THE PRESENT MEANT TO
WIGGINS.

"But I'd know the difference," Wiggins boiled over. "I don't know what you're driving at with your questions, Socratic, but there's something in this gift besides mere display—in fact that isn't in it at all. I'd feel just the same about it if it were never to be seen by anyone but Ada and me. I'm buying her this present because it gives me a lot of pleasure and satisfaction to do it. I want it to be not only beautiful but valuable, because nothing cheap could express my feelings. There'd be nothing in it for me if I could buy for her a jewel that she and everybody else thought was worth a thousand dollars, if I knew I had paid only a dollar for it. So, if I want to spend a hundred dollars, I guess it's nobody's business but my own. My object is to get my wife something that will give us both happiness—not to save money."

"I beg your pardon, Wiggins," bowed Socratic. "I must have misunderstood you. Didn't you say you wanted to save a hundred and fifty dollars?"

"Yes I did. I don't think the difference in value between the two brooches shows itself in the goods. I see nothing but poor judgment in paying a big price just for the sake of the bigness of it. I am willing to spend my money, but I want to get my money's worth in something tangible."

"Well, you know there is really

a hundred and fifty dollars' worth of quality between the two jewels don't you?"

"Yes."

"And you would think a good deal more of Ada and yourself both if you knew that you had paid a hundred and fifty toilsome dollars just for the sake of getting the very best, wouldn't you?"

"Yes, I suppose I would."

"And you would meet your prospects, clients, and associates with a stiffer backbone and more self-confidence if you felt that you were highest quality all the way through—even in your gifts to your wife—wouldn't you?"

"You're absolutely right, Socratic," boomed Wiggins, happy again. "Wrap up the two-hundred-and-fifty-dollar brooch, Ed. And fix it in the swellest little leather box and daintiest package you know how to make."

Passing the Buck.

By GEORGE EBERHARD

I RECENTLY heard a dealer remark favorably about a salesman who impressed me as rather a rough, noisy careless type. Upon inquiry, I found that the dealer agreed with my analysis but added, "He never begs, cries or blames the house, and it's a treat to hear nothing against the bookkeeping department, the manager, the shipping clerk, the last town or some other play for sympathy or help."

When things are wrong we must fight to right them but "fight" the man at headquarters and be sure it's a real wrong you go after, not an accidental or incidental mistake, and, before things are condemned, reflect and see if you are in any way at fault.

Our Economic Crisis

By DR. EDWARD A. RUMELY

THE first or colonial period of our history is now at an end. We are a hundred millions in number. Our open West is gone. The country is occupied. Our population is spread until cities have touched the Pacific. Already our timber is half cut, and we have calculated that within another generation at the present rate of consumption the last of our forests will be gone. We are mining our iron, our copper, our lead and other metals more rapidly than any other country in the world. The pioneer farmers who worked the soils of the South with tobacco and of the East with wheat, can no longer move off to the West, when, having exhausted the fertility of our lands, they find farming no longer profitable. The hundred thousand vigorous Americans who went last year to Canada with energy, capital and American tools are a concrete evidence that we have reached the end of the course which we have been traveling.

The whole country has been startled by the warning of far-sighted men, and now the demand for conservation of our natural wealth is becoming more and more insistent.

We have been made to realize that every child born brings a mouth that must be fed, a body that must be sheltered and clothed, but no increase in natural wealth. We must still learn that every child does bring two hands, which can work, and which, when highly trained and backed by scientific knowledge, can create untold values. Stated otherwise, we must care for our increasing population, not by increased exploitation of our natural stores, but by providing abundant work for skilled labor.

Particularly Prunes.—An Incident in Salesmanship

—By Elmer E. Ferris

This story is significant of so many fundamental principles of Scientific Salesmanship that we take pleasure in reprinting it here. It is taken from the Outlook. The headlines are ours.—Editors Note.

WELL, what's on your mind today, Pete?" greeted Sam Cartright, of the grocery firm of Cooper & Cartright, as Pete Crowther stepped into the store and shook hands.

"Prunes."

"Prunes?"

"Prunes!"

"What about prunes?"

"I want to sell you some."

"Oh, come, Pete! Why not a barrel of granulated sugar?"

"Because sugar isn't prunes."

"No; but prunes is prunes."

"Not unless they're Aragon prunes."

"Aragon?"

"That's what. We've got hold of the best line of prunes in the country and are putting them out under our Aragon brand, and that means class. See?"

"Oh, well, you know we buy our line from Bond-Mathews and—"

"Sure; and I'm not trying to get your general line. This is something special. That's why I'm here."

"You'll have to excuse me today. I'm mighty busy; besides, we've got all kinds of prunes—enough to last two months."

"Smith wants to talk to you over the 'phone about those new delivery wagons, Mr. Cartright," interrupted Jim Sanders, the head clerk.

"Come in some other time, Crowther; I can't spare a minute today," and Cartright hurried away.

INVESTIGATING CONDITIONS.

"What are you trying to put over on Cartright?" inquired Jim.

"Prunes."

"Prunes?"

"That's what—prunes."

"You've got your nerve, all right."

"Sure; I need it in my business. Have a cigar, Jim?"

"Thanks. I'll smoke it after dinner."

"Say, Jim, I'm going to sell Cartright some prunes, and I want you to get on to my scheme for pushing them," and Pete unfolded to Sanders the salient points of his plan.

"Not a bad idea," admitted Sanders, "but you'll never sell Cartright a bill of prunes today."

"How's your prune trade, anyway, Jim?"

"Nothing to brag about; Cartright said yesterday that it isn't what it ought to be. Well, good luck to you, Pete," and he turned to wait upon a customer.

"What, still here?" exclaimed Cartright, half an hour later, as he encountered Pete at the lower end of the store.

"Still here. I know you're busy today, but then you always are. I've got a great scheme here, Mr. Cartright, and I want you to know

what it is. You'll be interested whether you buy or not."

"You don't mean to say, Crowther, that there's anything new in prunes?"

"Exactly that. In the first place, just take a slant at these prunes," and Pete produced his sample. "Aren't they the goods, though?"

"Specially prepared for sample," grinned Cartright.

"Nit—taken right out of stock."

"A fine prune, all right," admitted Cartright.

AN ILLUMINATING SELLING TALK.

"The best prune ever grown in the Santa Clara Valley," asserted Pete. "And, say, I want to show you something; let me have one of your best imported French prunes—a St. Julien." Pete took out his knife and cut the two prunes open, and then drew a magnifying-glass from his pocket. "Now take a squint through this glass, and notice that this Aragon prune has got the same fine soft fiber as that French prune, and it's got just as rich and nutty a flavor, too. It's this way: The owner of the prune orchard where Aragon prunes are grown is the best prune expert in California. He sent to the Loire Valley in France and imported prune slips, from which his orchard was raised. Aragon prunes are really St. Julien prunes grown in the Santa Clara Valley. We've got the whole line, and they don't cost you any more than ordinary California prunes."

"Oh, we've got enough good prunes. The problem is to sell them."

"Precisely; and that's where my scheme comes in. The fact is that not one store in a dozen is doing the business in prunes that they

ought to. Is your prune trade what it ought to be?"

"It might be better, but then we can't take the time from other things to push prunes."

CO-OPERATION

"What's the matter with letting us push them for you?"

"How?"

Pete produced a card. "You see, Cartright, one reason why prunes are in bad is because there are so many poor prunes on the market. They set the pace. Nobody is trying to brace up the reputation of good prunes. It's time to say a word for them, and here you have it. How's this for a song-and-dance on prunes?" and he handed the card to Cartright, who glanced it over. It read as follows:

WHY YOU SHOULD EAT PRUNES

- (1) Because they are richest in food value of any fruit.
- (2) Because, when properly prepared, they are the most appetizing and satisfying.
- (3) Because they have a distinct medicinal value. They exert a direct and beneficial action upon the liver.
- (4) Because they are cheapest of all saccharine sub-acid fruits.

WHY YOU SHOULD EAT ARAGON PRUNES

(1) Because they are specially grown and packed for Dodd, Garrells & Co., at the best prune orchard in the Santa Clara Valley, and put out under the well-known Aragon brand, thus guaranteeing their quality. Aragon stands for quality.

(2) Because they are equal to the best imported French prunes, and yet sell at the price of common prunes.

(3) Because Aragon prunes are

rich, sweet, plump, and luscious—in a class by themselves.

HOW TO COOK ARAGON PRUNES

Cleanse thoroughly, soak in water ten or twelve hours, adding a little granulated sugar when putting to soak, but not much, as Aragon prunes are rich in natural fruit sugar. After soaking let them "simmer" on back of stove. Do not boil them. Boiling prunes will spoil them. Keep lid on. Shake gently—*do not stir*. When tender, serve cold with prune juice and cream.

"I'll leave it to you," commented Pete, "if that description of Aragon prunes doesn't make a man want to eat a prune; and, say, that statement about prunes being beneficial to the liver is straight goods. People fall for the health racket nowadays. That one point alone makes that card a center shot. Another thing that gets prunes in bad, they aren't cooked right. Most cooks make a mush out of them, but when they are cooked according to that card they come up so plump and fresh that a dish of strawberries ain't in it; and you know how women bite when you show them a recipe."

"What of it? We couldn't keep a boy at the door handing out these cards—we have too many other things to do."

"Sure, and that's where we help out again. We are going to put these Aragon prunes, at the start, into only two stores in a town; one of them a regular customer—Price's, in this town,—and the other not a regular customer. Of course we want to get you people, but if you don't take them I'll get them into Thomas's; he's working up a cracking good business, and he's out for new schemes. But suppose you put them in; we'll have

you and Price each give us a list of fifty families and we'll send a boy around and deliver a half-pound package of Aragon prunes at each place. One of these cards is in each package. See? They'll be snapped up good and plenty. People like to get something for nothing. Then we send you with each case twenty-five paper bags with 'Aragon Prunes' printed on the outside. You wrap the prunes up in these bags. We also send a quantity of these cards and you slip a card into the bag. That's all you do extra, and the prunes will do the rest. Then, besides, we send you three or four big cards a foot square, printed the same as these cards, only in larger type, and you put one in your show window and hang one or two up. How's that for a scheme to jack up your prune trade? But that isn't all. We go one better. We send, free of charge, a twenty-five-pound case of prunes wrapped up in half-pound packages with a card in each package, and you hand them out to customers who ought to use prunes, but don't. All this time the prunes will be getting in their work, and, believe me, the Aragon brand will give tone to the deal—the people in this town are getting wise to the fact that Aragon means class. The scheme is a winner, Cartright."

A FAIR PROPOSITION

"How do you sell them?"

"Nine and a quarter. How's that for a price?"

"The price is all right. What's your proposition?"

"They'll come in twenty-five pound cases. We want a thirty-case order."

"What, seven hundred and fifty pounds of prunes? Not on your life!"

"Why not?"

"It would overstock us. We've got a good supply on hand now. No, we can't make a deal to-day. Come in some other time."

"See here, Cartright, this scheme will work, and I'll take a chance along with you. I'll split the shipment. I'll send fifteen cases now and the other fifteen in sixty days; and say, if the thing doesn't go, you may countermand the second shipment. We will be taking more chances than you. Look at the advertising we do on it. What do you say?"

Cartright thrust his hands into his pockets and meditated. Pete pulled out his order-book.

"All right, send them along; but see here, Crowther, if those prunes don't move I'll countermand that second shipment as sure as guns."

"Sure; but, you take it from me, they'll move. Much obliged, Cartright. Good-bye."

"Good-bye."

HOW THE PLAN WORKED

During the next few weeks Pete devoted his spare time to a prune propaganda. He handed prune cards to conductors, brakemen, hotel clerks, and proprietors. He gave them to fellow-drummers with the request that they call for Aragon prunes at hotels and eating-houses. He employed small boys at ten cents each to hand cards out along the main streets. He left cards upon hotel desks, writing-tables, and store counters. He sold a bill of Aragon prunes to the two leading grocery stores in nearly every city along his route, and left a trail of prunes and prune cards across the State and back. Within sixty days mail orders commenced to pour in, and, as a result of the campaign, Dodd, Garrells & Co.

shipped over 30,000 pounds of Aragon prunes into Pete's territory within three months. The firm closed a contract for nearly the entire output of the prune orchard, and made these prunes a permanent feature of the Aragon brand.

The time was drawing near for the annual banquet which Dodd, Garrells & Co. were accustomed to give to their traveling force. Mr. Dodd and Mr. Garrells were in conference over the programme. "Why not have a toast on 'Prunes' and get Crowther to give it?" suggested Dodd.

"Do you think he'd do it?"

"I'll speak to him about it."

A week later, when Mr. Dodd broached the matter to Pete, he promptly balked. "Why, I never made a speech in my life," he protested.

"You needn't make a speech. Just give them a salk on salesmanship and specialties, and particularly prunes."

"What! me tell men like Fordham and Parsons and those other fellows how to sell goods? Nit. Get Parsons to do it. He's a star salesman, and he can talk."

"See here, Pete, you are getting to be the best specialty man on our force. You are making our Aragon goods jump. Specializing is a very important thing in our business. The men all know what a record you've made on prunes. Several of them have asked me how you did it. I'd like to have you talk about it—not a speech, you understand, but just a plain talk in your own way. I would consider it a favor. Think it over."

SOME HANDY SELLING HINTS

The upshot of the matter was that Pete was on the programme for a toast on prunes. Mr. Dodd

acted as toastmaster. When introducing Pete, he called attention to the circumstances that had precipitated the prune campaign. "When we loaded up so heavily with those prunes last fall, it looked for a time as if we were badly overstocked. To be sure, they were choice prunes and the price was right, but, as you all know, it became necessary to do something unusual to make that stock move. You salesmen all helped out, but I don't mind telling you that nearly all the special features of that selling scheme were originated by Mr. Crowther, and I might also say that during the past three months we have shipped 32,400 pounds of Aragon prunes into Pete's territory, and so allow me to present to you the prune champion of 1910."

When Pete arose to speak, he was greeted with a volley.

"Ladies and gentlemen," cried Parsons, "We have with us to-night—"

"Pete's here because he's here, because he's—"

"Oh, cut it out! Give Petey a chance."

"What's the matter with Pete?"

"He's all right."

"Who's all right?"

"Pete!!"

This reception was precisely what Pete needed to put him at his ease. "Go to it, gents," he grinned, "but I'll come across with some prunes. You watch out. When the old man—that is, Mr. Dodd—asked me to go on this programme, I said, 'Nix, I'm no orator'; but he said I needn't make a speech. He just wanted me to give a little talk, so that's what this is—a game of talk. Now about that prune business: I've noticed that one danger in selling goods is that after a man gets

a trade worked up he's liable to get into a rut. It's easy to just go around and take an order for what a customer wants, and then beat it to the next one. When a man gets into that habit and stops working new schemes, he begins to let down and loses interest in his job. It's a big thing in salesmanship to have your job look good to you. People like to deal with a man who's stuck on his job. Salesmanship is a corking good job so long as a man's trade keeps growing. There's always more fun while you're getting a thing than there is after you've got it. When a man stops growing—no matter what he's at—his job begins to look punk. I know a couple of fellows that go out over my territory—good salesmen, too—who have stopped going ahead, and every time I meet them now I notice that they've got a grouch on—always kicking about traveling being a dog's life, and all that kind of stuff. Now one of the best ways to beat that is to specialize. A man that keeps specializing is always digging up something new and interesting about goods and—"

"Anything new and interesting in prunes, Pete?" called Parsons.

MAKING A SPECIALTY AS ENTERING WEDGE

"That's what. I'll pass the prunes around in a minute; but I was going to say another thing about specializing—it's one of the best ways to work up new trade. In every town there's one or two good stores that you can't sell. Somehow you get in bad and can't make a dent in them. It's easy to pass those places up, but a man never gets anywhere by quitting. Now the best way to jimmy into places like that is to tackle them every lit-

tle while on some Aragon specialty. Here's a case that's in my mind: a store out on my territory—Cooper & Cartright—the best grocery in town. I don't know why I never could sell Cartright. He's a good fellow and always treated me white, but always turned me down. He's stuck on buying from Bond-Mathews. Well, I used to drop in there about every other trip and give him a holler on some special thing in Aragon goods. It took me four years to break in there. I finally downed him with those Aragon prunes, and he's been selling stacks of them since; and now he has put in Aragon olives and Aragon baking-powder. I'll get him on the whole Aragon line yet, and that's the beauty of specializing.

“One reason why the wholesale grocery business is such a bully proposition is because it gives the best kind of a chance to specialize. You can trot out a new specialty every two or three months, and as soon as you dig up the facts about an article it gets mighty interesting. The facts about anything are always interesting.

INTERESTING FACTS ABOUT PRUNES

“You take a prune. In some ways it looks like a yellow dog—everybody takes a kick at it. But one day I went with my wife to an art gallery. I don't know anything about art, but I saw a picture there painted by one of these big artists—I've forgot his name—a picture of a barefooted boy and a yellow dog, and, say, I couldn't take my eyes of that dog. 'Cause why? Because he was the real thing. 'Now if an artist can make a yellow dog as interesting as that, why can't a salesman do the same thing with a prune? You take it from me, he

can if he'll go to it and get at the facts. I sent out to California and got some photographs of the prune orchard where they grow Aragon prunes, and I found out about the man that grows them, and, say, he's the best prune expert in California, and he imported real St. Julien prune slips from the Loire Valley in France, and his orchard was grown from these prune slips. The fact is that Aragon prunes are St. Julien prunes raised in the Santa Clara Valley, and they've got these Imperial prunes and Hungarian Prunes and Italian prunes skinned to a finish. 'Cause why? Because they're softer and plumper and have a higher percentage of fruit sugar. Believe me, it's as interesting as a detective story. And do you gents realize that Aragon prunes have got a lot of proteid in them and that—”

“Hold on, Pete—proteid?”

“Sure; proteid is the nourishment stuff in food. If it wasn't for the proteid in it, your food would be nix. That's why prunes fill you up so quick—they're full of nutriment. Then, too, prunes are rich in properties that stimulate a man's liver. Prunes are the best kind of a liver tonic.”

“Sure about that, are you?” called one of the men.

“Sure. I've tried it, and look at me. Prunes are the healthiest kind of a breakfast food. Caruso eats prunes for breakfast every morning, and see what a robust—”

“How do you know he does?”

“I saw it in the papers. But I don't have to prove it by me and Caruso. I know a doctor that's a food specialist and I was talking to him about prunes. He's the man that put me wise to that proteid thing. I showed him that prune

card, and he said that the statement there about prunes being good for the liver was correct.

"Another thing the Doc. said: he went on to explain how there's some kind of connection—I don't know—between a man's ideas and his insides that's got a whole lot to do with the way they work. He said that if a man believes that prunes are good for him and he eats prunes, why they will make him feel better, anyway, and so it's a good thing to circulate those prune cards, no matter how you look at it. The more prunes people eat, the better for them—that's what the Doc. said—and so when a man specializes on prunes he's a public benefactor. See?

APPEAL TO THE SENSES

"Another thing I did. I got a magnifying-glass. It beats the band how everybody likes to look at things under a magnifying-glass. If you cut open an Aragon prune and get a buyer to look at it through a magnifying-glass you'll get him going, because the prune has got a soft, meaty, chocolate look that makes a man want to bite right into it; and while he's looking at it, if you give him the right kind of a spiel about the prune orchard and tell him what a rich, sweet, nutty flavor an Aragon prune has—"

"Did you say nutty?"

"That's the word—nutty; and it's a good word to use when you talk prunes—everybody likes nuts—why, you'll get his goat.

"One thing more. I want to say one or two things about the Aragon brand. The more I think about that brand, the bullier it looks. I've got a friend who studies metaphysics, and the other evening he tried to make me believe that there isn't any such thing as a thing. He

claims that there isn't anything to it but what's in a man's mind. Of course that's all tommy-rot, because you can see a thing and feel it, and so of course it's there and it's a thing. If it was all in your mind, you couldn't bump up against it. But, all the same, there's something in his proposition, because ideas have got a whole lot to do with what's in goods. You take a prune. Now of course there are different kinds of prunes. Some are small and hard and sour, and others are plump and soft and sweet; I guess my friend would admit that when he's buying some, anyway. But take a good prune, and what is it? Show it to one man, and he will say that it's nix—a second-class boarding-house thing, not fit to eat, and that's what it actually is to him because that's his idea of it. Show the same prune to another man, and he'll tell you that it's a rich, succulent proposition, because his idea is—"

"What's that succulent?" called Parsons.

"It's a word I saw in a fruit-grower's circular, and it looked good—sounds kind of juicy—so I copped it.

THE RULING PASSION

"But I was going to say that a good prune is only half of the case. You've not only got to have the right prune, but your man has got to have the right mental slant at it. What a prune really is depends about half on what's in the prune, and the other half on what's in a man's cocoanut. See? Now that's where brands come in. That's why Aragon is such a big thing in our business. We've been yammering away on the Aragon brand until we have got people to see that the Ara-

gon means something choice and fine. Just standing all alone, Aragon means class. That idea is in people's heads. Now you take a case of good prunes and put the Aragon brand on it and there you've got the prune and the idea hitched up together. That's why Aragon prunes are the best in the world. And right here I want to say that one reason why we are the people is because Dodd, Garrells & Co. are the Aragon house, and you take it from me—"

The rest of Pete's peroration was lost in a tumult of applause, in the

midst of which he wiped the perspiration from his face and took his seat.

"That was a mighty good talk you gave us, Pete," said Parsons, after the banquet, as he shook Pete's hand in congratulation.

"Thanks. How's everything going, Parsons?"

"Oh, business is fair, but I've been a little off lately—a nasty pain in my back."

Pete bent over and spoke confidentially into Parson's ear. "It's your liver; eat Aragon prunes," was what he said.

Patience Also Wins

By EDWIN N. FERDON, *in the Business Builder*

I MET George the other day, for the first time in ten years; in fact, for the first time since we parted at the railway station down in the old university town. He had just finished working his way through the U at that time and he went away with a suit on his back, a small grip in his hand, about ten dollars in his pocket—but a head full of sense, a mind full of hope and a body full of energy.

At his desk we talked over old times, while in front of us rose the ceaseless pounding of a dozen typewriters, and the continued buzz of an office employing over a hundred and fifty people.

"This is your department?" I at last interrogated.

"Yes," he answered.

"How did you happen to go with this house?"

"I drifted here," he said. "It was the first spot I dropped in upon when looking for a job."

"And you got a good one?"

"Yes, four dollars a week, as of-

rice boy." He smiled slightly. "They raised it to five, a month after."

"When did you become general manager?" I queried.

"First of the year," he answered.

"There's nothing wonderful about it," he went on, deprecatingly. "Someone was sure to get the place and I stuck."

"Do you know," he continued, swinging lightly in his swivel chair, and clasping his hands behind his head in the old college day attitude, "that out of twenty of us boys who started in this office that same year there is only myself still working for the concern? Only one of us who has lasted for ten years."

"All given their walking papers?" I suggested.

"Oh, no," he answered, "Two or three went that way, but the others held their jobs all right. Some of them did particularly well, too. But they all got restless, sooner or later.

The positions didn't open up fast enough. They didn't have the patience to wait. They thought they were discriminated against. Wanderlust caught a few; a dollar a week better job elsewhere got a few more; various causes got the rest. The final one, not counting myself, left last November. He had been here almost ten years, but confided to me that there was no chance to go higher, so he was going to take another job. I filled his shoes when he left and two months later this position opened up and I got it. I'm glad he left when he did," and George smiled again.

"Where did he go?" I asked.

"He took a position with another concern at the same salary he was getting here. He figured the chances for advancement were better. Had he stayed here, he'd have doubled his salary in two months."

"So you're doing well and are satisfied," I remarked, to make conversation.

"Not satisfied by a long shot," came the answer. "I never have been satisfied with my job since I left college. I've been restless like all the others, have wanted to get up faster just as they did, have always been ambitious—but have tried to keep my head. I'm not satisfied now. I like the work, the pay and the position, but there's one other job I'd like, too."

"What's that?"

"Well," with a half humorous smile, "the president of the concern has a better job than I have."

"Is there a good chance of getting it?"

"Who knows? He's not an old man, and in ten years, fifteen, perhaps—well, I have had that place in mind ever since I started work."

"You've got nerve, George," I remarked.

"No," he answered, "I've got what so many fellows better than myself let loose of—I've got patience."

WE cannot solve the mystery of this difficult world; but we may be sure of this,—that it is not for nothing that we are set in the midst of interests and relationships, of liking and loving, of tenderness and mirth, sorrow and pain.

—ARTHUR CHRISTOPHER BENSON

The Problem of Tomorrow

By HARRINGTON EMERSON

THE great bulk of the population of the United States, both relatively and numerically, a hundred years hence will be descended from those who are the wage earners today. Not dreadnaughts and fortified canals, but what our industrial officers make now if the working army, will make our future nation.

The wage earners are our people and our nation; if not the backbone and skeleton, if not its brain, nevertheless its flesh and blood. Moreover the burden on them is both exalted and heavy.

It is the men closest to the irbread and butter who generally have correct instincts as to evils even if they flounder as to remedies.

It is the flesh that quivers with physical pain, not the brain or the skeleton.

It is on these workers that the duty devolves of bringing up respectable families on small and precarious incomes.

There is not room for all at the top, even if all were competent to climb, and one of the great problems is to make today bearable without taken away the hope of a better tomorrow. —*Harrington Emerson*

Hitting the High Spots

By Arthur W. Newcomb

IN THE Business Philosopher for November I promised that at an early date I should discuss briefly some of the principles for building a selling talk.

Before going into these principles, however, let me say that it ought not to surprise any one of the readers of this department to learn that men who sell goods behind counters in retail stores and men who carry sample cases on the road are not the only people who have use for selling talks.

This is trite, I know, but I find when people talk to me about their business and personal affairs that they have yet to grasp the significance of Mr. Sheldon's statement that "everybody has something to sell." So I write this paragraph here at the very beginning of my treatise to induce those of you who do not call yourselves salesmen or saleswomen to go ahead and read what I have to say.

In closing my discussion of the selling talk in *The Business Philosopher* for November, I stated that the building of a selling talk depended a great deal upon the prospects, the goods handled, the personality of the salesman, and many other things, but that nevertheless there were certain well-defined principles that would apply equally well to any kind of a talk given for the purpose of persuading or convincing others.

I do not claim that I shall give every one of these principles in this number of *The Business Philosopher*, nor do I claim that those that I shall give are the most important. The whole realm of human relationships is involved in this kind of persuasion and it would indeed be a self-confident writer who would undertake to state all of the principles.

The only claim I have to make in regard to the principles here set forth is that they have been tried thoroughly in actual experience and have proved that they are correct and the application of them effective.

We will suppose now that you have thoroughly analyzed your proposition, whatever it is. It may be that you want to sell coal, or a suit of clothes, or a book, or it may be that you want to secure employment, or persuade your employer to give you an increase of pay, or convince a jury, or influence an audience to give you or your favorite candidate their votes. Whatever the object of your talk, bear in mind that if the talk is worth making at all it is worth making well—that it is a waste of time, money and opportunity to make a talk that has not been thoroughly thought out, carefully prepared, and painstakingly polished.

The beginning of preparation for any kind of talk is analysis. You

must know clearly and definitely everything that it is possible to know about your subject or you cannot talk to advantage about it.

HAVE A DEFINITE PURPOSE.

Having, therefore, the results of your analysis before you, the first thing to do is to determine clearly, definitely and in detail, just exactly what you wish to accomplish with your talk.

It is a strange thing, but sadly true that nine salesmen out of ten jump into the selling talk, vaguely hoping to sell something, but without having made up their minds exactly what they want to sell, how to sell it, how much of it they want to sell, and upon what terms.

I remember the case of a salesman handling shoes. One of his largest customers was a shoe dealer named Parks, in a town of about fifty thousand on the Pacific Coast. One day Snyder, the salesman, called on Parks and found that he was in a very receptive mood. He began his talk and the sale moved off easily.

Parks began to order in large quantities. Suddenly he wanted to know if he could have all the goods branded with his own private brand.

Snyder ought to have been prepared for that question but as he was not, he floundered. Finally he said that he would write the house and find out about it.

Parks was annoyed.

He said, "If you could give me your answer right now it would make a lot of difference with the goods I order."

Snyder agreed to telegraph and Parks had to be satisfied with that, although it dampened his enthusiasm.

The sale went on.

Then Parks wanted to know whether a certain line of shoes could be made up in a special way to suit conditions on the Pacific Coast. Again Snyder did not know and again he floundered. This time Parks was more annoyed than before. Again Snyder agreed to telegraph and the sale went on.

Finally the large order was complete—the biggest in the aggregate that Snyder had ever taken.

"Now, I want to cut up my payments for this into four chunks," stated Parks. "I want to pay one-fourth in thirty days, another in sixty, another in ninety, and another in a hundred and twenty. Can you arrange that for me?"

Again Snyder did not know. Again he floundered and again he offered to telegraph the house. But Parks' patience was exhausted. Like a flash he cancelled the entire order. Nor did the favorable reply to all of Snyder's telegrams avail anything. That big order and all of Parks' future business went to a competing house.

If Snyder had analyzed the situation as he should have done before approaching Parks, he would have known before he started to talk to him exactly what he wanted to accomplish and would have built his selling talk with that in view.

THE APPROACH.

Having, then, all of the points before you, and having definitely in mind the purpose of the selling talk, the most important thing you have to consider is the first few words you will say.

It is a truism that no man was ever convinced by reading or hearing an argument to which he did not pay close attention, and it is by the first few words of your sel-

ling talk that you engage the attention of your prospect.

Those who have studied the psychology of attention declare that seventy per cent of the effectiveness of any advertisement or verbal statement depends upon the attracting words.

I have not space at my command to go fairly into the interesting subject of the psychology of attention, but there are some valuable works upon it, both by practical salesmen and advertisers, and by professional psychologists, all of which are worthy of the careful study of every man and woman who writes or talks.

In previous issues of *The Business Philosopher*, in this department, I have discussed and described some of the means used for getting attention.

Those who remember what they have read will recall that no one process will be equally effective with any two prospects.

The question for each salesman to settle for himself is whether he is wide-awake, alert, and quick enough in thought to seize upon exactly the right kind of approach when he faces his prospect; or whether, his mind working more slowly and deliberately, it is better for him to run the risk of losing a prospect now and then through not giving him exactly the kind of introduction that suits his temperament, or whether he will risk losing a great many prospects on account of not having at his tongue's end a very carefully thought out and tested standard approach, so constructed as to fit the largest possible number of cases.

As I have stated before in this department, there are many defects of both the standard approach and

the introductory words quickly thought out on the spur of the moment upon facing the prospect. It is not a question, however, of the respective merits of the two methods, but rather of the mental characteristics of the salesman who uses them and the peculiarities of the proposition he represents.

Having prepared your introduction, or at least prepared yourself for it, you are ready to present your proposition.

CO-OPERATION WITH THE CUSTOMER.

It will be a great help to you in preparing for this if you will bear constantly in mind that a selling talk is for the purpose of making your prospect see and understand what you have to offer as your attention-getting value of the open—other words, to bring his mind into a state of agreement with yours on the proposition. That being the case, you must answer clearly and definitely to yourself two important questions:

First: Why do you think your prospect ought to take the action you suggest to him?

Second: What would be the strongest reasons for your taking the action if you were in your prospect's place?

When you come to answer these questions you will discover that you cannot be effective in your talk unless you thoroughly and enthusiastically believe in the truth of it yourself. You will also discover that no matter how enthusiastically you may believe in what you have to sell, you cannot convince the other fellow unless you see the thing from his standpoint just as clearly and definitely as you see it from your own.

If you are selling to retailers

you will fall short of the highest possible success unless you know the retail business thoroughly enough to put yourself sympathetically in the place of the retail dealer.

If you are an optimistic, healthy, hopeful, radiant, courageous, aggressive blonde, with perhaps even too great a willingness to take long chances, you must study the temperament of the slow, plodding, deliberate, cautious and somewhat pessimistic, skeptical, and intensely conservative brunette, until you are able to see your proposition from his standpoint.

There is no more common mistake upon the part of young salesmen, and many older ones for that matter, than that of indefiniteness.

It is very much easier to say, "This is absolutely the best typewriter on the market," than it is to state clearly, concisely, and in an interesting and convincing manner exactly what the points of superiority in the typewriter are.

It is very much easier to say that an automobile is "speedy, reliable and comfortable," than it is to say that the automobile has run in actual test from Chicago to Milwaukee in two hours and a half; yourself see and understand it; in that Mr. Baker, at 325 Bunker St., ran his automobile 1,200 miles in June and July this year without once failing to come back when he started out, no matter how far he went, and with an expenditure of only \$3.00 for minor repairs; and that the car is equipped with such resilient springs that Mr. Jackson the grocer, carried eggs loose in baskets in his car over the Pine Grove Road, which is known to be one of the roughest roads in the county, at a rate that took him from

town to Pine Grove in twenty-five minutes.

Yes, it is very much easier to make the indefinite, off-hand, careless statement, but I do not need to comment upon the superior power of conviction there is in the definite statements such as I have quoted.

REFERENCE TO KNOWLEDGE OF PROSPECT.

Your selling talk should wherever possible refer to things that your prospect knows best.

It would be a mistake to tell a grocer that your kind of calendars had increased business for a bank by ten per cent when you might just as well tell him that it had increased business for some grocer he knows by name and reputation.

Why waste time telling a clothing merchant how popular your suits are in New York when you might just as well tell him how many of them were sold by his friend Cohen at the next station down the road?

When you are talking to bankers and brokers and real estate men, it is a good thing to embellish your talk with figures of speech and illustrations taken from the financial world, but when you are presenting the same proposition to lawyers, physicians, school teachers, clergymen, and engineers, you will be very much more effective if you take similes and metaphors from the particular little world in which each one of these classes lives.

DIRECT AND INDIRECT SUGGESTION.

It is a fundamental principle of all persuasion that the will acts in accordance with the strongest motive.

A motive for action is made up of two factors: first, reasons for ac-

tion; second, feelings impelling action.

In some cases, the reasons are most potent, but in the majority of cases, the feelings rule.

Even in cases where the reasoning faculty seems to predominate, there is usually more or less feeling involved.

A purchasing agent of the coldly intellectual type, who carefully weighs quality, price and service of one offering against the same elements of another may be said to be guided principally by his intellect in making his decision. And yet, granting, for the sake of the argument, that his feeling of confidence is not greatly aroused by some particular little act or promise of service that appeals to him, his feeling of desire to make the best possible bargain will underlie his choice.

The reason is convinced by logical presentation of facts and arguments (not in the controversial sense of that word.) The feelings are aroused by direct and indirect suggestion. And, in most persuasion, suggestion is far more powerful than argument.

A skillfully painted mental picture of the prospect enjoying possession and use of the article, or the retailer building business and making profits from its sale, will usually be more potent than facts and figures. This is direct suggestion.

What some other person said of his enjoyment, or an account of his use of the article, is an indirect suggestion.

To show the prospect how to use, wear, or sell a sample of the goods; to let him taste, handle, smell, see or hear the thing itself is a direct suggestion. To show him someone

else doing these things with evident satisfaction is an indirect suggestion.

In a previous discussion, I have had a little to say about closing a selling talk—getting the prospect to decide and act, and the use of suggestion to impel action.

ARRANGEMENT.

The selling talk should be arranged to follow lines of least resistance. It should begin with statements with which the prospect will most readily agree, and lead him gradually, agreeing every step of the way, if possible, to the closing suggestion. It is for this reason that your strongest and most striking points should be left until near the close.

Liken your talk to a train, pulling out of a station. It starts slowly and gradually increases speed. Or work like some base ball teams who play "waiting" games until the psychological moment when the opposing team begins to waver and then take the aggressive. Or accomplish the sale as a carpenter drives a nail. At first, he strikes very light blows, until the spike is well started. He finishes with his most powerful blows. To strike too hard at first would be to knock the nail out of the wood and send it flying—and there is great danger that the wielder of the hammer will mash his own thumb by being in too great a hurry.

I need not say that the arrangement of your talk should be orderly from a standpoint of logic. A point easily accepted by the prospect should be followed by one that is proved by it and by some general truth to which he will assent. This in turn forms the basis of proof for your next statement.

Lincoln sometimes began his argument by freely admitting most if not all the points claimed by his opponent. Then he would take some minor or seemingly irrelevant point upon which everyone could agree and proceed, upon that, to build a logical sequence which would prove his whole contention. So plain and clear was his reasoning that the story is told of a man who belonged to the opposing political party, and who left one of the gatherings addressed by Mr. Lincoln in sputtering anger. "That man," he cursed, "would make a man believe a thing whether he wanted to or not." The story illustrates the effectiveness of logical arrangement, but it also shows how necessary it is to influence the feelings favorably, as well as the intellect.

BREVITY.

Finally, the selling talk should not be too long. One of the best life insurance salesmen I ever knew once said to me, "I believe more applications are lost through talking too much than for any other reason. It is a great temptation to the average solicitor to try to tell all he knows about life insurance in one talk. He is likely to try to explain too many different forms of policy, and to go into all the technical details of each. If he has properly analyzed his prospect, he should know the exact policy best fitted for him and talk only that. There are comparatively few reasons why any man should take out a policy. These should be stated in clear, simple language, and the deal closed. Some of my very biggest policies have been written after only three minutes' talk. One of the reasons why life insurance salesmen have such a hard time getting

a hearing is because the average prospect has already been talked nearly to death by them. He hears the same old stuff, in a little different form, over and over, until it is a wonder that he doesn't understand it. But he doesn't, for the very good reason that, unless he is an unusual man, he doesn't listen to it at all."

A SAMPLE SELLING TALK.

As an example of a selling talk which illustrates most of the principles I have been talking about, I give one which received the highest gold medal in a test held by The Spirella Company. This selling talk was written by Mr. Deo. Brasted and was judged to be the best among twenty-three talks submitted.

In this talk as I give it here the answers and remarks of the prospect are given in quotation marks. Mr. Brasted's talk is not in quotation marks, and his explanatory remarks addressed to the reader are enclosed in parentheses.

Let me recommend this talk to every aspiring salesman as a subject of study. Let him examine every line in it carefully to discover the application of the principles I have suggested for the building of a selling talk.

I should be very glad to receive selling talks from other readers of this department and will very gladly publish those of sufficient merit. To the writer of the best selling talk published in any one issue of *The Business Philosopher*, I will award a prize of Holman's great book, "Ginger Talks," handsomely bound in half morocco. To the writers of all other selling talks deemed worthy of publication, I will send a copy of James Allen's book, "As a Man Thinketh," de luxe edition.

Here is Mr. Brasted's talk:

Good morning Mrs. Brown? May I speak to you just a moment about a matter of business?

(Mrs. Brown opens the door and I enter. After being seated and passing the time of day:—)

I am representing The Spirella Corset Manufacturing Company of Meadville, Pennsylvania. We are desirous of securing the service of some lady of prestige, in your city to represent us as Residence Corsetiere, and after careful inquiry from some of the leading business men of the place I have been referred to you as one I might interest in our proposition. The position is one that will enable a lady to make good money, and the work is most pleasing and fascinating. Mrs. Brown, if I can prove to you our proposition is a good one, and that we can place you in a position to make a good salary, would you consider the position?

"Well, I might."

As Corset Manufacturers, we are introducing a corset in your city, that is altogether different from any other corset, inasmuch as it is boned with a boning that does not **BREAK, RUST, PUNCTURE, NOR TAKE PERMANENT BENDS**, and further it is guaranteed for one year against breaking or rusting, in corset service.

"That must be wonderful, if it won't do those things."

You will agree with me, I am sure Mrs. Brown, when I tell you that practically every lady in your community **IS** troubled with her corset. Isn't that true?

"Yes, I believe it is."

Now why is it? Isn't it because the **BONING** is constantly giving out? Breaking—rusting, poking out at top and bottom—taking perma-

nent bends at waist? Now we eliminate **ALL** of this trouble, for Spirella Boning **WILL NOT break, rust, puncture** nor take permanent mends.

(Here show the boning.)

Mrs. Brown, I want to show you **THE BEST BONING IN THE WORLD**. Here it is.—Just notice that it will bend in any and every direction, and comes back to **SHAPE** again, no matter which way you bend it, and when the corset is boned with Spirella it always comes back to its original shape, besides it is so soft and flexible as to make the Wearer almost unconscious of having it on, still it always produces most excellent lines, yielding to every movement of the figure, without injury to either the corset or the Wearer.

(Mrs. Brown is much taken with the boning and listens with deep interest.)

Do you know, Mrs. Brown, that the Boning of a corset actually makes the corset? Did you ever stop to think that the **BONING** bears the same relationship to a corset as the cellar wall does to a house? In other words, the **BONING IS THE FOUNDATION** of a corset, and the moment the foundation gives out, the corset is useless, whether that be in one week or one month.

SPIRELLA BONING does not give out, and it will out-wear the strongest cloth, and just so long as the cloth wears, the corset is in perfect condition.

Do you know of a corset on the market today that contains a boning like ours, that will not break, rust, puncture or take permanent bends?

"Well, I guess the most of them will."

Do you not think you would like to represent us for Spirella corsets in your city, Mrs. Brown?

"Oh, I don't know."

With a corset like Spirella, you would be able to sell to the majority of the ladies here and the profit is such that by selling one or two corsets each day, you would make from fifty to seventy-five dollars per month, and you would find the work most interesting and fascinating, and best of all, most profitable. And, once you have sold a Spirella Corset to a customer, she will always purchase her corsets from you, appreciating the corset, careful fitting and service.

If you will consider the position, I will gladly state the terms under which we give you the work.

"Well, I should be pleased to hear them."

In the first place, I should like to show you these corsets, Mrs. Brown. (Here open the case.) There is hardly a lady, when once she sees the corsets, but that will give you an order, not only that, but she will tell her friends about them, and induce them to try them.

(Mrs. Brown is VERY much interested in the demonstration.)

You will notice, Mrs. Brown, that the boning I have been telling you about, is as flexible in the corset as it is out, and just notice how it will enable you to bend the corset in any way and every direction. Just so when it is on the figure. Note how light the corset is.

(Here hand the corset to Mrs. Brown.)

Notice the superior workmanship, and the way the corset is nicely finished at top and bottom. You see, this boning cannot puncture the cloth, for it conforms to every movement of the figure, taking every

joint. Also note how ventilative the corset is. You can see right through the boning.

(Here hold corset to window, so she can see through boning.)

This allows the air to circulate and reach all parts of the body, making the corset cool and comfortable, allowing respiration and perspiration to go on freely; while with the flat steeled corset, one-half of the body is encased in a solid metal, and perspiration or respiration cannot go through the boning, neither can any air circulate through it and reach the body, hence it makes the wearer uncomfortably warm and unhealthy.

(Showing No. 52 line.)

You will note we have in this sample line five corsets. One for the slender or willowy type; one for the medium or well developed type; one for the stout figure; a front laced corset which has a wide range of adaptability; and the long hipless corset, so much admired by the elite dresser. Then the bust extender is considered by the leading dressmakers as the best on the market, and every lady with a scant bust development will want one of these. They can be worn with or without the corset, and give most excellent lines, making the gown set most beautifully and effectively.

"Do I have to pay for these corsets?"

Yes. This sample stock of five corsets, bust extender and plush lined leather case, we place with you at the retail price of the corsets, \$26.00, and the case \$2.00, making the line complete \$28.00. However, these corsets are staple and can be sold and the money gotten out of them at any time, yet they are not placed with you, with the intention that you are to sell them.

You are to use them as samples to enable you to secure the order. After you have ordered and paid for your first one hundred dollars' worth of goods from the House the value of the corsets you see here, is refunded to you by The Spirella Company, in other corsets, just like these, or corsets of other styles, having the same retail value. The case, which is included in the line at two dollars, is not refunded.

"What is your cheapest corset?"

Our cheapest corset is three dollars and fifty cents, but it will sell for double that price if its merits are well understood as it will outwear two ordinary corsets of an equal price, and the same is true of our higher priced corsets.

"I do not believe a \$3.50 corset would sell in this town. People here rather have a cheaper one and get it oftener."

I will grant, Mrs. Brown, that what you say is true, that many ladies of your city are wearing the dollar corset, and then get a new one every month or two, in order that they may have a clean one, and one that is not broken in over the hips, or poking out at the top or the bottom. Without doubt they have tried the more expensive "Store Corsets" BONED WITH THE FLAT STEELS and find the same trouble with them, as with the cheaper or dollar corsets, and for that reason many of them have gone back to wearing the dollar corset. They have a REASON for wearing dollar corsets, and that REASON IS that they get practically as good results, or service, from the dollar "Store Corset" as they would were they to pay three or five dollars for one. ISN'T THAT TRUE?

"Yes that IS true."

And, as you say, they know they cannot launder the expensive "Store Corset" because it rusts with them, and so they purchase the cheaper one, and when it becomes soiled they throw it away and buy another.

Now Mrs. Brown, these same ladies that you have in mind, that you say wear the dollar "Store Corset," do not wear dollar shoes, do they?

"Oh, no."

Well, why don't they? Isn't it because they KNOW they cannot get a pair of shoes that are easy and comfortable for a dollar? And further, that it isn't a practice of ECONOMY to buy dollar shoes?

"Well, that is so."

They know there is no style or class to cheap shoes and practically every lady in your city is paying from three to eight dollars for her shoes. Now, for the same REASON that they pay from three to eight dollars for shoes, they WILL PAY from three to eight dollars for Spirella corsets, WHEN they have come to appreciate and learn the VAST DIFFERENCE there IS between SPIRELLA and the cheaper "Store Corsets."

No lady is well dressed wearing a dollar corset, any more than she would be, wearing a dollar pair of shoes, or a dollar hat. THE CORSET IS THE FOUNDATION OF DRESS, Mrs. Brown. Ladies know that, but as you say, the three dollar "Store Corset" gives out about as quickly as the dollar corset.

The SPIRELLA CORSETS can be laundered repeatedly, and their being made to order, or to fit the figure, makes them valued above all others, and the ladies of your community soon come to thoroughly appreciate such a corset, and especial-

ly the Service the Residence Corsetiere gives them, in securing **JUST** the **RIGHT MODEL** for their particular type of figure.

(At this point, Mrs. Brown says) —“Well, no doubt but that they would sell, but I don’t care to venture. Perhaps you can find some one else to take the work.”

But, Mrs. Brown, you like to make money, do you not?

“Oh, yes.”

Well, then, in view you have admitted they **WILL SELL**, and that **YOU LIKE TO MAKE MONEY**, why not take hold of the work and represent us? Surely, if some Merchant were to come to you and offer you thirty dollars per week, if you were desirous of making money, and wanted the position, you wouldn’t say to him,—“Yes, I would like to make the money, but you had better go and see if you can’t get Mrs. Smith.” You wouldn’t say that, would you?

“No, I don’t believe I would.”

I want to tell you something of the work of various Corsetieres who are selling Spirella today.

(At this point, I show a post card photograph of these ladies, which Mrs. Brown studies with much interest.)

There is Mrs. F. of ———, who has been our Corsetiere for about seven years. I am told she was left a widow, with four small children. She has bought and paid for a home and brought up those four children, selling Spirella. Mrs. M. of ———, has also been selling Spirella for about seven years, ever since we have been manufacturing them, and has a large **BUSINESS** developed, and her first customers are her customers today. There is just the beauty of this **BUSINESS**, Mrs. Brown. **ONCE**

A CUSTOMER, ALWAYS A CUSTOMER. Then Mrs. F. of Hudson has been selling the corsets about three years, working the small towns just out of Hudson, and she writes me her customers are re-ordering right along. She is providing for her home, as her husband is an invalid. She will make in the neighborhood of seventy-five dollars per month, I believe. Then there is Mrs. M. of ———, who gave up one of the leading Dressmaking positions to sell corsets and the first evening she attempted to sell, after familiarizing herself with the work, she invited twelve ladies into her home, sold six corsets, her profit, nine dollars and sixty cents.

“They are bright looking ladies.”

Mrs. H. of ———, who just recently took up the work, sold seven corsets the first day, her profit about fifteen dollars, and just above her at ———, Mrs. F. sold twenty corsets the first week, her profit about forty dollars. In addition to this she also sold twenty Bust Extenders.

There are *unlimited* possibilities in this work, Mrs. Brown, and if you like to make money, this is an opportunity that may not present itself to you, ever again. I should be pleased to engage you, if it appeals sufficiently to you.

“Very well, I will try it.”

Now, Mrs. Brown, if you will draw your chair right up here, we will fill out the agreement, and read it as we fill it out. The territory we assign you will be your city here which has a population of ten thousand. This is to be your territory, and none other, without first taking up the question with the House or myself. We do not allow you to take orders in J— town, neither will

we allow the Corsetiere there to take orders here.

“Very well, that is satisfactory.”

Here is a clause where I am going to ask you to work forty-eight hours per week. To properly care for a territory the size of this, will require all your time, outside of your household work. Are you able to give forty-eight hours a week to this work?

“Yes, sir.”

It is essential that you keep the agreement to the letter, and here is a clause where we are going to ask that you remit to the House—after sixty days have elapsed; in which time you can study the literature and familiarize yourself with the various styles, taking measurements, etc., not less than one hundred dollars per month.

“Oh, I NEVER can do that.”

Other Corsetieres are doing it, no reason why you can't. Now, Mrs. Brown, there are hundreds of ladies here who will buy the corsets, aren't there? And, if you sell, we will say, on the average of two corsets per day, and the average wholesale price of the corset is three dollars, then that is six dollars per day, isn't it or thirty-six dollars per week? And for the month, it would be four times that, or one hundred forty-four dollars, while we are only asking you to remit one hundred dollars. Surely, you can do that much, can you not?

“Well, I will do my very best. Of course, if I take it up, I want to do the best I can.”

That is true, Mrs. Brown, and if you do the best you can, there is no question but that you will remit considerable more than one hundred dollars per month.

At the expiration of the year, for

which this is drawn, if you desire to continue the work for another year, we will renew your agreement, without additional cost to you, thus you see you are taking up a BUSINESS that is constantly developing, without additional expense. Now, if you will kindly sign right here, Mrs. Brown, also on the second sheet, on the Second party line.

(Handing Agreement to her, pointing to line on which to sign.)

Now, if you will give me your age? You say you have never had any experience in selling, or demonstrating?

“No, sir.”

Can you give me the names and addresses of two prominent business men, who know you?

“Yes, sir; there is Mr. G. H. and Mr. D. H.”

Now, Mrs. Brown, I will fill out the Refund Coupon, and kindly listen while I read it. You will observe this is a receipt for the money you pay me for the corsets. The case, which is placed with you at wholesale, is not included in the amount I mention on the Refund Coupon, for the reason that it is NOT refunded.

You understand the various options under which The Company refunds the corsets, do you not?

“Yes, sir.”

(Handing Refund to her;—After she pays, say:)

This is your receipt for twenty-eight dollars. I am sure, Mrs. Brown, you have made a wise decision, and I am very sure you will enjoy the work immensely, finding it both interesting and profitable.

You will find the instructions relative to measuring fully explained in the Book of Measurements, here,

and you will find the Catalog not difficult to understand. We urge you to study carefully, not only the Book of Measurements and Catalog, but read and STUDY the Manual from COVER TO COVER.

(With a GOOD hearty handshake say:—)

You do all your correspondence direct with The Spirella Company, however, I shall be pleased to hear from you and your success at any time, and assure you you have our heartiest co-operation.

Good morning, Mrs. Brown.

“Good morning.”

FOR the best life, there must be a true simplification of our existence—not that false simple life that is a pleasing novelty between two chapters of a debauch, but a return from the adventitious to the real, from things on the surface to those at the heart.

¶ Instead of living to the accident of the social type about us, striving blindly to get bigger houses and a greater quantity of tasteless stuff to fill them, to dress our children more extravagantly than our neighbors, to move into the next street of aristocratic snobbishness and then into the next, the need is that we should learn to care for the great simple realities and live in them—for love and work and little children, for the hunger to gain wisdom and appreciate beauty, for the desire to be of use to others and add our mite to the welfare of the whole.

¶ It is not the merely “strenuous” life that is needed. Our worship of mere effectiveness, without asking the moral worth of the ends it achieves, if better than the way of slothful indulgence, is nevertheless one of the grave errors of our time. We are in danger of exalting with Carlyle the merely strong men, of mistaking for constructive action a feverish getting over the face of the earth and the waters—a sort of aimless jiggling.

¶ No, it is not arrogant strenuousness, it is wisdom, balanced sanity, calm and thoughtful conduct dedicated to the up-building of the noblest manhood and womanhood, that is needed.

—*Edward Howard Griggs.*

Do You Know or Guess? —By Edwin N. Ferdon

In the Business Builder

ARE you keeping track of the advertising which you do and finding out, wherever possible, just exactly what it is bringing back to you? In other words, do you absolutely know whether your advertising is producing results or not?

Now, it must be admitted right at the start that there are certain kinds of advertising from which it is impossible to tabulate definite returns and yet some system can be found for figuring out at least the general results obtained from a very large share of advertising, which at first blush one would not deem it possible to key in any way.

The great trouble about arriving at such results is generally the fact that the advertiser doesn't work out a plan before he sends forth the advertising. Secondly, even where, without any special prearranged plan, he could keep track of the results, he fails to do so, under the plea of lack of time, too much bother, and the like.

Now, there are two fundamental principles that every advertiser, who expects to make a success of advertising, must bear in mind:

The first of these is that successful advertising is the result of thought first, advertising next. Money spent for advertising without any definite idea of what that advertising is to accomplish, is generally money wasted. For advertising is a science, not a gamble.

The second principle is that facts and figures in advertising count more than guesses and generalities. If an advertiser uses no methods for tabulating results from his ad-

vertising, where such results could be figured, how is he to determine in future whether that sort of advertising is to be continued or eliminated?

The advantage achieved by any concern concentrating its advertising in one department responsible for results, is that such a department will keep track of results, if for no other reason than its own future well-being. Experience is a great teacher—in advertising as in any other line of acquired knowledge. The burnt child shuns the fire. The business man who absolutely proves that a certain style of publicity brings no results, won't be apt to make the same mistake another time.

The small advertiser — whether merchant or manufacturer — can work out methods to tell at least the general returns from his advertising, just as well as the big advertiser, who hires an advertising manager to do the work. The only difference is that the small advertiser must see that the advertising is done in such a way that results can be figured out, and he must himself keep records or else see that they are kept correctly by someone delegated to the task.

Millions of dollars are gambled away in advertising every year because the advertiser trusts to luck and not to science and system in spreading his publicity. The man who hasn't got time to attend to his advertising—nor enough advertising to permit of his getting someone else to attend to it—better not advertise.

Gambling in advertising is about the same as gambling at the roulette table—you may win, but you'll probably lose.

The writer recently had occasion to communicate with a number of advertisers, big and little, that had been using monthly mailing cards for a year or over, with a view to finding out whether results from the use of this class of advertising had been markedly beneficial or not. Many replies were received, and while all were favorable, it was very noticeable that without exception the larger advertisers, who kept records of results, were able to state definitely how favorable the returns had been and why—but, while many of the small advertisers (be it said to their credit) had also kept accurate records, far too many of them, while enthusiastic over the advertising, were forced to say: "While we kept no definite record of results, we feel (substitute "know," "think," "believe") that we got good returns."

Now, probably they did get results, due to the right sort of advertising, sold them by a salesman who knew advertising values, but had I been in the place of any one of those business men, I should have wanted figures, tabulated results—not thinks or guesses.

How different from this slipshod way is the method of a live tailor down in Bridgeport, Connecticut, my friend, Howard Wheale. He advertises, but he pays as much attention to his advertising as any other part of his business. He isn't a big advertiser—the nature of his business doesn't call for big advertising—but the advertising he does is the result of thought, and he knows what results he's getting every time. He probably makes

mistakes in advertising, just like anybody else, but he doesn't make the same mistake twice.

Too many advertisers make the same mistake year after year, and never get wise to the fact that they're making a mistake.

Mr. Wheale sends his mailing cards to a picked list of prospects. Then he checks up this list occasionally—not a hard task—to find out whether he has secured business from any of those appearing on it. To trace the results accurately he follows a form like this:

Customers Name	No. Cards Sent	Date First Call	Amount Sale	Subsequent Sale	Subsequent Sale	Total Sales
John Smith	6	May 10	\$30.00	\$50.00		\$80.00

Simple, isn't it? And at the end of a year he can add up the totals and say absolutely that mailing cards have paid or didn't pay. On these figures he can base his use or discontinuance another season. His figures show they pay; but suppose they didn't—he'd want to know instead of guessing.

That is just one suggestion as to how one man keys his advertising returns in one particular case. And yet I know there are hundreds of business men using monthly mailing cards who will tell you that it's impossible to say what the advertising does for them.

And think of the other thousands using different methods of publicity who say the same thing about those methods, when the real answer should be: "We don't know because we have never taken the trouble to find out."

Just a suggestion: If you pay as much attention to your advertising as to your bank balance, you will soon be doing better advertising and the bank balance will take care of itself.

Some Practical Suggestions on Credit— Its Use and Abuse

—By George E. Girling

DISPLACED" credit is one of the commercial world's deadliest enemies, yet it is one of the things least fought against. This may appear to be a strong statement, but it is nevertheless true.

No, I haven't forgotten our mercantile agencies, to which we subscribe to protect our interests. No business house would be complete without the aid of one, but this question of misplaced credit does not lie entirely on the shoulders of the mercantile agencies. It is largely the province of the business houses themselves.

THE NEED OF COURAGE

One of the causes of misplaced credit is lack of a good strong backbone.

A certain firm was known to send a letter to its various department heads notifying them that J. R. & Co.'s credit had been stopped, they had overstepped the limit. But when J. R. & Co.'s next order came through, they said, "Let it go—it's not much." This is commercial cowardice, and cases like this happen every day, because there is insufficient courage to uphold and maintain true and firm business principles.

Envy of competitors is another cause of credit abuses.

A store is being opened, along comes firm number one, and stocks that man with more merchandise than his position or location demands. This is done to keep out firm number two. No attention is paid to mercantile agencies in cases like these, it's just a case of reck-

less and unnecessary risk in an endeavor to gain monopoly.

A case of this kind occurred a few months ago. Firm number one lost some few thousands of dollars for goods supplied, and, in addition, a large sum was lost in taking the case to law. Firm number two, fortunately for them, had about three hundred dollars to draw, but they closed in first and covered themselves. It was proved in court that the man should never have been in business. He had neither the inclination nor the ability for it. There are many cases like this—pushing men into business, to get a monopoly in certain districts. It shows a complete absence of common sense and foresight, when an intelligent interview with a prospect should reveal the futility of such a course as taken by firm number one.

Price cutting retailers should be served for "cash only."

UNFAIR COMPETITION

There are more failures from these causes than any other. Some think it an honor to cut a competitor's price.

Courage is required to turn down a doubtful prospective customer, even if a competitor does get a show.

A study of the prospect and his business methods would prevent at least fifty per cent of such losses. Business men can well afford to forget competitors, and think of their own welfare, justice to himself.

In a list of twenty-one failures, five offer a compromise of an average of thirty per cent, probably the remaining sixteen will be a total

loss. It would be interesting to know the cause of each of these failures, and how far the various creditors helped to put them in that embarrassed position. The chances are that fifty per cent of them should never have had credit.

The subject is a broad one. It rests largely with the credit man's ability to probe into a prospect's personality, to decide whether it is safe or not to give a line of credit.

CO-OPERATION

By a definite system of co-operation the terms of credit could be shortened, for the mutual benefit. Many, I know, will disagree with this, but it is workable and would be a boon in the end to those affected by it. Too long a term of credit will often help to make a failure,

sometimes by causing a false sense of security on the part of the debtor, who thinks he has "lots of time to pay." Again, he is apt to be too generous in giving credit himself—easy come, easy go—thus jeopardizing his own credit, very often to the loss of his creditors.

These ideas refer principally to cities and towns where a large volume of the business done is for cash, and where, therefore, there is no necessity for long terms of credit. This, however, cannot be said of the country districts where retailers depend upon the farming fraternity, who in turn have to depend upon the success of their crops, although wholesalers are getting more stringent along these lines owing to so many failures.

SUCCESS is nothing more or less than having common sense enough to know what you ought to have, plus the gumption to go after it and keep after it until you get it.

PUSH

Are there Any Questions

Any question relative to general and specific subjects treated in *The Business Philosopher* will be entertained by the editor of this department and answered, as far as possible, in these columns. The editor lays no claim to unusual knowledge or business wisdom, but is in close touch with specialists and experts to whom questions to deep for him will be referred. All queries should be stated as briefly as possible and sent to "Question Editor, *The Business Philosopher*, Libertyville, Illinois." If the questioner does not want his own name signed to his query, he should so indicate in his letter. Only questions from subscribers will be answered.

I desire to become an ad. writer and to develop ability to write up manufacturers, and perhaps real estate. What is the best way to obtain a working knowledge of essentials? Shall I take a correspondence course? What practical work would you recommend? I am not in a position to remain any length of time in an unpaid apprenticeship.—*E. E. R.*

In the first place, the only way to learn to write is to write. There is some advantage in studying rhetoric and grammar, of course, but they are mere aids to expression. The real power of expression comes through practice, and, of course, through having something to say. Get the autobiography of Benjamin Franklin and read how he learned to write. I will guarantee that anyone who has the intense desire, persistence, and courage to do what Benjamin Franklin did, will become an efficient writer. So far as advertising is concerned, I should advise the best possible correspondence course in the science of salesmanship, since the same fundamental principles upon

which the science of salesmanship is built apply to advertising. For the technique of advertising, there are many good books—so many, in fact, that I can hardly suggest one unless I know more specifically just what kind of advertising you wish to do. If you will write to the Book Department of Sheldon University Press, stating more definitely what kind of book you wish, your wants will receive prompt attention.

What methods would you suggest the salesman of a correspondence course to use? —*H. M.*

Aside from the general fundamental principles of the science of salesmanship, a salesman of correspondence courses needs very little specific instruction. There are, however, a few points in this kind of work which, while they are covered in a general way in the science, may be profitably stated more specifically. The first thing the salesman of correspondence courses should do is to familiarize himself

thoroughly with his product for the purpose not only of being able to describe it persuasively to his prospects, but to enable him to determine just how any man would use the instruction contained in the courses. This not only enables him to appeal with greater power to his prospects, but to eliminate entirely from his lists all those who could not use his product profitably. One of the easiest mistakes for a correspondence school salesman to make is to sell courses to those who cannot make profitable use of them. This may bring in a little cheap money at first, but it violates one of the fundamental principles of good business building in that it soon fills up the territory with disgruntled and dissatisfied patrons who seriously handicap, if they do not utterly destroy the salesman's opportunities to do business.

I believe that the time spent in compiling and sifting, with the most painstaking thoroughness, a list of prospects is in the long run the most profitable use of time a salesman in this or any other specialty line can make.

I believe the correspondence course salesman can sell for cash instead of on the installment plan in a far greater number of cases than the majority of them do. It is natural for all people to work along lines of least resistance, and it seems easier to sell most prospects on the installment plan than on a strictly cash basis. For this reason many salesmen close their selling talks by telling their prospects how easy it is to pay. If, on the other hand, they were to close their selling talks by stating easily, as if it were a mere trifle, the cash price, and say nothing whatever

about the installment plan, they would be surprised at the increase in their cash business.

I believe that it is a great failing of many correspondence school salesmen to work along almost entirely from leads furnished them either by the school they represent or by friends. This again is following lines of least resistance. The secret of large success in any line of selling is the creation of a demand, and in the case of correspondence courses a demand can be very much more readily created by enrolling first of all the most prominent men in the community who are in any way eligible, giving them the very best of service and making them enthusiastic students and graduates. When this has been done it is far easier to enroll the lesser lights, who are, like all human beings, strongly imitative and ready to follow the example of those upon whom they look as leaders.

These are but a few of the methods that can be used. Far more depends upon the constructive imagination, initiative, energy, courage, and persistence of the salesman in meeting and solving his problems than upon any methods that may be supplied to him by others.

There have fallen from us, as we travelled,
 Many a burden of an ancient pain—
 Many a tangled cord hath been unravelled,
 Never to bind our foolish heart again.
 —*Edward Rowland Sill.*

Think on this doctrine,—that reasoning beings were created for one another's sake; that to be patient is a branch of justice, and that men sin without intending it.—*Marcus Aurelius Antoninus.*

Importance of the Psychological Moment in Selling

—By Ed. S. Keach

THE subject of salesmen and salesmanship is as endless as a belt.

In this article I shall endeavor to treat of the psychological moment in selling.

How many salesmen know when the moment arrives when he ceases talking and demonstrating and opens his order book?

This article is not written for order takers, (for I am afraid it would be "over their heads") but for salesmen, more especially new men. Possibly some of the older salesmen who have gotten into a rut may gain a little wisdom and profit by studying more closely the psychological moment.

How many orders are lost during one week by the salesmen in America in not knowing when to "shut off steam" and begin "pushing the pencil," no one knows. To be conservative, it is safe to say that orders should be increased ten per cent by knowing when the psychological moment arrives.

You know, Mr. Salesman, you have called upon Mr. Brown with a line of goods which he could really use and would be a valuable addition to his stock, but for some reason or other, which you did not know, and probably do not know to his day, you could not get him to buy, and you have walked out of his place of business with a frown on like a peevish old man with thoughts in your mind which would not look well in print, of what you think is the shortsighted policy of Mr. Brown.

Now the facts are: that it was not Brown's fault at all, but simply your own. You were so swelled up

with your own importance and the line of goods you had to offer Brown that you thought all you had to do was to walk right in, turn right around, and walk right out again with a good nice order. Now didn't you? Of course you did, and you admit it.

Now Brown is a busy man and can't listen all day to every salesman who comes in and tells him long stories about the virtues of his own particular line. He has other matters to attend to and other salesmen to see.

Get right down to the kernel of your subject as soon as possible and make it just as concise as you possibly can. Brown will ask you a few questions and your answers should be brief and to the point. You have now arrived at the psychological moment where you can reasonably expect an order, but instead of getting your order book ready, you start off again on a long winded argument about your line and the house you represent, and the first thing you know you have talked yourself out of Brown's order. Not only that, but you are getting on Brown's nerves, and him into such a condition of mind listening to your verbal pyrotechnics, that where he was interested in the beginning he is now thinking of how he can get rid of you and attend to his pressing duties. So he finally interrupts you and tells you that you will have to excuse him as he is very busy and come in and see him the next time you are in town, and leaves you standing like a "bump on a log."

You have simply committed verbal suicide.

You are like the amateur fisherman who hooks a fish, plays with him for ten or fifteen minutes, and then when he hauls him in lets him flop against the side of the boat and

back into the water. Why? Because you did not have him hooked properly. Your bait was all right. But at the psychological moment you forgot to use the landing net.

Picture Plots

Great Demand for Good Scenarios. For Motion Picture Exploitation.

TO the minds of most of us the words "moving pictures" suggest nothing but a cheap form of entertainment, designed particularly for those who can neither afford nor appreciate the "better" things in the show line. We sneer at the crowds going and coming from the nickeldromes and kindred places, although we must confess that we are often compelled to sit up and take notice at the "motion plays" that are presented after the acts at the high-class vaudeville theatres.

That anything higher than mechanical art enters into the production of the films that make these "plays" possible we little dream, although it is a fact that a considerable portion of the literary folk of the country are daily taxing their imagination in efforts to make good films and, incidentally, to enlarge their bank accounts.

Despite the cry against motion picture houses, the business of film production is progressing, and the rivalry among the dozen or more concerns in this country engaged in such work is so great that no expense is spared in endeavors to put out superior films. "New ideas! new ideas!" is the constant cry, and, naturally, the manufacturers turn to the literary folk for assistance. At least ten firms are buy-

ing ideas to be worked out on the screen, and the dearth of good ideas is such that a few concerns are advertising that they will pay high prices for the kind of suggestions they want. Ideas put into workable form are called "scenarios," and for acceptable "scenarios" the advertising manufacturers agree to pay from ten dollars to one hundred dollars.

All of the big companies maintain literary departments, the business of which is to pass upon "scenarios" and work up ideas submitted. Persons of recognized literary ability are at the heads of most of these departments, and this fact, it is generally agreed, is tending more to raise the standard of the moving picture than all the legislation and censorship that the public reformers are bringing about. As to the writing of "picture plays," one of the large firms has issued a booklet, which contains the following:

"That the motion picture, in recent years, has taken its place in the amusement world is clearly established. Briefly, it bears to the stage production the same relation the short story bears to the full volume novel. It differs chiefly from the stage play in that no lines are introduced. Despite this limitation and despite the brevity and low

price at which this entertainment is offered to the public, film manufacturers require that their product must qualify with the ever ascending standards, dramatically, artistically and morally. To this end the manufacturers are spending thousands of dollars each year to obtain the most skillful producers, the best dramatic talent and the most effective stage devices in the production of the pictures. The same is true of the story which the picture portrays.

"The writing of stories or plays for modern picture production is practically a new profession. Writers of successful motion picture plays find their work constantly in demand and at good prices. The field is not crowded with successful authors and many who are able to produce available plays have not yet grasped the first principles of the moving picture drama, nor do they seem to have any inkling of what the manufacturers require. Many of these have the qualities, imagination, talent and ingenuity which make for success in this line, some of them having won success in the magazine field.

"In the writing of motion picture plays anyone who is capable of evolving an interesting plot adapted to motion picture presentation may win success. The proposition is the germ of the plot. It consists of a condition or situation from which the details of the story are developed. The success of a comedy composition lies in the novelty of the plot, or some new and interesting phase of an old proposition, in its interest-holding qualities, logic and probability, and the humor of the individual scenes and situations. There is a wide difference between the 'comedy' and

'comic' pictures, and this difference lies chiefly in that the comedy depends largely for its humor in the cleverness and wit of the plot, where the comic is usually merely a series of situations arising from one incident or situation. In the comic film there is little plot and the scenes are loosely connected, while the success of the picture usually depends upon the fun obtained from each scene. Good comedy stories are hard to obtain, are hard to conceive and are necessarily, on account of their rarity, much in demand. It seems hard for most writers to differentiate the wit and clever ingenuity of the good comedy scenario with the trivial and frivolous one which is not."

To show the desire of the manufacturer to get wholesome pictures, the following extract is given:

"Beware of any scenes which may violate good taste, manners or morals, and avoid all crimes, such as burglary, kidnaping, highway robbery, murder and suicide, showing the methods employed in the accomplishment of such crimes."

STRAY SHOTS.

BY GEORGE E. GIRLING.

To know is to succeed.

"Promotion" comes to those who can feel a sense of responsibility.

A small duty well done is a battle well fought.

To encourage kindness is manly, and will revert tenfold.

Real success comes by principles and application.

How good is man's life, the mere living!

How fit to employ

All the heart and the soul and the senses
forever in joy!

—Robert Browning.

RESOLUTIONS FOR 1913

BECAUSE of the Dreams that have come true, I will Dream of still Happier Days.

BECAUSE of the Ideals that have become real, I will Perfect still Higher Ideals.

BECAUSE of the Purposes that have been achieved, I will Purpose still Greater Service with still Greater Confidence.

BECAUSE of the knowledge that, applied, has been proved to be Power, I will pay the Price and Learn still deeper Truth.

BECAUSE of the Plans that came to full and glorious fruition, I will Plan with still Larger Hopes.

BECAUSE the Hard Work, the Disappointments, the Failures, the Defeats, the Heart Aches, the Losses, and the Pains of the Past have all wrought together for good, I will meet every Event of 1913 with Courage and Good, serenely confidence that the Best is yet to be.

ARTHUR W. NEWCOMB

How to Meet Madame Fate and Make Her Your Handmaiden

—By Milton Bejach

THE Fates are said to be three women whose equipment consists of draperies not fit for public view, some thread, an old fashioned spool and a pair of shears. Maybe it is a knife. It makes no difference. This is a word picture of the ladies controlling our destinies which the mythological sharps draw for us.

Take it from me, they are all wrong.

Instead of being three, the Fates are all wrapped up in one old woman who is tolerably handy at throwing bricks. She makes her tossing ground around a corner that sooner or later you are bound to pass. If the brick, or the half brick has not yet been passed to you, make sure that sooner or later it will be heaved in your direction.

With which general philosophy, let's get to the meat in this cocoon. As a matter of fact cocoanuts must have milk in them, too, but since everyone talks about the meat in the fibrous growth, we'll trail along.

If you've never tasted vinegar or quinine you'll never appreciate, properly appreciate, sugar. Out in Los Angeles they don't care so very much about the sunshine—too much of it, you know.

When you get down to brass tacks, or brick bats, there is a certain amount of disappointment and heartbreak that is bound to be passed out to you. There's a certain amount coming to everyone, some seem to get more than their share, but we'll let that pass. Maybe they do. Maybe it seems to them they get more than their share. A

difference of opinion and a mere matter of viewpoint.

There are just two ways of avoiding the bricks the old lady throws as you turn the corner. To learn these ways of dodging the bricks, you must serve an apprenticeship in the school where the old lady practices so regularly and often. After having had a red, solid, heavy, also rough substance heaved at you sufficiently often and having been landed on with frequency and regularity, Nature will assert herself in you and one happy morning as you turn a corner you will catch the old lady with arm drawn back ready for the throw.

The Humane Society may object to the description of the way in which the old lady is handled, but here it is:

The first move on your part is to arrest the throw, double back the withered arm and thus cause the brick to fall harmless at your feet. If, however, you are too late to stop the throw, you will catch the brick just before it strikes, where they have all struck before, and you will return the throw with interest. You will manhandle old Lady Fate so the policeman on the corner will think seriously of calling the blue wagon with nickel trimmings and the imitation fire alarm gong. But fear not, the wagon will not come for you.

After a certain amount of rough handling the withered crone will become as clay in the potter's hands. If you are wise in your generation and know what you are about you will make her your handmaiden and, while you are about it, the

years will drop from her and you will have a beautiful virgin attending you, anticipating your every want and laying at your feet earth's choicest treasures.

After which touching voyage into simile, trophe, metaphor and word imagery, we'll get back to earth.

Every man that ever amounted to anything has had various sized, colored, and weighted bricks heaved at him. And moreover, he has felt them land upon his person. Every time this happened, the man who amounted to something straightened up, stiffened his spine and swore softly that sooner or later he'd return the brick and the blow, and with interest. Then came the day he got hold of the old lady and worked his will upon her.

Repeated failure, heartbreak and disappointment make men of stout heart, strong nerves and wills of steel.

Ehrlich, who gave to a waiting world the cure for the plague of the ages, made six hundred and six experiments before he hit upon the combination of poisons that literally snatches men and women from the grave. Ehrlich felt the weight of six hundred and five bricks flung

by Fate before he learned the trick of catching the missile and making the old lady do his will.

We've heard about Acheson, the man who made carborundum and who later made graphite so cheap it is now used as a lubricant. The world would find it a pretty hard job to toddle along without carborundum and graphite. There was a day when we did not have it and not having it we would not have known what to do with it if we had it. Then came Acheson, cashing in on his blunders, wrestling with Fate, giving us an abrasive harder than the diamond and a lubricant, man-made, in a few hours, the equal of that made by Nature in an eternity.

This is the sort of men who will beat Fate at her own game. I am using Sidney Johnson's words: "Perhaps at the last, the great man is the one who is able to cash in his mistakes and blunders, constantly rising on the ruins of his dead self to higher things. The ability to abandon a good thing for a better; to accept failure with a smile; to preserve animation and faith in the midst of disaster, these are the qualifications."

Be Definite

DURING the Civil war it was necessary to capture a particular fort and this fort could only be reduced by naval attack. To a certain commander was assigned the task of destroying the fort. He ordered his fleet to steam up before the fort, deliver a broadside and withdraw. Broadside after broadside was delivered without effect.

After much ammunition had been wasted it was evident that a new

plan of attack was necessary. The command was given to concentrate fire upon a given point. In a short time the walls were reduced to ruins. It required simply the concentrated effort of the entire fleet upon a given area to take the fort.

Many men in their endeavor to succeed in a certain line of work put forth strenuous efforts but still they fail. Then they wonder why.

The effort may have been great enough—sufficient energy may have been expended, but it has been expended blindly.

They are like the man who desires to reach a certain place and starts out on the first road leading in the direction of the desired point. He pushes forward in the belief that because he started out in the general direction he will arrive at his destination. By and by the road twists and turns and the general direction proves to be the wrong direction.

It pays to deal with specific instances—to be definite—to be intensive rather than extensive. Firing in the general direction of the fort didn't reduce the fort, but firing at a definite point did.

And so it is in salesmanship. There may be a disposition to look upon human beings in a general way. To many men the human family is a conglomerate mass of beings—all more or less alike. To such they are simply creatures differing in size and appearance—but after all, having the same general habits and characteristics.

It is vain hope for a man to expect to succeed by dealing with his prospects en masse.

The preacher, lawyer and lecturer recognize a difference in men and adapt their remarks to persons of average intelligence. Yet the full measure of success can not be enjoyed except by personal contact, when methods adapted to each individual may be employed.

In salesmanship the same conditions obtain. There are differences in character, intelligence, ideals and habits of thought that must be recognized. There are, it is true, certain types of persons to whom the same general arguments may be ad-

dressed with success. But after all, each individual is influenced by some suggestion or thought which does not apply to any other.

The salesman must be all things to all men—dignified to the dignified, friendly to the friendly, reserved to the reserved—yet in his words and attitude there must be that ease which overcomes the usual feeling of strangeness—that sincerity which inspires confidence. He must use plain simple language to plain people.

Different points will appeal to different classes of people.

No one selling talk will be successful with all classes.

The most successful selling talk is the one which is based upon a thorough knowledge of the goods to be sold and confidence in them. This will give a message to the man—and the message will ring with sincerity.

To be successful, a selling talk must have a plan, but it should have sufficient flexibility to enable the salesman to adapt it to various individuals.

This principle of definiteness is necessary to successfully answer objections. The first step is to find out what the objection is. If it is not expressed it may be learned through some question or suggestion or by drawing the prospect into conversation.

Once the objection is stated, answer that particular objection. Be specific—not general. Do not ramble on aimlessly in the hope that some remark you may make will answer the objection. Ignore for the time being all other objections and center your attention upon the one in question.

Salesman's Bulletin.

The Philosopher Among his Books

A wise Ignorance is rich soil from which the seeds of Knowledge will bring forth fruit, a hundred-fold. "I do not know:" this is the beginning and the end of Wisdom, One who has never learned to say: "I do not know," has not the A B C of education. He who professes to be educated but will not confess Ignorance is intellectually condemned.—*Harold Bell Wright.*

HIMSELF; TALKS WITH MEN CONCERNING THEMSELVES. *By E. B. Lowry, M. D., and Richard J. Lambert, M. D. Forbes & Co., Chicago. \$1.00.*

This is still another of the great number of books that have been published within the last few years, teaching men and women, boys and girls, truths about themselves that a few years ago no one was supposed to know anything about. Some of these books, I regret to say, are merely pitfalls for the ignorant and have caused thousands of young men the most intense mental anguish, with resulting physical harm. This book, however, is one of the most deserving of its kind, especially since the authors make no attempt whatever to alarm or frighten their readers and do not attempt to dictate to them in any way, but simply state clearly and without technicalities the various courses of action open and their results.

The book is sane and without offense and is to be recommended to those who desire further knowledge concerning themselves or those who are afflicted with what an old professor once called "compound ignorance." That is not only ignorance but dense ignorance of the fact of ignorance.

CORRECT BUSINESS AND LEGAL FORMS; A REFERENCE MANUAL FOR STENOGRAPHERS, SECRETARIES AND REPORTERS. *By Eleanor Banks. G. P. Putnam's Sons, New York and London. \$1.25 net.*

This is a book of solid information. It cannot be said to amuse or entertain, but every page of it is crammed with correct instruction as to letter writing, card writing, manifolding, copying, business English, capitalization, punctuation, syllibication, abbreviations, spelling, court documents, legal papers, law phrases, telegrams, cablegrams, postal information, and proof reading.

THE FACTORY. *By Jonathan Thayer Lincoln. Houghton, Mifflin Company, Boston and New York.*

We live so in the midst of this age of industrialism that a point of perspective is difficult to obtain, but Jonathan Thayer Lincoln has found one for us and in "The Factory," a bit of a book of some hundred pages, he has given a clear cut, well ordered picture of this important phase of present day life. Mr. Lincoln, who is a large manufacturer of Fall River, has studied industry from the sociologic viewpoint, as well as

the financial one. His book is amazingly simple, but most scholarly, and presents an excellent study of this factor in social development.

A striking suggestion of Mr. Lincoln's is that labor, not capital, organized the factory system. The early masters were workmen of sufficient shrewdness to rise above their fellows, which did not make for kindly consideration. They were no gentle masters.

The people were driven, ignored in their social life; little children were pressed into work and most cruelly abused. Profits were the sole aim. But this very blackness of affairs awakened the social sense of the nation. Disease ravages called for investigation of living conditions, the first stirring of ferment in social development produced by the yeast of the factory.

THE WONDERFUL BED. *By Gertrude Knevels. Illustrated in color by Emily Hall Chamberlain. \$1 net. The Bobbs-Merrill Company, Indianapolis.*

A holiday treat for children has just been published in the form of a book by Gertrude Knevels. It is called *The Wonderful Bed*, and the story and adventures it contains will attract the attention and hold the interest of every child that loves the fanciful things of make-believe. The children of the book are delightful in themselves, and between them and their little brothers and sisters of the world there is sure to be a bond of comradeship, while the doings and sayings of the strange creatures of the story will provide no end of amusement.

The story is based on the visit of three city children to their Aunt Jane in the country, and at night they find themselves creepy and uncomfortable in the old-fashioned nursery, partly because of the shadows in the corners of the rambling old room, chiefly on account of the great four-poster bed which looms darkly in a far corner. The little girl and her baby brother are to sleep in the four-poster, while the older boy is to have a cot, but after Betsy has taken away the light the children decide that the dangers of the night must be faced together, and they all pile into the four-poster, accompanied by Mittens, the cat, whom the baby boy has taken with him. So excited are they that they can't, of course, go to sleep at once

and they decide to make a tent of the bed-quilt and the bedposts. So far the story is fact. Beyond this, fancy, in the shape of the children's dreams, begins to work and a series of adventures fresh and amusing follow.

Incidents of the day before are reproduced in exaggerated form and the playthings so familiar a short time ago are now strange and often hostile. The warming-pan has become a dragon that threatens to "warm" them because of the disparaging remarks they have made about it. The cat they had made uncomfortable by playing with it against its will is now a leader of a gang of pirates that captures them.

The story is delightfully written and is filled with illustrations which are beautifully done in colors. That this book is unique, full of adventure, wholesome, humorous, and in style and dictation admirably adapted to children there is no question. It is far above the average and should occupy a prominent place in Santa Claus' gift bag.

THE ELECTED MOTHER. *My Maria Thompson Daviess, author of The Melting of Molly, Miss Selma Lue, etc. 50 cents net. The Bobbs-Merrill Company, Indianapolis.*

Humorously written, yet semi-serious in purpose, *The Elected Mother*, by Maria Thompson Daviess, is one of the cleverest stories yet brought forth by that popular author. Once more dear old Mother Pettibone figures prominently and again we find ourselves in delightful Harpeth Valley, although the real action of the story takes place in the neighboring city. Mother Pet tells it, which in itself is an assurance that it is good and wholesome and funny.

This is a story of ballots and a baby. Both concern a lively young woman who can, on occasion, take what is called a man's part, without loss of sweetness or dignity. Mother Pet, who at the time chances to be visiting in Wahoo City, helps her skilfully through her double crisis. For in the young wife's career things happen somewhat simultaneously. While flannel bands are being hemmed the telephone rings and questions of political moment must be answered, for

the young woman is a candidate for mayor in a community where the ballot is not denied the fair sex. From infant socks to property laws, the two women make instant transition.

Whatever your political creed—or if you repudiate the idea of having a creed—you must rejoice with the elected mother, the news of whose election comes only a few

moments after the arrival of her son. Miss Davless has not only given us an argument for equal suffrage for women, but she has also given us a story that is interesting throughout. It is as idyllic as it is clever, as original as it is laughable, and although written in an entirely different vein from her other stories, it is entirely worthy of the author of *The Melting of Molly*.

Effective Sense Is the Ability to Detect Values

—By V. L. Price

THE great need in success in anything is to be able to select from the medley and mixture of advice and things that which can be put to a use productive of profit.

It is the unfortunate gift of some men always to select the unproductive ideas or things.

Such men lack the talent of judging outcome.

There are men who instinctively pick winners; some of these are lucky, others are creatures of quick and correct judgment.

Every suggestion and every piece of merchandise which ultimately works into a successful conclusion has some apparent reason for its success.

To develop the effective sense in seeing these reasons, one must be able mentally to carry the idea or market values of an article through to the consumer.

A mind picture of every argument and every transaction must be made.

The consumer is the one who must finally approve everything.

And the reason so many judgments amount to nothing is because the value of the idea or article un-

der consideration is applied to the wrong point in the use of them.

In other words, an idea or an article which may please you will not necessarily please your customer nor his customer.

Too many men have cultivated the habit of pleasing themselves instead of pleasing their prospective customers.

And are content to continue doing so, even unto failure.

Men, to succeed, must reason from the consumer back to themselves, rather than from themselves to the consumer.

This is the basis of all successful merchandising and salesmanship and the generator of the effective sense.

If it has been your practice to do otherwise, change.

You may have succeeded in the opposite way, but in continuing to follow the habit, you are playing your luck to the limit.

And some day when you fail to get the breaks, you'll wonder why.

He learns best of experience who pays for the teaching.

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Mr. Swem

268 words a minute

*on testimony,
jury charge,*

237 words a minute

*and hard,
straight*

192 words a minute

*matter
with*

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¶ Mr. Swem was selected by Governor Wilson, as his official reporter in the presidential campaign.

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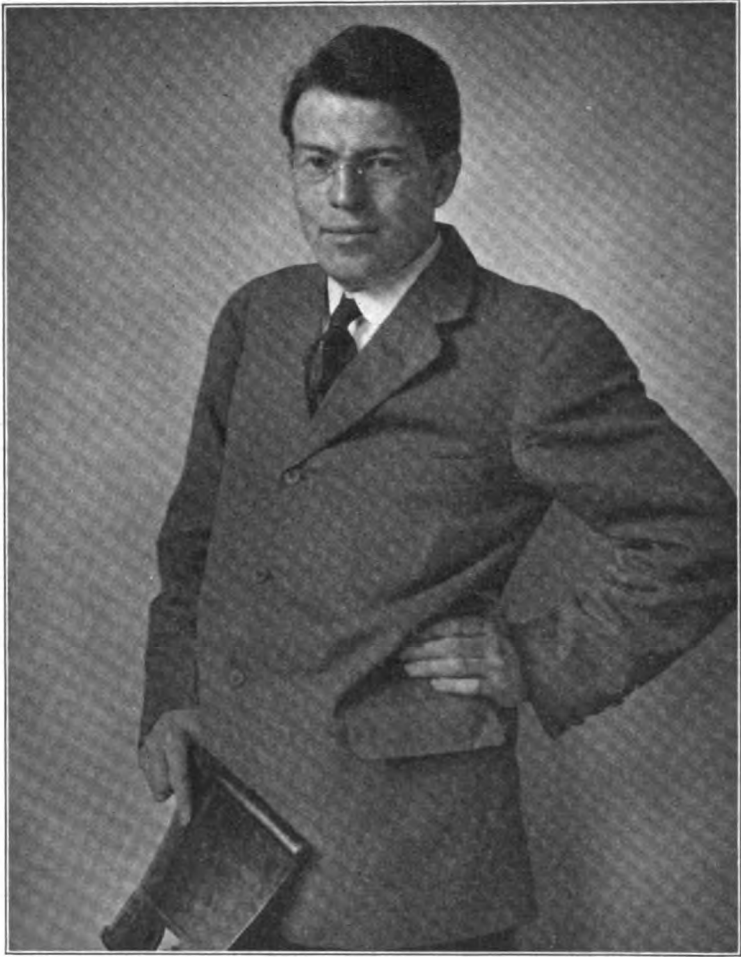
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DR. EDWARD A. RUMELY

The Business Philosopher

A. F. SHELDON, EDITOR

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By the Fireplace

Where We Talk Things Over

I HEARD recently that my good friend, Saxton, as I shall call him, had been obliged to give up his business entirely and go to California for his health. His doctors, they tell me, are doing their very best to cheer him up; and he himself expects to be able to come back.

From what I know of Saxton, however, I have very slight hopes of ever seeing him at the helm of his affairs again.

Saxton is really not the name of a man, but the name of a very large class of American business men.

I well remember the first time I ever saw Saxton.

It was some years ago.

The poor fellow was sitting at his desk surrounded by ringing telephones; pestered by a dozen clerks and subordinates; tearing viciously through a mountain of mail; approving papers submitted to him; giving interviews to salesmen; snapping out orders to his stenographer; and sending hurry-up calls for one or another of his lieutenants.

He was so "busy" that he in-

sisted on my talking to him while he read letters and answered telephone calls. At that, he could give me only a very few minutes—and it was all I wanted, because I knew that it was time wasted to try to talk to him while his attention was being distracted every few seconds.

I tried to arrange another interview, but he cut me short, saying that he would be too busy to see me. I suggested that I could talk to him either at his office or at his club in the evening, when we should be free from interruption. He smiled in a superior way and said: "My dear Mr. Sheldon, there is little chance of that, as I am busy here every night until midnight."

So I went away with very little hope that I should ever see him again.

I did see him again two years later. I was surprised and grieved to see that he had aged rapidly in the two years. The lines of intensity between his brows were deeper. His hair had whitened, he had lost flesh, and was pale and nervous.

He was "busier" than ever.

I stayed only a few minutes, as before.

While I was there, he turned feverishly from one duty to another, and was obliged to leave several tasks unfinished because of repeated interruptions.

He told me that he had been keeping up this pace ever since I had last seen him. But he hoped soon to get his affairs in such condition that he would be able to take life a little easier. Then he sighed and said: "For a year or two longer I must keep my hand on all these details. It is so difficult to get reliable help. If I could only find the time, I should like to train several good lieutenants to take some of the burdens off my shoulders. But I am driven so hard that it is impossible to find time now. Business has not been good the last two years, and until I can get things into better shape, I shall have to spend from twelve to eighteen hours a day at my desk."

That was just a year ago. Now Saxton's business is almost a wreck; and he himself is a complete wreck.

A FEW MONTHS ago I called on Calhoun.

Calhoun is not the name of a man, but of a small, although constantly growing, class of American business men.

My call on Calhoun was by appointment, as my first call on Saxton had been.

When I arrived at Calhoun's office, I found his desk clear, and the whole atmosphere of the place quiet, harmonious, and unhurried.

"How much time can you give me, Mr. Calhoun?" I asked.

"Take all the time you need to say what you have to say," answered Calhoun with a smile.

We talked together for two hours and a half, during which time Calhoun went with me thoroughly to the very bottom of the subject I had come to discuss with him. Not for a moment did he depart from the topic, and all of his inquiries were direct, pertinent, and in logical sequence. He did not dawdle over irrelevant details. He did not pause and hesitate in an agony of indecision, neither did he render snap judgments; but he did take plenty of time to get all the facts, and weigh and deliberate over them, so that when the time came for a decision, he decided promptly and vigorously, and once for all.

SAXTON WAS proprietor of a comparatively small business, which gave him but little more than a decent living, even at its best.

Calhoun was the master executive of a string of very large factories, and a big selling organization. He earned more in a month than Saxton did in a year.

Saxton had been in active business for twenty years—a busi-

ness he had inherited in splendid condition from his father.

Calhoun had started in his business as an errand boy at four dollars a week only twelve years before the time I knew him.

Saxton worked from twelve to eighteen hours every day without one moment's pause. Even at his meals he had one or another, or several of his lieutenants with him for a conference. And I have no doubt he took all his business troubles to bed with him every night.

Calhoun spent only four hours a day at his office. During this four hours, at certain intervals, he would get up from his chair, stretch, take several deep breaths, and then sit down for three or four minutes in an easy chair and completely relax both his body and his mind.

Saxton attacked every day's work with ferocious strenuousness and physical and mental intensity.

His mind was always on a strain, and his muscles tense. He never let down for a moment.

Calhoun began every day's work calmly and quietly, and with an easy, comfortable feeling that he had plenty of time to attend to everything demanding his attention.

Saxton's decisions were either anxious, hurried, and based upon insufficient data, or postponed, dragged along, and finally made, if at all, in sheer desperation, and with a feeling that they might be wrong.

Calhoun's decisions were calm, deliberate, based upon complete information, always on time, and made with so much confidence that they carried weight down through the entire organization.

Saxton always did that which pressed hardest for attention, dropping it as soon as something else appeared which seemed more urgent. As he was too "busy" to develop a proper sense of proportion, he wasted a great deal of time on trivial details. His most important interests, such as creating ideas and plans for future development, properly organizing his business, training his subordinates, and studying the latest developments in his realm of endeavor, were neglected.

Calhoun had his four hours at the office planned and scheduled in advance. He took up his problems and duties in their proper order, allotting to each a sufficient amount of time to do it thoroughly and to finish it. During the period assigned to any one task, no other was permitted to intrude or interrupt. He was thus able to attend to the most important considerations, while not neglecting minor affairs.

Working as he did, Saxton was never able really to concentrate upon anything. His mental and physical power was scattered and diffused so that probably seventy-five per cent of it was wasted. Of the remaining twenty-five per cent, probably at least

half was spent in doing needless things—things that subordinates could have done, and things that resulted from hurry, worry, bad judgment and lack of concentration.

Calhoun, knowing that he had assigned all the time needed to each duty, and knowing that he would not be interrupted, was able to concentrate the entire power of a vigorous, healthy, sane mind upon each problem as it arose.

I think I am conservative in saying that Saxton absolutely wasted seventy-five per cent of his energy in worry and mental distraction. I think I am also conservative in saying that he wasted fully fifty per cent of the remainder in doing things that were useless. This means that he used only twelve and one-half per cent of his energy. In other words, out of his average of fifteen hours a day, only about two were profitably employed. And the quality of mental effort applied during these two was so vitiated by the excesses of the other thirteen that they were probably worth less than half an hour's expenditure of energy such as Calhoun's.

It is evident, therefore, that Calhoun's four hours a day were really worth to himself and to the world about eight times as much as Saxton's fifteen hours.

IF I WERE asked to put into the fewest possible words the difference between Saxton and Calhoun to account for the failure

of the one and the success of the other, I should not say that Calhoun was lucky and Saxton unlucky. Neither should I say that Calhoun inherited a genius which Saxton lacked.

I should not attribute the difference to Calhoun's possessing greater mental power than Saxton. The fact is that Saxton burned up every day far more mental power and nervous energy than Calhoun used.

I should not try to explain the difference between the two men as a difference in quality of mind. The fact that Saxton was able to keep his business together as long as he did with the extravagantly wasteful method he used, indicates rather unusual quality of mind.

I might illustrate the difference between the two somewhat crudely by saying that one was like a strong man trying to carry a car and its contents on his shoulders; the other like a man who drew a train of cars with their loads on a smooth track by opening the throttle of a locomotive.

And yet I have not given you my exact analysis in a few words of the difference between Saxton and Calhoun. In my opinion, Calhoun had trained himself in the fine art of relaxation and Saxton had not.

I AM FULLY aware of the fact that according to the ideal of many Americans, the successful man is a "live wire." He is intense, always in action, ever on

the alert, keyed up to the highest pitch, working under high pressure.

I am sorry to have to dispel this bright dream of strenuousness, but after several years of observation in practically all the larger cities in America, I am compelled to say that such is not the case with men of really great accomplishment.

There are plenty of little men—plenty of near successes—who make a great show of strenuousness and ceaseless activity.

The big men work but a few hours a day—they are practically all Calhouns. Their methods of work and their whole bearing indicate repose and relaxation.

The little men are like armies with all their reserves always fiercely engaged on the firing line.

The big men give one the feeling of great stores of reserve power, ready for use should occasion require.

I do not ask you to take my word for this. Read what the late Professor William James, who was, in his life, our foremost psychologist, had to say on the subject:

“Your intense, convulsive worker breaks down and has bad moods so often that you never know where he may be when you most need his help—he may be having one of his ‘bad days.’ We say that so many of our fellow-countrymen collapse, and have to be sent abroad to rest their nerves, because they

work so hard. I suspect that this is an immense mistake. I suspect that neither the nature nor the amount of our work is accountable for the frequency and severity of our breakdowns, but that their cause lies rather in those absurd feelings of hurry and having no time, in that periods of complete rest.”

breathlessness and tension, that anxiety of feature and that solicitude of results, that lack of inner harmony and ease, in short, by which with us the work is apt to be accompanied, and from which a European who should do the same work would nine times out of ten be free * * * It is your relaxed and easy worker, who is in no hurry, and quite thoughtless most of the while for consequences, who is your efficient worker; and tension and anxiety, and present and future, all mixed up together in one mind at once, are the surest drags upon steady progress and hindrances to our success.”—“Talks to Teachers,” pp. 214-218.

LET US LOOK a little further into this important subject of relaxation and its bearing upon personal efficiency.

Professor Walter Dill Scott, another eminent psychologist, in his book entitled, “Increasing Human Efficiency in Business,” says:

“The necessity for relaxation is inherent in the human organization. Even those life proc-

esses which seem to be constant and has appeared in the BUSI-

You learned in your school physiology that your heart, which beats from seventy-five to a hundred times every minute, comes to a full stop and utterly relaxes its tension after each beat. The same thing is true of respiration. So long as breathing is carried on involuntarily there is a short period of complete rest for the muscles of the chest, diaphragm and abdomen after each breath.

Professor Scott says:

"No bodily activity is at all continuous. Mental processes, too, can be continued for but a very short time. By attempting to eliminate these periods of rest from bodily and mental acts, we merely exhaust without a corresponding increase in efficiency. The laws of nature are firm and countenance no infringement."

I DOUBT very much whether the average business man has any conception of the tremendous increase he might make in his own efficiency and the efficiency of his workers, if he and they were to learn the art of relaxation.

The story of men loading pig iron in their activity require frequent enough, and perhaps you do. Business Philosophèr, but it is worth repeating here as an illustration of this truth.

A gang of men was employed in loading pig iron on flat cars. All they had to do was to stoop over, pick up a ninety pound pig,

carry it upon the car, and drop it. In this way each man was loading an average of twelve tons of pig iron a day.

By studying their movements and working out a schedule with frequent periods of relaxation, an efficiency expert was able to direct them in the use of their physical energy so that they were each able to load an average of forty-seven tons a day with no greater fatigue than when they were loading only twelve tons.

If a man is able to perform nearly four times as much crude physical labor by taking brief periods of relaxation, how great the effect must be in the case of a mental worker when he learns to take sufficient relaxation?

Don't you think it is enough to account for the difference in the results between Saxton and Calhoun?

iron has often been published, good news to cure an attack of

But when you rest, do you relax? Many people do not let down tension, even in sleep.

Proper relaxation requires training.

One of the requirements of a patient taking osteopathic treatment is that he shall completely relax his muscles. And any osteopathic practitioner will tell you that only a few people know how to relax, so that the first, and sometimes the most difficult task he has is to teach his patient this art.

There is a deep psychological

reason for the statement that in order to relax the mind you must relax first the body. Fear, worry—which is but prolonged fear—**anxiety and other such negatives, are emotions.** We call them states of mind, but we might just well call them states of body. Psychologists tell us—and we can prove the truth of what they say if we will observe ourselves—that it is impossible to experience any emotion without its bodily expression.

Joy and pleasure expand and renew the body. I have known, and doubtless you have, sudden

PERHAPS YOU think you rest sion of countenance. disease.

Fear, worry, anger and grief depress and lower the vital tone of the body. You know how sudden fear will cause a sinking, collapsing feeling in “the pit of the stomach.” It sometimes causes weakness and even faintness. It turns the body hot or cold, so that one either perspires freely, or shakes and trembles.

A psychologist says that this occurs because in the beginnings of mental life, thinking and feeling have normally been connected with some activity of the body. Men thought and felt because they intended to act. In this way, mental states and bodily conditions became so identified that they are now inseparable.

The bodily expression of mental tension and anxiety is muscular tension.

The bodily expression of an-

ger is clenched fists and jaw, increased respiration and heart action, and a fierce expression of countenance.

A man who is angry can quickly dissipate his wrath if he will but open his hands, loosen his jaw, breathe deeply and quietly, and assume a cheerful expression and recuperation of mental and

If you don't believe it, try it the next time you get angry.

In the same way, a man who is anxious and worried can very largely eliminate these negative emotions by relaxing all the muscles of the body.

Unless you study yourself carefully, however, you will not relax. Direct your attention consciously to each of the muscles in your body.

Some people keep the leg muscles, even when seated, at a constant strain, as if ready to rise. Other people find that they clinch their fists, and keep the hand and arm in a state of tension.

Think of the muscles of your throat and jaw. Many people keep these taut. Watch yourself to see that you are not pressing your tongue against the roof of the mouth, or the teeth, compressing your lips or drawing your brow together in frowns. These are expressions of mental tension. Many of them are habitual with anxious, nervous people. They not only dissipate and drain off valuable nervous energy, but they also interfere with concentration, and largely

prevent necessary rebuilding physical power.

On the other hand, complete relaxation at frequent intervals during the day, and relaxation of all parts of the mind and body not necessary for any particular task, are productive of so much greater efficiency than the average man displays, that those who have not tried them are astonished at the results.

By assuming the attitude, posture and facial expression of courage, confidence, cheerfulness, composure, or any other desired mental state, one may secure these feelings to a degree scarcely believable unless one has tried it.

A man who barely escaped with his life from a burning hotel told me that when he was aroused by the alarm of fire, he arose and ascertained that the fire was confined to the lower floor and he would probably have plenty of time to dress and pack his suit-case before leaving his room. When he did leave his room, however, and stepped out into the hall, suitcase in hand, he found himself almost stifled in smoke, and the hall perfectly dark. For a moment he became panic-stricken, and ran hurriedly along without thought as to where he was going. In a moment he was confused, and although he knew the hotel well, he could not find his way out. The more he ran about the more terrified he became and the less sense he had left. Suddenly realizing that he must

find his way out or be cremated, he stopped, set down his suitcase, sat on it and thoroughly relaxed the tension of his muscles. He at once became calm and was able to walk out of the building.

Watch an amateur climb a rope hand over hand. He may be very strong in his arms, but he kicks and jerks, breathes hard and lunges, expending so much energy unnecessarily that he usually stops after having climbed a few feet.

Now watch the trained gymnast do the same thing. His whole body hangs quiet and relaxed, and his breathing is not hurried. Smoothly and rhythmically, without lost motion or the waste of an ounce of energy, he glides up the rope.

There is the same difference between the nervous, anxious, inefficient man and the man who has trained himself to relaxation and control.

AND NOW LET me compress the lessons gained from the story of Saxton and Calhoun into a few sentences.

Relaxation of all but necessarily active functions is a great aid to efficiency.

Periods of relaxation between periods of concentration are also necessary to the highest efficiency.

Relaxation of all but necessary function during work so as to free the sense from interruption and the mind from anxie-

ty and relaxation between periods of concentration are obtained by careful physical and mental training, and by self-study, self-analysis, and careful planning and scheduling of hours of work and relaxation.

Finally, let me remind you again that efficiency does not lie in ceaseless, intense mental and physical action, in hustle and bustle, in noise and excitement.

Some men are like tug boats, tossed about on the waves, constantly darting here and there, emitting clouds of smoke and making a terrific racket. They seem to be tremendously active. With them, there is "always something doing."

But the tug boat never gets anywhere in particular. For all its strenuousness, it always ties up at the same dock at night.

Other men are like ocean liners—they proceed calmly, quietly, and with no show of effort.

Ocean liners move according to plans laid out months in advance. Their time is scheduled accurately and in detail. They proceed toward a definite port, irrespective of wind or wave. Although they make far less noise, they run more rapidly than the tug boat, and they arrive at their destined port having sailed every moment according to chart and compass, steering their course by the stars.

"GET BUSY"

**If we are kids until
20 and old men after
50 we have just
30 years, each with
300 eight hour working days,
or 72,000 hours to make good.
Better get busy.**

Proverbs of Money Making

By CARLYSLE HOLCOMB

SUCCESS measured by the accumulation of wealth is a very dazzling thing; and men are naturally more or less the admirers of worldly success. And with such valuable sources of necessary information within our reach, it would seem nearly impossible for the diligent worker to fail. Of course one, who recognizes no higher logic than that of the dollar, may become a very rich man and yet remain an exceedingly poor creature.

A great number of books have been written for the purpose of communicating to the public the grand secret of making money. But there is no secret about it.

"Take care of the pennies and the dollars will take care of themselves."

"Diligence is the mother of good-luck."

"No pains no gains."

"No sweat no sweet."

"He who will not work neither shall he eat."

"It is too late to spare when all is spent."

"Better go to bed supperless than rise in debt."

And the best of all is: "The world is his who has patience and industry."

Such are specimens of proverbial philosophy embodying the hoarded experience of many generations. They were current in people's mouths long before books were printed. Solomon poured out wisdom when he said:

"Go to the ant thou sluggard; consider her ways and be wise."

"The hand of the diligent maketh rich."

"Seest thou a man diligent in business? he shall stand before kings."

No man is proud of his ignorance or idleness; but every man glories in the patient industry by which he won his laurels.

The road is rough, but in work alone man finds contentment.

Though the world scoff at small beginnings, yet by such, history tells the story of greatness.

Of course Jay Gould began by selling rat-traps.

J. C. Hoagland began on a little side street, worked nights manufacturing baking powder, and today the word "Royal" is worth a million dollars a letter.

Disraeli prohesied in the House of Commons when they laughed at his oratory; "I will sit down now" he said, "but the time will come when you will hear me."

The time did come and he earned his position by dint of patient industry.

With one idea ahead, and patient concentration and work behind, all difficulties will fade into successes.

Importance of Agricultural Education to Business

—By Dr. Edward A. Rumely

An address delivered by the Treasurer and General Manager of the M. Rumely Co., before the Second Annual Conference of the Bankers' Committee on Agricultural Development and Education, Minneapolis, Minn., August 7, 1912.

Dr. Edward A. Rumely is rapidly winning recognition throughout the United States and Canada as a progressive, wide-awake, and successful business man, with large vision and comprehensive grasp of fundamental conditions, not only in these countries, but all over the world. He received a thorough technical and scientific education in the United States and in Germany, and has traveled widely. While he is the active and aggressive head of large manufacturing and selling interests, he still continues to be a deep and thoughtful student. He has made a speciality of education, having observed minutely and with understanding the methods used both here and abroad by the most advanced and successful educators. Although only thirty years old, he has already attracted national attention by the success of the Interlaken School for boys, of which he is the founder and president. Dr. Rumely's address, which is characteristic of the man, deals with foundation principles involved in the problems which confront Americans, and especially American business men, to-day. The solutions he suggests not only go down to the very roots of our problems, but have been largely proved effective in his own experience, and according to his own observation. I can think of very few subjects more worthy of the study of business men who are interested in present and future profit than those dealt with by Dr. Rumely in this address.—Editor's Note.

IT is significant of the new attitude toward public affairs that you gentlemen, representing

A NEW ATTITUDE

the bankers of the United States, should be assembled here to discuss the problems of agricultural education.

This change in the attitude of business men and others who have been the leaders and initiators of our economic development is one of the encouraging signs of our time.

The great upheaval which occurred within the last century has created conditions that are calling for better and better men to direct and inspire group effort.

INFLUENCE OF MECHANICAL POWER.

Mankind has come into possession of new tools.

The steam engine has attracted all productive activities from the home and centered them in vast factories. It has built up cities.

Rapid and cheap transportation has enabled the still further cen-

tralization of productive effort into larger units.

Engine power is so much cheaper and more effective that men throughout the civilized world have assembled near it so they may use it in all their work and as part of the daily routine of living.

A still further increase of human power came as we learned that ten men working together are vastly more efficient than ten individuals working singly. When a thousand men are united for a common purpose, their power has increased almost in geometrical ratio.

Today, in consequence, we are attacking problems of such magnitude that before them single individuals would be powerless. The corporation is the institution created within the last century to focus the endeavor of large numbers to a common end. Corporations have grown in size from decade to decade until they have become national and international in their scope, dealing successfully with

problems that would have appalled our forebears of only a generation ago.

With this growth to greater and greater size, the corporation became a factor of such importance to the life of each citizen that the feeling spread among the people of all countries that the state, representing the people as a whole, must step in to define the principles, limit the scope, regulate, and prevent the abuse of the power that has been acquired by such corporate groups. This new function of regulating corporations has given the public officials in charge of our government an authority and influence reaching intimately into our business activities.

CORPORATION OR STATE

The application of scientific knowledge and the use of larger tools have made possible, and public welfare demand, some undertakings that exceed even the powers of our modern corporations.

Think for a moment of the Panama Canal, where the very rocks which have stood as a barrier through all time are being severed to make a channel for ships and commerce, for thought and closer intercourse among the peoples. A corporation had undertaken and failed at the work. Our National Government rose to the need, used all the powers that inhere in our modern political organization, and gave the necessary credit to carry on the work. It is interesting in this connection to recall that the low interest rate and favorable market for the bonds was due to the deep conviction that the political organization, in the case of the United States Government, is the most stable and permanent thing in

human affairs. To the Panama Canal every American can point with pride as one of the monumental results of our governmental activity.

It is true that after this effort the efficiency of our officials and of the public organization at Washington sank back to lower levels. In the meantime, however, a demonstration has been made of what can be achieved by a government under disinterested and effective leadership.

We are finding that there are many other activities that can best be carried on if delegated to the government. No corporation, for example, could be safely entrusted with the unlimited powers and the many-sided control of individual lives necessary to the most successful operation of industrial, accident, sickness and old-age insurance, for as soon as such a system is developed, the instruction of all medical schools must be modified accordingly, health conditions in cities and industries changed by legislation, safety devices enforced in factories and upon farm machinery by the police power of the state.

No private corporation operated for profit could afford to cultivate forests on a national scale and for national aims and with due regard to such matters as influence on water supply, with no prospects of returns for sixty or seventy years. The distribution of mail, and building of public roads have fallen wholly within the sphere of the government's work.

Everybody recognizes that such a gigantic task as the digging of the Panama Canal could not have been entrusted to a private corporation. In spite of the fact that some of the best and most efficient schools are

privately managed and privately owned, we all recognize that the education of our children is of such fundamental importance that this function must be assumed mainly by City, State and National governing bodies responsible to all the people.

From year to year the field of activity that lies beyond the scope of the private corporation broadens; new tasks arise which to be handled effectively must be assumed by our public institutions. It is only necessary for us to be cautious in this matter and not to develop too fast.

We must hold as a principle that whatever can be handled by the individual must be left to the individual, that no function that can be effectively discharged by individual men should be taken over by the corporation.

THE LARGER STATE

The corporation binding a larger number of men together into group effort has permanence beyond the life of any one man and can best deal with a great variety of problems, as is evidenced by the thousands of corporations operating within our midst.

Everything that can be done by the corporation should be left for it to do, and the City, State and National Government should assume only such functions as can not adequately be discharged by private corporate effort. Starting with this viewpoint, the important thing for us business men to realize is that some broadening of governmental activity is inevitable.

My teacher of political economy used to say: "The State exists to protect life and property, and for defense against foreign enemies:" but we young men can no longer be-

lieve that this is the whole truth. The machines and tools, the railroads and commerce, the vast bodies of knowledge organized in the sciences, and fund of power in medicine and hygiene that the last generation created and left as a heritage to us, have made necessary a broadening of state functions. In consequence, public activities—what the State, in the broadest sense of that word, meaning the political group, does and how it is managed—in short, politics from year to year are becoming more important to each individual citizen.

BUSINESS MEN IN POLITICS

Until now our greatest leaders and the men of the largest talents have worked professionally as individuals or given their services to the corporation. Our most effective men who combine vision with a practical grasp of affairs have been gathered into our banks and business enterprises. With the broadening and increase of state activities, those leaders must go out equipped with their experience and their organizing ability to take an interest in public affairs—in politics if you please! and this meeting representing the bankers of this country is especially significant to many as a fruitful manifestation of this new spirit.

What our meeting here implies is that the agricultural development of our country and the spread of better training for agricultural work are of such prime importance that it concerns every capable man who can contribute anything of value, even though he does not make politics his profession. Unless many other business men—leaders—arise quickly and fully in a similar way to the new social

ideals that are stirring our people, our present government of selfish politicians will be supplanted by socialistic majorities that reject private capital as a tool, ignore the function of leadership, and believe merely in the routine of committee rule.

The State never needed great men as much as today. That economic conditions have made opportunities for men to become great is only half a truth. Great men, the heroes, have made history. Such great men are now needed who will use the State organization as their tool to achieve the larger ends.

In business circles attention is being drawn to the larger problems of agriculture by the discussion in such meetings as this. A generation from now, when the aims toward which the country is striving are well under way to realization, it will be recognized that due to the energy and efforts of our Association, success in dealing with the fundamental problem of agricultural education was hastened. The situation demands prompt action, for we have no time to lose.

NEED OF VOCATIONAL EDUCATION

Agricultural education is but a part of the larger demand of our time. Our cities are calling for skilled workers and better training for industrial effort. Every boy and girl is to be fitted by the school for the vocational effort of real life. The acute need for this at present is due to the fact that we have entered a new economic period of our country's development.

When the Republic was founded, four generations ago, our forefathers, scattered along the Atlantic seaboard, were but a few millions

in number. To their west lay a whole virgin continent, richer in soil fertility, timber, ore, and other national resources than any land the white man had ever found. With energy and shrewd intelligence, they took possession and exploited these stores in a gigantic way. The fur-bearing animals were killed. The timber was cut and sawed into lumber for use at home and sale into export markets, with mills that could handle a million feet a day, operated by the labor of few men. Improved methods of mining by machinery enabled a few men to handle vast masses of ore and metal. Faster and faster the prairies were broken and seeded to wheat, partly because wheat can be easily transported, but mainly because in the value of wheat there is not merely the labor of producing it, but also a content of valuable soil salts in which we have been selling the fertility of our virgin prairie in European markets.

In 1830 the work of growing a bushel of wheat on the farm required three hours of human time. Today, due to the introduction of improved machinery, a bushel of wheat contains only 10 minutes of labor value. In other words, the unit of soil salts, worth over 20 cents in each bushel, sufficed to furnish employment for three hours; while today the wheat-selling farmer must part with that amount of his soil capital to sell ten minutes of his labor—a development of 1,800 per cent in the wrong direction.

At first there was but a limited population and a vast land to be mastered and worked. To take its treasures with the least amount of labor became the aim of our people. Everybody's thoughts centered

upon labor-saving devices, with the result that more mechanical inventions and machines to economize labor were put forth in the United States than all the rest of the world. From our midst the typewriter and self-binder started on their unending march.

OUR ECONOMIC CRISIS

The first or colonial period of our history is now at an end. We are a hundred millions in number. Our open West is gone. The country is occupied. Our population is spread until cities have touched the Pacific. Already our timber is half cut, and we have calculated that within another generation at the present rate of consumption the last of our forests will be gone. We are mining our iron, our copper, our lead and other metals more rapidly than any other country in the world. The pioneer farmers who worked the soils of the South with tobacco and of the East with wheat, can no longer move off to the West, when, having exhausted the fertility of our lands, they find farming no longer profitable. The hundred thousand vigorous Americans who went last year to Canada with energy, capital and American tools are a concrete evidence that we have reached the end of the course which we have been traveling. The whole country has been startled by the warning of far-sighted men, and now the demand for conservation of our natural wealth is becoming more and more insistent. We have been made to realize that every child born brings a mouth that must be fed, a body that must be sheltered and clothed, but no increase in natural wealth. We must still learn that every child does bring two hands, which can work, and which,

when highly trained and backed by scientific knowledge, can create untold values. Stated otherwise, we must care for our increasing population, not by increased exploitation of our natural stores, but by providing abundant work for skilled labor.

CREATING VALUES OUT OF LABOR

We began by cutting the maple tree into a cord of wood, worth from three to seven dollars, and each tree furnished material for one day's work. This same tree, if sawed into lumber, is worth twenty dollars and would furnish employment for three or four days for one man. If quarter-sawed, and more carefully treated, it might be worth forty dollars and would furnish employment for more skilled and better paid workers and for a period of from 10 to 12 days. And this same lumber, in a furniture factory would produce furniture worth from one hundred dollars to five hundred dollars and would furnish employment directly and indirectly equal to from six months to one year's work for one man. If the workman had the skill of a German cabinet maker and artistic training, he might produce articles worth several thousand dollars, and find in the lumber from that single tree profitable employment upon which he could support his family for from one to three years. And finally, if he had the highest artistic ability and the skill of an Italian wood carver, he might produce objects with an art value ranging into many thousands of dollars, upon the return of which he could live his whole life.

The whole range of values in this series, from the seven dollars worth of cord wood to the seven thousand

dollar art object, depends upon the degree of refinement extended to identically the same raw material through quantity and quality of labor employed upon it.

BARTERING RESOURCES FOR PERSONAL SERVICE

Our country's four principal exports are still cotton, copper, wheat and mineral oil, all articles of natural wealth. We export chiefly these and relatively crude products partially manufactured with coarse machinery and unskilled labor—articles the price of which arises largely from the natural wealth with but a small content of labor values. We ship abroad hundreds of thousands of tons of steel at one cent a pound and copper at twelve cents a pound; and we buy back magnetos made of these same metals from Germany at one dollar and a half a pound. In exchange for steel rails at 1 cent a pound, we buy back scientific instruments at ten dollars a pound, nine dollars and ninety cents being the labor added to the ten cents' worth of metal.

To France we sell metals, wheat, barley, cotton, oils; and get in return champagne, laces, vichy water, amusement for our foreign tourists, and education for our students. The silk that she sends us, she herself has imported in a raw state from foreign countries, adding value to it merely through the skill of her workers and the design of her artists.

To England at nine cents a pound we sell raw cotton with its content of fertility from our Southern soils, cotton that she spins and weaves for the world's markets into cloth worth one dollar a pound without touching a single resource of her own land.

To Italy we send a million bushels of wheat, and Caruso comes to sing for us a few months in return.

A NEW ECONOMIC IDEAL.

A survey of our national activities reveals one significant fact: we are still bartering away the solid things of the earth in return for the use of capital, business and labor values and personal service of other peoples. Our forefathers, with a virgin continent behind them, could well afford to do this, but for us that time is long past. Our whole economic policy from now on must aim to create values out of labor in the cities by building up secondary industries that take the raw materials and convert them into highly manufactured products. Instead of selling our steel and lumber in the raw state at one cent a pound, we must sell our iron in reapers and engines at ten cents a pound, in automobiles at fifty cents a pound, and in typewriters and cash registers at two dollars a pound.

This same ideal of selling labor instead of natural wealth is binding upon the farm. We do not need better agricultural education, to increase the wheat crop from thirteen to thirty bushels an acre merely for the sake of increasing our total yield of cereals. I doubt with our present population whether it would be a good thing to increase the yield of wheat from thirteen to an average of thirty bushels an acre for the sake of growing seventeen hundred million bushels annually instead of seven, for that would simply hasten the day of soil exhaustion. Our aim should be rather to get the same amount of cereals from a smaller acreage, so as to leave more land free for other varied crops.

The ideal of selling labor values is binding for agriculture exactly as for other manufacturing industries. The more highly refined the farm product, the more labor and intelligence it contains, the greater its value in dry substances a pound and the smaller the drain it entails upon the soil of the farm from which it came.

Instead of cereals at sixty cents a bushel, the farmer must sell cattle at eight cents a pound, and he will get for each pound of soil salts forty times as much return. In butter, eggs, cheese and fruits he sells his labor and his personal effort rather than his soil values.

Of course we want to increase our acre yield to the highest profitable limit, so that we can grow our national quota on the smallest area, thereby releasing acreage for other crops, through which, with much less drain on our soil fertility, the farmer can market large values arising from labor, a larger capital investment, and intelligent management.

The degree to which the farmer is successful in reaching this ideal of selling his labor measures the approach to a balanced state of agriculture that will leave each acre of land at the end of the year as fertile as at the beginning.

THE SOIL, OUR HERITAGE

We must cease looking upon our land as an object which has us as transient masters. Instead, the passing years must teach us to love our soil as the European owner does the few acres that he has inherited from his father and in which lie all the past traditions of his family. In the soil we must see our great and permanent possession that is to be preserved, built up

and made more fruitful for our children in coming years. If we accept as a national ideal the demand that we live by the labor power of our people we must quickly become a nation of skilled workers in the city and upon the farm, for crude and unskilled effort will not support us in our present standard of living.

It is comparatively a simple thing to farm by machinery for wheat on the virgin prairie; but to carry on intensive agriculture in accordance with scientific principles under a system of crop rotation, using a great equipment of tools, with large stocks of well bred cattle, growing a great variety of plants and fruits, supplying from year to year the needed fertilizer to the soil, requires special skill and much technical knowledge

The routine of tradition will no longer suffice. The sciences of chemistry and physics, acquaintance with botany and some of the other elemental laws of plant life, mechanical skill in handling tools and machinery are a necessary part of the equipment for successful farming. The knowledge that underlies this is of recent development, but is not yet a common possession of the farmers of this country; hence, not knowing himself, the father cannot impart adequate training to his son.

The modern demand that the school shall broaden its function and take over industrial and agricultural education to fit its pupils for vocational work in life is not accidental or sporadic. The broadening of its function is part of the great sweep of development—another step in a process of the great evolution itself that began with the earliest human history.

Originally the family or clan, based upon the ties of kinship, was the highest social group in and through which men could work. Everyone outside of the clan was a stranger and an enemy, and each family was self-sufficing. In the old Testament we find the story of such primitive conditions. Abraham was father and grandfather to his people. He was the ruler, with powers of life and death. He was the priest who worshipped and offered sacrifices; he allotted the tasks, ordered the work and owned the property. If his people needed bread he provided it, and for water he found the well. When tribal war was to be declared, he commanded. One by one these functions were taken.

First the city crystallized a political organization that began to protect life and property. Authority over the person of the citizen passed from the father or head of the clan to the larger group.

It was one of the later Roman emperors who announced a law that from that day forth the authority to kill would be vested in the state, and that no father must thereafter kill his son or daughter or wife, but must turn them over to the state for proper punishment when they had committed wrong. In other words he announced that the time had come when the person can be better protected by the state institution organized outside of the family.

In the early days, the father performed all worship at the family hearth-fire. But soon religious feeling found a higher expression in prophets and great religious leaders, who called their disciples to follow them and gradually organized institutions that took over

religious worship and the propagation of religious doctrine in a separate institution.

Until a hundred years ago, the production of food still centered largely in the family. The advent of the steam engine and the introduction of new tools and machinery called for a broader group than was possible within the family circle. Corporations were organized to control factories.

EDUCATION PASSES FROM THE FAMILY TO THE STATE

In a similar way the family was no longer able to transmit successfully the body of knowledge that had been accumulated. Public schools were erected as a great innovation. The parents who under former conditions were responsible for the training of their children, were called upon to send them out of the home into the public school, and back of this demand of the state for control over the education of the child from the sixth year on we have placed the truant officer of today.

As it was found that the family was no longer adequate to furnish proper training, one subject after another has been added to the school course. Domestic science or home making itself is one of the latest of the additions to the curriculum. When vocational training in all its aspects, to fit directly for the broad work of life, shall have been completely included in the curriculum, it will be one step more in the long development toward social integration from the family to the larger unit. It will give us the benefit of the specialist who will be devoted to his particular line of activity with freedom to accumulate the broad special knowledge that has been in process of growth through

all the centuries and will continue long after his time.

CULTURE THROUGH WORK

Our discussion in America of the aims of better agricultural education so far has turned too much upon knowledge alone. We have assumed that it was simply a body of new information for the benefit of the farmers. But much more is needed. Many of the most valuable experiences we are unable to formulate in words, especially when they arise from our muscle sense. Skill of hand and a sort of sixth sense or quick intuition for practical work comes only of experience. Work with the hands leading to vocational training must become part of our school course for reasons altogether different from those originally enumerated.

Every child, merely as a human being, has values with its life so sacred that we may not use it as a means to an end. The fact that there is a dearth of skilled labor and that our factories need skilled workers, or that our farms must be more efficiently managed if they are to furnish the nation a permanent food supply, would not be a satisfactory ground for our taking control of our public schools, and turning them to such utilitarian ends.

The school has its first duty to develop the powers and latent possibilities of each child entrusted to its care so that it may grow to the richest possible life. It must give broad culture. Every child should be helped to understand the great truths that were accumulated for our generation as its heritage from the past. It should receive a working knowledge of reading, writing, spelling and numbers that will en-

able it to reach out and climb into any field of thought to which its interests may lead, and in addition our schools should give to all children feeling for the highest social and religious aspiration.

THE HAND, OUR GREATEST ORGAN

For the sake of this culture, work must be made part of the school course.

We have still to learn that our hand is our primary sense organ.

Man differs from the animals and is superior to them not because he has better eyes, or a sharper ear, or a keener sense of smell than they. He is superior to them mainly because the two fore members of his body, that in animals are either the wings or the fore-feet, have been freed from the burden of merely supporting or moving his weight. In the fore-members that thus became free, the thumb moved opposite the fingers and made the hand able to take hold of things and through the hand the human species grew in both spiritual and intellectual grasp of the world.

The club and the stone, which at first were only weapons, gradually shaped themselves into tools, and while plying these tools against the material world, a knowledge of the properties of materials was gained that has made man able to master them. Step by step this knowledge of physical properties was accumulated, organized until finally it was hand acquired. Through this hand knowledge has come our marvelous understanding and control of the physical world that has enabled us to build our machines, our railroads, our cities.

I look at a piece of wood. I see its color and its shape, but neither would tell me how that wood could

be used for this table, chair, or in a building, as structural material. As a boy with a jackknife, whittling a pine stick, I first learned the properties of pine wood: then by sawing boards and driving nails into them, as I made a box or a boat, I added to my experience further knowledge of the properties of wood.

We look at a piece of iron, and see its color and its shape. We can hear its ring if struck by a hard object, but we must file it and hammer it, fuse it and weld it, we must work with it with our hands, if we wish to know its properties, and know its resistance, strength, elasticity and the other characteristics that make it useful in our machines and bridges and tools.

HENRY FORD, A PRODUCT OF HAND
KNOWLEDGE

The experience of Henry Ford, our master builder of automobiles who has carried the art of quantity manufacture to a point of perfection unequalled probably in the United States, or for that matter anywhere in the world, is interesting in this connection.

This year Mr. Ford has built eighty thousand cars—or every third car manufactured for the American market. The aim that he is realizing is to produce two years hence every second car manufactured in the entire world. Exports from his plant have increased ten fold, and of his two hundred thousand cars projected for the next season a very large number will go into foreign markets. For the Ford car is already at home in South America, South Africa, China, as well as in every European country. The export power of this factory is based upon the refinement of the

manufacturing process and the use of heat-treated and alloy metals, by which qualities are imparted which make a pound of metal do the work of three pounds; thereby making possible the Ford as the lightest of all power-driven vehicles.

“In the early days of the automobile business,” to quote Mr. Ford, “I attended a Vanderbilt cup race. I saw a foreign car driver toss his coat and a spare valve to the side of the race course. I examined this valve and found it impossible to bend with my hands, although the stem was no thicker than a lead pencil. Even when I used my full strength, placing it across my knee, I could hardly bend it. I knew there was something peculiar in the metal. With the aid of a German chemist I had it analyzed and found that it contained an alloy. After a year’s experimentation and further study, I knew much about the property of metals that I had never dreamed of before.”

“But how did you, without a knowledge of physics and chemistry, notice and become so deeply interested in the peculiar properties of that valve stem?” was asked.

“As a boy, from the time I was eleven to eighteen,” he answered, “I had to earn my own bread working over a vise in a shop, with hammer, chisel, fire and forge. I worked constantly with metals, and during that time I gained a peculiar insight into their properties that has been the basis of all my later work in manufacture. What I regret more than anything else is that today our young men, carried on by the spirit of the schools, do not get this work experience early enough to have it impressed upon them and become a vital part

of their experience. Hand experience should be the basis that underlies their whole thinking."

Kent's Hand Book of Engineering, which is in the hands of every engineer in this country, and which contains the standard information for the entire engineering world, is filled from cover to cover with formulae about facts that can be neither seen nor heard, but which must be felt through the hand in order to be experienced.

KNOWLEDGE THROUGH WORK

Because the symbols of knowledge in the written and spoken word have appealed to the eye and the ear, our educators have been led astray, and have overlooked entirely the fact that the source of new knowledge is mainly the hand, and that the most valuable of all knowledge comes to us as we work with materials. In other words, we need practical work as part of the school course, not so much that we may become better mechanics, or farmers, in later life, but that we may acquire the broadest possible experience and understanding of the world in which we live. And we all need this, whether we are destined to become clerks, doctors, lawyers, bankers and business men, quite as much as artisans and farmers.

The muscles are intimately bound up with our intellectual life. Through them alone the emotions express themselves. We see in the face of a friend whether he is sad or glad by the lines that reflect the tension and movement of the underlying muscles; in the voice we recognize the note of sorrow or of joy that comes from the muscle tension of the vocal cord. The leader of a band, by the movement

of his baton reflects the flow of feeling through himself and holds all players in unison. For the violin player, every milligram of difference in muscle pressure, and every fraction of an inch difference in the rate of movement of his bow, indicates the varying play of his muscles, and brings out other tones, and in those tones we hear the quivering of the muscles so fine that they would be invisible to the naked eye, and through them magnified in the sound we understand the finest feeling of his soul.

CHARACTER THROUGH WORK

Grit and determination are developed in children as they overcome physical resistance. Only in later life can we will to do something abstract or something that lies in the future. As children, we must slam the door, run, jump, climb trees, overcome some other boy in a game, by physical strength, in order to give play to our will. These valuable character qualities can be developed fully only by giving definite tasks in the physical sphere to children. Actual purposeful work with tools furnishes the best training. In the adult man in the firmly set cheek muscles we still recognize the square jaw as evidence of purpose and strength of will and this muscle, like a rudiment, tells the story of how will in each individual is developed as the accompaniment of deliberate muscular effort.

In the brain, on one side there is a cell area about as large as a quarter dollar that serves as the nerve center for speech. Around it lies the motor center for the hand, arm, shoulder, and throat. In all right-handed individuals, this nerve center is on the left hand side, from

which the right hand is controlled. In left-handed persons, the nerve center is on the right side. Originally the cells that later become the center of speech, controlling both the spoken word and the understanding of words when heard, were the motor area for the right hand and throat. This development that goes on in every child shows the causal connection between the right hand, work, and the higher faculties of our mind. The Latins, who named all feeling "emotion" or the thing that moves out through the muscles, guessed the truths of muscle and mind.

NEED OF AN EARLY START

Through work we are brought into sympathy with our fellows as is hardly possible in any other way. Any plan of education that does not recognize these fundamental facts and make a part of the early training must lead to serious trouble.

From all sides we hear of the breakdown of our present educational system. Everywhere there is a feeling that it does not suffice; that it does produce capable and well-balanced men and women. The difficulty lies largely in the fact that our educators, until now, have overlooked the fundamental significance of work.

There are two nerves leading to the eye and the ear, and hundreds to the muscles of the body. These all must be used as avenues of knowledge, and the demand that we "send the whole boy to school" contains a fundamental truth. This conception, this work training, can be given to the boy in the agricultural school much more easily in the country than in the city.

Gardens, demonstration plots, five and ten-acre farms, conducted as an integral part of the school, will furnish an opportunity both for the activity and as object lessons by which formulated scientific knowledge can be conveyed.

As soon as we look at the problem in this way, we see that this practical work training must not be deferred until the thirteenth or fourteenth year; every child of seven or eight needs an opportunity to handle the basic tools, and to operate with the principal materials, for his cultural development.

In the twelfth or thirteenth year practical work should develop into vocational training along definite lines.

We cannot solve our agricultural problem unless we aim to reach every farm, and that can be done only through the primary schools.

Boys of from thirteen to fifteen are capable of understanding and making rapid progress in the subjects we are teaching at our agricultural colleges with greater difficulty to boys of eighteen to twenty-one.

Things learned during the earliest years become part of the fibre of one's thinking, as information acquired later on can never be, and for the most successful farming, the basic facts of scientific agriculture must become ingrained in the very flesh and blood of those who are on our farms.

After completing his primary education, in the Volksschule from his fourteenth to his eighteenth year every boy living upon a farm in all Prussia will soon have to continue spending from two to seven hours per week in the continuation school, confining itself exclusively to agricultural training. This law, while

already compulsory in many districts of the north half of Germany, is ultimately to be made universal for the whole Empire.

Better state universities, agricultural colleges, high schools, extension work, experimental and demonstration farms, educational pamphlets are all useful and much needed institutions, or devices, but alone they will not suffice. For this new work that we are asking the school to undertake, we need teachers especially prepared by years of training. Already the demand is so great that there are twenty places open for every competent teacher. New courses of studies must be worked out in normal schools that will give a combination of practical knowledge and the broad experience necessary for this new work.

Much experimental effort will be required to find the right forms of teaching, all of which it will be hardly possible for a school controlled by the state or other political body to undertake. Some large institutions, privately managed by those who understand and sympathize with this new ideal of education should be created.

A VOCATIONAL NORMAL SCHOOL

I conceive of a normal school, with five thousand students, with a broad course of studies, with laboratories for the physical sciences such as chemistry, physics, botany, biology, in which the students could receive instruction in the necessary sciences. These laboratories would also serve as places in which practical courses could be worked out which, when reproduced in the agricultural schools over the country, would knit this scientific knowledge into the everyday experience of the boy from the farm.

Languages, mathematics, geography and other cultural studies would be taught as at present.

Connected with the school would be a large experimental farm with several thousand acres. Before graduation every student desiring to obtain a teacher's certificate would be required to spend from eighteen months to two years at practical work, earning wages, either upon the farms of some of our agricultural colleges, or upon well-managed estates, or upon private farms of their own choosing in selected districts of the country.

Those desiring to become teachers of industrial training in the cities would similarly be required to spend from eighteen months to two years at practical trades work, divided into three six-months periods, in factories and other industries. The graduates of such a school of model training would be sought for throughout the country. The enterprise could be self-supporting, and could be undertaken jointly by a group of men interested in our industrial and agricultural development. Once established it would soon become the center of propaganda that would radiate its influence to every State in the Union, and from which would go forth a thousand well-prepared teachers each year to carry on this new educational work that we are endeavoring to promote. The standards of training set up at this school would influence other normal schools, and thereby this central institution would exert a far-reaching influence.

HOW GERMAN SCHOOLBOYS LEARN

Once, while on a walking trip through the Black Forest, I came to a little village school on a warm

July day. The teacher and fifteen little eleven to thirteen-year-old German boys, some with big patches on their trousers, were standing in a group not far from the building. One lad held a broom, with which he had swept clean a place in the gravel yard. In reply to the question of the teacher, a little voice said: "We planted the seed, and it started to grow, and the roots reached down into the glass for food, and it spread its leaves, into the air, to catch the sunshine and to breathe."

As I looked I saw a row of glasses in the school window, in which seeds were germinating and in various stages of growth. Just then a wagon loaded with wheat sheaves that were being hauled to the community threshing machine in the village passed by the school. The teacher sent one boy to fetch a bundle of wheat. He laid it on the ground, and set fire to it, as he explained: "This fire will make each part of the plant go back to where it came from. The heat and light will flow off into space toward the sun, from which they were gathered, and the smoke, containing the coal stuff (carbonic acid) will go back into the air."

And then he pointed to the ashes, and asked one lad where they came from. The answer was, "From the ground."

"But how did they get there?"

"The roots picked them up; they were in the water that plants suck up, and as the water dried up in the straw and leaves, these remained behind."

"What are these ashes?"

Another lad answered: "They are the minerals that are the strength of our soil, and that make the plants grow."

"What is your father doing?" he asked, pointing to a wagon loaded with wheat sheaves that was passing.

"He is hauling away the strength of the soil," another little voice said, "but when he hauls the manure back from the stable, he will put all the straw back on the soil."

Such lessons impress themselves upon the minds of ten-year-old children indelibly and make of them the skilled German farmers of to-day.

GERMAN ECONOMIC POLICY

Another time, as a student at the University of Berlin, I was listening to a lecture by the Professor of Economics. He was discussing the state policy that underlay certain taxation laws, and bounties upon sugar and alcohol. "Yes, we must conserve our soil fertility. Those products which drain the soil most of its permanent values we must import from abroad. If we buy cotton meal in America and feed the cattle here, the whole value of the meal is retained in the price of the meat, while vast quantities of fertilizers, containing the essential soil salts, remain upon the farm and enhance its fertility. In every million bushels of wheat that we purchase from America there are 1,575,000 pounds of phosphorus, nitrogen and potash, worth, in round numbers, 1,068,000 marks (\$267,000). These are drawn from the virgin prairies of America and other new lands. A portion of the fertilizer value of this wheat is retained through our systems of city sewage farms to enhance the fertility of our German soil. In disposing of products of the farm, we must strive to market such articles as meat, which contain but thirty

per cent of solid matter and only farms will be a long-time investment—two per cent or three per cent of mineral salts; cheese, and especially the carbo-hydrates, such as butter, alcohol and sugar. The sugar beet farmer feeds the refuse of his beets to cattle, and the manure goes back to the land. In alcohol production, only the alcohol is sold from the place, while the protein, containing the mineral salts, is fed and retained there. The extent to which the farm values we sell are attached to carbon in place of to the soil salts that exist only in limited quantities is a measure of the degree of our agricultural development.”

And it is this German art of selling labor in place of natural wealth that we Americans now have to learn.

THE EDUCATED FARMER MUST HAVE MORE CAPITAL

Public welfare demands that our methods of farming be changed, and the broader agricultural education that we are seeking will make possible the introduction of new methods upon our farms. You must bear in mind, however, that they will necessitate the employment of vastly increased capital.

Actually the American bankers and financial centers are facing a task that exceeds that of fifty years ago, when thousands of millions had to be poured into railroad construction.

The investment to be made upon farms will be a long time investment and cannot, on that account, be taken from the deposit funds of our banks.

Ten dollars an acre must be invested in artificial fertilizers, manures and crops plowed under to

bring back to fertility the worn out lands. For one hundred million acres this would mean a billion dollars, and it would require five years for plants to extract the fertilizer so placed, even if we should be willing to accept a plan of bringing on soil exhaustion again in five years instead of permanent improvement.

More farm machinery and more special tools must be employed to save labor in proportion to total output, and thereby offset the difficulty of securing farm help, until our new education shall have created such enthusiasm for farming as will bring a sufficient number of capable and willing workers.

The per acre investment in machinery ranges from three to seven dollars at present. It must be increased to from twelve to fifteen per acre—or a total, on three hundred million acres, of two billion dollars.

In cattle raising a calf must be purchased and kept for two years before it is ready for the market. Cattle must be purchased and buildings must be erected to care for the stock, and for this an additional investment of from one and a half to two billion dollars will be required. In other words, as soon as the problems of agricultural education have been solved, we must devise avenues of credit by which five thousand millions of additional longtime money can be made available from the world's cheapest credit markets for American farm operations.

CONTROL OF PLANT LIFE

Plants have become plastic in our hands like clay. We can mould their forms to suit our needs. All the domesticated plants that are the basis of our present agriculture

are man-made—the result of age-long unconscious effort on the part of our forebears. With the scientific knowledge that has come within the last sixty years, since Charles Darwin, we are able to take hold of plant life and accomplish in a single decade more than untold generations before. The potato, upon the development of which the Indian probably worked thousands of years and which was cultivated in Europe for three hundred years since the time of Sir Francis Drake, has been re-created in a single decade by conscious effort of French gardeners.

Wheat originally was a seed as tiny as the seed of hay—two berries to the stalk. It has been made by man what it is. The adding of but a single grain to each head would add five per cent to our annual wheat crop, thereby without any increase of effort, producing an annual revenue of \$25,000,000.

The possibilities of plant life have hardly been touched. There are hundreds of thousands of botanical forms upon which no conscious method has been used by man.

Our forefathers at the time of the Revolution, hoped to lighten the drudgery of human life by stimulating through patent legislation and the development of schools and technical knowledge, the use of machinery, and mechanical inventions. Hundreds of thousands of men have spent their lives to promote these ends. The effort to promote better schooling and greater technical knowledge that started with those enthusiasts for humanitarian ideals who framed the Constitution, has achieved their desired results. The age of machinery is here. It is for us now to recognize the pos-

sibilities of forwarding plant life so as to make it serve better human needs and by a similar broad agricultural school system create an army of men to attack this problem.

To sum up, then, we have arrived at a period that is almost critical in our country's history.

(1) We must change the industries of our cities and the methods of our farming so that henceforth we shall sell the labor power of our people rather than the natural wealth of our land.

(2) In order to make all labor effective so that it will create large values, we must have vocational training that will fit directly for life's work. City children must gain skill and knowledge for industrial effort and the children destined for the farm must have in their schools a broad training that will give them understanding of the scientific principles as well as skill and enthusiasm for the work itself.

(3) This vocational training, or work, is needed for the child's own intellectual and moral development and must be included in all primary schools on that account alone. Our forefathers, in their struggle toward civilization had for ages to work with their unaided hands, and this period must be repeated in the life of every child. Nation-wide results cannot be achieved by mere devices such as demonstration plots, prize contests, propaganda leaflets, all of which are good but not sufficient to modify profoundly the mind of one-half of our whole population.

(4) Teachers consciously prepared for this new work by years of special training are our most urgent present need.

(5) To set the standards, develop proper methods of instruction and equip the first teachers in large numbers for this new work, a central normal school should be developed by the joint effort of manufacturers, bankers, railroad men and other citizens interested in either the cultural or practical aspect of work as part of the school curriculum.

As these are realized we shall have the education of the whole child. Training for work will emphasize the civic consciousness by making every citizen feel that he has his useful part to do. On the farms there will be less soil rob-

bery and in our factories a rapid development to quality production. The skill and forethought implied in this will lead to broader national culture. As the standards of manufacture and agriculture rise we shall rely less upon our national wealth, for, by selling our labor instead, we can conserve for future generations our soil fertility.

Agriculture has been a process of mining. We need the new education so that the farm may become a workshop, furnishing a field for skilled labor, intelligent management, and the profitable employment of capital.

The Front Door Salesman —By Edward C. Bagnell

THE title front door salesman may seem strange to your ears, but were you to hear him described as canvasser, solicitor, agent or peddler, you would instantly have a mental picture of this same gentleman.

Now this vocation is looked down upon by a great number of people who imagine that a man who rings doorbells in order to sell his wares, has reached that stage in his life where he has given up all hope of being a success in any other line of endeavor.

This is a great mistake, for the training and experience which a man receives, while doing this "field work," will stand him in good stead at some future time, whether he remains in the selling end of the business or not.

Among the great men of the world who have engaged in this particular branch of selling are, George Washington, Napoleon

Bonaparte, General Grant, President Garfield, James G. Blaine, and Daniel Webster. The foregoing statement may not be generally known, but it is true nevertheless, as it can be readily verified by the memoirs of these noted individuals. I venture to say that if a census of the business men of the present were taken, a goodly majority would be found who at some time in their career had engaged in the work of soliciting, canvassing or peddling, whichever may be the more diplomatic way of putting it.

This is the primary school of salesmanship.

Here the scholar is taught observation, concentration, enthusiasm, industry and confidence together with other qualifications which are necessary to a successful salesman.

Human nature will be displayed to you in its infinite variety. Here you meet and talk with the poor,

the rich, the sick, the well, the just, the unjust, the young, the old, and so on, gathering from each a wealth of information which can never be obtained from looks.

This is the place where you can get the viewpoint of the customers if nothing else, and there are hundreds, yea thousands of manufacturers, merchants and advertising men today who would give much gold if they could discover the viewpoint of the buyers—why some buy and others don't. Therefore, the man who has this knowledge is on a fair road to a position as an advertising man with some company who will pay him a salary which will enable him to keep the wolf from the door and put a little aside for a rainy day.

These are the fellows who are on the firing line. They get the first hand information a sales manager oftentimes needs to prepare his campaign.

They can tell you why a woman refuses to buy a larger cake of soap for less money than the one she is using—why she goes several blocks out of her way to buy what she wants and how she influences other women to buy it. They can also tell why an article is a big success in one town and a complete failure in another.

These men have the facts and while the sales manager of many a company is lying awake nights trying to solve these and similar problems, the front door salesman possesses the solution.

If you would see people as they are and not as they appear to be, interview them in their homes, the veil will be drawn aside and the observer can acquire the material which will prove invaluable for the advertising campaign. This material is the rock on which to build; not on the sands of theory.

Though the front door salesman's lot may not be all that could be desired, yet it has its compensations, and may be the stepping stone to positions in the world of business which were thought to be beyond his highest ambition.

So watch the progress of some of the present day F. D. S. and perhaps you may find him at the head of a department in a few years from now.

Observe the salesmanship displayed by some of these gentlemen the next time you are solicited for a magazine subscription, set of books, etc., and whether it is their persistency or the appeal you simply cannot refrain from putting your name on the dotted lines.

Am I right?

It may help you to clear up your Ideals and Purposes to bear in mind that Desirability is the only known measure of value.

—MORTON MAYNE

The Questions of Socratic ^{By} Arthur W. Newcomb

Reggie Become a Specialist

WIGGINS had not been at the office for more than an hour or two a day for a fortnight.

It was the time for the orange harvest on his ranch.

At first, Fussberg tried to make himself and the rest of us believe that life was far sweeter with the big chair at Wiggins' desk vacant most of the time.

"You don't know how we miss you," he had wailed about the third morning, when Wiggins had come in to look over his mail. "We don't have ponderous orations any more to take our minds off all sordid things. All we can find to do now is to attend to the savagely uninteresting task of earning our living. Our jokes—our perfectly killing jokes—pass off all too quickly because we don't have the exquisite pleasure of stopping to explain the point to you. If you don't get those oranges picked and shipped pretty soon, we'll get so far ahead on our work that we shall have to send over to the library for some heavy volumes of ten-point platitudes to pass away the time and take the place of your sparkling conversation. Please hurry up and get rich so you can come back and lecture us some more about the unsightly and disfiguring heel-marks of oppression we are making on the

cheerful, well-fed and rubicund faces of the poor."

Wiggins had closed his desk and walked out in silence.

It was a week later when Wiggins had come in, facile of observation to beholders after ten days in the open. He had been for three days entirely absent from our midst. And it was Fussberg who had put the feelings of all of us into words like this:

"Trustworthy to Pierre, old man, forget my thoughtless and ill-informed banter of yon yesterday; turn your citricultural gold-mine over to some well-paid and responsible underling and come back and stay with us, as of yore. Believe me, this is no humorous badinage, but the sincere appeal of a hungry heart."

Fussberg, despite the many times he had lured Wiggins into a verbal ambushade, and notwithstanding a lapse into his bad habit of pedantic ostentation, had such a ring of earnestness in his voice that Wiggins was warmed into response.

AN INVITATION TO WIGGINS' DOMESTIC SHRINE

"I am almost through now, Fussberg. It's only going to take two days more. I expect to send the last load of navels to the packing

house on Washington's Birthday. Ada and I want you all to come out that day, which will be Saturday as well, spend afternoon in the groves and join us at dinner in the evening."

It is unnecessary to record the almost unseemly haste that characterized our snapping up of this invitation.

And this explains why we were blissfully disposed before a spicy eucalyptus blaze in a pleasant state of gastrectasis on the night of February twenty-second.

Wiggins' and Ada's "love of a big living room" seemed to be the acme of mundane paradisiacal environment. The fragrance of roses and violets drifted in through open windows upon the cool little breeze that came down from the snows of Cuyamaca's crest.

"This," observed Fussberg, caressing the handle of his coffee cup, "is good enough to make a man forget that there are many delinquent debtors or cruel creditors in our justly famed world. Honest, Wigg, doesn't it make you forget even that there are any heel-marks of oppression on the faces of the down-trodden?"

JEWELL EARNS A PROMOTION

"Life is good," confessed Wiggins seriously, "and I am especially happy tonight because I received today a bit of splendid news from one of our best beloved mutual friends. I have a letter from Jewell, saying that the first of September the sales manager of his concern is to become general manager to take the place of Crompton, who is to retire at that date. Jewell steps into the office of sales manager. It's a prize on which he has set his heart. It's been his ambition for years. He

has been preparing himself for it. And he will make a notable success of it."

Then and there we composed a letter of congratulation to Jewell, and all signed it.

When this felicitous courtesy had been properly dispatched, Fussberg's practical mind turned at once to the obvious query: "Who is going to take Jewell's place?"

"Well, he says in his letter that is a question that is bothering him a good deal," returned Wiggins. "Ordinarily he would take a salesman of experience and capacity from some less desirable territory and put him on here, which is the best for the electrical business on the coast. But it happens that every salesman in the employ of the company now is a veteran in his particular territory, owns his home, has lived for some years in some centrally located city and is wedded to his customers. Each of them thinks he has the best territory, for a wonder, and none of them wants to make a change.

"The next best thing he could do, he says, would be to promote some ambitious young fellow from the accounting or operating departments to the road; but again it happens that every available man is ambitious to follow up the particular phase of the electrical business on which he has started. None of them cares to undertake salesmanship.

"He says he might import an electrical engineering salesman from the East; but if possible, he would rather take some young electrical engineer acquainted with the West, and with some experience in salesmanship, and break him in for this position. One of the reasons

he writes to me is to ask me whether or not I can recommend anyone to fill the bill."

"Well, you'll have a mighty hard time finding such a man," declared Dubheimer. "I don't know of an electrical engineer in all this part of the country who isn't handsomely placed; nor do I know of a salesman who knows anything about electrical engineering. Do you, Wigg?"

"Can't think of a soul," sighed Wiggins. "The combination Jewell wants is a rare one."

REGGIE HAS YEARNINGS

"Wish I could qualify for the job," longed Reggie, Wiggins' juvenile but maturing immediate fraternal kinsman. "It's just the kind of selling I would most enjoy. It has a big future in it."

"Well, why don't you?" Socratic wanted to know.

"Why, I'm not an electrical engineer," defended Reggie wistfully.

"And when did you become too old to learn anything?" probed Socratic.

"Oh, I'm not too old to learn, but I can't afford to take a course in electrical engineering at the university. Besides, there isn't time between now and September."

"Have the universities a copyright on the science of electrical engineering?"

"Why no, I suppose not, but I don't know how to teach myself even if I had the books, and I wouldn't have the time to do it even if I knew; and there isn't time enough between now and the first of September, even if I hadn't anything else to do."

"Aren't you ashamed not to be able to turn up more than five excuses, Reggie?"

"Why, Mr. Socratic," protested Reggie, much injured, "you don't think those are mere excuses, do you?"

NARROWING DOWN THE REQUIREMENTS

"What did you learn about human possibilities, Reggie, when you first took up salesmanship? Remember?"

"Why, that one could have anything he really and truly wished to have if he only wished hard enough to pay the price. But there must be some limits to that, Mr. Socratic."

"And you are ready to ascribe limits in this case without making any investigation?"

"Why, I don't see how any amount of investigation would change the obvious facts that it takes three or four years of hard work, several hours a day, under good instruction in the university, to complete a course in electrical engineering, and that I have neither time nor money to do that work, either in the university or outside."

"Think an electrical engineer who had spent four years, as you say he must, would use everything he learned in selling electrical supplies in this territory?"

"Well, why not?"

"Is the purchasing department of either of the telephone companies in this territory?"

"No."

"Then would the salesman need imperatively to have at his tongue's end all of the hundreds of formulae, facts and figures on

telephone construction and operation?"

"No, I presume not."

"How about telegraph supplies? Would you have to sell any of them in this territory?"

"No."

"And elevated railway equipment. Any of that sold here?"

"No, I guess not. Not for a long time, anyway."

"Anything doing in electric lamp manufacture?"

"Not in this territory now."

"Suppose, then, you were to specialize on just the electrical supplies and appliances used in this territory. Wouldn't that cut down the time necessary to learn the engineering part of the work considerably?"

CAPITALIZING BY-PRODUCTS OF TIME

"Yes, I guess it would. But even at that, I've got to sell goods right out amongst 'em about nine hours a day in order to keep up my quota. Besides that, I meet a good many customers in the evening; and when I'm not meeting customers I'm writing up my orders. I don't see where I could get an hour a day for studying; and even if I could, what good would an hour a day do between now and September?"

"Did you ever figure up how much time you spent on trains making your territory?"

"No, I never did, but I guess it would average up not less than twenty hours a week. I have some pretty long jumps to make."

"Twenty hours a week between now and September first means how many hours?"

Reggie figured a minute on the back of an envelope then he said, "Five hundred and forty hours."

"How many hours a day do you think the average student in a university spends in actual study?"

"Well, he is a regular grind if he spends eight hours a day."

Fussberg whistled. "If my observation is worth anything," he interjected, "the average university student is a phenomenon of industry if he puts in five hours a day actually studying."

"Call it eight hours a day," continued Socratic, ignoring Fussberg's jab. "How many weeks of five days each are there in five hundred and forty hours?"

Reggie figured a little more on the back of his envelope and announced the result, thirteen and a half weeks.

"If you specialized for thirteen and a half weeks, eight hours a day, on just those items of electrical engineering science you needed to begin work in this territory, do you think you could pass muster by the first of September?"

"Well, a fellow can only try, if course," intoned Reggie for all the world like his big brother. "But it seems a hopeless task."

THE NARROWER THE FIELD, THE MORE INTENSIVE THE CULTIVATION

"Know Charlesworth, Reggie?"

"The electrolysis expert? Yes, I know him."

"What does he do for a living?"

"Why he is called to all parts of the country to give counsel to gas and telephone companies about protecting their mains and cables against electrolysis caused by earth currents. And he gets mighty big money for it, too."

"You know what he was two years ago?"

"Why I have heard he was an

electrician in the employ of some telephone company in the East."

"Then how did he get to be an electrolysis expert?"

"Why he spent all his spare time studying earth currents and specializing on it until he became THE authority on the subject. He had put more time on it than any other one man."

"And if you study electric engineering problems of this territory and nothing else the equivalent of eight hours a day for thirteen and a half weeks—with your present general knowledge of mathematics, physics and mechanics and your unusual talent for such subjects—don't you think you could become

an expert on those particular problems?"

"Well, I don't know. It means a great deal to be an expert."

"Well at least, expert enough to start in selling goods under Jewell's management and direction?"

"By Hextor, I believe I could."

"Wiggins," demanded Socratic turning to our host, "Since you are debarred by consanguinity from making unprejudiced reply to Jewell's inquiry, will you turn over that part of the letter to me? I have just the man for the place. He has only just wakened from a long sleep, but we shall hope that it was refreshing and he will be all the better for it."

Why An Advertising Club Succeeds— Or Fails

—By E. St. Elmo Lewis

Advertising Manager, Burrough Adding Machine Company

Mr. Lewis has had an active part in Ad-Club work for ten years. He was one of the organizers, and first president of the Detroit Adcraft Club and the Association of National Advertising Managers. He is now a member of the National Educational Committee; chairman of the Research Committee, and member of the Executive Council of the Associated Advertising Clubs of America, and member of the Council of the National Economic Society; member of American Philosophical Society.—Editor's Note.

THE average advertising club passes through three periods of activity.

FIRST—It gets together to talk about advertising in general, hearing more or less instructive oration on the subject, by men who know more or less about it.

We like to see the mayor of the city get up and talk to us, because—first, he is the mayor of the city; in the second place, he generally knows how to talk, and in the third place, it is refreshing for us to realize how little he knows about advertising.

SECOND—The next stage is when we have all become acquainted with

one another and want to have "a good time."

It is during this period that we generally degenerate into picnics and vaudeville performances, and this divides the club into two camps.

The serious-minded fellows, who wonder why they are members of the club, and why it was ever called an advertising club.

The more frivolously inclined, who seize the opportunity to "entertain" their friends.

THIRD—The last development of the club, is the one through which a great many organizations are going just now, when even some of

the frivolous ones are beginning to realize that an advertising club that has no more reason for existence than to try to do what many of the social organizations are doing, simply interferes with the social organizations to no particularly good purpose.

The consequence is we are finding some difficulty in holding our membership.

Many of the advertising men—the men who pay the bills—are leaving such organizations, or at least, taking but a very passive part in their conduct.

Some of the best friends I have in the world are among those who sell me advertising. Many of them are fine types of men.

Many of them are realizing the importance of the same problems that confront the buyer of space, of printing, of engraving, and of agency service.

They will be found, when the time comes, on the side of a business-like consideration of these problems.

The advertising clubs, for instance, such as the New York Advertising Men's League, the Dallas Advertising League, the Toronto Advertising Club, the New Haven Ad Club, the South Bend Ad Club, the Des Moines Ad Club, the Adcraft Club of Detroit, the Cleveland Ad Club, and the Toledo Ad Club, are clubs which have gone through the first two periods mentioned above.

They are now face to face with the problem of delivering a practical benefit to their members. They realize that good times, acquaintanceships, etc., must be a by-product to the manufacturing of important information about the work

that they are engaged in for both buyer and seller.

The consequence has been that organizations such as the Adcraft Club of Detroit, hold a meeting every other week, beginning at six o'clock and lasting until eight, at which definite, practical subjects relative to advertising are taken up for discussion.

These subjects are limited. We don't take up the subject, for instance, "What is an Advertising Manager's Job?" and expect to settle it in two hours with a dinner thrown in.

When we do discuss it we don't discuss it from the standpoint of an essay written by a freshman about the subject of the "Milky Way" or "The Great Heroes of History."

We take a subject, for instance, under the general topic of "What an Advertising Manager Should Do," and take one phase of it "How I Hook Up the Advertising to the Sales Force."

Assign that subject to three or four different men who will discuss it from the standpoint, for instance, of a manufacturer, a department store, a specialty company with a large number of salesmen selling direct to the consumer, and a small retailer.

Then we throw that discussion open for three minute experience talks among the members. We don't just let them "get up if they feel like it," but the chairman of the meeting conducts it exactly like the old style revival preacher would conduct a revival meeting—he calls on men who know something worth saying.

He knows the men in the audience who have had experiences: it doesn't make any difference whether they can talk or not. We are

not there to hear orations—we are there to get experience.

The chairman of the meeting, being a different one each time, is selected because he knows something about the particular subject of the evening.

The next discussion will be on another phase of the advertising manager's work. Then, after we have had five or six meetings or more on that subject, we take up, say, the subject of the Sales Department's methods of co-operation.

The progressive club should find out how the sales people in the different retail stores, advertising in your own town, follow up their own advertisements. What they know about the kinds of goods being advertised, and how they sell it.

Another committee, or another division of the same committee, should make a research into the methods used by the local retailers in handling nationally advertised products.

Reports from these two committees ought to be interesting to everybody.

In the first place, all the retailers want to know how efficiently to handle the national lines. They want to know what their clerks are doing with their own goods as advertised.

Now, a committee sufficiently large and sufficiently expert that would devote two or three hours for two or three days to this subject, could get a report that would be very illuminating.

And it probably would be very illuminating to some of the department store managers to know how their advertising and their service appeals to the woman on the other side of the counter.

In the appointment of such committees, there ought to be a judicious mixture of the advertising and selling people, and people who are not selling the department stores anything.

Then the committee could be put to work by assigning certain stores to each individual, in the case of store investigations.

In following up national advertising, each man ought to be given a certain line of goods and be expected to call on from six to a dozen people handling that line, and make his comparisons.

This method of treatment has a greater local interest than telling what happened in other cities.

The national advertising research if carried on by all the 173 advertising clubs of the Associated Advertising Clubs of America, would produce a fund of data that would be worth, if efficiently handled, many hundred dollars to national advertisers and to retailers, too.

It is my contention that the Associated Clubs should encourage this kind of work by having such reports sent to the Secretary's office, there to be classified, codified and analyzed, and sent out afterwards, to the national advertisers who are members.

A careful analysis of investigations made of advertising and selling methods in use by large department stores as well as small retailers, by men who are on the ground, would give us a mass of information upon the efficiency of these stores that would be of inestimable value to every retailer in the country.

It would show what paid—what failed.

Another thing we should have, more complete data and informa-

tion relative to publications in each club's own city. This investigation ought to be made by an impartial committee, and then interchanged among members of all clubs.

Such information would be worth a good many dollars to general advertisers.

No legitimate publication, having legitimate claims upon the advertiser's attention, would hesitate for a moment to thoroughly endorse such activities upon the part of each club.

There is also an opportunity for an investigation of the effects of fraudulent advertising.

And then there is an opportunity to go into the efficient organization of advertising departments—a very important thing, because the vast majority of advertising departments have no organizations. They have no facts and figures upon which to base their activities.

Too many small advertisers among manufacturers buy advertising on a basis of expending what they can "afford to lose," but there are growing indications that they are no longer satisfied to pursue

that policy. They want more accurate facts and more accurate figures about exactly what they are trying to do.

They want to know who are the possible customers of a territory; the results of experience in dealing with a similar kind of customers in other territories; what experience indicates that it should cost, on an average, to get the attention of their possible buyers; what it should cost to get orders in different territories, etc.

This may all sound like a mere ideal, but if I had the space I could cite a hundred instances from my personal observation, showing it to be the practice of efficient advertisers to get this kind of information.

In the not far distant future, advertisers will be guided by facts and figures of this kind, instead of by the over-zealous solicitation of advertising agencies, representatives of media and the clairvoyant skill of advertising men who consider advertising very largely a matter of chance, guided by "their intuition."

THE longer I live the more I am certain that the great difference between men, between the feeble and the powerful, the great and the insignificant, is energy—invincible determination—a purpose once fixed, and then death or victory. That quality will do anything that can be done in this world; and no talents, no circumstances, no opportunities, will make a two-legged creature a man without it. —By SIR THOMAS FOWELL BUXTON

Baltimore Plans for the Ninth A. A. C. A. Convention

—By Ward H. Mills

Executive Secretary Advertising Club of Baltimore, tells what we may expect when we visit his city with the others next June.

THE Ninth Annual Convention of the Associated Advertising Clubs of America will be held in Baltimore, June 8th to 13th, 1913. This convention will be attended by delegates from upwards of two hundred advertising clubs throughout the United States, Canada and England, and also by business men interested in the extension of international trade from a number of the countries of Continental Europe and Latin America. It is estimated that the attendance will approximate ten thousand. It will be the largest and most important convention in the interests of advertising ever held.

A special invitation to attend this convention has been extended by the Advertising Club of Baltimore through the consular service of the Department of State, which is co-operating with the Baltimore organization, to advertising clubs, commercial bodies, newspapers, trade publications, magazines, business concerns and agencies throughout the world.

The Governor of Maryland and other State officials have granted the use of the great armory building of the Fifth Maryland Regiment, in which was held the last National Democratic Convention. This building seats fifteen thousand people, and is the most admirably equipped convention hall in the world.

WHAT THE A. A. C. A. IS.

The Associated Advertising Clubs of America is composed of

approximately two hundred affiliated and related local clubs in the United States, Canada and England, with a total membership exceeding ten thousand. It is proposed to extend the organization in all countries.

Advertising, in its broad sense, is construed by this association to mean not simply payment by the advertiser for a certain amount of space in a publication, but the kind of publicity that makes for the advancement of civilization through promoting closer social and commercial relations locally, between the people of different sections of a country, and between the peoples of different countries.

INTERESTING FOREIGN PROGRAM.

President Edward J. Shay, of the Advertising Club of Baltimore, has just returned from a missionary trip abroad, having visited the larger cities in seventeen countries, in which he extended to advertising organizations, publishers, agencies and commercial bodies a personal invitation to attend this convention.

The Baltimore Committee on Foreign Representation is now in correspondence with the consular officers of the United States Government, and with many hundreds of business concerns, trade bodies and publications in Europe.

The German Association of Publicity Specialists has arranged to send a special commission to this convention to study American methods of advertising, and to get

in personal touch with representative business men interested in advertising, attending from other nations. Similar organizations in Italy, France and Spain have also promised to send delegations; and commercial bodies, publications, agencies and individual firms in the various countries are expected to be represented.

The deliberations of this convention will be constructive and educational in the broadest sense. The program of speakers will include the keenest-minded and most successful, practical advertising specialists in the United States, and the discussions will be participated in by the most advanced men in the field of advertising in the world.

AN EXHIBIT OF ADVERTISING.

One of the interesting and instructive features of the convention will be the exhibit of advertising, covering upwards of thirty thousand square feet of wall space and a corresponding amount of floor space. Included in this exhibit will be displays of advertising as employed by business concerns of the various nations of the world.

There will be shown not fewer than three national campaigns of advertisers of the United States, exemplifying their various forms of publicity. This exhibit will line both sides of the great armory building. Space in this exhibit will not be for sale, the examples of advertising in different lines being chosen for the educational value of each. The chairman of the Committee on Exhibit of Advertising is Grafton B. Perkins, of Baltimore.

While the Baltimore convention is to be devoted more largely to constructive and educational work than any preceding one of this or-

ganization, the matter of entertainment will not be overlooked. Baltimore will sustain its traditional reputation for hospitality. The Advertising Club of the City of Washington proposes to entertain the delegates in the Capital City one day during convention week. The Advertising Club of Richmond, Va., is considering the expediency of having the delegates visit that city also.

All the arrangements preliminary to holding the convention are in the hands of the Ways and Means Committee of the Advertising Club of Baltimore, of which Henry Morton is chairman, and which includes Edwin L. Quarles and William Woodward Cloud. The Committee on Foreign Representation is composed of Herbert Sheridan, chairman, Edwin L. Quarles, Alfred I. Hart, Paul G. L. Hilken and William C. Robinson.

NATIONAL PUBLICITY COMMITTEE.

Correlated with the work of the Convention Committee of the Advertising Club of Baltimore is that of the Publicity Committee of the national body. At the head of this is R. H. Waldo, of New York. Other members of this committee are St. Elmo Lewis, one of the best known newspaper advertising men in the country; C. D. Spalding, of *McCall's Magazine*, in charge of magazine advertising; Leroy Fairman, of *Advertising and Selling*, in charge of advertising the convention in the trade press of this country and Canada; W. G. Rook, president of the *Canadian Home Journal*, is chairman of the Committee on Convention Publicity in Canada; A. E. McBee, of New York, heads the Committee on Street Car Advertising; C. J. Gude, of New York,

is directing Outdoor Publicity; and Llewellyn E. Pratt, with a committee of able specialty and advertising men, is taking care of the Specialty Advertising field. All of these chairmen have the efficient assistance of able men in their respective fields.

“On-to-Baltimore” Committees are being formed in a great many of the local clubs. The members of these clubs pay to the treasurer a given sum each week, so that by the first of June a sufficient fund will have been created to defray all the expenses of the trip to the convention.

Little Things

—By Milton Bejach

Advertising Manager, The McCaskey Register Co., Alliance, Ohio

THIS is a world of little things. The tallest mountain is only a gigantic mass of little things. The skyscraping office buildings are composed of millions of little things. Man's activities in every field of endeavor are made up of trifles, little things that apparently count for little.

If it had not rained the night before Waterloo, Napoleon's children might sit on a throne in France. The rain was a little thing compared with the fates of the nations which it controlled.

It was a little thing that led to the discovery of America. Columbus was about ready to turn his ships and go back to Europe when a lookout saw seaweed floating near the ship.

A lamp swinging in a cathedral furnished the idea of the pendulum and from that idea we have our clocks. It was a little thing, this lamp swinging back and forth, its arc always the same. It had swung that way for years and might have continued to do so for centuries more, furnishing light only, and not a principle of which the whole world now makes use and without which we would find it impossible to carry on the business of civilization except in the daytime.

The savage learned to count the hours by laying sticks in a half circle and watching the sun's shadow cross them one by one. The discovery that the moving of the shadow meant the passing of time was one of the biggest things that had occurred on this earth since our earliest ancestor dragged himself out of the slime of the Cambrian seas.

Little acts of oppression, petty meannesses inflicted on the colonies lost an empire for George the Third and laid the foundation for the world's greatest republic.

Mankind has grown great and strong, has subdued the earth, the water and the air by a succession of little victories.

The early men, still in their apehood, were afraid of the earth, the flat fields and barren ridges. They felt secure in the trees where they had their four-footed enemies at a disadvantage. Then some one discovered that a sharp stone would pierce flesh. Another found that this sharp stone fitted on a stick would make a deeper wound. Then another discovered that a string, tied at both ends to the ends of a stick, would propel another stick fitted with a sharp stone. So the bow and arrow were born, and men

stopped living in the trees and found time to till the flat fields of which he had once been afraid.

Man then was still afraid of the water until he found he could float down a river if he stayed on the top side of a log. That led to the making of a dugout, and from that idea we have evolved the Lusitania.

We have just learned by a succession of small victories how to stay aloft in the air and guide ourselves in the face of the wind.

Little things, mere trifles, make and unmake men, businesses, empires. Even Nature takes cognizance of little things.

For years and years a certain geyser in Yellowstone Park erupted every fifty-nine minutes. The most carefully tested watches were not more regular. No one knows how long Old Faithful had been working on the fifty-nine-minute schedule, when some tourist tossed a bar of soap into the pool. That bar of soap threw Nature, as expressed in this geyser's eruptions, out of her stride and now Old Faithful is less regular in its habits than a bibulous young man.

We are building our lives of little things. The veriest trifles control our destinies.

Now let's fit this to the business of today; buying, selling, making, writing, arguing, convincing.

The men who are most fit to succeed are the ones who do succeed. They win out because they carefully calculate the chances for and against them, because they take note of little things, because they

make those little things pile up into big things in their favor. Here and there conspicuous examples to the contrary will be pointed out. As you read this you will perhaps call to mind some one who has succeeded without giving attention to the little things that make for success.

No man's life is finished until the breath has left the body. No man's career is complete until the last day of life, and these conspicuous ones may not be the successful ones of tomorrow.

The successful men in the ranks of those who carry the grip are the ones who live rightly, paying attention to such little things as diet, sleep, exercise, even to thinking. They are observant of little things and being observant find use for their expression with their customers.

Habit controls the world and habit is made up of countless unnoticed actions. And from these we weave our future.

Indiscretions, trifling, unnoticed, may mar a business deal, defeat a well-planned campaign, spoil a life, ruin an empire. Trifling acts, unnoticed, may lead to confidence, growth, solidity, reputation, and success.

No man knows on what slender thread this destiny swings, but each one may, by doing many little things well, weave the original thread of destiny into a cable stronger than if it were made of strands of steel.

Courage is a thing which enables a man to tackle a hard task with ease. Nerve is a thing which enables him to tackle it when he is scared to death.

—DR. PUSH

Hitting the High Spots

By Arthur W. Newcomb

Service to the Customers

DURING the last few months in this department, we have been giving special consideration to the selling talk in all its phases.

The selling talk, as we have learned, deals entirely with the mind of the prospective customer, and is formed by a scientific salesman for the purpose of inducing in their order the four mental states of attention, interest, desire, decision and action.

According to Mr. Sheldon, there are two other mental states necessary to permanent business building, namely, confidence and satisfaction.

Mr. Sheldon uses two figures of speech to make clear the part played in business building by confidence. He says that it is not only the foundation upon which all business building is done, but is the cement which permeates, holds together, and makes firm and durable the whole structure.

Satisfaction is a mental state which follows every sale properly made.

While the primary purpose of selling talk is persuasion, its ultimate aim, and the aim of all other factors in the transaction, should be confidence and satisfaction.

These two mental states are induced and can be induced only by service to the customer.

Service to the customer involves not only the right kind of selling talk, but all that precedes and follows it.

It would be impossible, in the scope of a discussion of this kind, to mention every detail that goes to make up good service. It is different for every different line of business and gainful endeavor.

DESIRE TO SERVE FUNDAMENTAL

However, there are certain general principles and universal factors in good service, some of which I shall mention here in as nearly their logical order as possible.

Good service has its source in a mental state on the part of the merchant, professional man, employe, or anyone else who has goods and services to place on the market. This mental state Mr. Sheldon has called very appropriately, "Desire to serve."

Anyone who has for his purpose a powerful desire to serve, and orders his life and business dealings with reference, to that desire, is making the right start in business building.

SELF DEVELOPMENT

The first concern of one who has such a desire is to fit himself by

development of the positive qualities of body and mind to render better and better service. This development is accomplished by means of education, both in school and everyday life.

The process of education never ceases in the living, growing human being who is actuated by a real desire to serve. Such a one is always nourishing his body by proper food, and his mind by reading, study, observation and experience, and is ever exercising and using both.

HUMAN ANALYSIS

In order to serve well, one must study and analyze the needs, wants and desires of those whom he would serve. Not only must he analyze classes of people he seeks for customers as a whole, but he must qualify himself to analyze and understand each one individually. Such an analysis should enable him to determine even better than the customer himself just what the customer ought to buy.

While it is true in general that the average man or woman knows better than anyone else just what he desires, it is also true that the man who has made a special study of any commodity or service should know better than anyone else just who would be best served by it, and how valuable to any prospective customer that commodity or service would be.

The man who has made a special study, for example, of telephone service and its application to the needs of all classes of people knows far better than the average prospect for the telephone contract how much time and money a telephone would save him.

A life insurance solicitor who has spent years in the study of his policies and their adaptation to the needs of all classes of people should know better the value of his goods, and especially their adaptation to the needs of any individual than the individual himself.

The salesman who is placing new conveniences, comforts, and luxuries on the market can render true service by explaining persuasively their advantages to those who ought to have them.

The man or firm having for sale anything of true value to the buying public falls short of the highest service unless he uses every possible legitimate means to acquaint people with what he has to offer.

You cannot calculate, or even imagine, the loss in wealth, convenience, comfort and progress in culture and civilization that would have resulted if the inventor of the Bessemer steel process had kept his discovery to himself and manufactured steel only for such of his personal friends as happened to hear about it by accident.

QUALITY OF GOODS

Having developed yourself to render high service, therefore, having analyzed your prospective customers, the next step is to prepare some commodities or services in accordance with this. This involves the essential factor of quality of goods.

The expression "quality of goods" does not necessarily denote high quality in itself. The true essence of quality lies not in fineness and richness, elegance, durability, beauty, and workmanship, but in the degree of adaptability of all these and other factors to the pros-

pective customers, their needs, and their purses.

From the standpoint of service, hob-nailed cowhide boots are higher quality for the everyday wear of miners than the finest patent leather shoes; crude commercial muratic acid is better quality for tanners than the chemically pure product; and coarse red tablecloth is more nearly the right quality for a lumber-camp than the finest damask.

The two prime considerations of quality are first; that the goods or services should be as perfectly as possible adapted to the real needs of prospective customers; second, that they should be sold with scrupulous truthfulness for just what they are.

REAL VALUE OF GOODS TO CUSTOMERS

A fine point in the consideration of services arises here.

There are certain commodities for which there are more or less insistent demands on the part of the public that either render no real service or are a positive detriment to those who purchase them.

There are certain kinds of goods which, while they render a degree of good service, fall far below the ideal in adaptability, tastefulness, or economy, and yet they are in active demand among certain classes.

That it is against good public policy, and subversive not only of the best interests, but of the very rights of the individual customers for a druggist to sell cocaine and other habit-forming drugs indiscriminately is generally conceded. Society itself takes cognizance of this and prohibits such traffic by law. The man who thus violates not only the fundamental law of business building, but a law of so-

ciety, may seem to realize large profits for a time, but he cannot successfully and permanently build business.

There are a great many so-called "patent medicines" which may be placed in the same classification. While we hear of fortunes being made in this business, which renders no true service to the customer, there is every indication that both public sentiment and statutory law will finally put an end to such methods.

There are other goods in large demand, the value of which to consumers is, to say the least, questionable. About them public conscience has not yet wholly satisfied itself. There are those who maintain that the time is not far distant when their manufacture and sale will be prohibited by law. There are many scientific students and thinkers, on the other hand, who hold that they do render real service and that they cannot, should not, and will not be prohibited as commodities for general distribution.

It is not the province of this article, or of this magazine, to settle or attempt to settle such questions. Up to the present time at least, they must be decided by each one for himself, according to the dictates of his own conscience.

It is scientifically true, however, that no one ought to engage in the manufacture and sale of any commodity unless he himself is convinced beyond any doubt that he is rendering a real service to his customers, and not merely exploiting them for his own immediate profit.

Regarding goods that are demanded and render a degree of service, but are cheap, shoddy, glar-

ing and otherwise ugly or in bad taste, that merchant will profit most in the long run who yields gracefully to the desires of his customers, but diplomatically educates them up to higher standards.

PRICE

Personal fitness, the needs and desires of your customers, and quality of goods having been brought to your highest standard of perfection, the next consideration in good service is price.

There are two opposing rules in fixing prices, both of which are wrong. One of these has been expressed tersely in the words, "All the traffic will bear;" the other may be called even more succinctly, "cut-throat competition."

There are several factors to be considered in fixing a price. These may be stated as follows:

First, the price should be large enough to yield a reasonable clear profit.

Second, the price should be small enough to allow the customer a reasonable profit, either in cash through resale, or in actual value in consumption or use of the commodity.

Third, the price should be large enough to permit competitors to maintain a profitable level of prices.

Fourth, the price should be small enough to attract a fair share of patronage in competition with others.

ONE CAUSE OF HIGH COST OF LIVING

In all but a few commodities which enjoy a certain degree of natural or artificial monopoly, competition will prevent prices being fixed too high.

On the other hand, it is notorious that practically all commodity prices at the present time are being maintained at too high level. This condition is the cause of a great deal of discussion, and there are many theories advanced as to the real reason for the high cost of living. One man says it is due to the increased production of gold; another, that it is the result of a kind of artificial monopoly created by the protective tariff; many, that the so-called trusts are to blame.

I do not pretend to be able to offer any such sweeping generalization.

But I do know that the high cost of living could be materially lowered on practically all commodities by the elimination of waste and inefficiency.

Hundreds of millions of acres of arable land lie idle. They might be producing wealth. Whatever the cause of their idleness, it is waste.

Hundreds of millions more of acres of land that were once fertile and highly productive have been depleted by unscientific methods. This is both inefficient and wasteful.

The immense acreage now under cultivation is most of it being tilled by grossly inefficient and unscientific methods.

We have wasted and destroyed hundreds of millions of dollars worth of timber, game birds, game animals, and fish, fertilizing agents and other natural resources.

In our present methods of manufacture in many industries huge sums of wealth are wasted and thrown away by inefficient methods of handling material.

In most of our industries there is vast waste through over-equip-

ment, inefficient equipment, and inefficient methods of handling equipment. In one factory alone it was found by efficiency experts that there were machines enough, if properly operated, to furnish more than the entire consumption of their product for the American continent. And there were many other factories manufacturing the same line of goods.

Worse than all, there is incalculable waste of human values.

Children are born into conditions so unwholesome that only half of them live out the first five years. They are so poorly nourished and poorly trained that many of them become habitual criminals; and others are so stunted and dwarfed in their ambitions and aspirations, their vitality and energy that they never rise above the rank of cheap, unskilled labor.

Our schools fit their pupils for the university rather than for life, when only a very small fraction of them ever reach the university, or ever should reach it.

When the young man or young woman finally enters business life, he or she is so unscientifically selected, placed and handled—such handling including proper training—that frequently the highest possible efficiency of which either is capable is less than fifty per cent of what it should be under easily attainable conditions.

Good service, resulting in just and equitable prices, among other things, therefore, depends to a very large degree upon scientific efficiency and the elimination of every possible waste.

THE IMMORALITY OF MEAGER PRICES.

While it is contrary to good principles of business building as well

as ethically wrong to take advantage of natural or artificial monopoly and fix prices at exorbitant figures, it is equally wrong on both counts to render service at too low a price.

There are large classes of people who need educating in this essential of price maintenance.

While there is an element of nobility, altruism, and certainly a very real desire to serve on the part of some workers who put aside all thought of personal profit in their loyalty to the causes they represent, I believe such zeal is shortsighted, for the following reasons:

First, the family of a worker for any high and noble cause has just as much right to the necessities, conveniences, luxuries, and means of cultivation, refinement and advancement in life as the family of any other worker.

Second, the lawyer, the physician, the merchant, the farmer, the banker, the engineer, and the manufacturer are just as truly servants of the people, are just as truly following a sacred calling on that account as any other servants of the people. They are, therefore, just as fully entitled to work for a bare living. And yet, were they to do so voluntarily, they would be accused, and justly, by the very people who maintain their own right to work for a bare living, of "cut-throat competition."

Third, as an almost invariable rule, it is true that those who enjoy the services of these poorly paid classes are fully able to pay a reasonable price for what they receive. It encourages them in receiving and expecting to receive high value without giving adequate compensation, which is an ethical injustice.

Fourth, the man who voluntarily renders service for far less than its value depresses the market for others in the same calling.

Fifth, the practice of either getting or giving much for little is unbusinesslike, and its effect upon all concerned and upon any cause thus conducted is demoralizing.

The law of compensation has never been repealed, and in the long run, despite every effort to prevent it, a low level of compensation will finally result in an inferior quality of workers and an inefficient quality of work.

That any one individual in any calling can maintain a just price for his own service when the ruling prices in that calling are too small, is obvious. What I have written on this point is not for the individual, but for the consideration of all concerned, both those who render such services and those who pay for them.

INFORMING THE CUSTOMER

Personal fitness, the needs and desires of the customer, quality of goods, and price having been considered, the next step is to tell your prospective customers about your ability and willingness to serve them.

Under this head come advertising, personal salesmanship, window display, interior arrangements in retail stores, cards, signs, and placards for the direction and instruction of customers and prospects, and all other means for bringing services and goods to the attention of buyers, for arousing their interest, for creating desire, and bringing about decision and action. Volumes might be and have been written on these elements of

service. They cannot be treated any more fully here.

ATTRACTIVENESS

The next element in service is attractiveness. This includes beauty in design and decoration, and all other factors necessary to make goods pleasing to the sense.

Oatmeal in a barrel scooped into a paper bag, may be just as clean, just as nourishing, and perhaps even cheaper than oatmeal in an attractive package. But granting that oatmeal is a nutritious and economical food, and that people ought to buy it more than they do, it follows that he renders a service who puts it up in an attractive package and thus induces people to buy more. He is, therefore, entitled to a slightly higher price as compensation for his services.

MAKING BUYING EASY.

The next element in service is ease in buying. This includes a simple arrangement in retail stores, plentiful samples, frequent displays for the retailers by the wholesalers, and well printed, carefully arranged, and adequately illustrated catalogues on the part of all who sell by mail, whether retailers, wholesalers, or specialty houses. It also involves the placing of as much of the stock in sight in retail stores as possible, and the affixing of plain price marks. To this may be added demonstrations and instructions, distribution of free samples, and many other methods, both now in vogue and to be devised by the initiative and ingenuity of those who have goods and services for sale.

Ease in buying means also good salesmanship, especially in the

items of speedy attention to wants, invincible courtesy, scientific persuasiveness, knowledge of the customer, and a thorough knowledge of the goods and their uses, prices and terms, of stock on hand and available.

The goods having been sold, good service demands expert attention to wrapping, packing, transportation, installation, repairs, exchanges, accounting, collections, and renewals.

Those who have not given these items thorough study little realize how great is the opportunity for improved service. There came to my attention the other day the case of a large retail concern already noted for excellence of service in delivery, which is paying efficiency experts hundreds of dollars a month to study and improve its dealings with its customers in these respects.

CO-OPERATION WITH THE DEALER

One extremely important kind of service that is now receiving more and more attention on the part of those who must sell to others is expert assistance in advertising and salesmanship.

Perhaps this whole subject can best be expressed in the words of a manufacturer who said, "My success depends not on getting goods on the shelves of the retailers, but in moving goods off their shelves."

SPECIAL SERVICE

In addition to all these forms of service to the customers briefly mentioned in the foregoing, there are many other services far too numerous to mention. Even if I were to mention them now, hundreds of others would be devised by progressive manufacturers, merchants, and others before this arti-

cle could be published in the **BUSINESS PHILOSOPHER**. They are the result of common sense, a keen appreciation of values, sympathy and understanding of the human family, imagination, business foresight rising from careful study of the times and their tendencies, initiative, energy, aggressiveness, alertness, and above all, a sincere, warm and hearty desire to serve.

While it is true that every man's business or profession has its own peculiar problems, as I stated in the beginning, it is also true that there are certain fundamental principles and general rules.

A particular item of service that may be of value in my business may be useless in yours. But if I tell you about it, you may get a suggestion that will enable you to devise some new element of service.

So I ask the readers of this Department to write out brief, concise descriptions of unique methods of serving customers that they have devised or seen used, and the results attained.

Your compensation?

You will learn something by writing.

You may gain a suggestion that will net you large profits when you read what others write which is published here.

Not as compensation, but merely as a little token of my appreciation of your kindness, I will send to the one writing the best story of service to the customer published in each number of the **BUSINESS PHILOSOPHER**, a copy of Holman's great book, "Ginger Talks," bound in half morocco. To all others whose stories are published I will send a de luxe copy of James Allen's book, "As a Man Thinketh."

Prize Winner for February.—Working at Arm's Lengths

—By Ralph Conaed

IN his story, Mr. Conaed gives a splendid illustration of service to the customer resulting in permanent business building as well as immediate profit. In addition, he teaches every salesman a number of important lessons, among them being resourcefulness, thoroughness, fair play, and above all, persistence.

“Our distributor, Mr. Head, and I were returning from a call upon a prospective purchaser when he told me that a Mr. Poll, who lived nearby, was thinking of buying a machine similar to ours.

“As soon as we reached a telephone, I called up Mr. Poll and asked for an interview that day. He said that he was too busy!

“While waiting for a train that would take us to the city, we called upon a local mechanic, Mr. Plumb, to secure his co-operation in selling our machines. To our consternation we found Mr. Plumb installing the ‘Nagge,’ a rival machine, for demonstrating purposes.

“Mr. Poll and Mr. Plumb are very good friends!

“A second phone conversation with Mr. Poll a few days later was unavailing. He was from home the greater part of the time and would not say when he would be home.

“Mr. Head failed to obtain an interview.

“Less than two weeks later another distributor reported that Mr. Poll intended to purchase a machine and that the ‘Nagge’ was likely to win.

“Something had to be done promptly to keep the ‘Nagge’

out of that territory. Mr. Poll's order must be secured.

“After careful consideration, I decided upon a course.

“Within a few days all the distributors of ‘Acumen’ machines, within reach of Mr. Poll knew that he was in the market. They knew that he had our literature and that to mention the ‘Acumen’ was all that was necessary. They also knew who were trying for that order.

“Through these channels information began to filter in. It was important information. Mr. Poll had bought his motor and all his other machinery through Mr. Plumb.

“The motor was an ‘Infallible.’ The Infallible Co. sold ‘Acumen’ machines with their motors. At once I called Mr. Bill of the Infallible Co. on the phone and told him what I had heard. He confirmed the report and agreed to try to sell an ‘Acumen’ machine with the motor.

“Mr. Poll, all the while, was hearing of ‘Acumen’ wherever he went.

“A month of suspense had passed and I was preparing to hear that the ‘Nagge’ machine was going in, when a report came in that Mr. Poll had asked Mr. Plumb for prices on the ‘Acumen.’

“Frequent phone calls failed to locate either man.

“Six weeks had passed since I first heard of the deal. I was returning to the office, Mr. Plumb met me on the street corner and told me to get on the car with him. He was in a hurry and had been to the factory to see me.

“On the car he told me that Mr. Poll had heard so much of the ‘Acumen’ that he would have no other. Therefore, Mr. Plumb investigated. He ever found the ‘Acumen’ to be most satisfactory.

“Now it was simply a question of when and how to ship and pay.

“The plan had won!

“Less than three months later, at Mr. Plumb’s office, I met Mr. Thos. Nyl, district sales manager for the ‘Nagge.’ It was plain to be seen that he was discouraged. While waiting for the trolley he told me that he had given up the ‘Nagge’

and was going to sell the ‘Gauly’ machine.

“Nearly all the way to the city we talked and joked, then I turned round and said, ‘Tom, why don’t you get on the “Band Wagon,” and sell the “Acumen?”’ ‘I can’t,’ he said, ‘you people won’t let me!’ I told him to leave it to me and he did.

“He is under contract to sell the ‘Acumen’ and has ‘made good.’

“The order was secured by ‘publicity’ hammering ‘Acumen’ in, backed by quality and service. Fair play and honesty won a good distributor.”

Even in February

By W. E. FITCH, (Pastor Bill)

Why talk about the darkness,
When so much of light is near-
Why dwell upon the badness,
When so much that’s good is here?

We overlook the good things
When we think about the bad-
It delays our being happy
And it hastens being sad.

If those of us who criticise,
Would boost a bit instead-
We would make the going better
And they’d miss us when we’re dead.

If those who preach would preach of
light,
Of Life and Love and Laughter-
Their sermons would do much for us
And be worth going after.

Why rake the muck or plow the slums,
Or wear dejected airs-
When this is such a “bully” world
If only someone cares.

The sun still shines, the birds still sing
The brooks in ripples flow-
All Nature’s filled with happiness,
For those who’d have it so.



MELVILLE W. MIX

Analysis of a Manufacturer's Sales Problems

—By Melville W. Mix

*A classifying discussion of one of our most difficult puzzles by the President
of the Dodge Manufacturing Company*

IN no line of business management does there exist such an absence of controlling formulæ, such a dearth of standard or precedent, as exists in the sales and advertising field.

The doctor has his clinics, the lawyer his lectures and reports, but the manufacturer—what does he have? As to the production end, he is now able to utilize a wide range of standards as applied to individual and machine operations without regard to the exact nature of his product, but when he tackles the problem of sales promotion and distribution, he is about as helpless as a one-legged man playing “blind man’s bluff.”

Consulting one dozen or more experts in this line, he will only have the same number of horns to his dilemma—perhaps more, because some of the experts consulted will have alternative plans, or, rather I should say guesses, for many of them may be placed in that class.

The problem of this and the coming generation is to reduce the cost of distribution; to apply to distribution, in all its phases, the same principles of efficiency now being applied to the manufacturing industries of our country.

The manufacturer, through improved machinery, improved methods, better handling and training of men, has reduced the cost of his output again and again. Our dis-

tributing machinery remains complex, expensive and inefficient.

ADDED BURDEN OF INEFFICIENT ADVERTISING

I believe that a great deal of the advertising and other forms of sales exploitation done in this country is merely an added complexity—an added expenditure and an added inefficiency in our distribution system. Added to the increase in the cost of living which comes through taking care of the amount of money directly spent on publicity, must be added a further and even greater indictment.

As the result of excessive advertising and sales promotion, the public are now consuming many articles, both in food and clothes, very much more expensive and of less real nutriment and wearing quality than the articles of a similar nature sold before advertising assumed the prominence it now has.

Consider such instances as the woman who goes to the grocery store and pays a dollar for a can of lard containing the same quantity of the same quality lard which could be purchased at sixty-five cents by weight; who purchases forty crackers in a pretty box, where sixty of the same quality could be obtained were they purchased in bulk; who will buy rolled oats in a nice-looking advertised package for fifteen cents, when the same quantity of oatmeal with more real nutriment in it, could be ob-

tained for ten cents; who will pay twenty-five cents for a jar of sliced bacon, when the same quantity of a better bacon, cut from the side, would cost about twelve cents.

What is it that has led to this extravagance of the country? The stimulation of the masses to handle basic problems of food and clothes in the easiest and most expensive way, rather than the best and cheapest way, is responsible for much of it, and excessive promotion methods have had a marked effect in producing that stimulation.

Many able writers and speakers have attempted to prove that the money spent in this country in advertising has tended to lower rather than raise our cost of living. I believe that their arguments are, in many instances, based on their desires rather than on the facts in the case.

AGGREGATE COST OF ADVERTISING

A certain piece of every dollar paid by a consumer for advertised merchandise goes to pay for the advertising; the problem is one very similar to the one we have been hearing about so much recently, as to who finally pays the tariff on our imports.

In so far as it displaces other costs of making sales and becomes merely a substitution of service, it may not be classed as a burden. When a real service has been rendered, in which the consumer participates, it is a blessing. When it is an additional burden, it is a commercial curse.

From the point of view of the nation as a whole, two hundred million dollars a year, conservatively estimated, is spent on advertising in this country. It produces no food, no clothes, no shelter, ex-

cept indirectly for the advertising man and his staff.

There are about one hundred million people in this country. Figuring the average family of five members, gives us twenty million families. Dividing this two hundred million dollars we use on advertising alone, between the twenty million families, means that each family on the average has contributed ten dollars a year to this advertising expenditure.

Ten dollars a year may seem a trifling sum to you, gentlemen, but I assure you it is not a trifling sum to the average family whose income will average only six to seven hundred dollars a year, unless it can be of some real value and service.

Does the average family get value received for the ten dollars? I am frank to say that I do not think so. I know this will sound anarchistic to those of you who make advertising your life work, but I think if you will consider the subject in its broadest aspects, laying aside your enthusiasm in your work, you will be forced to agree with me that the cost of advertising must be finally included in the merchandise advertised, and that while the individual company may, through advertising, be able to enlarge its output sufficiently to secure the reduced cost, that increased production is secured at the expense of reduced production and increased costs in competing establishments.

I realize, that many arguments can be advanced against this point of view, and that there are legitimate exceptions.

It will be said that the use of these articles, even if they are more expensive, make life easier and enable the people to live fuller and

better lives than they lived when the merchandise which they purchased was put up in a homelier and simpler way.

If economic conditions enabled the income of the people to advance proportionately to the average increase in the cost of the articles which they must buy, this condition would probably be true, but you know as well as I do, that the average incomes have not so increased. The consequence is that the struggle to-day is keener. The strain of keeping up appearances and living up to the standard established for life in America is more urgent than ever before.

SOME WOEFUL WASTES

The argument will also be advanced that the more wants that can be created in the minds of the people, the better it is for the people and for the nation; that the creation of these wants increases the ambition and energy which the workers put forth to their own advantage, and advantage of the people as a whole.

If these demands are of a nature to make better lives for the people, I am with you; but if they are of a nature which will not add in any way to their happiness and solid well being, I am not with you.

I do not believe that advertising which creates in the mind of the wife of a twenty dollar a week income the desire for a fifty dollar hat, or a hundred dollar suit is efficient or desirable.

This is an exaggerated instance, but it seems to me that much of our advertising is creating demands on the part of the people which lead them away from the really vital and best things in life.

If you have followed me thus far,

you may think that I am condemning all advertising as inefficient or wasteful. I do not mean to do this.

I believe that advertising has a function if it can be made to justify itself. I believe that it should be our attitude in standing for efficiency in every phase of life, and in our civilization as a whole, to distinguish between that advertising which is inefficient, wasteful and costly and that advertising which serves a purpose, which is efficient and which betters conditions of the people. In this I mean to include all forms of extraordinary sales propaganda.

I think the principle which distinguishes efficient sales exploitation in the broader sense from the inefficient, is whether the article advertised will really render to the people a service, either in providing them with an article of better quality, or an article at a lower price, or an article which will enable them to lead truly better, broader, more wholesome lives than they have been leading.

BENEFICIAL ADVERTISING

Many articles have been advertised in the past and are being advertised today, which have met these conditions.

The advertising Procter & Gamble have done for their Ivory Soap has been efficient advertising in its broader sense. They have succeeded in producing a soap which is, in many ways, the best article of its kind anywhere in the world. They have produced this soap at a low cost, and through their advertising, they have rendered the people a service by putting this soap into their hands.

The Ingersoll watch company has rendered excellent service

along these lines to the public, in providing them with an efficient watch for one dollar.

I claim that their advertising is efficient advertising, that it helps the people and that it does not add to the cost of living.

Instances of this kind could be multiplied to considerable length, but I think I have given sufficient samples to illustrate my meaning.

This consideration of efficient advertising in the broader sense leads to the question of efficient advertising from the point of view of the individual manufacturer.

What are the broad basic principles on which an efficient selling and advertising campaign may be carried on by the individual manufacturer?

I believe that the same basic principle of service applies to this phase of the question as applies to the broader phase of the question.

I believe that the manufacturers who have made the greatest success of their business through advertising have done so because they have had an article to advertise which will render the people a real service.

I believe that many of the failures with which we are familiar in the advertising world are due to the fact that they have attempted to place on the market articles not possessing the claimed intrinsic value, or render any real service.

TEMPORARY SUCCESS OF UNWORTHY ADVERTISERS

There is another point to be made here and it is an unfortunate one. That is, an efficient advertising campaign from the point of view of the individual can be carried on, based on an alleged service which appeals to the weaknesses or credulity of mankind.

The success, which we must admit, that has attended the advertising efforts of some of the patent medicine people, prove that this is so; yet, I do not believe that, in the long run, these patent medicine advertisers are, as a rule, successful. There are exceptions, where the remedy has apparently been placed on a staple basis, but compare the few successes with the multitude of failures, and temporary successes which eventually end in the same way.

It seems to me, then, that the manufacturer who is contemplating entering into a sales campaign should, first of all, ask himself sincerely: "Will the article which I propose to advertise render a real service to the people?"

"Is there a place for my article?"

If he can answer yes to both of these questions the campaign, if it is properly handled, will be a success; if not, unless he is mean enough to appeal to weakness and credulity, his campaign will be a failure.

I think if you will examine the product of a great majority of successful national advertisers you will find that the articles which they have advertised have been such as to warrant a real service, or to confer a real advantage on the user.

You will see, then, that in my mind, the great basic principle of efficient advertising, both from the broad general welfare point of view, and from the individual manufacturer's point of view, is service to the people.

PURPOSES OF ADVERTISING

When the advertising appropriation questions are up for consideration, there are many reasons or combinations of reasons which must

influence the size and scope of the appropriation,—all dependent upon individual and trade conditions.

Advertising is done, amongst other reasons:

- (a) to establish trade marks, good will, etc.
- (b) to create acquaintance and confidence.
- (c) to identify products and makes.
- (d) to prevent substitution.
- (e) to dominate the field.
- (f) to insure against domination by others.
- (g) to create an automatic demand.
- (h) to increase sales, either by direct influence, or assist dealers, or both.
- (i) to keep up sales that may be declining, due to depression, indifference, or inroads of competition.
- (j) to control and direct the demand to dealers, as against leaving them free to push favored goods.
- (k) to own your own business and good will, and control distribution.
- (l) to tell your own story as *you* want it told.
- (m) to discount or annihilate time in establishing a new or wider market.

The question of value to sales of whichever of the foregoing reasons may be accepted as the policy to be pursued, must decide the share that each will represent in the Efficiency Standard, to offset the result sought and will be reflected in the division of the appropriation.

UNUSUAL PURPOSES OF ADVERTISING

For instance, I know of a large campaign that was conducted primarily to anticipate or head off a possible domination of a line of business by competition, which, had

it been alive to its opportunities, could have most effectually set back one of the most influential concerns in its line in the country. Another case where the basic reason was to remove a natural self-made and country-wide reputation, which identified a large firm with only one article of a large line in which they were very strong, but rather limited in national acquaintance to those with whom they had dealt, by virtue of the acquaintance made through the original or pioneer line.

Thus, you may readily see that the deciding factor in national publicity may find its resting place in sales elements rather out of the usual range of reasoning used by advertising solicitors, or even considered by those who really know if they would take a personal inventory.

A new project, having at its command all necessary funds to equip a factory, may design a line in competition with standard lines of the market, or a firm similarly provided as to capital and skill bringing out a novel product, has altogether a different justification for a large expenditure for sales promotion purposes, than has a firm of long standing, which has grown slowly from small beginnings, and which has not reached its fair position in the distributing or consuming field.

In other words, the basis of consideration may be offensive or defensive.

If the former, the angle of consideration may be bridging time—in order to arrive at a large popular demand, thus employing the full capital and capacity at its earliest date.

The element of efficiency most to be regarded here is the saving in interest and depreciation charges,

official salaries, dividends, etc., as against the expenditures to be made to produce the quickest results in the profit account.

This may be a most important element in deciding upon a basis of promotion and distribution.

PROTECTING THE LONG ESTABLISHED ENTERPRISE

In the majority of cases where notable successes have been achieved, the business organization has been more soundly grounded by starting small, developing the product carefully, perfecting marketing arrangements at the lowest cost; in many cases, the partners do all of the actual work, perhaps not with the same finesse or spectacular results as others, but nevertheless, surely advancing every element by sound business practice, and increasing capacity and promotion expenditures only according to successes met, and available net profits from which such advances may be met.

The element of time has cost nothing here, unless shrewd competitors, noting the success, start out with ample capital and talent to offset the advance made, by spectacular, forceful sales promotion, trading, perhaps, on the pioneer work which has been done—accomplishing in many cases, by the force of money and talent, more than the more frugal and conservative pioneer has done in many years. This seems to be the fate of all pioneer work—in whatever line of endeavor.

What can he do to insure himself against such inroads upon his harvest?

Will there ever be any remedy for such assaults? Advanced thinkers along this line maintain that such conditions are only protected

through taking time by the forelock, anticipating the possibilities of such inroads, and insuring against them through advertising continuously, however small the beginning—but, nevertheless, maintaining a constant publicity which must be extended as success will permit.

This viewpoint must necessarily be based upon what other forms of protection may be available to the pioneer. It necessitates above all other things the establishment of a good trade-mark at the very outset—and right here there may money be well expended, in securing the advice of experts in merchandising, as to the most effective form or kind of trade-mark to be adopted.

The firm establishment of this mark in the minds of the buyers becomes then a duty paramount to all others, and within itself establishes the most effective bulwark against substitution or anticipation.

In olden times, the cost of maintaining defense against pirates was accepted as a part of the cost of ocean transportation—and any manufacturer launching himself upon the sea of commerce with a cargo worth while, must view the cost of this protective policy as an element of his business cost. The allowable percentage for such defense must be governed by his product, and its attractiveness to the disciples of the black flag.

STANDARDS OF ADVERTISING. EFFICIENCY

There is another phase to this subject on which I want to say a few words, and that is in regard to the efficiency of the advertising copy, selling force, the placing of the advertising, the work of the advertising man, providing that the

article which is to be advertised meets the basic principle of service necessary for this success.

Efficiency is a comparison of that which is with that which ought to be. This definition predicates a standard. To determine on a standard for advertising, and to compare the results which the advertising accomplishes with the standard result which it should accomplish, is a difficult matter surely, yet the manufacturer owes it to himself to protect his advertising appropriation as carefully as he guards his payroll.

The great majority of advertising men seek refuge in glittering generalities. If inquiries do not come forward, if inquiries received do not turn into sales, if sales do not show an increase which the money expended on the advertising should produce, they fall back on the slogan of "General Publicity"—"It is always worth the money whether you get any inquiries or not."

I believe, gentlemen, that the advertising agency or the advertising manager of every business should be held to a strict accounting, to a strict responsibility for the results accomplished, as that to which we hold our manufacturing superintendent for the money which we place in his hands for expenditure for labor and material.

There is a certain margin between manufacturing costs and selling prices. This margin varies with the nature of the business. No definite standard can be settled. Whatever this margin, whether sixty-five points, or fifteen, a certain amount may be set aside as a justifiable advertising appropriation.

Is this appropriation merely a tax which we have been cajoled into

paying, or does it return one hundred per cent efficiency, in maintaining or increasing the sales to a point where the appropriation falls inside the margin set aside for it?

I believe that in many businesses this appropriation is merely a tax which is giving considerably less than fifty, or forty, or thirty per cent efficiency.

I believe that in the growing businesses a sum should be appropriated yearly, somewhat in excess of the amount which it has been decided can be expended for advertising.

The efficiency of the advertising agency or manager should then be measured by his ability to increase the sales of the product to the point where the appropriation for the year falls inside the standard margin. If he fails to bring it there, he is inefficient and has failed in his work, just as surely as the factory manager or superintendent has failed, who does not bring the cost inside of the marks set for him.

Let us then take our stand firmly for sales and advertising efficiency in these three phases:

First—from the point of view of the people as a whole,—that the article advertised shall render a real service which will not increase the cost of living.

Secondly—from the point of view of the individual manufacturer, that to advertise successfully he must present an article which will render the people service of increased quality or reduced cost.

Thirdly—also, from the point of view of the manufacturer—that every dollar spent for sales promotion and advertising must be accountable for results, just as surely as every dollar spent on labor or material.

The New Leadership

By JOHNATHAN THAYER LINCOLN

UNTIL Richard Arkwright was born, the leaders of men in their progress towards human freedom had been soldiers; henceforward they were to be men of affairs.

¶ Great soldiers won their victory by the loyalty they inspired in their followers. No adventurer, seeking personal glory ever won a lasting victory, but only those heroes, forgetful of themselves who consecrated their service to the cause of freedom. In such wise must Captains of Industry win their victories.

¶ Social reformers of sentimental temper have deemed the comparison between the modern employer of labor and the feudal lord as ill chosen, but history seems to justify it. Yet we have indeed gone far since the middle ages.

¶ When the feudal lord demanded loyalty from his retainers the demand was alone sufficient, but the Captain of Industry, in order to obtain the loyalty of the toilers, must not only demand but deserve it; he too must be loyal to the great cause he serves—the eternal cause of human freedom.

An Early Plea for the Late Shopper

—By Annie Manchester

This plea would seem to be more appropriate in October or November than in February. But it occurred to me that it might be more effective when memories of the holiday season were in mind. — Editors Note.

THERE are two sides to every question as there is a near and a far side to every store counter.

From the present point of view the merchant represents the far side, from which emanates the ad cry "Shop early is to be the slogan this year." And indeed it hath a most familiar sound. Methinks I heard it last year, the year before that for—well, I don't care to say how many years.

And it's all so very true as to amount almost to an axiom that it means "better service," "larger choice," "morning hours are best," etc., etc.

Between you and me though, this is newspaper space wasted. So far as results go the ad writer might as well expect to attract attention and startling results with so trite a heading as "Honesty Is the Best Policy" or "Early To Bed and Early To Rise, Makes a Man Healthy, Wealthy and Wise." I well remember drawing my own conclusions when for a definite purpose my grandfather with great unction used to quote it to me; for though he seemed very wise, to my youthful fancy he looked not at all healthy and I knew beyond the peradventure of a doubt that he was not wealthy.

And so with this shop-early talk. The great crowd has long since grown used to it and hears it not at all. The grouchy ones, true to

temperament, prefer to think there's a "nigger in the woodpile" and that it is not all disinterested love for humanity as it effects clerks' and the shopper's comfort that makes the merchant spread his "Shop Early" space so lavishly weeks before the great event. Indeed the smart Alecks sometimes go so far as to see in the plea only a scheme by which to get rid of old stock, before getting in the new.

And really you can't blame them so very much after you have been the rounds of your favorite stores about Christmas time and see there year after year, the same old table loaded down with the same old trappings that by now are so familiar as to make you unconsciously murmur "Many happy returns," instead of the regulation Merry Christmas greeting.

Now the merchant has so many different temperaments to deal with that so long as the safety valve of competition is in good working order he might as well not expect to fit his public into one mold; neither for the same reason can he afford to waste his powder.

For instance, there's the systematic person, who knows almost a year ahead what she is going to give each one of her friends and at least six months before Christmas has her list compiled and ready for reference every time she goes shopping. Some three or four weeks before the joybells ring she has not

only made her purchases, but they are all boxed, neatly tied, labeled, carefully piled and ready for messenger boy or express office. She would do this had there never been a shop-early slogan heard in the land. This class by the way furnishes some very brilliant examples of inappropriate and tactless giving.

Also she who is adept with the needle, who in the more or less artistic combination of silks, wools and linens gives time and skill and personality in the making of the ideal gift—she needs must be forehanded and willy nilly buy her patterns and lay in her supplies long before the time of presentation. It follows that she too will pass by on the other side of the oft-repeated admonition.

Then there's the shopper—of the masculine persuasion mostly—whose generous impulses are not normally pitched very high, to whom the familiar phrase in the newspapers is as a red rag in the arena and a preliminary to the annual statement, "We'll have to go light on Christmas this year." These to be sure usually retract at the eleventh hour, literally shamed into a semblance of Christmas spirit by the packages in the hands of their friends—"idiots"—for the time being, and the general aspect of bloom in the home. This class may not be worth much sympathy but are worth catering to, as they are usually good buyers—plungers rather—and the trouble is soon over, since they haven't time to be critical or to weigh values and small details.

Again, the large contingent who are financially unable to shop early and must depend on the very last

pay day, need not be considered from an early shopping point of view. Nor the woman who just can't make up her mind to buy until the last minute lest she see something she likes better or because she has not reached a conclusion in her campaign of diplomacy as to what "he" or "she" more greatly desires.

And finally come we to the largest class of all, the one that includes the woman of the live, enthusiastic temperament, who loves the last week or two of holiday shopping for its own sake—as the hunter loves the chase. With her the hurrying crowds, the tang of enthusiasm and excitement in the air, the bustle—even the confusion and discomfort are overlooked in the thrilling shopping incidents and adventures that, in the telling, make even the systematic one's eyes grow wistful and dissatisfied. This sort of shopper would as soon think of celebrating her own birthday weeks ahead of time, as of going down town some pleasant morning in November and there all by herself and in cold blood selecting the gift that is to go to her dearest friend and perhaps at the same counter and in the same mood buy the obligation gift that is to go to her dearest—enemy. You know yourself, Mr. Merchant, that it would be bad business to discourage this shopper.

Yes, but how about the clerks? How can they be expected to work at high pressure from say eight o'clock in the morning to ten at night and keep up their efficiency and enthusiasm? They can't, and there are laws in some states making employers liable for exacting it. There must be some way out of the difficulty, of course, and the

simplest remedy that suggests itself to the inexperienced in such matters, would be to employ a force large enough to allow for a work

and a rest shift and thus increase efficiency to the extent of counteracting the expense of additional help necessary.

Clinching An Order

—By Gordon W. Mory



I WILL not throw bouquets at myself in this story. It is an experience of my good friend, Walter D. Scott, President of

the Janus Vacuum Goods Company. I have his permission to use his name, as well as the name of his company.

This story relates to an order which was delivered on time, under very unfavorable conditions.

My friend, Scott, had secured an order from a new Hotel Company in a large city, in Western New York.

The order was in the form of a contract, which did not contain any clause pertaining to fires, strikes and other conditions which are liable to confront a manufacturer at any time, but was a contract calling for a certain quantity of goods ordered to be delivered to the Hotel on a fixed date. One condition of the order was that the goods should be delivered on the date specified, or the hotel could go into the open market, purchase the goods required, and if there was an advance in the price, Mr. Scott would have to pay the difference.

Plenty of time was allowed apparently for the manufacturing of the goods. They were all manufactured specially for the hotel, ac-

ording to the hotel company's specifications.

The goods were composed of glass, which had to be blown; brass which had to be stamped, spun and silvered, as well as engraved with the hotel crest, and wicker work baskets.

The contract amounted to about six thousand dollars, and therefore was worth nursing.

I well remember the morning when Mr. Scott returned to his office with the order, happy and elated.

Things began to take on a very busy air in his factory, everyone connected became enthused.

The house orders were issued to the various departments, to start the ball rolling toward the completion of the order.

The glass blowers started on the glass, the metal workers began on their part of the order, the engravers and designers got busy on the engraving and designing of the containers, while the workers in the wicker department, which had been a little slack for some time, were very glad to get back on full time again. Everything looked fine for a prompt completion of each part, so delivery could be made on time.

Overtime was paid in a great many cases.

The first "Jonah" to enter was one of the firemen, in the boiler room, who had been making too much money, and could not stand

prosperity (he had a night trick), fell asleep on duty, and let the boilers overflow with water to such an extent, that the fires died down and let the steam in the annealing ovens (the glass had to be annealed) get cold. This caused about one-third of the order of the glass to be condemned by the inspectors and, of course, would necessitate the making of new glass.

Then, when the assemblers were held up on account of the delay in the glass department there came a state of unrest and dissatisfaction in the assembling department, owing to slack work. This dissatisfaction spread to the other departments, who thought it a good time to present their real or fancied grievances, and the glass blowers quit in a body on strike.

In the meantime, the wicker department was held up, owing to the scarcity of raw material.

The whole delay of about ten days really held up the order for over three weeks.

The strike was settled satisfactorily to all concerned, and then the superintendent quit for a better (?) job.

However, Mr. Scott is a man of great resources. He had a man in view, whom he secured as the new superintendent—a very able and efficient man.

The new superintendent, however, did not meet with the expectation of some of the employees in the factory and one could see the "Bucking the Boss" expression everywhere. Material was wasted, parts were delayed in the handling from one department to another, and breakage was tremendous. The only real harmony seemed to be in

the packing room, where everyone was striving to do his best.

However, the organization was pulled together and the work went on, but in figuring up the date of delivery they found that they would be about three days behind the contract on the delivery end.

This fact was made known to the various departments, with the result that the better side of each one asserted itself and all the employees made an apparent effort to work to a completion of the contract. The time limit was up on a Monday at midnight.

The preceding Friday night the order was completed, except the packing and forwarding. If Sunday had not intervened the delivery could have been made by express in plenty of time, but on consultation with the express companies it was found they could not guarantee delivery at destination until Tuesday morning, twelve hours after the time limit had expired.

Despair reigned supreme, when Mr. Scott came running out of the office and said, "We will fill this contract on time if we have to charter a special train. But I do not think that necessary."

This was on Saturday morning.

He put on his hat and coat, went out and returned in about three hours with three two horse trucks, loaded with large dry goods sample trunks, which he borrowed from a dry goods jobbing house, whose men were in off the road for the holidays. It was just before Christmas.

The trunks were unloaded, sent to the shipping department, and the goods packed securely in them.

They were then reloaded on the trucks and Mr. Scott seated with

the driver, on the first truck headed for the Grand Central Station. He then purchased five tickets to the destination of the order, so as not to arouse the railroad's curiosity, and divided the forty trunks among the five tickets, giving each ticket eight trunks to be checked.

Of course, there was excess baggage to be paid, and it was paid with a smile.

The baggage checker even remarked he was glad business was beginning to "loom up" for the traveling men were starting out, as he had not received a tip in several moons.

The trunks were then checked to the town in which the hotel was located and started out on the mid-

night train, the whole forty enmasse; Mr. Scott on the same train in a sleeper.

They reached the town Sunday about ten A. M., and a transfer company was put into immediate action to make delivery to the new hotel. The trunks all reached the hotel about one o'clock Sunday, and immediately the unpacking began. Every one of the articles had carried safely and were in first class condition. They were in their place according to contract by six o'clock Monday evening, ready for the opening.

The contract had been filled with six hours to spare.

The order was "clinched."

NOT only ought a boy apprenticed to a trade to feel confident that he has not been allowed to enter a race in which even before he started he was hopelessly outclassed, but he ought to see before him a reasonable certainty of tenure of position, of definite and increasing wages per hour until he has reached a maximum for his trade and locality; he ought to be secured of decent helpful companions; he ought to be certain that all those things essential to his health and safety which he cannot do himself are being done for him.

—HARRINGTON EMERSON

Dreams

By HAROLD BELL WRIGHT

INDEED it is true that all life really begins in Dreams. Surely the lover dreams of his mistress—the maiden of her mate. Surely mothers dream of the little ones that sleep under their hearts and fathers plan for their children before they hold them in their arms.

¶ Every work of man is first conceived in the worker's soul and wrought out first in his Dreams.

¶ And the wondrous world itself with its myriad forms of life, with its grandeur, its beauty, and its loveliness; the stars and the heavenly bodies of light that crown the Universe; the marching of the days from Infinite to the Infinite; the procession of the years from Eternity to Eternity; all this, indeed, is but God's good Dream.

¶ And the hope of Immortality—of that Better Life that lies beyond the horizon of our years—what a vision is that—what a wondrous Dream—given us by God to inspire, to guide, to comfort, to hold us true.

The Philosopher Among his Books

THE FOUR MEN. By Hilaire Belloc, author of *The Road to Rome*, *The Girondins*, *Marie Antoinette*, etc. Beautifully illustrated with full-page pictures and marginal sketches. \$1.25 net. The Bobbs-Merrill Company, Indianapolis.

It is a notable addition to English letters that Hilaire Belloc here gives us. In form it is extraordinary, if not, indeed, unique; in matter now rollicking like the old Sussex songs that the four travelers sing, now freighted with deep thoughts of death and immortality; always, in style, compact and smooth and of a fine fruity mellowness that takes the reader back to an earlier generation when men had time to write with care for men who had time to read. There is a reminder of the elegant Addison in these finished flowing sentences, but the subjects discussed have the meaty solidity of Johnson. Four men—judge of the book's exquisite symbolism by their names: Myself, Grizzle-beard, the Sailor, the Poet—all natives of Sussex, chancing to come together at the "George," decide over a pot of port to tramp through their home-land together. It is their delight in its rivers and woods and ridges—"great folds of woods open to the autumn that make a harp to catch the winds"—and their several philosophies of life that Mr. Belloc here chronicles, interspersed with stories of quaint humor and lusty verse and tunes, all racy of the Sussex soil. Within the four days the conversation covers this world and the next—and yet there is much jollity, for the travelers "eat hearty and drink deep," and there is each night "a noble spell of sleeping." So they advance under the blue fall skies to-

ward home. And as they near that delectable place a change comes over three of them and Myself finds that he is alone. Though directly a tribute to the author's birthplace—richer garment of praise none ever received!—the book is so written that to all who cherish the meaning and place of home it will endear itself.

THE MIDLANDERS. By Charles Tenney Jackson, author of *The Day of Souls* and *My Brother's Keeper*. Illustrated by Arthur William Brown. \$1.35 net. The Bobbs-Merrill Company, Indianapolis.

Charles Tenney Jackson—that is now a name to conjure with. Only a few years ago and he was a newspaper man, comparatively unknown, writing anonymously for the daily press, but laying plans for the future. He was a genius, and he learned to know men. Then came his first big novel, *The Day of Souls*. No sooner had it made its appearance than Mr. Jackson's future was assured; his ability was recognized. Another novel, *My Brother's Keeper* followed, and the young author took another step up the ladder of fame. His latest book has just been published. It is called *The Midlanders*, and through it Charles Tenney Jackson takes his place among the big men of American letters.

Despite its title, *The Midlanders* might stand for the whole country in its problems and its characters, and yet the settings are markedly individual. The narrative envelops the Louisiana swamps and bayous, the farming regions and small towns of the Iowa Reserve, with the glamour of romance, *Tom*, which are entitled "The Rise and Fall of the present hour. The plot is intricate,

and a hazardous situation is handled with a delicacy that works it out to a triumphant conclusion. It would seem that the author cannot be dull, that he illuminates all that he touches, and his spontaneity, the absence of any evident strain, can only come from one who is thoroughly imbued with the spirit of his subject.

What William Allen White has done for Kansas, Mr. Jackson has done for Iowa. What Frank Norris did for the social questions of a decade or more ago, Charles Tenney Jackson does for those of our present. *The Midlanders* stands for the insurgent, the suffragist, the progressive in politics, regardless of the party with which they may be aligned. It shows the chasm between the standpatters of the past, and the eager young men who shall inherit the future. It is universal in its scope and strong in its grasp.

But it must not be taken from this that *The Midlanders* is merely a thesis or a thinly disguised political document. It is a story, first and last, a powerful story that will hold of its own accord even though the reader cares nothing for the practical problems of which it treats. Nor is it "hammock fiction"—destined to be gulped down hastily on a summer afternoon, like a high-ball or an ice cream soda. It is more powerful than this, and will be enjoyed best if read leisurely in an easy chair by the fireside. It is the kind of book one wants to discuss with some one else.

THE RED BUTTON. *Author of The Otty That Was, etc. Illustrated by Max J. Spero.*
\$1.30 net. *The Bobbs-Merrill Company, Indianapolis.*

Will Irwin, newspaper man, magazine writer, muckraker, baseball expert and novelist, may always be depended upon to do something unusual. Years of observation and of mingling with men under all sorts of conditions have served admirably to make of him a writer who is ever original and ever interesting. He has demonstrated this fact on several occasions and he bids for public favor once more in a novel called *The Red Button*.

There have been many mystery stories published within the last few years, and *The Red Button* is also a mystery story, but it may safely be said that Mr. Irwin is

the first of the great number of writers of fiction of this class to make his chief character—his leading detective—a woman. But, as we said before, Mr. Irwin does things differently, and in *Rosalie LaGrange*, as she is known from her early days as a medium, he has a real creation.

Large, handsome, or rather comely, having gained rather than lost by her forty-odd years, with the shrewdness of a trained attorney, a natural love for adventure and romance, the instincts of a lady and the grammar of that part of New York which has a grammar all its own, and above all with a heart to match her head, *Rosalie* is extraordinarily magnetic. She may be described as one of nature's noble women, a rough diamond which you will like none the less for its roughness.

Novelty of character and intimacy of expression add much to the pleasure the reader derives from this story, and the author tells his tale so naturally and with such detail that one has the feeling all the time that this crime and its consequence may all have been a part of life in the next block down the street. In his choice description and disposal of people, Mr. Irwin has indeed been happy. It is a story without a villain, despite the fact that it is a murder story, for the only unpleasant character in the while the people and their lives are almost the very beginning of the story, it so happens that the reader does not even encounter the false, gambling captain a single time in person. On the contrary, he is thrown with a very pleasant group of people, most of them ordinary in position and attainments, but still entertaining and vastly amusing.

THE PLACE OF HONEYMOONS. *By Harold MacGrath, author of The Man on the Box, Half a Rogue, The Goose Girl, The Lure of the Mask, etc. Illustrated by Arthur I. Keller.* \$1.30 net. *The Bobbs-Merrill Company, Indianapolis.*

Harold MacGrath has so firmly established himself in the regard of fiction lovers, that it is an accepted fact that any book from his pen will be interesting, entertaining and unusual, and his latest novel, *The Place of Honeymoons*, is no exception to this rule. It is MacGrathian throughout, charming in setting, cosmopolitan in air and American

in spirit. The author's unusually fruitful imagination has been given full chance to display itself, and his delightful gift of narration makes every paragraph original.

Grand opera singers have frequently been utilized as the heroines of novels, but it is doubtful whether any author has ever conceived of a more delightful character than the one which Mr. MacGrath presents. It is the fortunes of such a singer, whose name is plain Irish Nora, that the author invites his readers to follow. Her abduction at the hands of a princely suitor who wishes to make her hismorganatic wife; her belief that this abduction has been arranged by Courtlandt, the American hero, who happens to resemble the prince; her summer resting days at beautiful Lake Como, where her train of admirers follow; her relations with a delightful old father who has been a prize-fighter, and her mother who intends to enter the "best circles" and vainly endeavors to venerate her honest, likable husband into a society gentleman—these are a few of the things that furnish the incidents which form the stock of the story.

Romance, pure and simple, is the principal motive of the tale, but it is romance which is clothed in the element of mystery and which baffles the reader until the author sees fit to clear it up near the end. It is a mystery story then, which keeps the wits working all the time, but it is in no way concerned with crime or the pursuit of criminals. The characters are all interesting so that even the smaller things which they say and do, are worth following with attention.

So much depends upon one's mood. What an ocean of boredom might be saved if science could but give us a barometer foretelling us our changes of temperament! How much more to our comfort we could plan our lives knowing that on Monday, say, we should be feeling frivolous; on Saturday, "dull to bad-tempered."—*Jerome K. Jerome.*

OLD TIME AND YOUNG TOM. By Robert J. Burdette, author of *Smiles Yoked With Sighs, Chimes From a Jester's Bells, etc.* \$1.25 net. The Bobbs-Merrill Company, Indianapolis.

The thousands of admirers of Robert J. Burdette will rejoice in the fact that a new book from his pen, entitled *Old Time*

and *Young Tom*, has just been issued. He has endeared himself to the American public through his long career on the lecture platform, and every one must feel a certain tenderness toward anything he says or writes. He himself is so kindly, he has helped so largely toward making the world a more cheerful place and he has met life with a bravery which has made the petty annoyances of every-day living sink into obscurity.

In his new book Mr. Burdette offers fifteen of his famous sketches, and these are representative of Burdette at his best. This means a very individual humor, some very tender pathos and a peculiarly human quality which can hardly fail of awakening universal sympathy. Mr. Burdette really has only one theme whenever he speaks, and that is the theme of life itself. Sometimes he treats it as a whole, as in the first and second sketches of *Old Time and Young of the Mustache* and "My Kindergarten of Fifty Years," and again he seizes some special aspect as in "Taking Account of Stock," "The Average Man," or "Wasting Other People's Time." But no matter in what way he treats his subject, he makes it vitally interesting and entertaining, for Mr. Burdette has studied life and its problems in all their various aspects, and so sunny is his own mind that the clouds of pessimism have never crossed his horizon.

He that is slow to anger is better than the mighty and he that ruleth his spirit than he that taketh a city.—*The Book of Proverbs.*

I've usually found that these quick, glad borrowers are slow, sad payers. And when a fellow tells you that it hurts him to have to borrow, you can bet that the thought of having to pay is going to tie him up into a bowknot of pain.—*George Horace Lorimer.*

I did not know how richly I

With priceless gifts had been endowed;
With health and strength, I knew not why

I might be glad and brave and proud,
Until I learned to cease to grieve

Because some other won success,
But strove the harder to achieve

The fair rewards of worthiness.

—*Samuel Ellsworth Kiser.*



OUT upon the night-wind it is born, faint, tremulous, rising into a deep swell of sound, shaking the fabric of the earth and reaching aloft to heaven—the sigh of Suffering Humanity.

It shakes the throne of the despot, and weakens the foundations upon which Pride and Selfishness have built their seemingly eternal palaces.

It rings in the ear of the Dreamer and makes tremulous the heart of every Lover of his Fellowmen.

More powerful than the wind that lashes the sea, more lasting than the ceaseless hum of toil, pitiable, insistent, menacing, it shall not go unheard and unanswered.

The ear of God listens, the Forces of the Universe wait to leap into being to answer its need.

Those who cause it shall be swept into ruin, and those who listen and seek to help shall attain a power no tyrant ever dreamed.

—*Edward Howard Griggs.*

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EDWARD J. SHAY

The Business Philosopher

A. F. SHELDON, EDITOR

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By the Fireplace

Where We Talk Things Over

OVER AT THE club the other day I met my old friend, Chuck.

"Been sick, Chuck?" I asked after the handshakes.

"No," he answered with a wistful smile. "Worse than that.

"If I had been sick there would be some chance of my getting well; but my real trouble is beginning to look hopeless. There's been a big row on in our concern for the last three months, and the uproar seems to be getting worse instead of better."

"That's too bad, Chuck," I sympathized. "What's it all about, or is that a family secret?"

"Oh, it's no secret, and yet nobody knows what the fuss is all about. It's been spreading through the organization like a pestilence. A lot of the boys have been drawn into it until it seems to me that nearly everybody over there is going around with a paving brick tied up in a towel. I don't think anybody knows how it began."

"If it's 'much ado about nothing,' Chuck, you peace-loving old bundle of good nature, how do you happen to be mixed up in it?"

"I'm not; but the never-ending wrangle all around me is stripping

the flesh from my bones. I just keep plugging away at my work and never take a hand in the melee. But I see men I admire and respect otherwise acting like a bunch of ragamuffins quarreling over a back-lot game of two-old-cat. It grieves and troubles me. Besides, there's sand in every bearing of the machine. My own work suffers because there's no coöperation in the institution. I can see losses and wastes everywhere caused by this petty squabble. It seems unbelievable, but some of those fellows are really more eager to get the goat of their childish enemies than to improve the service and increase the profits of the firm. Some of them are members of the firm, too. But the worst thing of all is the atmosphere of the place. I used to expand and grow there, and I think you know how happy I was in my work. Now the air is surcharged with venom, hate, revenge, and all the other poisons of inharmony.

"I've been with this concern for five years now. While I don't own a dollar of stock—my investments are in other securities—I have been wrapped up heart and soul in its success. We've been

through other storm periods. And there's always been more or less petty bickering. But this is the worst—or at least it seems to be the worst. Anyhow, if they don't quit fighting and pull together pretty soon I'm going to get out."

And then he sighed.

"But what's the use. I've worked in four other places since I left school, and the same thing went on in all of them. They were like some married couples. Everything looked lovely to the outsider. But as soon as you got inside you found the same trouble—inharmony.

"And my friends in other concerns—when they become confidential—tell me tales of battle and civil warfare that make me think I'm in a bower of bliss and peaceful loveliness.

"But why can't men be men—and not children? Why can't they see that they would be a lot better off in every way if they would forget their silly squabbles, outgrow their petty jealousies, and play the game like a star team.

"Do you know, while it seems too ridiculous to be true, as near as I can find out the present storm in our house all began because one petty official thought the purchasing agent had supplied some other fellow with a better desk than he had."

I ECHO Chuck's pitiful and unanswered question, "Why?" "Why can't men be men—and not children?"

THERE IS NO truer and wiser counselor than Nature.

Her laws and teachings are of universal application.

She gives us a perfect model for each of our activities.

All of man's progress in all branches of human endeavor has been made by learning the laws of Nature and acting in harmony with them.

The earth, the other planets, the sun, the solar system, and all the stars had been rotating for countless ages, the round boulders rolled more easily down the mountain side than flat or jagged rocks for countless centuries before men learned the principle of rotation with its immense saving in energy and applied it in the first crude wheel.

The spider had spun her marvelous silken spans for thousands of years before man learned to imitate her in his suspension bridges.

We talk about harnessing steam to our transportation and industries.

But we have done nothing of the kind.

Slowly and painfully we have learned the laws of heat and vapor expansion and built our engines in harmony with them. It is only in proportion to our obedience to its laws that steam works for us.

We talk grandly about making the mysterious force of electricity our servant, when the truth is that we have only begun in a crude and halting way to get into harmony with the laws of electricity and thus avail ourselves of a mere fragment of its power.

We cannot harness the mountain

stream and make it draw our cars and turn our factory wheels.

Every tiny drop of water obeys the law of its being and the law of gravitation despite our dams, penstocks, and turbine wheels. These contrivances must also obey the same laws or there is no resultant power.

NATURE GIVES to man a perfect model for organization.

That perfect model is his own body.

One microscopic cell, floating in warm ditch water, is helpless in the midst of its environment. It has no power of independent motion, but must drift hither and thither in the current of the medium in which it lives. If the water is poisoned, or becomes too hot, the cell dies. If the water becomes too cold and finally freezes the cell also grows cold and freezes, and all its functions are suspended until the ice melts.

A single cell cannot even seek its own food, but must take whatever is brought in contact with it.

It is only when millions of cells pool their interests in an organism that they have any power to change their environment or seek a more kindly one.

The process of evolution has all been by assembling cells together in organizations and by more and more minutely specializing the functions of the various cells.

The single-celled individual is all mouth, all stomach, and, so far as it can be said to have a brain, is also all brain.

A little higher up the ladder of

evolution we find cells arranged in the form of a sac. Here there is a crude specialization of functions. Some cells form the mouth of the sac; others on the outside of the sac are crudely sensitive to touch, and thus form the first vague beginnings of a nervous system.

Several steps higher up the scale is the mollusc. Compared with protozoa the oyster is a highly specialized animal. Some cells secrete calcium carbonate to form a shell. There is a rudimentary mouth and digestive system. Other cells combine together to form what is called a foot, and all of the external soft parts are slightly sensitive to touch. But there are no eyes, no ears, no one brain, and no specialized nervous system. The oyster, in fact, is very little more than a sac of associated cells in a shell.

An oyster is but little less dependent upon its environment than the single-celled creature.

Leaping over all intervening stages of development, let us consider man.

In him we find the highest and most nearly perfect product of creative energy and evolutionary progress in the individual.

There is no essential fundamental difference in the character and structure of all of the billions of cells that form his body; and yet, how various are their functions!

One group of cells forms his skin—dense, tough, impervious to light, and apparently only an envelope in which the body is contained. Yet when we examine it

more carefully we find that it is the organ of the wonderful sense of touch, a marvelous equalizer of body temperature, and perhaps the most important of the eliminative organs.

Some cells are sensitive to light. Others convey and bend the rays of light to them. Still others carry the sensations of these highly sensitive cells to the brain, where are located profoundly mysterious groups of cells that translate the messages thus received into what we call sight.

There are cells also which are sensitive to sound—others that respond intelligently to odors—still others that send to the brain messages about flavors.

Some cells form hair; others teeth, and still others nails.

There are organizations of cells that secrete digestive juices, and others whose function it is to choose from the stream of digested food what the entire body needs for its upbuilding and maintenance.

There are liver cells, kidney cells, spleen cells, muscle cells, nerve cells, bone cells, and those cells in the ductless glands whose functions are so vitally important and yet almost entirely unknown.

There are little colonies of cells that carry oxygen to every part of the body. Still others attack and devour any hostile organisms that may find their way into the body.

There is one group of cells that seems to be either in command of all of the so-called involuntary functions of the body, or the instrumentality through which some

higher and as yet unknown power controls them. There is another aggregation of cells standing in the same relation to all of the so-called voluntary functions, up to and including the highest intellectual processes.

IN THE HUMAN body there is perfect harmony.

No cell or group of cells ever acts except for the highest interests of all the rest. Each performs its own functions as perfectly as it may, receiving aid from all the others, and giving aid to all the others.

Even in what we call the inharmony of disease, the trouble is not between different groups of cells in the body, but because of the invasion of enemies in the form of organic or inorganic poisons. Even a diseased organ will do its best while fighting the invaders to perform its normal functions for the rest, and the other organs will join, with all their power, in an attempt to relieve and bring back to health their afflicted associate.

When any organ becomes weakened or weary in any way, the others, as far as possible, assume its burdens, and thus maintain at the highest possible point the well being and efficiency of the entire organization.

ONE MAN, alone and entirely without coöperation from other men, is almost as helpless in the midst of his environment as the single-celled animal in a pool of stagnant water.

As the entire organism of the

protozoon must perform all of the functions of its crude existence, so the lone man must be farmer, hunter, carpenter, cook, weaver, tailor, police force, laundryman, barber, shoemaker, cabinetmaker, and mattress maker if he is to have the necessities and the rudest comforts of existence. Even if he is able to do all of these things, there are thousands of comforts and conveniences and luxuries to which he must forever be a stranger.

Ten men working together can accomplish far more than ten times as much as one man working alone. A hundred men, by coöperation in harmony, can do far more *for each man in the group* than ten times what ten men can do.

And in a hundred groups of a hundred men each, every group working in harmony within itself and with the other ninety-nine, you have the beginning of efficiency and progress we call civilization. A civilized nation bears precisely the same relation to a lone savage, dying in the wilderness, that the human body bears to a single-celled protozoon perishing in the drying slime of a detached pool of water.

JUST IN SO FAR as man, in his various organizations, obeys the laws of Nature as exemplified in his own body, will he be successful in his efforts.

The athlete may build up a splendid set of muscles at the expense of his heart and lungs, but in the end it is inevitable that these same splendid muscles shall suffer and even die with the abused heart and lungs.

Even so, some man in an organization may seem for a time to enrich himself at the expense of others. But in the end it is inevitable that all should stand or fall together.

WHEN ANY CELL in the body breaks down and ceases its function, it is quickly eliminated. If this rapid and perfect elimination is not kept up, the body becomes diseased. If the processes of elimination become too badly deranged the body dies.

Similarly, in an organization, when any unit ceases to function normally, or gets out of harmony with the rest of the organization, then that unit must be eliminated quickly or he soon spreads infection to other units, causing waste and inefficiency. Then elimination becomes even more important or the organization will be broken up.

In regular health the normal process of elimination goes on in the body without disturbance to health or efficiency.

Similarly, normal, healthy processes of elimination may go on in an organization without friction, inharmony or any loss of efficiency.

But when strife, petty bickerings, and inharmony, such as my good friend Chuck describes, begin in any organization, then that organization becomes abnormal, unnatural, and loses its analogy to the human body. Nothing of this nature ever happens within the body. The whole organization, therefore, is thrown out of the current of progress and is no more

capable of real efficiency than a steam engine would be, constructed without reference to the laws of heat and expansion of vapor.

As well try to patch up an animal with a horse's head, a giraffe's neck, a hog's body, a fish's gills, a bat's eyes, an elephant's trunk, a deer's legs, and a turtle's feet as to try to make a success of an organization in which the units are working for their own individual interests, and against the interests of some or all of their fellows.

CHUCK SAID THAT the same conditions he complained of prevailed in other business institutions.

I hope he is wrong. In fact, I know he is wrong, for no firm or corporation could permanently succeed under such a handicap.

On the other hand, I know that, in a certain sense, he is right. I have traveled about this and other countries, visiting and studying thousands of commercial organizations, and I find few in which there is perfect harmony.

Here and there I have had the joy and satisfaction of encountering an institution in which the spirit of harmony and coöperation seemed perfectly exemplified. It is needless for me to remark that in every such case I have found an institution in which not only the whole organization, but every individual unit in the organization, was healthy, efficient, prosperous, and happy.

The human body may go on for years performing its functions with a fair degree of efficiency while not in perfect health.

So an organization may exist and enjoy a fair degree of success and prosperity without absolutely perfect harmony in its parts.

But just insofar as the body falls short of perfect health it falls short of one hundred percent efficiency.

And just insofar as an organization falls short of perfect harmony it falls short of one hundred percent efficiency and the highest success.

And just insofar as the body, or any part of it, falls below the standard of perfect health, in that degree every organ and cell in the body suffers.

Just insofar as any organization, or any part of any organization, falls short of perfect harmony and perfect coöperation, just in that degree does every member of it suffer.

ALL THIS IS true—and perhaps interesting.

But although I philosophized thus to my friend, Chuck, he reminded me when I had finished that I hadn't solved his problem.

Doubtless you also have felt like saying with Chuck: "That's all fine theory, Sheldon, but what am I to do about it?"

I'll confess that when Chuck asked me that question, he had my back up against a stone wall.

And I might as well confess also that you have asked a question I cannot answer fully, even if I were to fill this entire magazine.

There are many elements necessary to bring about harmony and coöperation in any organization.

I may enumerate a few of the most important merely by way of suggestion and leave you to work out the others for yourself.

SINCE IT IS true that water can rise no higher than its source, harmony in an organization must begin with harmonious thoughts and feelings on the part of the man or men at the head.

I have studied many an institution and have never found one where there was harmony and co-operation in line and staff if the chief executive permitted inharmonious in his own mind and heart.

The chief executive or executives of an organization are responsible for the *spirit* of it. And there is no more potent factor in producing right conditions in the minds of the workers, in the work itself, and in the discipline, than a healthy *spirit of the organization*.

As has been pointed out in the pages of the Business Philosopher before, the right time to begin to plan for harmony, coöperation, good discipline, loyalty, and efficiency is before the workers are selected.

Mr. Harrington Emerson, the efficiency expert, says that by far the most fruitful cause of inefficiency is the unscientific selection and placing of men.

The man who is fitted for his work does it easily, does it well, and is happy in it. He has neither time nor inclination for bickering and quarreling.

IN ORDER THAT a man be happy

in his work, he must *receive just compensation*. He must see an opportunity for future advancement. His hours of work must not be too long, and his surroundings must be as clean, comfortable, sanitary, and as safe as possible.

A SICK MAN is usually peevish, sensitive, irritable, and quarrelsome. Therefore, the employer who would have a harmonious organization must take active measures to cultivate and maintain the *health* of his workers.

THERE ARE VERY few motives in the average man stronger than the *love of the game*. This shows in many ways, all of which are instructive.

There is probably no better example of harmonious coöperation in modern life than the playing of a professional baseball team, or a big college football team.

Practically all men and women love and admire a winner in any sport if he wins fairly: great pitchers, catchers, managers, half backs, quarter backs, boxers, wrestlers, sprinters, Marathon runners, and automobile racers are popular heroes.

Much as he loves a winner, however, the average man has an even deeper admiration for a good loser, or a man who plays his game hard and clean, who plays it for all there is in him, who fights to the last ditch, who refuses to quit, who faces overwhelming odds with courage, and when downed always comes up with a smile, who never whimpers or complains,

who says, "May the best man win," and if his opponent wins, gamely admits that he is a better man.

The executive who becomes the captain of his business team and plays the game like this will inspire his team-mates with the same fine spirit of sportsmanship. He will secure harmony and coöperation whether winning or temporarily losing.

"BUT," YOU SAY, "I'm not an executive in my organization. I am only a subordinate. I find myself in an atmosphere of strife, and inharmony. It's wearing away my vitality and energy. What can I do about it?"

Let me tell you a story.

This is the story of Bill.

Bill entered the employ of the J. & J. Company when he was a youngster of eighteen, just out of high school.

At that time the J. & J. Company was one of the most notoriously inharmonious concerns I had ever known.

They used to say on the street that every man in the J. & J. Company had his hammer out for every other; that the entire force was made up of men who would rather fight than eat, who stayed with the company because they got such constant action for their warrior blood.

Bill hadn't been around the place for half a day before he was asked to help put up a job on a fellow worker.

But Bill only smiled his disarming smile and kept silent.

Before he had been in the place a week someone had played a mighty mean trick on Bill, but Bill didn't whimper, nor did he fight back. He simply worked off his resentment in strenuous activity in his particular job for the good of the house.

Before long every employe of the J. & J. Company had learned that it was absolutely useless to try to pick a fight or a quarrel with Bill.

They had also learned that Bill took no interest in the quarrels and fights that went on around him; that he apparently never heard the petty, spiteful things his fellow workers said about one another; and that he never repeated them.

They also learned that the only thing they could talk about that would interest Bill was improving the service and increasing the profits of the house.

Of course it was inevitable that Bill should be mighty unpopular with his associates at first. He "didn't belong."

But it was also inevitable that as time passed one after another should grow to like Bill, and count on him as the one man in the organization who could be depended upon as a friend.

That is how it came about that Bill won the confidence first of those who worked near his table, then those who were his immediate superiors, and finally of the heads of the firm themselves.

This is why Bill was rapidly promoted, and as he rose in authority, drew others around him

and inspired them with his own harmonious spirit.

This is why, one by one, the members of the J. & J. Company found plenty of excitement for their fighting blood in fighting side by side for the success of the house.

This explains why, one by one, the few who refused to get in line

and play the game were eliminated.

And perhaps (I'll leave it to you) it explains why Bill is now general manager of the J. & J. Company, with as loyal, harmonious and efficient an organization working shoulder to shoulder under his direction and leadership as it has ever been my pleasure to know.

Self Never Ceases to Act; An Ideal Gives It Direction

I HAVE an Ideal. It is an end toward which my every conscious effort is aiming. It is ever present. It rouses me to action, sustains me in application, and lulls me off pleasantly into smiling slumber.

Fear is banished by it. Weakness is mocked.

It balances my mind and body automatically. The Sting of Pain throws the balance, and the attendant ill is frothed away on the bubbles of ecstatic joy it images. With the consciousness of Weariness my gyroscopic Ideal tips the suggestion into oblivion and a whole-souled revel in refreshing Phantasy leaves Concentration again enthroned. It guides even playtime to me.

Daylight comes upon me as a blessing; and the waking remembrance of the night time is the caress of a tender, watchful Mother—of Pleasure, the parent of my IDEAL.

—By P. L. FRAILEY

I am Determined

TO respect my work, my associates and myself; to be honest and fair with them as I expect them to be honest and fair with me; to be a man whose work carries weight; to be a booster and not a knocker, a pusher not a kicker, a motor not a clog; to base my expectations of reward on the solid foundation of service rendered; to be willing to pay the price of success and honest effort; to look upon my work as an opportunity to be greeted with joy and made the most of and not a painful drudgery to be reluctantly endured.

To remember that success lies within myself, my own brain, my own ambition, my own courage and determination; to expect difficulties and force my way through them; to turn hard experiences into capital for future struggles; to interest myself heart and soul in the achievement of results; to be patiently receptive of just criticism and profit by its teaching; to treat equals and superiors with respect and subordinates with kindly encouragement; to make a study of my business duties, to know my work from the ground up, to mix brains with my efforts, to use system and method in all I undertake; to find time to do everything needful by never letting time find me or my subordinates doing nothing; to hoard days as a miser does dollars; to make every hour bring me dividends in specific results accomplished; to steer clear of dissipation; to guard my health of body and peace of mind as my most precious stock in trade.

Finally, to take a good trip on the joy of life; to play the game like a gentleman; to fight against nothing so hard as my own weakness and endeavor to grow in business capacity and as a man with the passage of every day of time.—From "Life."

Some Qualities and Characteristics of Ideal Executives

—A Symposium

The Chicago Executives' Club, which is now in the third year of its existence, is composed entirely of executives holding positions of responsibility and authority in Chicago business institutions. The club meets once a week for luncheon and the study of various phases of the science and philosophy of business. At a recent meeting the following addresses on ideal executives were given by the members of the club indicated.—EDITOR'S NOTE.

The Ideal President

By W. H. French

President Barnhart Brothers & Spindler

I COULD HAVE a lot more fun telling of the real president than of the ideal. I know more about him, his cranky notions, his disagreeable ways, his sour disposition, his selfish, coarse, cruel, arbitrary nature. Oh, I could picture him to the joy of thousands who have suffered at his hands!

An interview with him would often leave a man feeling like a tramp—the tramp turned burglar and foiled. Said his waiting pal: "Did you 'se get anyt'ing?"

"Naw, de bloke wot lives dere is a lawyer."

"Dat's hard luck; did you 'se lose anyt'ing?"

But not all real presidents are that way; organizations like the Executives' Club are making the presidents a higher and better class.

There always have been some good presidents; their number is growing; perhaps some day we shall evolve an ideal president, which means a perfect one.

A few attributes such an official must surely have.

1. He must be a gentleman.

What is a gentleman? One poet says:

Define a gentleman, you say?
Well, yes, I think I can.
He's as gentle as a woman
And as manly as a man.

His outward appearance and accent and habit may not be just the thing, but down deep under all outward signs he must be a gentleman.

2. He must have the faculty of quick, accurate decision, for most problems should be settled quickly and almost instinctively.

A president's desk with a jumble of letters, bills, complaints—a horrid, confused mass—means a mind incompetent or overtaxed. A matter large or small should, so far as he is concerned, be settled in all its aspects at once—and should be put behind him, and his mind relieved of it. I should sooner make an error occasionally than to make the grand irretrievable error of delaying everything all the time.

3. He should be approachable; dignified always, but never stiff or stilted in manner. Reasonable but not weak; strong but not brutal; diplomatic, but not deceptive; truthful but not rough.

He should be filled with the instinct for humanity; he should be a walking, talking golden rule.

5. With all this he must and will blaze his own trail. It is not wise nor necessary to imitate or simply follow even a good example. He must mark out his own course along right lines and pursue it, distributing his own individuality as he goes.

6. He must be fair to the company and fair to the employees. It is his best service to each if he is fair to both.

Such a man will tie to himself the general public, his associates in management and the employees.

Barnhart Brothers have not an ideal president but he occasionally does some things well. A competitor once said of us: "I'd give anything if I knew the secret of the devotion of Barnhart's salesmen to the company."

When this was repeated to me I replied: "The secret is a very easy one. We employ the best men we can get and then we treat them like men."

The Ideal Credit Manager

By Charles I. Lund

Manager Credit Clearing House

The title of credit manager, as used in most houses, includes far wider duties than the name itself would naturally imply.

The credit manager is often the responsible head of the entire office work, with general oversight of the bookkeeping and record departments, and if not directly handling the collection of accounts, is in immediate control of them.

He is also often in charge of the finances, and it is up to him to provide funds to meet the necessary current obligations.

This multiplicity of duties is due to two causes:

First, the credit manager is pre-eminently the student of the business concern, for in connection with his line of work he is called upon to reach certain conclusions regarding the character and conditions of men, through personal contact with them and through the study and analysis of voluminous reports and historical records.

He is one of the important factors in the management of a business, and

therefore seems to be the one best fitted to oversee the general office work.

The second cause is based upon the fact that the credit manager is at all times in closest touch with the book-keeping department and control over its methods is necessary for the proper carrying out of the policies and system of his department.

So much for some of the duties of the ideal credit manager.

Now let us see what are some of the principal requisites that he should possess.

He must be a good collector.

I head the list with this requisite, for I believe that prompt collection of accounts is more than half the game in keeping down the percentage of losses.

To be a good collector he must be a thorough scholar, a good correspondent, a man of keen aptitude and tact. He should be a good accountant and possess a fair knowledge of commercial law.

He must be a man of good judgment, quick to read human nature and judge character.

He must pre-eminently be a man who can handle men and who can read their real selves.

The saying is that the fortunes of a business house rest upon the courage and wisdom of the credit man. If this be true, he must be both courageous and wise. He must have the courage to stand up for his convictions and a keen sense of justice; quick of decision, yet not hasty of judgment; calculating and patient, yet quick of action in an emergency.

He should have pleasing manners, quiet methods, and be considerate of other people. His attitude must be of a friendly and confidential nature.

He must be honest with himself,

with his assistants, with his house and with his customers.

He must have a definite knowledge and thorough grasp of the business of his house and of his work, and a wide knowledge of business and commercial conditions.

Two of the chief causes which enter into a large percentage of losses incurred by bad debts in a firm's accounts, are poor judgment and carelessness.

These might be termed errors of omission and they should be overcome by cultivating the positives, right judgment and carefulness. The systematic man greatly reduces the chances of arriving at a wrong decision by keeping records of everything pertaining to the credit standing of each customer or applicant in such form that it can be easily and quickly consulted. The eradication of carelessness can be accomplished by making use of a system that will automatically bring to his attention the details of each account and warn him when an account becomes questionable or dangerous.

In treating with his assistants (should he be fortunate enough to have assistants), he should encourage independence of thought and action and the forming of individual opinion, taking pains to explain his own course of reasoning.

This will tend to cultivate self reliance on the part of the assistants and they will be better able to cope with difficulties that might arise in the absence of the credit manager.

He should be clothed with absolute authority on all matters pertaining to his department and should have the loyal support of his superiors.

Last, but far from least, he should be a Sheldon student, a man of Ability, Reliability, Endurance and Action.

The Ideal Advertising Manager

By Andrew N. Fox

Advertising Manager, Benjamin Electric Manufacturing Company

I never talk or write on advertising without thinking of a pet quotation from one of our current publications: "The big, broad problem, 'Does advertising pay?' is settled forever. The special problem, 'How can advertising be made to pay for a particular business?' is always as new as tomorrow, and is either solved or complicated in proportion as he who undertakes the task is endowed with the gift of analysis."

The recent census report places the value of the manufactured products of the United States for 1909 at \$20,672,000. To pay off this amount considered as a debt without interest would require a deposit of \$9,500 a day for a period of approximately 6,000 years.

Ayer's directory for 1912 places the number of the publications for the United States and Canada at 24,435; in round numbers, 25,000. If each annually carried \$40,000 worth of copy the total would amount to \$1,000,000,000, enough to add a thousand millionaires to the population of our city. Many of them will not reach this high figure. Many, on the contrary, will by far exceed it. The Saturday Evening Post alone last year carried between six and seven million dollars, or more than one hundred fifty times this amount.

These statistics are just a suggestion of the large interests with which the advertising manager has to deal.

In addition to the qualities of a president, mentioned by Mr. French, the ideal advertising manager must have the gift of analysis. He is at sea without it and steers no course. He must know his business from the bottom up—know the world's mar-

kets and the buying public, and through the various forms of publicity bring the two together by creating a selling atmosphere for his goods. This is the function of advertising. Mere copy writing is a small part of the process.

He must have X-ray eyes in his head, must be able to see the end from the beginning.

He must have his work so well in hand that he can operate with confidence and without fear.

He must start right.

The man who cannot first sell his services to his boss will probably not have much success in selling his boss's goods.

He must have initiative and courage, and, above all, must be a man of action.

A man once wrote a Latin book, entitled "Concerning All Things." Afterwards he thought of a few other items and wrote a supplement entitled "Certain Other Things."

The ideal advertising manager believes in his job and proceeds on the assumption that there is always room at the top, first for his firm, second for himself.

He meets the retort of the down-and-out cellar champion that "nobody wants to live in a garret" with his saving sense of humor and keeps on climbing.

He has got an idea, but he has not only got an idea, the idea has got him.

Wesley, starting out one morning to preach a sermon in a neighboring village, when asked by one of his parishioners what he would do if he knew he were going to die tonight, replied: "I would proceed to make my appointment and go down preaching my sermon." It is this do or die spirit of the advertising manager that makes for his success. He is ninety-nine per cent capacity for hard work,

the other one per cent that heaven-born spark which the lazy man calls genius, but which being interpreted aright is more capacity for hard work.

But his is not aimless endeavor. His eyes are fixed on the goal ahead.

He is stimulated rather than discouraged by the little reverses which are but the incidents of his progress, because he knows he has at his disposal a force which is putting more business firms upon the map, and doing more to develop the latent industries of our country, than any other single new agency of our modern commercial life.

Gentlemen, I should like to talk to you an hour and a quarter. My time is up.

The Ideal Sales Manager

By J. O. Quincy

Knowing it will be hard to discuss all the qualities of the ideal sales manager in so short a time, I had decided to name the one quality I considered the most important, but since hearing the discussion, another one has been brought out so clearly, I will speak of the two.

We have heard that Mr. French's salesmen will do almost anything for his house, and that Mr. Mumeau has a corps of men who think enough of him to buy him a chest of silver. This brings out a principle of sales managership which must be apparent in these two houses, namely:

Where salesmen have this kind of interest in the house, the sales manager must have a deep, tangible interest in the salesmen.

The item I consider of most importance in the ideal sales manager is the ability to keep so comprehensive a record of each man's performances that the sales manager will learn after analyzing the records to like a sales-

man who may not have otherwise impressed him favorably, and which will make him lose his interest in a salesman whose attractiveness to the house is found to be only affability, jocularly and braggadocio.

If I had time I would outline a system of records I have described before to some of you which measures the qualities of salesmanship, and comprises not only a record of tons sold, new customers secured, etc., but the several essential items of human nature necessary to make for efficiency.

An Ideal Office Manager

By T. P. Earl

General Agent of Wells Fargo Express Co.

While I make no pretense of being an ideal office manager myself, I know many men in Chicago who occupy a position in this rank.

I have one in mind who has a full measure of ability, reliability, endurance and action; who is able to gather about him as assistants men or women possessing the requisite positive qualities to render efficient service.

He has a quick, active mind, and is able to pass on important matters promptly.

This gentleman has a full knowledge of the details of the business he represents, and he is able intelligently to impart his knowledge to those he gathers about him as assistants.

He is systematic in the handling of his business, utilizing every moment of his time to the best advantage without lost motion. He is courteous to the employes in his service, while

maintaining good discipline, and commends them when unusually good results are obtained from their efforts, to greater efficiency. He treats them justly in the matter of compensation for services rendered, and in the administration of discipline.

His correspondence with the public is handled promptly, courteous replies given to all letters of complaint, and prompt investigation made covering such complaints. He is courteous to the public, as well as to his employes, under any and all circumstances, exercising patience with impatient patrons, and by his pleasing personality winning many friends for the institution he represents.

He is enthusiastic in the handling of his business, so much so that every employe in the service under his jurisdiction is filled with enthusiasm in the handling of his part of the work.

He is loyal to the interests he represents, praising its products, and speaking in the highest terms of its officials and employes whenever opportunity presents.

This ideal office manager I have in mind is very particular about his dress and person, always appearing neat and clean, and is a picture of good health. He is very fond of athletic sports, a good mixer, and enjoys the society of his fellow men; he is bubbling over with the joy of living, and is ever ready to do his part towards making others happy.

It is needless to add that he is a success as a business getter, that his friends are numerous, and that the world is a better place in which to live because of his presence in it.

FEW of Us know enough insignificant Little Things about the Best of Us, which if told in an Augmented Way to the Rest of Us, would cause Some of Us to lose Faith in Many of Us.—W. S. HOLLIS.

Growing Old

A little more tired at the close of day,
A little less anxious to have our way,
A little less ready to scold and blame,
A little more care for a brother's name,
And so we are nearing the journey's end,
Where time and eternity meet and blend.

A little less care for bonds and gold,
A little more zest in the days of old,
A broader view and a saner mind,
And a little more love for all mankind;
A little more careful of what we say,
And so we are faring and won the day.

A little more love for the friends of youth,
A little less zeal for established truth,
A little more charity in our views,
A little less thirst for the daily news;
And so we are folding our tents away,
A, passing in silence at close of day.

A little more leisure to sit and dream,
A little more real the things unseen;
A little bit nearer to those ahead,
With visions of those long-loved and dead;
And so we are going where all must go,
To the place the living may never know.

A little more laughter, a little more tears,
And we shall have told our increasing years;
The book is closed and the prayers are said,
And we are a part of the countless dead,
Thrice happy, then, if some soul can say,
"I live because he has passed my way."

—ANONYMOUS

What Then Is Failure? A Criticism— Intended to be Instructive —By H. E. Grant

The following editorial is from "The Electrical Journal" for July 1912. It is good in itself, but with Mr. Grant's criticism, it becomes an inspiration.—EDITOR'S NOTE.

THE ORGANIZATION MAN

IT is only in exceptional cases, nowadays, that a man can have his own successful business. However, we must not say that it is only in exceptional cases that a man is in business for himself, even though the trend of modern business is toward large organizations. In the large industrial companies, it is peculiarly true that a man does not need to grieve over the fact that he has not his own business. If he is truly an organization man he will consider himself a part of his company; successes will be viewed with pride and complacency and failures will be a source of sorrow and chagrin. In this sense, he is not a hired man, for he is really working for himself.

It is true that modern business calls for the much maligned "red tape"; but who makes the rules and weaves the red tape if not the individual unit in the organization?

Rules are made for a cause and if, through lapse of time or varying trend of business, a rule becomes a hindrance, the trouble should be remedied. A clear, concise plan should be advanced to do away with the rule or to modify it so as to adapt it to actual conditions. This can be done, and what is more, is being done every day in modern business.

With such methods, our so-called handicap disappears, and the limit of each man's opportunities lies only in

his ability and capacity for development. He would have scarcely greater opportunity if his business were his in name, and then, too, it would no longer be financed for him.

Some men choose to operate under the policy that they are "hired" men. A man with that viewpoint forgets that, to make a success, for himself or for his company, he must be a unit full of virile activity and stable productiveness; forgets that it is his company with which he is identified, and forgets that he is responsible to a degree for its achievements. The result is that he halts, while the organization passes on, although truly its advance might perhaps have been greater if he had been a "boosting" unit.

When a man is buying his own stamps, paying his own office rent, and hiring his own stenographers, he can be depended upon to keep all of his mental faculties and energies on duty to bring in real and increasing revenue. The "hired" employe of the big organization does not take this point of view. As a result he finds, to his regret, that he is truly in business with his company for himself, for the ultimate result is that he is relegated to an unimportant position, while the organization man receives the call.

Every successful concern of to-day must give good account of itself, and it can do so only through the cooperation of men having at heart true interest in its work. The days

of the so-called independent man may be numbered, but the life of the organization man has just begun.

MY CRITICISM

The writer of "The Organization Man" is a little off the track when he states that to the desirable employe "Failures will be a source of sorrow and chagrin."

Most funerals, even, carry with them a dash of consoling satisfaction to the mourners.

Why should we grieve or feel chagrined?

Eliminate it.

We did our best.

It is the part of wisdom to benefit by past mistakes, and then forget them, and not to brood over them in sorrow.

If we would be successful it is necessary that we be optimistic. Did you ever know of a sorrowful man, and chagrined, who was optimistic?

We cannot, then, afford even for the moment to get off the upward, optimistic, and successward track, for "in this sense, he (each of us) is not a hired man, for he is really working" *against* himself and his employer.

Should not the conversation with the man who has "failed" run rather in this strain: "You say that you have failed. You are not alone. I, too, have failed, and so for my part I reach out to you my hand. A myriad others would do no less.

"You say that you have failed. What does it mean?

"That you have failed is witness that you tried. Whether with wrong direction of effort or without the measure of success anticipated is irrelevant. That you do not call yourself a failure evidences hope.

"We failed but were not failures, —having striven.

"Failure describes those who have not tried or who, rebuffed, have given up the fight defeated; they who lose sight of the lesson of the tree which, bent to earth by the tempest, but sends its roots deeper so that when the storm has passed the trunk reaches up higher and the branches press further out. Truly it is a good thing to have encountered the storm, though we failed to keep the position gained among the clouds and were bent back to Mother Earth."

Search your memory for those whose names are household words, —who "of the myriads who before have passed the darkness through" are the only ones written on the lives of the people, then, now, and in the future. How few they are! For the rest, swallowed up in the abyss of oblivion, there can be said only, — what, —that they have failed?

Yes, they too failed in the sense in which we feel it, but were not failures, though minds of future mortals will not know them, and the present forgets quickly their most brilliant effort.

They did not succeed perhaps as they had pictured success, but had lived and striven, and striving, made possible the achievements of genius.

The genius of the present becomes the beacon light for all time, but genius in its nature is not individualistic. It draws upon the efforts of multitudes for guidance and inspiration, and for the future years.

Can we say truthfully that you *have* failed? Your experience has made possible future greater achievements, a larger growth, and in the interim has contributed to the genius of the day.

Courage then. You are not a failure, for you have striven and the end of your effort is not yet. The

failure thinks nothing, says nothing, does nothing,—so “failure is only for those who acknowledge it.”

We must aim higher, and though we may never achieve we may always know, if we lift our heads and smile optimistically when we have “failed,” that in the East the sky will appear already brighter as the light and color reflected from the setting sun

of our day that is done, suggests the breaking of a still more glorious dawn.

And the night will be short. Let us then rest and recuperate while we may. Night, too, we find is necessary. Strength must be regained, for who knows?—tomorrow we may succeed.

How I Made My Business Grow

—By E. W. Darrell

AFTER conducting a retail grocery and provision business for eleven years with a fair degree of success, I began to wonder why some stores forged ahead so much more rapidly than others.

Wonderment led to extensive investigations — investigations that proved to be a revelation to me. I found that not more than five per cent of the dealers really knew what they were doing. Hit-and-miss methods were the rule and the display of ignorance as to even the simplest facts was appalling.

Then and there I decided that I would govern my business from positive knowledge rather than from accepted customs.

I first asked myself what I wanted to know and decided as follows:

“Which lines show a profit and how much?”

“What does it cost to obtain that profit?”

“Are the clerks earning more or less than I am paying them?”

“Are there any leaks, and if so, where?”

My bookkeeping system, which I thought was the real thing, did not answer these questions, so I resolved to have one that would.

With the assistance of a Library Bureau expert, I adopted a modern system, which, by the way, is ridiculously simple, and which shows at a glance several different phases of the business, and keeps track of the individual and department sales.

Finding that the human brain was not sufficiently accurate to do all this without errors, I bought an adding machine. And let me say right here that any man trying to do business without a good reliable adding machine is depriving himself of a most valuable assistant. I cannot conceive wherein it can be called a luxury. By its use I have turned losses into gains and the various savings it has made are almost unbelievable.

By this time I had come to see the tremendous possibilities of accurate knowledge and in a general way can say, and I think you will agree with me, that for every dollar intelligently expended in modern office systems there will be a saving in general expenses of at least ten dollars. A broad statement, to be sure, but my experience justifies it.

I am now using three automobiles, several large electric cash registers, an air line cash carrier system, a slicing machine, a number of auto-

matic computing scales and two adding machines, one of which has the split and normal device.

I have come to look upon the management of even a small business as an art, one worthy of the deepest study. I firmly believe that, as labor is a most expensive item, and as machines, aside from being more accurate, are so immeasurably *quicker*, that it is the height of folly to do anything manually that can be handled by a machine.

I continually study our service to see wherein I can improve it and endeavor to have a positive mechanical check on *every* transaction.

At first the clerks were rather lukewarm, but as they soon saw that

my sole object was to increase their efficiency and earning capacity, and that I was not only willing but glad to share the extra profits with them, they, too, became enthusiastic.

Then again, knowing as they do, that every move has to bear inspection, that when errors do occur they can be traced instantly to the proper party, it has put an edge on carefulness that amply repays for the effort expended.

A few weeks' use of modern methods answered my questions. I know what my clerks are worth, what lines to drop and which to push.

Perhaps it is enough to say that in fourteen months I have gone from \$37,000 a year up to \$140,000.

The Language

By Oscar James Vogl

IN your language lives what passed through your life. Your bringing up, your home and your fate. Your Mother, your Father, your teacher, your sweetheart; your good and evil thoughts, your high ambitions and lower traits. Your triumph and your defeats. The books you have read from the first to the last. Your experiences, your impressions, your views and your labours, your occupation. They all live in the language you use.

Therefore the respect of the scientist for style of expression. It is the letter of nobility that everyone can write for himself—provided one can write.

The Questions of Socratic

By
Arthur W. Newcomb

Jack Spenceway Multiplies Himself

HAVE I mentioned the fact—either directly or by indifference—at any time in these cursory chronicles, that our office is a bright, cheerful little place of more or less industry?

If so, I must call your attention to the philosophic loophole of “relative truth.” With his eye upon this convenient avenue of escape, the writer or speaker may apply his adjectives of praise or blame, excellence or inferiority, with careless enthusiasm. When brought to book, if he ever should be, he may sidestep gracefully through the aforesaid aperture by declaring that the thing described was good or bad, beautiful or ugly, in relation with other things less deserving of approbation or censure, as the case may be.

Thus the political geyser of generalities may explain that his candidate is, as he claimed, “a statesman of lofty ideals and sterling integrity”—when compared to a professional horse thief and yeggman. Also, that the opposing candidate is “a low-browed degenerate and grafter”—in a similarly relative sense when viewed in the same glance with Thomas Jefferson and Benjamin Franklin.

Making my graceful exit, therefore, through the side door thus thoughtfully provided for me by the philosophers, I reaffirm any possible reference to our office as a place of plaisance, but hasten to add that it is such only when other localities within reach provide less desirable immediate environment.

When the winter rains have been cooperating with the sun to cover the foothills and mountain sides with verdure and orange-colored poppies; when all fields and lawns are dressed in emerald velvet; and the lengthening days of early spring instil their maddening wines into the human blood, then this same little office becomes the dark, narrow cell of an altogether undesirable dungeon.

When time and events add to the beauties of Nature the annual tennis tournaments over at Coronado, Fussberg says he would rather be chained to an iron ring in the stone floor of a dark crypt than to adhere to his desk.

WE TAKE A HOLIDAY

“I can’t think of anything but the drum of rackets, the frisking of white balls on the turf, the gleam of white flannels against the green, and the boom of Grandpa Cific on the beach,” he had declared in justification as he stowed away his copy and proofs and reached for his hat.

Whereupon we had all decided that there were many things in life that morning far more alluring than making money, and joined the insouciant crowd on the ferry.

On the way over we picked up Jack Spenceway, and Jack was still with us when we sat down to an *al fresco* luncheon at noon. I’ll give all my long-suffering readers one guess as to Jack’s state of mind.

He has been limned in these truthful tales more than once as a youth of almost invincible cheerfulness and

placidity. And yet we all know that he could not have gained eminence as the hero of any of my stories unless he had somehow or other got himself into trouble from which Socratic will in due time more or less adroitly deliver him.

So your one guess is correct.

Jack Spenceway was the one jarring note in all our little symphony of vernal ecstasy.

Of course we had taken note of Jack's unaccustomed dejection long before the aroma of culinary rites began to lure. But the volleying contests on the courts had constricted conversation.

BEING PRESSED, JACK TELLS HIS TROUBLES

It was at the lunch table, then, that Fussberg, quizzically curious, descended upon poor Jack with his verbal corkscrew.

"Come, Jack, pour out your diverting tale of woe. Solomon once remarked that 'a merry heart is a good medicine.' You need a liberal dose of it this morning, or this high-cost-of-living lunch will ferment in your stomach as your imaginary troubles are now fermenting in your heart. Our far-famed ocean is wide and deep and there are several hundred cubic miles of very roomy atmosphere hereabouts. Surely you can find some better place for that poisonous grouch of yours than your own tender insides."

"Go on; don't mind me," growled Jack. "I'm all right; I just want to think, that's all."

"Of course you just want to think," scoffed Fussberg, "and if your merry thoughts could only be set to music, we should doubtless have something that would make Mendelssohn's Spring Song sound like a dirge."

Jack sighed monstrosly.

"Well, I might as well admit that

if I ever possessed any of the mental quality that caused you fellows to call me 'Placid Jack,' they have blown up and scattered to the four winds in twittering fragments. If ever the joy of living has seemed to you to make of me a fit companion of your chaste revels, you see before you but a mutilated remnant from which all pleasant contemplations of existence has been amputated, extirpated, cauterized, and otherwise removed."

"And what or who, may I be so bold as to inquire," sympathized Fussberg, "has stolen away the greater and better part of our friend and left only this bleak and dismal sliver? Surely it can't be business troubles. At last accounts, which were reassuringly recent, you were securing autographic embellishments upon your receptive dotted lines with frightful frequency."

"No, in a sense, it isn't business troubles, but practically it comes down to that. Here's the whole thing in a nutshell. My private affairs have suddenly taken a turn that makes it imperative for me to earn about three times as much money as I am now earning. And I guess you all know that I have to do my level best to pick up the commissions that now get into my bank account. I can't think of any kind of work that would yield me any bigger income, so it's a case of an irresistible force colliding with an immovable object—in other words, an absolutely insoluble problem absolutely demanding a solution."

SOCRATIC WANTS TO KNOW JUST A FEW THINGS

"How many hours a day are you actually working?" Socratic wanted to know.

"About eight hours."

"Do you mean to say that you put

in eight full hours of sixty minutes each actually talking to prospects?"

"Why, no, I guess not. A good deal of time goes in walking or riding from one prospect to another; and a good deal more, perhaps, in waiting around for people to see me."

"How much time do you estimate is lost in that way?"

"Oh, sometimes two hours a day, sometimes three or four hours, sometimes, perhaps, only an hour."

"Think it would average two hours a day?"

"Yes, I guess it would, but I don't see how I could cut that down any."

"Do you plan what prospects you intend to see during the day, and then make a schedule of your route so as to retrace as few steps as possible? Do you use the telephone for making appointments, and thus save yourself many a long walk that you might otherwise take only to find that your prospect was out or too busy to see you?"

"Well, no, I haven't done very much of that."

ADDING A PROFITABLE HOUR

"Do you make appointments by mail where you can't use the telephone? Do you study the working habits and time schedules of your prospects so as to learn just when is the best time of the day or week to approach them?"

"No, I suppose I've been careless about that, too."

"When you have to ride on a car or train for any distance, do you make any attempt to plan to ride on the same car or train with one or more of your prospects so that you can give them your selling talk en route?"

"Never thought of that."

"By the use of all these methods, do you think you might be able

to save an hour a day, and thus increase your actual working time from six hours to seven?"

"Yes, I think I might do at least that well."

"And without working any harder at all?"

"No, it wouldn't be any harder work."

"What is your average number of sales a day?"

"About six."

"And you work about six hours; so if you added another hour you would add another sale. Isn't that true?"

"Yes, it ought to be; but what good would that do me when I ought to make at least eighteen sales a day?"

THE PROCESS BECOMES MULTIPLICATION

"How long does it take you to make your selling talk?"

"About half an hour on an average, I should judge."

"Did you ever try making a more thorough analysis of your goods and your prospects, so that you could more quickly reach the right point of contact between what you have to sell and each individual customer?"

"No, I can't say that I ever did."

"Have you ever tried to cut every unnecessary word and phrase out of your selling talk, thus making it more concise and more forcible?"

"Well, I worked a little along that line, but never accomplished much. I've got to tell my whole story to every prospect, and I've got to use enough language to make it clear to him."

"You know Baylor, don't you?"

"Yes, he's the fellow who sells encyclopedias."

"Do you know that his complete selling talk is three hours long, and that he sometimes has to give it all?"

"Yes. In fact, I've heard him give his three-hour selling talk."

"You were in the office the other day when he sold Wiggins an encyclopedia, weren't you?"

"Yes, and it only took him about five minutes. But Wiggins was really sold before he started."

"How did he know Wiggins was sold before he started?"

"Well, I guess he didn't know, but he just gave Wiggins half a dozen clear, straight-from-the-shoulder descriptive statements, and then flashed his order blank in such a way that if Wiggins didn't sign it up he could go ahead and give him some more talk."

"Can't you figure out an approach like that on your proposition and use it whenever you find a prospect who seems to be the right kind for it?"

"Yes, I suppose I could."

SCIENTIFIC SELECTION A MULTIPLIER

"By cutting down the length of time necessary to get a point of contact through analysis, and by the use of a dynamic selling talk as an approach, don't you think you could reduce the average length of interviews from thirty minutes to fifteen and still sell just as large a percentage of your prospects?"

"Perhaps I could."

"If you did that, wouldn't you just double the number of your sales in each hour of the day?"

"That's the mathematics of it. I could then make fourteen sales a day instead of six."

"Do you ever give your selling talk to a man who turns out not to be a prospect at all; one who couldn't or wouldn't buy your goods under any circumstances?"

"Quite a number, though not so many as I used to."

"Isn't it an absolute waste of

time — and worse — to talk to such people?"

"Yes, it takes considerable gimp out of a fellow to get turned down like that."

"Can't you use a great deal more care in the selection of your prospects, so that practically none of them would be thus impossible?"

"Unquestionably."

"How large a percentage of such people do you visit every day now?"

"I don't know exactly. I should say at least twenty-five per cent."

"And how much could you reduce this percentage by scientific selection?"

"Well, I ought to be able to get it down to ten per cent, I should think."

"How large a percentage of your real prospects do you sell?"

"Well, I should say about two-thirds."

HOW SUCCESS SUCCEEDS

"If, now, you talk to four people every hour for seven hours a day, that equals twenty-eight. If you reduce the number of impossibles to ten per cent, then twenty-five and two-tenths of all the people you talk to are real prospects. And if you continue to sell two-thirds of them, as you are now, that will make how many sales for each day on an average?"

"Sixteen and eight tenths," answered Jack after a moment's abstraction.

"Now, tell me, when you are making your big records and suffering comparatively few defeats, isn't it true that you feel better, think more clearly, talk more forcibly, and make a better impression on your customers, sense the psychological moment more accurately; in short, sell a far larger proportion of your real prospects?"

"Yes, some days when I'm at my best I sell ninety per cent of the people I approach."

"Working as you have been planning today noon, and making as many sales a day as sixteen or seventeen, don't you think you'd feel good enough to sell an average of seventy-five per cent of all your real prospects?"

"It certainly seems that I ought to; and if I did, that would make eighteen and nine tenths sales every blessed, blissful day."

"It's queer how good things are often handed to us in impenetrable disguises," philosophised Wiggins, helping himself to another bale of salad. "I felt very sorry to see Jack so downcast this morning. But, thanks to his troubles, I have learned something that ought to at least double my commissions every month."

"That's nothing," jubilated Fussberg, "I think I see where I can multiply mine by five; but what do I care about money? It's time to get back to the tournament."

Does This Illustrate One of Your Faults?

COLLIER'S WEEKLY recently printed this story under the heading "Bad Salesmanship":

"An old man and his wife, living on a farm, lost their only daughter, Mary, who left them a little girl to love and to bring up. The child was musical and was ready for piano lessons. The piano in the old farmhouse was somewhat 'tinpanny,' and a piano salesman in a neighboring town discovered an opportunity. He knew that the old people were well-to-do and that they worshipped their little grand-daughter, so he went to see them and began his campaign, which at first consisted of playing badly on the old piano in a way to exhibit its defects, one of which was a very bad note that he pounded unmercifully. Then he took the old folks to town and played beautifully on a new piano. Then, at a later meeting at the farmhouse, he practically closed the sale; but just before going made his fatal error. Sitting down to the old piano, he played 'Annie Laurie,' and played it with real feeling, almost affectionately, so that even on the old instrument it sounded fairly well. Tears welled up to the old lady's

eyes, and at the conclusion she turned to her husband and said, 'Why, paw, that's the piece our Mary used to play—just like that, on that piano. Seems as if we can't let it go.' And they didn't. The salesman did not know enough to stop when he had won his point."

Happytaphs and Eppigrins

By Oscar Schleif

Work and wait, but don't wait for work.

Silence is the strongest argument.

Don't hitch your wagon to a fixed star.

Our mind exalts; our bodies make us kin.

The difference between an argument and a quarrel is five minutes.

Water seeks its level, but liquor levels its seeker.

The only troubles that ever happened are those which are past.

The test of good manners is where they are not required.

Silence is golden, but money talks, and always with interest.

Most people enter the valley of the shadow through a gorge.

Do not be annoyed at the things that are not happening to you.

*“Most of the great work in the world
is done by the people just after they
were ready to give up.”* —W. A. BROWN

I.

There is no time of reaping
But first a sowing's made;
There is no tale of winning score
Until the game is played.
There is no brawn that's built by sloth—
No pride of conquest, till
We've fought, and bled, and claimed reward
By downright force of will.

II.

The string gives forth no music
Until the bow has scraped;
The urn is drossest mud until
The potters' hand has shaped.
The turret sheet, the armor plate,
The fine Damascus blade—
All were too soft, till on their sides
The forge and hammer played.

III.

So, look ye, lad, about you—
How service claims it's tare;
There is no thing of worth, you see,
But discipline is there.
The saw teeth strike a million times,
Ere one hard knot is passed;
Success is in persistence, lad;
Reward, for those who last.

—W. F. EARLS

Characteristic Curves of Machine and Individual

—By J. K. Fairchild

PROGRESS, the keyword and dominant impulse of the spirit of the twentieth century, as found in so many human activities, is due chiefly to a greater power of accurate and complete analysis of the manifold subjects commanding investigation, research and development.

Our greatest jurists and statesmen were keen analysts.

In the medical profession, especially in the departments of surgery, bacteriology, septic prevention and quarantine prevention, the greatest achievements have been through an analytical investigation of the cause, spread and development of disease.

Likewise in electrical engineering, all substantial and revolutionary progress has been the direct result of a thorough analysis of the service to which a machine may be applied and to an analytical study of the performance of the machine itself.

In order to make vividly clear this performance, the engineer has devised a method of plotting curves to illustrate the operation of a given machine under all conditions of load or service. These curves not only make plain to the designer the inherent characteristics and limitations of the machine itself, but also wherein the various losses which tend to lower its efficiency occur. The performance curves thus serve as a means to an end.

INDIVIDUAL EFFICIENCY

In recent years a new branch of engineering, termed "Efficiency Engineering," has been growing in favor. Efficiency engineering has for

its purpose the wider and more complete application of the principles of analysis, the separation of losses into their component parts, the minute study of the elimination of all waste and the substitution of better methods in the field of labor, production and distribution.

The individual who aspires to the highest personal development within his power must achieve this success through the same methods of analysis; seeking the ways and means of efficient mental utility.

With this conception before us, would it not be possible to apply the methods of the engineer to the problem of self-analysis? To plot one's own performance characteristics?

A study of the subject presents the possibility of a very complete parallel of the characteristics of an individual to those of an electrical machine.

ARE YOU DYNAMO OR MOTOR?

As the designer of your future development, would it not be well to consider your own characteristics with the view of reducing your losses and of removing the limiting features which circumscribe your capacity or in any way lower your productive efficiency?

The prime purpose of our physical and mental construction is service. At the very outset, then, determine the particular kinds of service for which your physical and mental machine was designed and intended.

Is your function that of a generator or a motor? Are you, like the generator, the source of power, get-

ting work out of others, or are you, like the motor, built to work at the direction of some prime mover?

In an electric system the generator is the most important link in the chain, so in the commercial system, the managing director is the most important element, often directing hundreds of men as the generator moves many motors.

Seek to determine your load characteristics. Are you shunt or compound wound?

Let us compare the compound winding of a generator to the reserve force which man can exert in times of unusual physical or mental activity. In part this reserve force determines man-power regulation—how the individual performs when carrying an over-load.

As most generators are compound wound, so, to carry out the analogy, man when acting a responsible part in an important position must maintain an unruffled temper and must prove his ability under many trying conditions.

Discover your limiting features: ascertain if they are due to a lack of technical knowledge or to defects of character.

Here permit me to quote the words of Col. G. H. Prout, President and Manager of the Union Switch & Signal Company, an acknowledged business philosopher: "It is my constant observation of four engineering works, employing about twenty thousand men, that engineers reach their limits of usefulness from defects of character rather than from want of technical attainments. Our greatest difficulty is to find courage, candor, imagination, large vision, and high ambition. I do not know which of these qualities is most often lacking, or which is most essential. The lack of courage

and candor comes most often to my notice, but lack of imagination and broad outlook produces the most serious disasters."

WHAT ARE YOUR LIMITATIONS?

Also permit us to quote from Karepetoff concerning the usual limitations that prevent an engineer from being fully efficient and happy in his work:

"Belief that he is underpaid; abnormal striving after money.

"Belief that his efforts are not appreciated by his employer; also that there is no chance for promotion.

"Lack of knowledge, theoretical or practical; lack of general education; a deficient knowledge of business forms and human relations.

"Deficiencies in character, such as weakness, roughness, egotism, narrowness, pedantry, absent-mindedness, laziness, etc.

"Lack of enthusiasm, due to the absence of a guiding and unifying purpose in life."

Most of this list deals with deficiencies, the mere mention of which suggests the remedy.

We oftentimes encounter these deficiencies or negatives going hand in hand with some strong positive. For instance, if we find a man who possesses a strong will-power, his negative will possibly be neglect of study. Again, if a man's strongest positive is intelligence, his negative tendency will probably be lack of physical strength; or if his striking positive is keen insight and energy, he is apt to be impatient and of hasty temper.

In the case of the electric motor, the development of the interpole, while it greatly improved commutation, also left the machine unstable. A compensating winding was then added to give the machine a droop-

ing speed characteristic, which insured stability and prevented it from bucking over under fluctuating loads.

This may be compared to one who, in developing his energies, has yet to develop self-control to act as a compensating feature.

Francis C. Shenehen, Dean of the College of Engineering of the University of Minnesota, says, regarding self-control: "The man who has himself in control is simply the man whose higher personality, the actual ego, rules the lower personality, rules the beast. It is a good thing to have a *strong beast* in you. That may be an element of strength in your character. The beast is the motive power. It is the thing that drives, but the higher personality must have this beast by the throat, absolutely control him, and make him do his work. In controlling your primal power you are first learning the work of the engineer. Now the *engineer, by definition*, is 'one who directs the forces of nature to the uses of man,' and this powerful primitive physical endowment is one of the forces of nature which every engineer must learn to control and direct early in his career, else his career will not carry him to great usefulness in life. Self-control is the one thing that will let a man win out in life."

ANALYZE AND ELIMINATE LOSSES OF POWER

Carefully separate and analyze your losses, then reduce each to a minimum. The losses in a rotating electric machine are, usually, I^2R loss, hysteresis, eddy current, and stray losses, such as windage and friction, which are hard to separate. Copper loss is reduced to a minimum by reducing the resistance of the electric circuit as far as is consistent with

space-economy and cost. Keep down the internal resistance by keeping the body and mind in good condition.

Hysteresis lag is often spoken of as magnetic inertia, and might well be compared with the lack of ability to perceive and grasp an opportunity when first presented, mental inertia.

Eddy currents are harmful cross currents circulating in the material, dissipating their energy in heat, which the designer has reduced by confining them to laminations and are comparable to lost motion. Lost motion comes from wrong motion, duplicated motion, and unnecessary motion, and one would do well similarly to confine it to as small a space as possible.

Friction suggests its own parallel and remedy, in our relation to our associates. Lost effort might be classified as another stray loss, and lost time is a function of all other losses.

WHAT EFFICIENCY IS

Efficiency, the ultimate aim, is manifestly the ratio of work accomplished to possible work. Man-efficiency has been defined as "the ratio of result to opportunity," remembering that opportunity is largely a product created within the individual through ambition, sustained by determination, nourished by persistency, fortified by courage, vitalized by faith, and fused into success by enthusiasm.

As an example, Mr. A. G. Taylor gives the following as the standard of a salesman's efficiency:

1. Average ratio of calls per day in relation to the possible number of calls.
2. Ratio of calls to cost.
3. Ratio of orders taken to calls made.

4. Per cent of cash with each order.
5. Size and frequency of subsequent payments.
6. Amount and frequency of profitable sales.
7. Quality of business done.
8. Nature of customers secured.
9. Per cent of boosters among customers to orders taken.
10. Degree of coöperation with the house, the office, other salesmen, superiors and subordinates.

The central station man is always trying to fill the valleys in his load curve—to improve his load factor.

What is your load factor?—that is, what are you getting out of your work? Is your plant operating at capacity all the time, or does your plant show peaks and valleys? Are you capitalizing to the greatest degree upon your investment in brains, energy and knowledge? A low load factor means idle investment.

THE SATURATION POINT

Another interesting point of comparison is the shape of some of the curves.

As an example, take the saturation curve for iron—where at first the magnetic density increases rapidly in proportion to the magnetizing force, until, as saturation is approached the curve bends over more and more, requiring a greater and greater amount of magnetizing force to produce a small increase in density. In this case, the most stable and economical operating point is about the knee of the curve.

In the same way, much of the progress resulting from human effort, if it could be plotted, would show a curve of similar shape—rapid progress compared to the energy or time required, to begin with, and a gradual bending over of

the curve, giving decreasing progress in proportion to the time or energy put into the work.

For instance, one recovering from an illness will gain strength much more rapidly at first, or, if a person taking up a new line of work should plot "knowledge gained" on that work, as ordinates, to "time required" as abscissae, it would show a similar saturation effect. Here, too, the most economical and stable place to work is about the knee of the curve. When an athlete "goes stale" from overtraining, he might well be said to have reached the saturation point.

In purchasing a machine, it is well known that not only is greater satisfaction assured, but the cost is much lower, if a standard type is selected. This is because the manufacturers have their standard pieces of apparatus developed to a degree where most of the possible errors are eliminated, and their performance known; and further, because their manufacturing methods have been standardized, which enables them to do better, quicker, cheaper and more reliable and efficient work.

In the same way, the individual who has his work and ideas standardized will be able to accomplish much more and better work than one who works without system. The essentials of standardizing one's work may be summarized as follows:

1. Collect your material and analyze it.
2. Interpret and eliminate wastes and duplication.
3. Classify and record the remainder in some readily accessible manner.

CAN YOU SELL YOUR POWER?

Last, but not least, a machine is made to sell. It is built to go into

the open market in competition with other similar machines built by other manufacturers, and its success depends upon its ability to meet this competition. What, then, are its "talking points"? High efficiency, good regulation, large capacity per unit weight, mechanical strength, ability to carry overloads, smooth, noiseless running, etc.

In the same way, your human machine must be built to sell. When you apply for a position, you are offering to sell your services and your ability. If you cannot give value received in service you will not be able to meet the competition in labor market.

Sheldon says: "The science of business is the science of service. He profits most who serves best."

WHAT CAN YOU DO?

Can you sell your machine? In order to accomplish this final step

you should be sufficiently skillful in the art of expression to be able to present your selling points either orally or in writing, in a clear, logical and convincing manner. Ability to do this, so often neglected by the engineering student, may prove invaluable.

John Lyle Harrington says on this: "Possessing a mastery of the English language he (the engineering student) may or may not rise to eminence; but without it, he certainly cannot. Any engineering student, who wilfully neglects the study of his own language, deserves the failure to attain eminence, which assuredly will be his fate."

Let no pleasure tempt thee, no profit allure thee, no ambition corrupt thee, no persuasion move thee to do anything which thou knowest to be evil; so shalt thou always live jollily: for a good conscience is a continual Christmas.—*Benjamin Franklin.*

SUCCESS, honor, fame—magic words these, that make the fiery blood of ambition surge to your brain. But forget not, they are effects, not causes; the reward for initiative, patience, industry—dreams endowed with life, vague desires vitalized, hopes struggled for.

It is the inexorable law of compensation; he wins the prize, who pays the price?

Frederick C. Kuhn.



The Creative Force


By P. L. Frailey

STEAM raised the teapot lid, but Watt saw a piston move. A mighty bolt flashed across the sky; in his mind, Franklin harnessed a vast World power,

Loving eyes looked up to the sorrow-stamped face in the President's box; but the inflamed brain of the actor Booth saw only tyranny there, and did joyously in heart, over and over again, the deed which sickened a Nation's soul.

Every great deed, for good or ill, was performed first in the mind of the doer. A breath, a glance, a word, a thing, yesterday, perchance, brought materials to the storehouse of Memory. Today, seized by that mightiest builder, *Imagination*, they shape into a positive mental plan. The Deed follows—noble or base as the materials come, graceful or devilish as our past lives dictate.

Of that we experience does the Creative Force build. Greater than the greatest can you be—or less than the meanest.



Sidelights on Business

—By Edwin N. Ferdon

In The Business Builder

KEEP YOUR PROMISES

THIS is the tale of a store that kept its promise. It was told by the man to whom the promise was made.

This gentleman happened to be in Los Angeles when he discovered that somewhere and somehow he had lost the pair of pajamas with which he associated. He thereupon dropped in at a men's furnishing store in the city and endeavored to find another pair to suit him. What he wanted were pajamas of a certain color—but they didn't have them.

"However," said the manager, "we will find a pair for you somewhere in town and will deliver them at your hotel by seven o'clock this evening."

The traveler returned to his hotel at six, had supper, and went to his room to get ready for departure. No pajamas had arrived—and he took it for granted that they wouldn't show up at all.

But just before seven o'clock there was a rap at the door, and there stood the manager of that store himself, and under his arm was a package that contained a pair of pajamas of the exact hue wanted.

"I am sorry to have kept you waiting so long," apologized the manager, "but it took us all the afternoon to pick up a suit such as you wanted. This one didn't come in till six, and as there was nobody about to make the delivery, I brought it down myself."

It sounds like rather an ordinary story, doesn't it? But it was extraordinary enough to make a big impression on the mind of the man to whom the promise was made—so that he repeated it to me as a particular ex-

ample of how a store's promises should be kept.

Ask yourselves, you who buy goods "to be sent up," how many proprietors of the stores you trade with would have themselves delivered that one pair of pajamas to you, so as to keep the store's promise? How many of them rather would have left it till morning, because there was "nobody to deliver it?"

BUSINESS-WRECKING BROKEN PROMISES

Store service is more than the making of the sale, the waiting on a customer, the showing of goods. It is also the delivery of those goods by the time when they are promised. It would do the management of some stores a world of good could they but listen to the remarks made by good customers when the day has come to a close, and the article expected and promised has not arrived. It may be only a fifty-cent tie to go with that dress-suit, but how many future dollars' worth of business its absence may destroy, as your customer goes about trying to beg, borrow or steal a tie that he can wear to that particular function? It may be only a dozen carnations—but what distress the housewife goes through because she could not have them in the center of the table, set for a party of six. Is her next order, amounting to many dollars, just as sure to go to the one who disappointed her?

I know of stores where the clerks will glibly promise any delivery you ask for, but the promise is never kept. They seem to feel that failure to promise anything, no matter how unreasonable, might hurt a sale—but they are quite oblivious to the fact that the promise unkept may lose a

dozen sales, where the plain truth, that delivery cannot be made before such or such a time, won't hurt one sale in fifty.

ADMIT THE TRUTH

The buying public are not acquainted with delivery systems. When I ask for delivery of a pair of shoes today, I do not necessarily know that delivery is only made every other day out where I live. I might be willing to have the shoes delivered the next day, or if I wanted them for use that same evening, I would probably be willing to take them along with me. But if the clerk says, "Yes, sir, we will deliver them today," and they aren't delivered, who's to blame me for being put out about it?

The store that refuses to make promises that can't be kept, but keeps every promise made, seems somehow to get the confidence of folks, most of whom, after all, aren't inclined to be unreasonable in all matters.

I was talking to the salesman for a certain manufacturing concern the other day and he lamented thus: "If only my house would let me offer quicker deliveries to customers, I'd add 25 per cent to my business."

"How long do they allow?" I asked.

"Thirty days."

"Well," I said, "I should imagine that was just about time for them to do the job well without too much hurry. Do they always get the stuff out on time?"

"O, yes," he answered, "they do. But lots of people want a promise of quicker delivery."

"If your house is getting out all orders on time," I suggested, "Don't worry about the earlier shipments they refuse. They're turning a lot more future business your way than any present business you're losing."

And he pondered over the idea and

remarked that that was another way of looking at it.

It is—and it's one way of looking at promises that altogether too many merchants, manufacturers and plain mortals overlook, to the future detriment of their business and their pocketbook.

THE SOURCE OF EMPLOYEE'S HONESTY

Said a business man to me: "There is no truer statement than that dishonesty in the employer begets dishonesty in the employe—while absolute honesty in the head of a business strengthens honest dealing all along the line, from manager to office boy.

"Just take, for instance, the matter I've seen discussed in the Business Builder so much, where an employer fired an employe who refused to let the house take dishonest advantage of a big mistake, made in their favor, through an invoice received.

"In a case like that my interest is not so much in the employer's act as in the possible results of any act of that sort. From the point of view of right or wrong a man shouldn't endeavor or even desire to take advantage of such a mistake and profit by it—but what would influence me as much as anything at such a time would be the moral effect my stand in the matter would have on every employe in my establishment.

"Suppose the invoice were but a small one, and the error in my favor only a dollar or so. The injustice done the other concern wouldn't be very great, but what would be the effect on that bookkeeper of mine, if I told him to pay the invoice as it stood and make no correction or comment?

"Suppose, a couple of days later, he opened his pay envelope and found a dollar more than he should have, put there by mistake. Do you

think he would return that dollar to the cashier, or would he pocket it with the mental excuse: 'The old man doesn't mind taking advantage of Jones & Co.'s mistakes, why should I mind taking advantage of his?'

"And the matter wouldn't end there, either, for my bookkeeper would be pretty apt to tell his fellow employes (very confidentially) that the boss wasn't any too honest, and why. And soon you couldn't find an employe in the house who wouldn't feel justified in keeping that extra dollar, if it happened to appear in his envelope.

"And as a little laxness is likely to lead to a greater, I'd soon find that it was considered all right to carry away stock without paying for it—and then but a step to borrowing a little money from the till—and then—well, you know."

SPREAD OF BAD HABITS

Another gentleman said to me, while discussing the same problem:

"As a boy I worked in a general store. Two partners owned the store, but one was absent quite a bit of the time. I used to see the other one take home a pound of this or a can of that for his family's use and I soon discovered that he seldom remembered to charge himself on the books.

"It seemed perfectly natural for me, therefore, to occasionally take a few oranges, or a dozen cookies, myself. I was stealing and didn't realize it.

"But one day I got to thinking and it suddenly dawned upon me that my employer was cheating his partner, whether he recognized it or not—and if he was cheating, then I was stealing. It struck me that one of these days there was likely to be a reckoning, and I decided to keep

out of it. After that I never took a thing without paying for it."

WHO WAS TO BLAME?

The writer only a short while ago received a letter from a young fellow in Chicago. Writing of his experiences, he stated that he had worked for a concern as cashier. Several times he had occasion to bring to their notice invoices on which the billing was in favor of the house. He was always told to pay the bill and "forget" about it. As he couldn't square this with his ideas, he continued to refer every such bill to his superiors. Becoming annoyed, they put someone else into the position of cashier—someone perfectly willing to "forget about it"—and the young man became bookkeeper instead. A few months later, the cashier was absent a few days; they looked over his books and found him short to the tune of a few hundred dollars. He went the way of his kind.

What else could you expect? Dishonesty begets dishonesty. The sort the employer made use of wasn't a bit better than the kind followed by the employe.

There is no greater power for honesty in business than the example set by an employer of absolute integrity—whose slightest actions are noted and often copied by those who not only gain their living, but their largest experience as well, from the business of which they are a part.

HARMONY

Did you ever ask yourself this question: "Is there harmony in my business?"

Do you actually know whether or not the workers in your business work in harmony?

Harmony in business is an asset—discord in business is a liability. If you are paying no attention to this

side of your business, you may be overlooking a very real source of losses, one that will grow bigger and bigger as time goes on—one that may at length need heroic treatment where today a very little of the right sort of ointment will heal.

Harmony in business contemplates harmony in the relations of those who work together in the business. It may mean the pleasant coöperation of two partners, of a few clerks, of many managers in some big industry, of the employes in each department of that industry.

Harmony recognizes no petty jealousies, no carping criticisms behind a man's back, no bickerings, fightings and baseless faultfindings. It is rather the spirit of coöperation; of working with, rather than against; of friendly rivalry, perhaps, but unmixed with gall and wormwood; of pleasant relations and cheery good nature; of recognition of the rights of others.

A small friction in many of the parts of a machine may require several additional horse power to overcome. That additional horse power comes out of the profits. At the same time the friction gradually wears away the machine.

Discord in business acts the same way exactly.

Have a heart-to-heart talk with eighty per cent of the men you meet and you will find that what works largely against their success is nothing more than lack of harmony with one or many of those about them in their work. Here is the fellow who never has a good word for the man over him; there is the one who thinks everybody else has it in for him. This man can't get along with his partner; that man is trying to further nobody's interests but his own. All these men are out of harmony

with their working fellows. It may be their fault, it may be the other man's fault, or it may be the fault of both of them—but the friction is there just the same, and it's cutting into efficiency and reducing profits.

There is nothing so works for health and happiness as harmony with those about us; nothing so quickly saps vital energy and throttles constructive thought and action as discord.

HOW TO PROMOTE HARMONY

What can be done, then, to promote harmony and, through it, coöperation in business?

In the first place, every man's duties should be defined clearly. While it is perhaps impossible to draw a line and say, "Here your duties end, and yours begin," it is possible to define duties and responsibilities so that their boundaries are clear enough for all practical purposes. It is surprising how ill defined is the responsibility accorded in many even of the biggest industries, where it would seem as if such a definition would be absolutely necessary for smooth running.

In numberless concerns you will find the sales department trespassing on the buying end or wanting to make the prices, or the advertising department thinks it is running the sales organization, or the credit department starts to take a hand in both.

The result is chaos, for every man assumes the duties he wants and disclaims the responsibilities he doesn't care to take.

And in what does it all result? Discord.

All through the organization friction runs, biting into the machine, eating up the profits.

It's the same in smaller organizations, the same in the department

store, the general store, the retail organization of any size—where duties are not clearly defined. Envy, jealousy, bickering—discord.

GET TOGETHER

But when duty and responsibility is fixed as near as possible, then what? Then bring everyone together occasionally to talk things over, for the greatest producer of harmony is to discuss in the open with others and find a common ground to stand on. If your organization carries many heads of departments, have them come together several times a week, to talk over matters, to air any grievances, if grievances there be, to learn from one another the problems of the whole.

This method has been adopted by many business institutions and it never fails of good.

If your business is not divided into departments but employs several clerks, get them together at specified times and talk things over. Give them a chance to air their views in open meeting, to criticize or suggest.

There are more leaks about your business than you ever guess, but of which the clerks know. Let them tell you about them. And if there are jealousies and quarrelings how quickly these meetings will help to smooth the troubled waters and bring harmony into your business.

Not so many years ago a man's competitor was to be treated with suspicion—he was thought to wear horns and to be always waiting around the corner with a club. Today competitors work together to improve conditions in their line of business, mutually to study out the problems baffling them. Witness, for instance, the bankers' associations all over the country. They do

not meet to increase rates but to aid each other in the giving of better service.

And if harmony is good between business houses, why isn't it just as good within a business itself?

The earning capacity of every one of us depends on what we do—what we do depends on our ability to do it—and our ability is only at its highest creative possibility when we are working in coöperation with those about us, in harmony of feeling and purpose.

Harmony means much, therefore, both to the employe and to the business. It is a source of very real profits.

Is there harmony in your business?

TIMELY ADVERTISING

Special advertising that takes advantage of times and events, when rightly carried out, is without any doubt particularly fruitful of results.

The advertising that takes advantage of particular times, such as Washington's Birthday, Thanksgiving Day, Dominion Day, and the like, is common enough; but the opportunities offered for particularly effective advertising, in taking advantage of national or local events of great interest, are accepted by all too few advertisers.

One of the best examples of timely advertising of this latter sort that we have noted for a long while emanated from an Eastern publishing house during the recent presidential campaign.

Mr. Woodrow Wilson was to make a speech in St. Paul on a certain day in September. Naturally his name was on everyone's lips when the day arrived. On the very first mail of that day there came to the writer's desk a letter from the publishing house in question—a form

letter—making a very attractive offer on "A History of the American People," by Woodrow Wilson. With the letter was enclosed advertising matter.

That letter, together with many others sent to prospects in St. Paul, had been mailed from New York and so timed as to reach its destination at the psychological moment. Without any doubt at all, the value of the advertising was vastly increased through the foresight of those handling this publicity.

We understand that this same plan was followed in circularizing in turn each large city where Mr. Wilson was to talk. Naturally it involved more labor and detail than would have been required to merely dump all the letters into the post-office at one time, but labor and attention to detail makes all the difference between the advertising that pays handsomely and that which just pays or doesn't pay at all.

What this publishing house did in a big way, could be done in a smaller way many times a year by local merchants, or in the same big way by bigger industries. Only it takes some thought, some initiative and some care in the doing.

(The following talk was given by Pres. H. H. Bigelow of Brown & Bigelow before the National Sales Managers' Association.)

To my mind, the sales department should be an absolutely separate and distinct department, the same as the credit and the manufacturing departments are in most concerns. One man should be put in charge and be given full authority to hire and discharge salesmen and to use his initiative to develop the men he personally has chosen. There are many obvious reasons for this: it is a big

proposition, and why call a man sales manager who is not so in fact?

In the concern with which I am connected there are three main departments—the manufacturing, accounting and selling. The head of each reports directly to the general manager.

In our concern the sales manager has absolutely no latitude in the matter of deviating from prices after they are named by the manufacturing department. The sales department is in the nature of a selling agency that undertakes the sale of goods at a given per cent. This being the case, the manufacturer, knowing exactly what per cent he must add to his manufacturing cost to arrive at a selling price (he has already received such a per cent from the accounting department), is able to decide definitely on a sale price that bears his uniform profit. Consequently, providing the sales and accounting departments have lived within their appropriations, the manufacturing department is solely responsible for profits. The sales manager has no responsibility further than to keep total selling expense within his promised per cent and at the same time maintain the sales.

Hiring the men is the first opportunity to increase sales and reduce selling expense. It has been my experience that the actions of a new salesman in his first month will show whether he will be of further use to the organization.

Time works miracles. In one hour many thousands
Of grains of sand run out: and quick as they
Thought follows thought within the human soul.

—*Samuel Taylor Coleridge.*

What Ten Thousand Advertising Men Will Teach Baltimore

—By Edward J. Shay

From an Interview in the Baltimore Sun for January 4, 1913,
written by Jerome P. Fleishman

SEATED at a desk in his office in the Carroll Building this morning and occasionally emphasizing his meaty, snappy sentences by pounding with his fist that section of the desk immediately beneath the nose of his interviewer, Edward J. Shay, president of the Advertising Club of Baltimore and of international fame in his profession, gave a number of answers to the question which was asked of him: What does the coming international convention of advertising men in this city mean to Baltimore?

"It means a number of things, some of which the average man, who knows advertising only as a mysterious force used by somebody to sell something to somebody else, has never dreamed of," he said. "First of all, looking at it from the advertising fraternity's point of view, it means the creation of respect for the advertising man and his work; it means that merchants who now view the advertising man as a sort of all round clerk will come to know him and to look up to him as a power—a potent factor—in the upbuilding of their business.

CITY NEEDS BIG ADVERTISING SUCCESSSES

"What this city needs and must have," continued Mr. Shay, "is some big advertising successes. We need a star to hitch our wagon to. There is one manufacturer in this town who has done more in the last six months to help Baltimore outside the State than any other one business man in the last fifty years. Until we get some advertising successes

in a big way—until we can carry the name of Baltimore elsewhere and everywhere through Baltimore-made and Baltimore-known goods—we cannot overcome the standing, though undeserved, impression and expression in so many parts of the country, 'Baltimore is dead.'

"'Baltimore for Baltimoreans' is the most destructive doctrine with which the live-wire advertising man must deal. You know there are those in our community who, whether they realize it or not, are advocates of a walled city. And we'll get our wish unless we change our point of view.

"Baltimore has been successful in a commercial way because we have operated on a lower-than-others price principle. But with the introduction of the parcel post some of the big Western mail-order houses are going to eat us up, unless we can, through national advertising, create a national demand for Baltimore *trade-marked* goods.

BOSTON CONVENTION SOLIDIFIED NEW ENGLAND

"The convention of advertising men in Boston two years ago solidified New England. Since then 90 per cent of the goods sent out of that territory carry the slogan 'New England Quality.' The conference and coöperation of the advertising men created for New England what is known as business spirit—the spirit of business cohesiveness; business aggressiveness. That is what we need in Baltimore.

"What the 10,000 men who will attend the convention next June will

spend while they are in this city doesn't amount to anything at all. That has never been used by any thinking man as an argument. Between now and the time of the convention Baltimore will secure \$2,000,000 worth of publicity in seventeen countries. That, too, is a matter of small moment. We will bring here in June representative business men from 150 cities of this country who will have ample opportunity to learn what we have to offer the world. That also is not much of a point in favor of the convention idea.

THE ONE BIG MEANING

"The big thing is"—and here Mr. Shay stood up and leaned over the desk in a tense attitude—"I say the one big thing is that during the six days these men are with us they will educate us and inspire us and show us how. *It is what we do after they leave that counts.*

"Baltimore is a great seaport. It is near the Panama Canal. There isn't a reason on earth why we shouldn't be a big distributing point for foreign goods after the canal is opened—no reason why we shouldn't be the hub of international trade. The big steamship lines are now petitioning for permission to build their docks at New York farther out into the East river, so that they may have accommodation for their giant steamships. That indicates that New York, so far as its water frontage is concerned, has reached a state of congestion. To what port is this business going to overflow? Why not Baltimore?

"When you eat oysters in the Middle West, you eat a trade-marked brand put up by a New England packer. When you write about oysters or make speeches about oysters you talk about those that come from

the *Chesapeake Bay*. And yet Baltimore hasn't capitalized all this by putting on the market a trade-marked brand of Chesapeake Bay oysters, and making that brand known and demanded wherever the 'luscious bivalve' is a rarity.

"CAPACITY" MEANS STAGNATION

"If only we could inspire the dormant manufacturers—the fellows who are 'working to capacity.' What is capacity? When Rome attempted to define and outline its capacity by establishing a line over which the Goths were warned never to encroach, it was found that the line grew closer and closer to the city, until one day the Romans awoke to find the Goths sitting about the Courthouse square. Rome had wiped out its capacity by limiting it. When you put a capacity on your business, your business is about over.

"What I have said is intended to show that the country's merchant princes who will be with us next June will teach us, out of their own struggles and experiences, how to expand through advertising on a big scale until we come to realize that 'capacity' is a bugaboo deterrent and that the business that stands still is the business that is dying.

"President Coleman of the Associated Advertising Clubs of America will open our convention on the first day by outlining the work to be done, much as a lawyer outlines his case. Ten different branches of advertising will be talked over and studied in the departmental sessions. From each department one man will be chosen to meet toward the close of the convention with a representative of each of the other departments, and this body will determine just what the convention has accomplished—how much nearer we are to

the ideal. They will report back to the convention en masse Friday morning. In other words, the man who attends the convention on Monday afternoon and attends again on Friday will know whether or not anything has been accomplished. And what we have accomplished will come out.

"Cleveland passed us in the census last year. To me that is very ominous. What is the reason? There must be one. It is that the business men of the city of Cleveland send twenty times as much advertising to national publications as does Baltimore. If you are a manufacturer looking for a place to locate, or a workman in search of a community where the wage scale is good, you will naturally favor the city that

advertises nationally its prosperity. Success begets success. That's an axiom that is also a truism.

"I believe that all Baltimore lacks is the know-how. I don't think we lack desire or ambition or ability. But it seems to me that we have been looking upon advertising as a new-fangled idea. I think that when 10,000 advertising men from 150 cities in the United States and many foreign points come to Baltimore in June—when we see the type of men they are—when we learn that it has cost some of them \$300 or \$400 in transportation alone to be here—we will begin to understand that there is something more to advertising than a noise through a horn or a banner strung across the street."

Most Men Are Habits —By George H. Eberhard

WE are all in most respects commonplace. Men and women shirk the full use of their brain and brawn in the real work of life.

It seems, as Herbert Casson has said, that "most men are habits." Those who have contributed to the building up of true service have grown beyond the average, because their work is sincere and effective.

However, is there one who can say, "I get all possible out of myself—I do all I should in the day's work, in the world's work, and all I should for myself mentally and physically?"

Is that too much to expect?

All right, then; is there any man or woman TRYING TO DO IT EVERY DAY?

Are you?

How efficiently did you do your routine work?

What did you initiate for the good of your work or business?

What did you accomplish that showed greater efficiency when compared with the other workers?

What negative habit did you overcome?

What did you read that was worth while?

How did your health average for the last year?

What did you save?

What did you do cheerfully to help others?

What did you do for your community?

Life is brief.

It will be but tomorrow when we are all forgotten. It's the very soul of service that each unit makes the most out of the invisible tissue of life called "Time."

IT is true that most human
striving has been blind.

Business has exalted Profit.

Commerce has placed wealth first.

Industry has defied Quantity.

Education has bowed down to
Knowledge.

Government has idealized Power.

Religion has demanded Influence.

These things that men have sought
are not bad. They are all good
—and necessary.

The blindness of men has been in
not seeing beyond them.

Having obtained Profit, Wealth,
Quantity, Knowledge, Power,
and Influence, men are now be-
ginning to see that they are but
Means to One Common End—
the Single Purpose of Life—
Creation and Conservation of
Human Values. *Arthur W. Newcomb.*

Hitting the High Spots

By Arthur W. Newcomb

I HAVE a letter from an interested reader of the *Business Philosopher* making the following suggestions:

"It has occurred to me many times that someone who is big enough to do so ought to write an article for general publication on the subject, 'The Value to Be Derived from Reading Advertisements'."

Without trying to settle for anyone else the question as to who is big enough to write such an article—and without attempting to write it myself—I shall have a few words to say about reading advertisements.

Of course every advertising man in every department of the advertising business is a constant student of all forms of publicity.

I have met with a few advertising men who told me that they didn't watch what the other fellows were doing, but simply created their own ideas and worked them out in their own way.

That sounds big and brainy and original. But if you press me I must sadly confess that all of the really brainy and original advertising men that I know are omnivorous devourers of advertising and advertising literature.

These boastfully independent folks who can't afford to have the pure springs of their genius muddied by reading what the other fellows write remind me of a crazy would-be inventor I once met out West. He solemnly prophesied industrial and

economic revolution by some electric appliance he was on the eve of perfecting. And he imperiously gloried in his ignorance of Franklin, Ohm, Ampere, Galvani, Volta, Thompson, Marconi, Tesla, Steinmetz, Bell, Gray, and Edison.

I have often been mystified at the recklessness of some of these startling soothsayers and wizards of advertising in stooping to use the English alphabet as a medium of expression for their scintillating ideas.

Nothing original about that alphabet!

The really big men in advertising, as well as in all other lines of business, are realizing more and more the value of close coöperation in exchange of knowledge, experience, and ideas.

So I may be permitted to take it for granted that none of my readers in the advertising business needs any encouragement from me to spend as much time as possible reading advertisements, in fact studying them.

WHY SALESMEN SHOULD STUDY ADVERTISEMENTS

I was just about to say that of course all salesmen study the advertising pages of newspapers and magazines. I am afraid, however, that would be taking too much for granted.

You would think that any live, wide-awake salesman would study at least the publicity sent out from his own house.

You would think he would want to know what goods the house is advertising, what selling points are brought out, and how they are stated, what prices are being quoted.

And yet I know sales and advertising managers who rack their brains to the point of distraction trying to get their salesmen to keep up on the firm's publicity.

You would think that any salesman who really cared whether he made a success of his work or not would study the advertising of a competitor.

And yet I have met more salesmen than I can count who admitted apologetically and sometimes even boastfully that they didn't pay any attention to what their competitors were doing.

You would think that retail and wholesale people, handling goods widely advertised by manufacturers, would read what the manufacturer has to say to the public.

And yet I have long ago ceased to expect any such knowledge lest I be sadly disillusioned and disappointed.

It is an old, old story of course that advertising prepares the way for salesmen; that general and special publicity often carries the mind of the customer up from one to four steps of that famous little stairway known as Attention, Interest, Desire, Action—thus saving the personal salesman a great deal of valuable time and effort.

But no matter how old the story is, it has not been told often enough, because there are still distressingly large numbers of so-called salesmen who don't read the advertising and so are not prepared, by keying their selling talk to the advertising, to take advantage of the preliminary work it does for them.

WHY STUDENTS OF ENGLISH SHOULD STUDY ADVERTISING

I should advise any earnest and ambitious student of English composition to put in considerable time studying advertisements.

I suppose I shall have to admit that a great deal of the alleged English that appears on the advertising pages of our newspapers and magazines is inane, badly constructed and inelegant. But I am not advising the student to read that kind.

I write for the text pages of magazines myself, so no one can feel hurt if I admit that a great deal of the language appearing upon them is also inane, badly constructed and inelegant.

There is this difference between those who write for the advertising pages and us who write for the text pages. *We* are paid to fill space. *They* are paid to say what they have to say in the smallest possible limit of space. Who, then, has the greater incentive to write language packed full of power?

Some of us write for the fun of the thing, or for the pleasure of seeing our names in print, or to expound our favorite theories, or perhaps for from one cent to a dollar a word, with the majority of us receiving well under five cents.

The men who write advertising for big newspapers and magazines are paid all the way up to twenty-five thousand dollars a year, and are paid so generously on the supposition that they can write clear, concise, pleasing, vigorous, appealing and convincing English.

If you are a student of English composition this is the kind of English you want to write.

So why not study the work of the best paid writers of it?

ADVERTISING REVEALS OPINION AND FEELING OF THE PUBLIC

If you are in any profession or business that depends for its success upon knowing the public, sensing its moods, and anticipating its wants, read the advertisements.

While candor compels me to admit that there are planners and writers of advertising who do not keep their ears close to the ground, I maintain my point by directing attention to the fact that they do not last long in the advertising business.

Since, then, all permanent, successful writers of advertising are constantly and feverishly alert for every little change in the wind of popular approval, a study of current advertising is a valuable barometer to the man who knows how to interpret its fluctuations.

WHY THE AVERAGE MAN SHOULD STUDY ADVERTISEMENTS

But I have been ignoring all this time the class of readers for whom advertisements are written—that Argus-eyed, Hydra-headed, Briareus-handed god to whom all ad writers and salesmen pray, whom all good business men serve — the Buying Public.

We all belong to this class, whether we belong to any of those previously mentioned or not.

We must all buy, be it ever so little; and I am writing this principally for the purpose of urging everyone of my readers to study advertisements in his capacity of purchasing agent for himself.

Some people read their newspapers and magazines from beginning to end, advertisements and all, indiscriminately.

As well eat everything on the bill-of-fare at a table d'hôte.

Other people read only such advertisements as happen to catch their attention.

As well eat only the tomato salad, catsup, cranberry sauce, currant jelly and other highly colored items on the table.

Still other people read advertisements only when in want of some particular article.

Why go to a café famed for the inventive genius and excellence of its chefs, and then consult the bill-of-fare only to see whether it offers baked pork and beans, or boiled corned beef and cabbage?

How long would the business world have been without telephones, typewriters, adding machines, cash registers, vacuum cleaners, and electric lights if no one had ever read advertisements except to look for an announcement of something he wanted?

I suppose there are some people who never read the advertisements at all.

For such people a thousand conveniences, comforts, luxuries, short cuts to achievement, business opportunities, means of culture, creations of beauty, chances of saving money, stores of knowledge, and steps in progress in every direction either exist in vain or are missed for years.

I suppose such people finally learn about some of the improvements upon human existence through seeing their neighbors enjoy them, but it is a long and dreary wait they have. And oftentimes they find out too late.

LET EACH READER BECOME A CENSOR

Aside from opportunities for profitable investment, many kinds of advertising, especially in newspapers and magazines, offer the buying public another opportunity of perhaps even greater value.

I am still on the sunny side of fifty, and yet I can remember when everybody, at least in the little town where I lived, believed everything he read in the advertisements.

That being the case, I can, of

course, remember also the time that quickly followed when people said cynically to each other: "You can't believe a thing you read in the ads."

Nowadays we are beginning to place more and more confidence in advertising, and our confidence is being more and more justified.

Advertising clubs, advertising associations, ad men's leagues, the advertising managers' association, and other affiliations of advertising men themselves are working to make the untruthful, dishonest, exaggerating advertisement an impossibility.

Certain magazines and newspapers have taken the initiative and have exercised the strictest kind of censorship in debarring untrustworthy publicity.

And yet lying advertisements still persist.

Foods are advertised as pure when they are adulterated.

Textiles are declared to be all wool when they contain cotton.

Hosiery is advertised as pure silk that doesn't contain a strand that was ever anywhere near a silk-worm.

So-called remedies are exploited as sure cures for diseases that any intelligent person knows no drug can cure.

So-called securities not worth the paper alleged to represent them are offered to the public for good money.

Hundreds of other fraudulent schemes, some of them harmless excepting that they obtain money under false pretenses, and others actually murderous in their results, are still permitted to lure the unwary through the columns and pages of newspapers and magazines.

This is a heavy handicap to every honest advertiser, since it tends to drag all advertising into disrepute.

This is why all legitimate advertisers are cooperating to kill fraudulent advertising.

THE REAL VICTIMS OF VICIOUS PUBLICITY

Much as the good advertising man suffers for the sins of the bad, however, he gets off easy compared to the buying public.

The youth who acquires the cocaine habit from using a "harmless catarrh cure," thus suffering mental, moral, and physical shipwreck, is a far heavier loser than any legitimate advertiser.

The young widow with several children to support who invests her late husband's life insurance money in a wild cat linen mill has far greater cause for complaint than the broker who advertises and sells only gilt-edged securities.

A SURE REMEDY

And yet the buying public could absolutely stop fraudulent advertising, untruthful advertising, and exaggerated advertising in one day if it would.

Nor would there be any need to wait for legislatures, Congress, or the police powers of government.

Let every man and woman who buys or subscribes for a magazine or newspaper demand that it shall be free from all objectionable advertisements and the task would be accomplished.

It is true that there are many difficulties in the way of this greatly to be desired reform.

One of them is that the average purchaser or subscriber for a newspaper or magazine is incapable of judging as to whether its advertising is honest or not.

Another is that comparatively few people read the advertisements in the newspapers and periodicals for which they pay.

Still another is that there are large numbers of people utterly indifferent as to whether their food contains

adulterants or not—provided it is cheap; as to whether the medicine they take cures or not—if only it relieves; as to whether the clothing they wear is all wool or all silk or not—let it be a fair imitation.

The only possible remedy for all of these difficulties lies in education.

Legitimate advertisers must educate the people to demand what is good and reject what is inferior.

Far-sighted editors must educate their advertisers to be truthful, and their readers to read and place confidence in truthful advertisements. Above all, the buying public must educate itself by studying the advertising pages, learning to discern between false and true and to take advantage of every good, beautiful and profitable offer.

Honest editors, honest advertising men and, above all, an educated public must teach dishonest editors and dishonest advertising men the fundamental truth that no individual or group of individuals can permanently succeed in either publishing or advertising business except by rendering a hundred cents' worth of real service for every dollar received.

Of course, I know I am picturing the Millennium—which isn't here yet by a long, long way. But think of the saving and satisfaction to everybody concerned if the advertiser knew that every reader of every medium in which he placed his advertisement would read it; if every manager of every newspaper and every magazine could absolutely guarantee results to every advertiser who paid money for space; if every reader of every newspaper and every magazine could read every advertisement with absolute assurance that its every claim was justified by facts!

I cannot take space here to mention all the waste and inefficiency that would be eliminated by such a condition. I leave that for you to calcu-

late if you can, merely reminding you that the saving thus effected would finally deduct from the cost of living.

Prize Winner for March

Efficiency Through Planning

By F. T. Doll

What I like about Mr. Doll's story is that it is practical, concrete, definite and detailed. He leaves absolutely no loophole for misunderstanding of his exact meaning.

His little book is an exemplification of the principle referred to by Mr. Sheldon in his talk "By the Fireplace" in the *Business Philosopher* for February.

No, I'm not going to state the principle here. Read Mr. Doll's story; then if you don't know to what principle I refer, go back and read Mr. Sheldon's article.

"System, or working according to program, call it what you wish, is but the map, the chart, the compass that leads the traveler, the vessel, the man, to the destination, the port, the ideal.

"My map is a pocket-size book. In it I write things that are to claim my attention. If I owe a friend a letter a note of it is made; if I must order coal 'order coal' goes into my book; if claims are to be entered against a railroad for shortages in shipments, 'enter claims against S. P. Co.' goes into the book.

"Before I wrote these few lines 'write Newcomb' went into the book. If a few bills come in the mail I make an entry, 'pay bills.'

"In the back of the book I make my notes on subjects held in abeyance awaiting action of other parties.

"If our electric light service is poor I note in the front of my book, 'complain of lights.' But after I have written this letter, the item is crossed off of the front of my book and in the

back written the item, 'hear from light company'—that is, if I really demand a reply. If I am satisfied with making merely a complaint the item is crossed off the front of the book and the matter then dropped as far as I am concerned.

"This all seems very simple and may, off hand, seem a long way from having the appearance of a map or chart. But many is the time I have been so tangled up in my work I have not known where to turn next (and if you are a successful man, so have you). My little book has shown me just what was before me, just where I stood, like the map, the chart and the compass. I could intelligently pick the next thing I should do and could do that one thing well and quickly because my attention was not diverted with the thought that perhaps I should be doing something else. I knew what I was doing and why, and my little book was my guide and comforter." F. T. DOLL,
Manager Elko Hide & Junk Com-
pany., Elko, Nev.

The Fundamental Cause of Waste

By John Fielding

MR. FIELDING'S contribution is valuable because it gets down to bed rock and states the real cause of all waste.

Efficiency, according to the experts, is increased by the application of twelve principles. These are: Ideals; Common Sense; Competent Counsel; Discipline; The Fair Deal; Efficiency Reward; Immediate, Reliable, Adequate and Permanent Records; Standards and Schedules; Planning and Despatching; Standardized Conditions; Standardized Operations; and Written Standard Practice and Instructions.

Examine each one of these carefully and it immediately appears that

none of them can be applied in human affairs except by men.

Look a little more closely and you will see that no man can work in harmony with any one of these principles without thought.

Therefore, it follows logically that the scattering and waste of thought is responsible for all inefficiency.

But read what Mr. Fielding has to say about it:

"There are, without a doubt, a great many kinds of waste in every business of any magnitude. We know that there are wastes in the production department, wastes in the sales department, wastes in the administration department, the financing department, and, in fact, in every department of a large business there are wastes of many kinds.

"The producers could turn out more finished products.

"They could turn out better products—*Less Waste*.

"The sales force could sell more goods.

"They could send in their orders more complete—*Less Waste*.

"The financing department could make fewer errors in its credit extensions, billing, etc.

"The cost department could give better and full reports—*Less Waste*.

"The administration department could get into closer touch with individuals, could adopt larger and better policies and back up its good men better—*Less Waste*.

"These are only a very few of the wastes in the organization of a large company, but back of all of these wastes and, in reality, the cause of them all is one great, vital, burning waste, and it may be expressed in three words — Scattering of Thought.

"Let me explain my meaning a little more fully.

"A short time ago the president of one of the most progressive, growing

concerns in the United States said to me: 'You know, the trouble is that most men don't think.'

"And this is really the case.

"Go into any large manufacturing institution and make a study of the men who are working there in the different departments and you will find that about 95 per cent of them are not thinking of their work except with the idea of quitting time. They do not spend one moment outside of working hours thinking how they can better their department, how they can increase profits for the company and decrease waste or how their work can be made easier or more accurate.

"The root of all the trouble is waste of thought, which is squandered and dissipated on all sorts of things except the business of life, the building of character and success.

"One does not rise in the business world merely by the doing of his regular duties, although his every-day tasks must be done well. His greatest asset in the struggle for a place at the top is the little things he does which are not required of him; the things that have never been done by any one who held his position before, the things which tend to the betterment of his work. These are the things which bring him to the notice of his employers, these are the things that make him rise above his plodding fellow workers. And these things can usually be worked out more fully and with more accuracy during spare time, while the regular duties do not require attention.

"So, if we would become climbers instead of plodders; if we would rise to the place where we can see above the heads of the crowd and can have a hand in the affairs of life, let us go home tonight and think over the work we have done today and see if there is one small place where we could have done it better, one place where

we could have saved some time, finished a piece of work more neatly; in fact, any little thing which will make our work look *different* from the work of others.

"It will pay us big and we will find that, without knowing how it happened, we have risen just a little on the upward climb.

"It will inspire us to bigger things and we will feel the fire of accomplishment in our veins.

"Let us *think* and keep on thinking.

"Let nothing which will improve our work be too small to try.

"Thinking pays big. It is the lever by which we may lift ourselves to greater things and place our names where they will be recognized."

JOHN FIELDING,
Trussed Concrete Steel Co., Detroit,
Mich.

How to Become Inspired

By C. C. Hayward

PRACTICAL MEN believe in inspiration.

They are not always interested in its definition, but they know results are tangible, and their experience thus becomes a part of the equipment which is used in practical work.

It is not sufficient to know that some men, under the stimulus of a "fine enthusiasm, with a foretaste of success to spur them on," do seem to rise to occasions—somehow, without the scientific salesman's self-knowledge that tells them WHY they are rising—and gloriously "win out." Such winners vaguely know that "something seems to tell them what to do." Often they are superstitious. They attribute their uncommon strength and power to their luck. Or they half-humorously treasure a mascot.

A scientific salesman's thought-habits cause him to seek the cause for

every effect, that the results attributable to inspiration may not be irregular in their occurrence.

Why not *stay* inspired, if one accomplishes so much under the proverbial "flash of inspiration?"

The salesman must needs get at the source that inspiration may be had in time of need, since it is so highly esteemed by practical persons.

Will the law of cause and effect apply in such a case? *Analysis* will help us here, and it is well to remember that nothing is too good to be true.

Common experience has shown that the "flash of inspiration" never came to a man without enthusiasm.

Inspiration, then, may be said to be transmitted through the *enthusiastic* mentality of men. Transmitted, mind you, not generated.

What is enthusiasm? Without being very exact we know that enthusiasm indicates:

(a) That attention is centered upon a certain object which is desired.

(b) Doubt has not affected the thought in connection with the object.

(c) The will to develop or to gain greater power to secure the object.

Enthusiasm is not limited to these three processes, but they are sufficient for this argument.

Is it too simple? Because the reader has fulfilled to some degree all of these three conditions and did not become inspired, he may doubt the soundness of the argument.

The anonymous writer of "GENIUS" has met this very belief with this thought:

'Twixt failure and success the point's
so fine,
Men sometimes know not when they
touch the line.

The "point" in this connection is a clearer understanding of our constant thought processes. No salesman

worthy of the name ever failed entirely in the achievement of the three conditions enumerated. He has necessarily traveled a *part* of the road to inspiration.

How to finish the distance?

Simply by not relaxing the will to continue when once started.

What is an idea, anyhow? We do not know exactly. We do know that an idea is an expression, through our mentality, of Infinite Intelligence. The idea simply COMES when we put our minds in an attitude of confident waiting—waiting with the faith that the answer will come in due time.

Waiting does not imply passiveness; we must maintain the positive will to be the instrument—the transmitter—the source of all right ideas. The answers will come when we have learned to do this.

Analyze your own thought processes when you are working out any calculation. Take each single thought separately, if you can, and see if you do not *wait*—as you have always unconsciously waited, for the next step to be made clear to your mind. Has not the answer come to you thousands and thousand of times? You have always been inspired to some degree.

Inspiration is reason made perfect.

The "flash of inspiration," then, signifies that you have concentrated closely, that you waited faithfully, and that you have kept in tune physically and mentally.

When you become "all wrapped up" in some object, you found ideas coming with pleasing readiness and accuracy. This is the secret of the success of the man of one idea—the inventor, the reformer. If he is normal and well he nearly always achieves some measure of success. It is nearly always measured by his faith.

The inspired salesman and business man is "all wrapped up in it."

Opportunity Knocks

—By H. E. Grant

ARE YOU able to recognize the knock of Opportunity?

Usually the knock is so gentle that it is not heard; is nothing more than we are used to every day, and means invariably merely helping humanity. But there is another phase.

Elbert Hubbard has somewhere said that the man who uses the lemons which Fate hands out to him, uses them to start up a lemonade stand, is the really great man.

Viewed rightly obstacles disclose Opportunity and opposition is found to aid.

Though we admit this we are all too prone to play safe in the present, fearful that the future will be false to our trust and willing rather to enjoy a partial "success" now even at the cost of never realizing our ideal, or of giving expression to our best.

Two men are recalled to mind. One had been sales manager of a large department of our concern, but running counter to a new administration, his resignation was asked for. Fear, in one of its varied phases, seemed to seize him and he begged for a position of any kind provided he would not have to quit. "My experience would be valuable," he argued, "and at a reduced salary," etc., and so he stayed. Stayed to find his individuality fade into nothingness, as attention to routine duties made a mechanical toy of a one-time brilliant executive.

Who knows? This may have been his Opportunity to reach out and take hold of bigger things.

Under very similar circumstances, another executive—an engineer—tiring finally of petty persecution, let go, though reluctantly, because of the love he had for his work, and found

to his intense gratification that instead of sinking he rose rapidly in a new position where his ability and services were better appreciated.

Opportunity in his case had knocked hard, and because he was reluctant and loved his job he had suffered keenly, but speaking afterwards of this experience, he was wont to say: "It was the best thing that ever happened to me, boys. I quit and soon found that someone wanted service of the brand I had to sell. I did not want to go, because around my job I had erected a wall which was to confine my efforts and within which I had my temples with their gods. But I found they were only half gods, and that a greater field of endeavor awaited me. It was necessary for Opportunity to tear down my wall, which I had thought confined Opportunity, and show me my greater work and more congenial clime. The half gods gone, the gods arrived."

It is always then well to remember that we are where we are only until we recognize the things which would keep us there, then leaving or removing them, we shall go up higher, for progress is the principle of our being.

Persecuted people have invariably found, after removing the persecution or removing from it, that it meant progress, although this seemed far from evident at the time.

After thoughts concerning every experience should be carefully cherished for future guidance and for inspiration and encouragement in the present.

What are the present pin-pricks? We had them in the past, and, summing up the whole of life, we have not fared so badly. We might even say that all our experiences were

good, for surely if our progress is but slow, we are moving continually in the direction of the haven where we would be.

What then is to be conveyed in this little talk.

In the black coal-tar is the most beautiful color; from the darkest depths come the most brilliant stones;

the magnificent structure has its foundation down in the darkness; the tunnel gets darker the farther we delve into the mountain until a final stroke lets in the light, and there is no more darkness.

And so with these thoughts we leave you to cogitate the query, "Am I able to recognize the knock of Opportunity?"

HAPPINESS is the most irresistible teacher of Goodness on earth or in heaven. The example of One Rationally Happy Being is farther reaching and more enduring than Volumes of Precept. Such a man or woman is the most potent Factor for Healthful Development to be found on earth.

As a man thinks, so is he, and so does he labor.

The Soul who has climbed to the summit, who has reached the Goal, who has attained his Heart's Desire, is the one and only mortal properly equipped to teach the Gospel of Happiness to an ignorant and sorrowing world. He is the only individual rightly conditioned to furnish both Example and Precept.

Thus it is only such as have reached the stage of an individual completion, who are prepared to give themselves wholly and joyously to the task of teaching mankind.

Florence Huntley

Sense vs. Brains

—By V. L. Price, in "Tips"

EVERYBODY has brains.
But some people have more knowledge in their brains than others.

The problem of packing brains with gray matter is the same as in packing anything else—if you get 'em too full they'll slop over.

Brains don't mean much unless they are well balanced.

Go one way or the other, above or below the practical standard and you get the "bug house."

Honestly, it's dangerous to be too smart.

You get to thinking 'way beyond the most of men.

And as you think

You talk.

The result is that you don't make yourself understood.

I don't want to diminish the need for brains.

But it's just like this:

It wouldn't do you any good to take wrist exercise in training for a marathon.

Applying this thought to brain exercise, you develop practical sense.

This sense seems often to be an instinct or impulse.

But it isn't.

It's the training of the mind for the event you are going to enter.

You meet fellows who have the gift of always having a good argument up their sleeve.

But it's no sleight-of-hand trick.

That argument has been thought out and stored away in the brain for recall when needed.

You can't get anything out of your top piece that isn't there.

Nor can anyone else.

When you start to argue,

You start to think.

Your thoughts precede your words.

When your thoughts cease or get snarled no one has to tell you you are making an ass of yourself.

Now how can you prevent this?

Exercise.

Exercise what?

Your brain.

How?

With the thoughts that will develop the practical and useful sense.

And those thoughts are thoughts of that which you are doing.

Put in such a way that they will not only be understood, but hit the receptive chord.

You may express the same thought in different words.

One will be understood; the other won't.

To be understood, don't talk over the heads of your listeners.

Get on their level.

Into their way of thinking.

Make them absorb your reasoning by handing them

Dope which will sink in.

Apply your sales arguments to their business.

Make them see your goods in their stores.

Show them how to attract and please their customers with your goods and your sales ideas.

Never mind explaining your object or your methods.

So long as they fit your customers' needs, you have nothing to worry about.

Let your results do the crowing.

Forget how smart you are, how much brains you have.

Cultivate the effective sense.



Anything else is a mere pastime and reputation.

That won't get you anything to put in the bank.



The BUSINESS MAN'S CREED

BY W. C. HOLMAN EDITOR OF SALESMANSHIP MAGAZINE

TO respect my work, my employers and myself. To be honest and fair with my employers, as I expect my employers to be honest and fair with me. To think of my house with loyalty, speak of it with praise, and act always as a trustworthy custodian of its good name. To be a man whose word carries weight with my house; to be a booster, not a knocker; a pusher, not a kicker; a motor, not a clog.

TO base my expectations of reward on a solid foundation of service rendered; to be willing to pay the price of success in honest effort. To look upon my work as opportunity, to be seized with joy and made the most of, and not as painful drudgery to be reluctantly endured.

TO remember that success lies within myself, in my own brain, my own ambition, my own courage and determination. To expect difficulties and force my way through them; to turn hard experience into capital for future struggles.

TO believe in my horse heart and soul, and aspire to the highest service I can perform for it. To be patiently receptive of just criticism and profit by its teaching. To treat equals and superiors with respect, subordinates with kindly encouragement.

TO make a study of my business duties; to know my work in every detail from the ground up; to mix brains with my efforts and use system and method in all that I undertake. To find time to do everything needful by never letting time find me doing nothing. To hoard days as a miser hoards dollars; to make every hour bring me dividends in specific results accomplished.

TO keep my future unmortgaged with debt; to save money as well as earn it; to cut out expensive amusements until I can afford them; to steer clear of dissipation and guard my health of body and peace of mind as my most precious stock in trade.

FINALLY, to take a good grip on the joy of life; to play the game like a gentleman; to fight against nothing so hard as my own weaknesses, and to endeavor to grow in business capacity and as a man with the passage of every day of time. THIS IS MY CREED.



"How to Select the Practical Medium"

—By Carl W. Pierson

Manager of "The Waldonians," Exponents of Scientific Advertising

THE greatest problem with most advertisers is to select that medium wherein their ad may serve them the greatest good. This task is indeed not easy—it is a problem at times very difficult to solve.

What shall determine the practical medium? How is one to discern it from the others? There are the two distinct phases of our subject.

First, we must clearly define just what we mean by an advertising medium. I am certain that not so few have the idea, that publications only may be considered as such. This is very much the wrong idea.

Any form and method of advertising that serves the purpose of acquainting the public with your business in general, your business policy and your schedule of prices is an advertising medium. A few of these I might classify. Foremost among them are the different publications such as magazines of national and local circulation, newspaper, society and denominational organs, technical and trades journals, etc. Then we have the billboards, the hand-bill and dodger, the street-car, the theater and the general pamphlets, brochures, etc. There is one form of advertising that is one of the very best of them all if wisely and judiciously apportioned, that of the advertising specialty—or as we are wont to classify it, complimentary announcements.

Let us now weigh the merits of each of the above mentioned and notice just how and where each of them is applicable.

Let us see where we have made

our mistakes in the past and let us resolve not to duplicate these errors.

If we place our advertising according to the following chart we will save a substantial amount in dollars and still find that our advertising will bring us increased results.

I know that newspapers will criticize some of these reforms for the reason that it may mean the loss of certain ads to them, which will fare better elsewhere, and bring better returns. And then again there will be some ads which you will place in the newspapers for which you formerly adopted some other medium.

There is Waldonian proverb which says, "It is not what you spend, but how you spend it." This cannot be refuted. The writer knows from personal experience and from observation that this is indeed a great truth which when applied to your advertising brings about a healthier business, a more substantial bank-account and a happier business man.

POPULAR MAGAZINES.

In classifying the different mediums I named first the magazine of national circulation. This field is beyond doubt well filled by our many magazines. Their advertising rates are high, but are well worth the price. A magazine advertisement is a salesman.

In a magazine ad you must have four distinct features: (1) Attracting attention. (2) Creating a desire. (3) Proving necessity. (4) Clinching the sale.

The magazine may also be used for announcement purposes to good

advantage for manufactures of commodities of a staple nature for nation-wide use. I shall not discuss this in detail in this article as I am merely showing in this article the nature in general of the different mediums.

LOCAL MAGAZINES.

Now the magazine of local circulation. This is a medium very often misused. Under this head one may classify all such publications as are published by societies, lodges, fraternal orders, churches, et cetera. Most advertisers consider these on the same basis as newspapers. This is a mistake.

As a rule these publications are of monthly issuance. When you advertise in these mediums be discriminating and conscientious.

Know first of all the nature of organ. It would not do to run the same ad in the "Organ of the Bartenders' Union" as you place in the monthly journal of the Baptist Church.

Study carefully the nature of the people who read these organs. An ad in such a publication is far more conducive to results than a similar ad would be in a newspaper.

The readers of these publications have a living interest in the society or order that the organ represents. They feel under obligation to patronize their advertisers.

Suppose that the little organ has only five hundred readers. I would say advertise in it by all means, even though the rates seem a little high. Publications of this kind often stay on the reading table a year after the date of publication while the newspaper is thrown away the next day.

These seemingly insignificant journals warrant all the warm

words I can speak for them. See to it that you give favorable consideration to space in all such publications.

NEWSPAPERS.

Next the newspapers. This is the stamping ground of all advertisers from the meat market around the corner to international advertisers.

If you pick up a newspaper and study its ads you will find that almost every conceivable commodity finds publicity in it.

I advise that the newspapers be considered in connection with every proposed ad. But do not think only of the newspaper. Know that the readers of such publications are as a rule hurried readers.

In newspaper ads preach policy, and individuality.

Do not try to see how much you can crowd into the space you buy.

Do not attempt to advertise everything at once.

Do not be a spasmodic advertiser. Plug continually, have a space always in the same place if possible.

Advertise one thing at a time—but remember that you must use the newspaper only to arouse attention and desire, not to try to sell goods.

Be brief in your statements.

Use good English. Make store-service back up your ad. The newspaper should be a criterion of your selling force. Do not believe all the ad solicitors from newspapers tell you. Investigate for yourself.

But first, last and all the time policy, *policy*, POLICY.

BILL-BOARDS, STREET-CARS, THEATRES.

According to my classification the bill-board next meets with our attention.

Bill-board advertising is best called acquaintanceship publicity. The street-car and theatre also fall under this head. It is a method best used for acquainting the public with your business or wares.

These ads should be profusely illustrated—the more attractive the better. One or two sentences is all such an ad should contain. A “slogan” of some kind conveying in a few words the object of the ad is the best. “Let the Gold-Dust Twins do your work” is good.

Make this slogan easily remembered and impressive.

Do not attempt to tell a long story.

CATALOGS, PAMPHLETS, BROCHURES.

The catalog, the pamphlet and the brochure are catalogs of different sizes. Tell in introductory remarks that which lies closest to your heart and then list your goods and selling arguments. This is a very extensive field and cannot be described in brief.

ADVERTISING SPECIALTIES.

Advertising specialties I would class as personal contact advertising. It is that form of advertising which is carried about by the living medium, the man, woman or child. This kind of advertising is coming more and more into popular use.

If the right kind of specialty be selected this is the best kind of advertising one can possibly do.

The calendar which hangs in the home from New Year until New Year is ever present to draw attention to your business.

Use this kind of advertising freely if you can find the proper specialty.

Novel methods of distribution

should be devised. A good deal of advantageous advertising of this kind is the follow-up system found so practical by thousands of successful advertisers. The specialty method is very elaborate and requires nice distinction on the part of the advertiser to use to the best advantage. Try to reflect originality in all such advertising.

DODGERS AND HANDBILLS.

In speaking of other methods we must not neglect to mention the hand-bill or dodger. These should be used sparingly and only at intervals on occasions when you have something exceptional to offer, such as great reductions in prices. But the reductions must be genuine, not fictitious.

Use the hand-bill only when you wish expediency in your announcement. Do not fill it too closely with small type; explain only partially the most prominent merits of the articles on sale. Make the readers curious, be forceful in the presentation of your arguments for merit.

In conclusion, I must not fail to point out that only sincerity will serve in all advertising.

Be honest, unvarying in your conception of faith in the public.

Win their confidence by honesty and fair treatment.

Judge your advertising; classify it under one or the other of the following heads: announcement, acquaintanceship, policy, personal-contact, etc. Then select that medium under which it falls regardless of opinion, personal conception or prejudice, and success awaits the action as a natural consequence.

It is a little hard to have to supply the feast with which to make merry over your own discomfiture.—*C. Hanford Henderson.*



THE importance of Loyalty in Business could not readily be overestimated, even though its sole function were to secure united action on the part of the officers and men. Where no two men or groups of men are working to counter purposes, but all are united in a common purpose, the gain would be enormous, even though the amount of energy put forth by the individuals was not increased in the least. When to this fact of value in organized effort we add the accompanying psychological facts of increased Efficiency by means of Loyalty, we then begin to comprehend what it means to have or to lack Loyalty—The employer who secures the Loyalty of his men not only secures better service, but he enables his men to accomplish with less effort and less exhaustion. The creator of Loyalty is a Public Benefactor.

¶ Such Loyalty is always reciprocal. The feeling which workman entertain for their employer is usually a reflection of his attitude towards them. Fair wages, reasonable hours, working quarters and conditions of average comfort and healthfulness, and a measure of protection against accident are no more than primary requirements in a factory or store. Without them labor of the better more energetic types cannot be secured in the first place or held for any length of time. And the employer who expects, in return for these, any more than the average of uninspired service is sure to be disappointed.

—*Walter Dill Scott*



Move "On - to - Baltimore" Plans

—By Word H. Mills

BENT on making the Ninth Annual Convention of the Associated Advertising Clubs of America at Baltimore the most notable in the history of the organization, the executive officers of the National Association and the officers and committees of the subordinate Divisions are co-ordinating their efforts and co-operating with the Advertising Club of Baltimore. There are thirteen district organizations of the National body, all centralizing their efforts on the approaching convention. The Eastern Division is especially active. From the headquarters of the Eastern Division, which includes all clubs in the States of Maine, New Hampshire, Vermont, Massachusetts, Rhode Island, Pennsylvania, Delaware, New York, Connecticut, New Jersey, Maryland and the District of Columbia, comes information that things are moving in the great campaign of this division to advertise advertising and "boost" for the convention.

Ten committees of Eastern hustlers, together with the officers of the Eastern Division, including its co-ordinating committees, are meeting weekly developing plans. These co-ordinating committees embrace a committee on Vigilance, Finance, Propaganda, Club Development, Organization, Speakers and "On-to-Baltimore." "On-to-Baltimore" co-ordinating committee is subdivided into committees on stimulation, arrangements and transportation.

On the first Friday of each month, from this time on until June, there will be a meeting of the

committee of co-ordinating committees at the Aldine Club, New York, at 12:15 noon. At these meetings, the chairman of each co-ordinating committee will make a report as to the plans and progress of his committee.

The organization committee is made up of J. D. Kenyon, chairman, H. J. Mahin, R. A. Holmes, Victor Leonard and G. B. Sharpe. This committee is outlining a campaign to organize advertising clubs in every city possible in the Eastern Division.

The Club Development Committee is made up of E. M. Carney, chairman, George S. Fowler, Harry Tipper, L. A. Van Patten and Oscar Graham, Jr., and is working out plans whereby the usefulness of both the old and new members will be stimulated to the greatest degree. With both these committees, one comprised of Messrs. Walter Hamburger, Charles E. Ellis and Daniel E. Derr, of the Advertising Club of Baltimore, is co-operating.

Carl E. Ackerman is chairman of the "On-to-Baltimore" Committee, with Berry Rockwell, Edwin M. Baker, George B. Metzgar and S. C. Leith. This committee has three sub-committees, to-wit: on stimulation, arrangements, and transportation, of which H. S. Dudley, Mason Britton and William Rea are chairmen, respectively.

The "On-to-Baltimore" and its sub-committees are arranging to see that both old and new clubs send large delegations to the convention under the most favorable conditions.

The Foreign Representation Committee of the Advertising Club of Baltimore, under the direction of Herbert Sheridan, chairman, and Alfred I. Hart, vice-chairman, is writing individual letters in answer to several thousand inquiries that have been received at the executive offices of the Advertising Club of Baltimore, which come from interested persons in all quarters of the world, and newspapers all over the world are being supplied with information in relation to the convention.

The Pan-American Union at Washington, under the direction of its Director-General, Hon. John Barrett, is disseminating information in relation to the convention throughout the Latin-American countries.

Exclusive of the publicity work conducted through the newspapers, magazines and class publications from the executive offices of the Baltimore organization, the general publicity committee of the national organization, sub-divided into different departments, together with the Committee on Exhibit of Advertising, are efficiently telling the country that Baltimore business men are to be the hosts of the greatest gathering of advertising men ever brought together.

Frank E. Morrison, director of Painted Display Department of the Committee on Exhibit of Advertising, has resigned, and President George W. Coleman, of the national association, has appointed in his place H. J. Mahin. Mr. Mahin was associated with Mr. Morrison in preparing the display at the Dallas convention. The chairman of this committee is Grafton B. Perkins, of Baltimore. Mr. Perkins reports

that elaborate exhibits have been promised from Germany, Russia, France, Belgium and Italy. Also that negotiations are under way which have in view the holding together of such portions of the exhibit of advertising at the national convention as may be available for exhibition at the National Conservation Exhibition to be held in Knoxville, Tenn., in September and October, 1913.

The National Executive Committee will meet in Baltimore on December 19th and 20th, at which time the program for the convention is expected to be definitely formulated and other important business transacted.

The annual dinner of the Advertising Club of Baltimore took place on December 19th at the Emerson Hotel. Officers of the national association and others prominently connected with preparations for the convention, were guests of the Advertising Club of Baltimore at this dinner.

You may know the fellow
 Who thinks he thinks,
 Or the fellow who thinks he knows;
 But find the fellow
 Who knows he thinks—
 And you know the fellow who knows.
 —Creswell MacLaughlin.

What would the possession of a hundred thousand a year, or fame, or any glory or good fortune avail to a gentleman, for instance, who was allowed to enjoy them only with the condition of wearing a shoe with a couple of nails or sharp pebbles inside?—
William Makepeace Thackeray.

One feast, of holy days the crest,
 I, though no churchman, love to keep,
 All-Saints,—the unknown good that rest
 In God's still memory folded deep;
 The bravely dumb that did their deed,
 And scorned to blot it with a name,
 Men of the plain heroic breed,
 That loved Heaven's silence more than
 fame.

—James Russell Lowell.

To What End This Year

—By Milton Bejach

NEARLY every one when he sets out upon a journey has some end in view. Few travel without knowing whither they are bound and without having some place in sight as a haven in which to rest. Those who travel without a definite object or a definite goal are cursed with the wanderlust, and according to their purses are tourists or tramps. These are the exceptions that prove the rule.

We are in a new year. What are we going to do with it? What did we do with last year? How did we make the days serve us better than the ones of the year before? How shall we make the days of this year more valuable than we made those of last?

These questions are as pertinent with reference to the passing years as is a question a traveller asks himself about his speed and endurance upon the road.

Did you go far enough last year? Are you satisfied with what you accomplished?

I am not propounding anything highly philosophical, abstruse or moral, a fit subject only for high-brows and heavy heads of hair. I am talking about material things—home making, comfort making, money making; time enough for high morality and philosophy when every stomach is filled and every back is warmed.

If you are not satisfied with what you did last year, how are you going to help yourself, how are you going to improve upon it so that at the end of this you will be better satisfied? Whose fault is it that

you are not satisfied? What were the obstacles that stood between you and the accomplishment of your purpose?

Perhaps, and this we are always loath to admit, they lay in ourselves. Perhaps we were not enough in earnest.

This thing of being in earnest is what has made this world what it is. It has made you what you are. If you had not been in earnest when you were a crawling infant you would never have learned to walk. As a matter of fact no man has ever learned the whole secret of that. What we call walking is merely a succession of arrested falls.

How much in earnest are you? How much do you really desire what you think you want? Men to-day think they want a certain thing, and to-morrow they want something else equally as much. Earnestness is the price set on most things by the Power that rules this world.

Few of us know what earnestness really is. Most of us think it is a desire to have something, to do something. It is that, and more. Added to the desire, in earnestness, is a rooted determination to work, day in and day out, to be swayed by no other passion, to be animated by no other purpose, to make all else subservient to that desire, to have faith in one's self, to be sure that some day, if it is not this very day, the end for which we labor shall come into sight.

How much in earnest are you about what you want to do this year? It will pay to take a few minutes to think it over. What are

you willing to sacrifice to accomplish what you think you want? How much are you given to doubt your own ability? How easily are you disheartened, how quickly do you give up?

Are you satisfied with the work you are doing? Does it serve a real purpose? Besides furnishing you with a living and a means of employing your time does it help anyone else? If it helps no one but you, change your work, it cannot last.

Every legitimate line of endeavor serves a real purpose. Whether we make with our hands or our heads, whether we sell by spoken or written word, whether we administer or supervise, whether we carry or calculate the weight some one else is to carry, we are helping some one else. We are either manufacturing or helping in the distribution of the things manufactured. The lines of endeavor other than these are toward the same end, to tell us when and how we may best make, sell or carry; to keep us fit for making, selling or carrying.

The work every man does lives longer than the day that sees it done. The knowledge of this moves men to do greater things. What we do this year will have its effect upon next year and the millions of years that are to come.

In the University of Bonn, certain professors have satisfied themselves that when the brain cells die, what we have always called the soul, also dies. Their doctrine, subversive of all known civilization and religion, wherever situated, still contains this morsel of consolation, that the influence of a man's work lives on and on, years after

his name has been forgotten and his bones are dust.

You and I cannot believe that when the breath leaves our bodies we shall be no more account in the Scheme of Things than the clay beneath our feet. We do not believe it, because we do not want to believe it. The Bonn professor whose theory this is may be made of that sort of stuff, but you and I are immortals.

Being immortals we shall this year shape our labors so that when we look back next year upon what we have done we shall be better content than we are now, we shall not be wholly satisfied nor entirely content with what we have done, for that way lies no further progress, but we shall know that our labor has helped us nearer our desire, has helped others and that we need not be ashamed for the paucity of results.

Where the author of a good we know
Let us not fail to pay the grateful thanks
we owe.

—George Eliot.

I find sweet peace in depth of autumn woods,
Where grow the ragged ferns and roughened
moss;
The naked, silent trees have taught me
this,—

The loss of beauty is not always loss!

—Elizabeth Stoddard.

With the comrade heart,
For a moment's play,
And the comrade heart
For a heavier day,
And the comrade heart
Forever and aye.

—Richard Hovey.

Heaven is to feed
On your chiefest need—
Be the need or work or rest.
And God, who knows
Why He barbed the rose—
He plans your heavens best.

—Strickland W. Gillilan.

Just a Minute

OR THE MONETARY VALUE OF COURTESY

By H. P. Wartman in Campbell's Soups Optimist

Justis Alesman—Good Morning! I Presume you are Mr. Busyman.
I sell campbell's Soup and this is——

Avery Busyman (Buyer for Grouch & Co., glancing up and then back
to papers on desk)—Well, we don't need anything in your line.
We're full up.

J. A.—I was about to remark, Mr. Busyman, that this is my first call
on the trade here and ——

A. B.—All right. When I need anything I always order it. Awful
busy this morning. Come in next trip. Miss Wryter continue
this letter please—We acknowledge receipt of . . .

J. A.—(closing door carefully behind him)—Cheerful person that!
Fine tonic for a man in a new field. Specialty boys all love him,
no doubt. Now where's the real Jobber in this town? Ah!
Cheery & Bright sounds good. (Enters.)

J. A.—Good Morning! Are you Mr. Hand the buyer?

G. Ladd Hand (of Cheery & Bright, rising from chair and extending
hand)—How are you? I'm glad to see you. Come in. What
are you selling?

J. A.—Thanks. Campbell's Soups. This is my——

G. L. H.—Yes, I know. Your first trip. Good fellow, your pre-
decessor. Got lots of orders for us. Hope he's doing well.
Going to spend some time with us? Just a minute Miss Typer
with that letter. Going to work the trade? That's fine. You've
got a good line and you're a good man or you wouldn't have it

and you ought to get good business. I'll have my stock looked up and see what I can do for you. Can't always give you boy's an order, but it's not because we don't want to. Send me a few of the quick sellers now if you like or you can wait till you finish the trade and then maybe we can fix you up all right; anyhow we'll try.

J. A.—You are very kind, Mr. Hand, and I appreciate your friendly reception more than I can——

G. L. H.(rising)—That's all right, Mr.—er—Alesman; thanks. Miss Typer, make a note of the name please, so we can tell our men we've got a new Campbell friend out here to get us some business. Now if you want any information about the streets and stores don't hesitate to call on me. Come in to-night anyway before you go to the hotel and tell me how you make out. Meanwhile, don't forget us when you use your pencil. Good morning and good luck to you.

J. A.—Reception like that makes a fellow feel good. I'll bet right now he gets 75 per cent. of the orders in this town. Now for business!

Retail Grocer— . . . and that's all I want.

J. A.—Who'll you have it come through?

R. G.—Oh, I don't care.

J. A.—I'll give it to Cheery & Bright. Thanks.

In the late afternoon.

J. A.—Fourteen orders; eleven for Cheery and three for Grouch. Not so bad. I'll just drop in and give this little stack to Hand and tell him there'll be more tomorrow.

Moral—A minute for the Salesman may mean an hour for the Bill Clerk.

The Philosopher Among his Books

Books and Sincerity

Do not surround yourself with book-shelves of volumes for the mere appearance of it. You may fool other people for a time by doing so but you will be in your own eyes but a hypocrite for it. Keep what books you need near you. Use what desire you have for reading and gaining knowledge. By exercise of this faculty increase your desire, and in proportion supply your need. Be as frank and sincere with your books as you would be with your friends. Because they cannot denounce you for insincerity and sham, do not take advantage of their dumbness. Be honest with invisible facts as well as visible. Books indeed are visible but they represent the invisible and call us to honor what they represent.
—ETHEL HALSEY

THE WOMAN. By Albert Payson Terhune. Founded on the play by William C. DeMille. Illustrated by W. C. King. \$1.25, net. The Bobbs-Merrill Company, Indianapolis.

Many plays have been novelized and many novels have been dramatized, but it is only occasionally that a satisfactory result is obtained. However, Albert Payson Terhune has turned the trick. *The Woman*, made into a novel by him from the play of the same name by William C. DeMille, stands in a class by itself, and before it all prejudice must be thrown to the winds. Mr. Terhune has succeeded in combining the dramatic quality of the play with a superb literary quality furnished by himself, and the result is an engrossing book which stands entirely upon its own merits. It is safe to say that in its present form *The Woman* will achieve the same prominence among the readers of fiction as it did among theater-goers when produced by David Belasco.

There are two distinct lines of interest in which this story is very strong, and both are lines in which the public as a whole is concerned and with which it is at present much engaged—the machine in politics and woman in her infinite variety. Both are treated not only in a manner that absorbs the attention of the reader, but with great fairness and due sense of proportion. There is nothing hysterical or ultra-pious in the attitude of the author toward the weaknesses of his fellows, nor is there any exaggerated pity for them, any confusion of right and wrong, any blinking at the fact that punishment inevitably follows sin, and that grown people generally know that fact when they run into wrongdoing, and have, therefore, no right to complain when they have “to take their medicine.” In short, it is a human document which Mr. Terhune has prepared—a document treated with excellent taste, to be sure—but one which does not seek to idealize or to

follow false ethics merely for the sake of romance. On the other hand, he has found the good side of his characters and even the machine politicians are shown with all the good qualities that many—probably all—of them possess.

WHERE THERE'S A WILL. *By Mary*

Roberts Rinehart, author of The Circular Staircase, The Man in Lower Ten, When a Man Marries, etc. Illustrated by F. Vaux Wilson. \$1.30, net. The Bobbs-Merrill Company, Indianapolis.

Readers of fiction are to be congratulated upon the rare treat in store for them. Mary Roberts Rinehart's new book, *Where There's a Will*, has just been issued, and really nothing but the author's name is needed as an assurance of its excellence. Year by year Mrs. Rinehart's power is growing. Her long list of books bear witness of her imaginative ability, and it may be said that she has never written a story which did not bear the stamp of originality and literary excellence. She is a typical American story-teller who devises plots that are fascinating and who treats these plots with a lightness and deftness that make them especially appealing to those who read for amusement. *Where There's a Will* is no exception, and in fact it may be said that it displays more of Mrs. Rinehart's keen sense of humor than anything she has ever written.

The story not only scintillates with wit, a spark in every sentence, but it has decided point and object. The methods of modern sanitariums, the various treatments prescribed, the tact needed to handle patients, the doping of the sulphur springs—in fact, thorough exposure of the trick of the trade—are exhibited on one side, and on the other are held up the humors, the whims, the vanities, of the fractious patients. All of this is done in the spirit of spontaneous gayety without the slightest tinge of bitterness. It is pure comedy and the purpose is inherent in the subject rather than dragged forth by the narrative, and the author seems to enjoy the writing as much as

the reader does the perusal. Not a trace of effort, of flagging, of staleness, is apparent. The bubbling fun is so fresh, so plentiful, that it seems to require no more labor than does the popping of champagne.

OLD TIME AND YOUNG TOM. *By Robert*

J. Burdette, author of Smiles Yoked With Sighs, Chimes From a Jester's Bells, etc. \$1.25, net. The Bobbs-Merrill Company, Indianapolis.

The thousands of admirers of Robert J. Burdette will rejoice in the fact that a new book from his pen, entitled *Old Time and Young Tom*, has just been issued. He has endeared himself to the American public through his long career on the lecture platform, and every one must feel a certain tenderness toward anything he says or writes. He himself is so kindly, he has helped so largely toward making the world a more cheerful place, and he has met life with a bravery which has made the petty annoyances of every-day living sink into obscurity.

In his new book, Mr. Burdette offers fifteen of his famous sketches, and these are representative of Burdette at his best. This means a very individual humor, some very tender pathos, and a peculiarly human quality which can hardly fail of awakening universal sympathy. Mr. Burdette really has only one theme whenever he speaks, and that is the theme of life itself. Sometimes he treats it as a whole, as in the first and second sketches of *Old Time and Young Tom*, which are entitled "The Rise and Fall of the Mustache" and "My Kindergarten of Fifty Years," and again he seizes some special aspect, as in "Taking Account of Stock," "The Average Man," or "Wasting Other People's Time." But no matter in what way he treats his subject, he makes it vitally interesting and entertaining, for Mr. Burdette has studied life and its problems in all their various aspects, and so sunny is his own mind that the clouds of pessimism have never crossed his horizon.

Increase Your Stenographer's Efficiency

by placing a copy of "Office Training for Stenographers," by Rupert P. SoRelle, in her hands for study and reference. It deals with the vital points in handling correspondence and the routine of the office in a systematic, intelligent way. One big business man says it is easily worth \$25 to any stenographer—experienced or inexperienced. It was written by a man who knows how to obtain stenographic efficiency, and who has made an analytical study of the best practice in up-to-date offices—the man who trained President Wilson's chief stenographer. It has been adapted as a text-book in hundreds of public and private commercial schools.

¶ Some of the subjects treated are—filing, card indexes, follow-up, enclosures, shipping, handling business callers, office system, remittances, billing, outgoing and incoming mail, business ethics, etc.

¶ "Office Training" will cut in half the cost of breaking in your new stenographers, and vastly increase the efficiency of the others.

Complete with separate blank forms, \$2.

The Gregg Publishing Company
New York Chicago San Francisco

WRITE IDEAS FOR MOVING PICTURE PLAYS!

**YOU CAN WRITE PHOTO PLAYS AND
EARN \$25.00 OR MORE WEEKLY
WE WILL SHOW YOU HOW!**

If you have ideas—if you can think—we will show you the secrets of this fascinating new profession. Positively no experience or literary excellence necessary. No "flowery language" is wanted.

The demand for photoplays is practically unlimited. The big film manufacturers are "moving heaven and earth" in their attempts to get enough good plots to supply the ever increasing demand. They are offering \$100 and more, for single scenarios, or written ideas.

We have received many letters from the film manufacturers, such as VITAGRAPH, EDISON, ESSANAY, LUBIN, SOLAX, IMP, REX, RELIANCE, CHAMPION, COMET, MELIES, ETC., urging us to send photoplays to them. We want more writers and we'll gladly teach you the secrets of success.

We are selling photoplays written by people who "never before wrote a line for publication."

Perhaps we can do the same for you. If you can think of only one good idea every week, and will write it out as directed by us, and it sells for only \$25.00 a low figure.

**You Will Earn \$100 Monthly For Spare Time Work
FREE SEND YOUR NAME AND ADDRESS AT ONCE FOR FREE COPY OF
OUR ILLUSTRATED BOOK, "MOVING PICTURE PLAYWRITING"**

Don't hesitate. Don't argue. Write now and learn just what this new profession may mean for you and your future.

NATIONAL AUTHORS' INSTITUTE

R 733. 1543 Broadway
NEW YORK CITY

SAY "I SAW IT IN THE BUSINESS PHILOSOPHER"



THE Character and Qualifications of the Leader are reflected in the men he selects, develops and gathers around him.

¶ Show me the leader, and I will know his men.

¶ Show me the men and I will know their leader.

¶ Therefore, to have loyal, efficient employees — be a loyal and efficient employer.

ARTHUR W. NEWCOMB.

The Business Philosopher

A. F. SHELDON, EDITOR

VOLUME IX

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By the Fireplace

Where We Talk Things Over

DO YOU know that if you are an average man, with an average income, you are paying nearly half of it in municipal, state, and national taxes?

Do you know that millions of people from across the seas are coming into this country every year to compete with you for your share of the wealth produced?

Do you know that tens of millions more are seeking to come?

Do you know that the schools of Germany are educating her children to become scientific farmers, manufacturers, and business men, while the schools of this country are educating your children to attend the high school and the university, and that the university leaves them unprepared for anything but the crudest unskilled labor unless they add years of technical training?

Do you know that the production of foodstuffs in the United States, according to present methods, has practically reached its limit—that you will have to pay higher and higher prices for your living unless more scientific methods are adopted?

Do you know that under our present methods all our coal will

soon be mined, all our forests will soon be cut down, all our oil fields will soon be exhausted, all of our soil will soon be robbed of its fertility?

Do you know that you are being called upon to pay your share of the losses caused by poverty, crime, disease, insanity, and preventable death?

Do you know that, directly or indirectly, you are assessed every year a considerable sum to cover the losses caused by labor difficulties, strikes, lockouts, and riots?

Do you know, if you are a producer or a distributor, that other nations are getting ahead of us in the foreign markets, upon which you must eventually depend for the continued growth and prosperity of your business?

Do you know that when you pay a dollar for a basket of peaches only about ten cents of it goes to the man who grew the peaches?

Do you know that when you buy a package of prepared cereal for ten cents, less than one cent of the price goes back to the farmer who grew the grain?

Do you know that when you pay fifty dollars for a suit of clothes only about a dollar and a half

finally gets back to the wool grower who produced the raw material, and only about five dollars to the manufacturer who wove the wool into cloth?

These are business questions of vital importance to every farmer, manufacturer, builder, banker, merchant, salesman, professional man, clerk, and industrial worker.

They are questions about affairs and interests that lie, for the most part, outside the doors of stores, offices, and factories.

But they suggest problems that will have to be solved, and solved rightly and soon if business is to continue to be prosperous inside of your stores and factories.

NOT VERY LONG ago Judge Gary, head of the United States Steel Corporation, warned a number of his associates in what is called "big business" that they would have to consider and solve the differences and difficulties agitating capital and labor in their relation with each other or pay a heavy penalty in money, property, and perhaps life.

Even more recently, Senator Elihu Root, in an address, sounded the same note of warning in regard to social justice.

In the presidential election campaign of last summer and early fall certain questions of public policy which are comparatively new in our national politics were brought prominently before the people.

Newspapers, magazines, lecturers, orators, and professional reformers of every size, complexion, creed, and state of excitement still

keep these and other questions agitated before the view of those who are willing to look.

A new administration has just taken the reins of government in Washington, and people all over the country are holding their breath, waiting to see whether the policy and overt acts of this administration will "hurt business."

It is almost impossible to pick up a periodical of any kind, or to listen to a public address, or, for that matter, even to pay your own monthly bills without having brought home to you the present high cost of living.

ALL OF THIS means that the business man of today has something to think about, something tangible, something imminent, something that threatens to affect his profits far more profoundly than anything his bookkeeper can show in a report, or any reduction in prices his competitor may make.

It is something that he must think about with all of the common sense and good judgment he can summon to his aid.

He cannot afford to reach a conclusion until he has studied carefully all of the pertinent facts.

He cannot base his judgment upon things he knows only in a general way or at which he merely guesses, or upon the statements of people who know no more than he does.

He may have reason to regret his decision if it is reached chiefly on account of the fact that his grandfather and his father voted a certain political ticket all their lives.

He may be led to form an opinion on account of his admiration for some man frequently mentioned in the headlines on the first pages of newspapers, or on account of his dislike for that man or some other man. If he does either he is likely to be sorry.

Or he may refuse to think about the thing at all. He may feel that it does not interest him—that he has plenty to do looking after the success of his own business without wasting any valuable time over the troubles of a lot of coal miners in Pennsylvania or garment makers in New York city. It's probably all their own fault, anyhow, and just as likely as not their troubles are merely exaggerated reports in the yellow papers.

THE BUSINESS PHILOSOPHER is not a political magazine. Neither is it the organ of any particular political, economic, social, or religious propaganda.

It is not the function of THE BUSINESS PHILOSOPHER to solve, or to attempt to solve, either business, personal, political, economic, social, or religious problems of any of its readers.

THE BUSINESS PHILOSOPHER is devoted to the science and philosophy of business building. Its endeavor is to state laws and principles, and to give concrete examples of their application.

One of the fundamental principles of business building is this:

There can be no sound business prosperity that is not based upon the prosperity of all the people.

Any event or train of events, any circumstance or combination

of circumstances, therefore, that affects, or promises or threatens to affect the prosperity of all the people, is of interest to THE BUSINESS PHILOSOPHER and its readers.

THE ATTITUDE of too many business men toward economic and social problems has been one of either complete ignorance or narrow-minded, short-sighted selfishness. If they have paid any attention to the question of taxation, it has been wholly with reference to the direct effect of any proposed tax upon their own bank accounts.

If they took any interest in the tariff at all, it usually went but little further than a contribution to support a lobby at Washington for the purpose of getting legislation supposed to be beneficial to their particular lines of business.

I have known business men to resist violently quarantine and other sanitary measures in case of an epidemic of plague, cholera, or yellow fever on the ground that it would hurt business.

The merchants of Goldfield, Nevada, were many of them bitterly opposed to the efforts of mine owners who wished to stop the practice amongst their miners of carrying from fifty to two hundred and fifty dollars' worth of ore out of the mines in their pockets at the close of every day's work. These retailers argued that if the miners were getting a hundred dollars a day they would spend far more than if they were getting only five dollars a day.

But an unjust system of taxation finally impoverishes all the people,

and business suffers in consequence.

An inequitable tariff draws in its train monopoly and special privileges, so that many a business man who paid out his good money to support a lobby at Washington suddenly finds himself crushed against the wall by a combination too big for him either to join or to fight.

An epidemic allowed to run wild may so depopulate and impoverish a city that there is nothing left for men in business but bankruptcy.

A miner whose conscience is dulled and corrupted by long continued robbing of his employer soon becomes lawless and unreliable in other respects. He may even run up a big account with Mr. Merchant, then take his stolen wealth, if he has any of it left, and go out between two days. I am told that some have done this very thing.

It has been largely on account of this narrow prejudiced, myopic and otherwise badly judged attitude on the part of business men that we find ourselves confronted with some of the most serious problems today.

On the other hand, many of our hard questions are new. They are the result of changed conditions over which we have no control, such as tremendous development of mechanical power and equipment, growth in population, and revolutionary changes in economic and social conditions of other nations.

There are some puzzles that will have to be solved one way or

another within the next very few years. There are others on which we may take more time. But the more quickly we solve all of them the better it will be in the long run for your business and for mine.

ONE OF THE most serious questions, not only in this country, but throughout the world today, is that of war and preparation for war.

There are in the world today 6,622,504 men comprising the standing armies and navies of all nations. These men not only do not produce wealth in any form but are large consumers. And they are all at that period of life when they should be producing most. Furthermore, the tendency everywhere is to increase rather than diminish armies and navies.

The total annual expenditure for army and navy in the great nations of the world today is two and a half billions of dollars and this at a period of almost universal peace. The breaking out of a great war would vastly increase this huge outlay.

As a result of the wars of the past, the great nations of the earth today owe an aggregate debt of sixty billions of dollars, and this is increasing, not diminishing.

Each nation is struggling feverishly to hold its place in relation to the others, while some are attempting to surpass the others in strength of army and navy. All this means still greater expenditures, still greater debts.

And the big debts with their big interest charges—two and a half billions a year—the rapidly growing expenditures, more and more

able-bodied men being taken out of the ranks of producers, means that those who do produce wealth must carry greater and greater burdens.

Today every man, woman and child in the United States pays taxes aggregating an average of thirty-eight dollars and fifty cents a year. And taxes are steadily increasing.

This means a constantly decreasing purchasing power for every dollar, since the government must exact a larger and larger tax upon every dollar handled in order to meet its obligations.

It is time business men were asking themselves whereunto this all leads.

When and how will the limit be reached?

When and how are these huge war debts ever to be paid off?

Then there is the question of war itself.

We are told that we must enlist, organize, train and equip a powerful army and navy if we are to maintain peace with the other nations of the world.

Is this true or is it not?

The business man who is helping to pay for it all ought to know.

Actual warfare means the destruction of property, the blockading of the lines of trade and commerce, oftentimes a paralysis of agriculture and industry over large areas, and other serious disturbances of the usual routine of business. It means the impoverishing of thousands, or even millions, of people, to say nothing of the loss of life.

It is true that war means all too often the making of huge fortunes by those who deal in war supplies, but it means also the loss of millions, or even billions, to the people and business in general.

NEITHER YOU NOR I can disarm the standing armies and navies of the world, or even reduce them or limit their growth.

Neither you nor I can declare or avoid war.

But the people of the world have the right to say whether or not there shall continue to be war. And they will some day exercise that right.

You and I have a voice in demanding that right, and we shall have a voice in making the decision.

As good business men, we ought to make that decision upon exact knowledge, and not upon guesswork, prejudiced or narrow-minded personal feeling.

Remember, I'm not asking you to consider this question on the ground of your love for humanity.

I want you to think of it as it relates to the profits of your business.

THE MOVEMENT of great numbers of people from one part of the world to another may seem to be a matter of rather secondary and distant concern to the proprietor of a clothing store in the Middle West. And yet that movement bears directly, even now, upon the showing of his balance sheets. As the years go by, it will produce more profound results.

The countries of southern Europe are overcrowded. Millions of people live there in conditions of poverty of which we in this country have little conception.

Since lands from which their living must be taken will not support more, and since the natural increase of population still goes on, it is inevitable that large numbers should emigrate to newer and less crowded parts of the world.

The crowding, congestion, and poverty is even greater in Japan, China, and India. It is therefore even more imperative that millions of Oriental people should find opportunities for employment and sustenance elsewhere.

Japan is awake and aggressive, seeking for territory where she may colonize her surplus.

China is awakening, and will soon be similarly seeking.

The hundreds of millions of India are growing restless, and her pioneer emigrants are beginning to be seen wherever they can gain admission.

Because of the wealth, free institutions, and resources of the United States, these aliens from the other side of both great oceans are knocking at our doors for admission by the million.

They are of different races from those who have built up the political, economic, commercial, and social fabric of the United States. Their ideals, their methods of work, their manner of living, and their customs are different from ours.

Many of them do not seek citizenship with us. They do not

wish to be amalgamated, nor do we wish them to be.

Though living and working side by side with us, they will maintain their own languages, customs, ideals, and citizenship.

Many of them, after filling their pockets with wealth gained here, return to their native countries.

They are a proud and independent people, and have no stomach for a subservient and subordinate position in our commonwealth.

Their home governments are powerful, and becoming more powerful, and will more and more insistently demand that they be treated with all the consideration we give to citizens of the most favored nations.

To all other complications of the situation will be added the age-long, seemingly instinctive and irreconcilable feeling of race prejudice.

The problem is one that cannot be ignored, nor is any easy solution in sight.

It cannot be solved offhand by professional politicians, who look no farther ahead than the next election.

It must be solved, if at all, by broad-minded, far-seeing, calmly judicial business men, and it must be solved very soon.

I HOPE EVERY one of you read carefully the article by Dr. E. A. Rumely in THE BUSINESS PHILOSOPHER for February, 1913.

In that article Dr. Rumely pointed out very clearly the problem of education that business men must soon solve.

This problem is closely related to that of immigration.

The day when the farmer could exhaust the soil of his land in a few years, and then move on to free lands further West is practically ended.

The day when our national resources were so great as to seem practically inexhaustible, and when, on that account, we could operate our farms, our mines, and our factories unscientifically, wastefully, and inefficiently, and still have enough and to spare, has gone.

The time has come when our children must be educated to add large amounts of value to raw material by means of skill and scientific handling.

If there is to continue to be a mighty influx of aliens for the crude physical tasks of our industries, our own children must be educated in vocations in which these workers with their low standards of living cannot compete.

With the increase in population, and the consequent reduction in the proportion of those who can live by non-productive labor, we must more and more educate our children to be producers. This is especially necessary on account of the increasing demands of all classes for higher and higher standards of living, and the consequent need of larger and larger proportions of wealth for each citizen.

When the number of non-productive units is great in any population there is naturally less actual wealth to distribute.

The problem of education therefore is not one to be solved by those whose interest and knowledge is limited to the dead languages, higher mathematics, poetry, pure science, and transcendental philosophy, but by common sense, practical business men.

DR. RUMELY wrote also of the financial problem of our agricultural interests.

Reclamation of waste lands, the restoration of fertility to worn-out soils, the equipment of farms with modern power and machinery, and the creation of an adequate working capital for the farmer are problems of the most vital and immediate importance to every business man in every line of business.

The source of all wealth is obviously the soil. The fundamental industry from which all others must draw their sustenance is agriculture. The time is coming when it can no longer be left to chance methods, and to the pitifully inadequate capital of the individual farmer.

This is another vital interest of the business man lying outside the doors of his office, factory, or store.

THE CONSERVATION of our coal fields, oil reservoirs, water power streams, forests, fisheries, and other sources of material wealth is no longer a question for politicians and agitators.

It has begun to affect the purchasing power of your patrons, and whether you know it or not, is even now making felt its influence

in the amount of gold, silver, and currency in the drawer of your cash register at the end of the day.

Even more important is the conservation of human values.

As I have so often pointed out in the pages of *THE BUSINESS PHILOSOPHER*, people who are poverty-stricken, ill, criminal, insane, feeble-minded, or dead, cannot buy goods from you in any very large quantities. Furthermore, we are taxed in various ways to maintain public charities, hospitals, jails, penitentiaries, police courts, asylums, and morgues.

Not only this, but your share of the loss of time and energy, and destruction of property incident to labor disputes, strikes, lock-outs and riots, constitutes a considerable sum every year.

If your loss from these causes has been direct, you have felt it keenly. If it has been indirect you may not have felt it so keenly, but you have paid it just the same.

This whole problem of human waste cannot be solved by grim, determined, fighting capitalists on the one side, nor by radical, inflammatory and revolutionary agitators on the other.

It must be solved, and it must be solved soon, by calm, sane, far-seeing business men.

You must take your part in that solution.

Can you do so with a judgment based upon the profits of your business twenty-five years hence?

THE WORLD is becoming small.

A Chinaman in the interior of China is, in all essential respects, a closer neighbor to you to-day

than was the white man in a neighboring state to your great-grandfather a century ago.

Your great-grandmother wove, with her own hands, all the textile fabrics worn by the members of her family, and, conversely, the members of her family consumed the entire output of her looms.

If you are a manufacturer of cotton goods to-day, your ultimate success depends upon whether you can sell a part of your product to that Chinaman in the interior of China.

Up till now we have been an agricultural nation mainly, and our exports have been almost entirely the products of our soil. But we now eat practically all that we grow and more. We shall therefore have to depend to a greater and greater degree upon the products of our factories to send to foreign countries in exchange for commodities we buy from them.

This change in conditions brings us face to face with two serious problems. One is the problem of efficiency in manufacture so that we can compete with others in the world markets. The second is the problem of finding foreign markets for our goods and building up a sound, enduring and growing basis for our foreign trade.

I could write this entire magazine from cover to cover upon the problems of our export trade, discussing such subjects as character and quality of goods, methods of advertising and selling, credits, correspondence, catalogs, packing and shipping, handling of com-

plaints, dealing through foreign jobbers and agents, trade treaties, our merchant marine, our navigation laws, the effect of tariffs and duties, and the present reputation of American business methods in foreign countries.

How sorely the problems of export trade need solution is typified in a small way by the experience of one of our great sewing machine companies in Japan.

This company spent many thousands of dollars in a big advertising campaign throughout Japan for the sale of sewing machines at twelve dollars each. It followed up the advertising by personal efforts of scores of salesmen throughout the Empire. Of course it was necessary to ship a large consignment of these sewing machines to Japan.

The whole effort fell absolutely flat. Scarcely a machine was sold.

The reason was perfectly obvious, and might have been discovered by a week's intelligent study of conditions on the ground.

The clothing worn by the average Japanese is simple. Instead of being sewed together it is simply basted. When the clothing is washed these basting threads are pulled out, thus greatly simplifying the process of both washing and ironing. It is the work of only a few minutes to baste the pieces together when the garments are to be worn.

In addition to this, the average income of a Japanese peasant is only about ten cents a day. It would thus require his entire income for more than four months

to pay for one of these twelve-dollar sewing machines.

A YEAR AGO last fall there was a bumper crop of excellent apples on the trees of my neighbors at Libertyville. Many bushels of these beautiful apples rotted on the ground because dealers at Libertyville offered such a small price for them that it did not pay to harvest and haul them to market.

And yet in Chicago, only thirty-five miles away, apples inferior to these were selling at from a dollar to a dollar and a half a bushel.

A few years ago I was in California at the time of the grape harvest. Growers were selling the most delicious muscatel grapes I ever saw at from a cent to a cent and a half a pound at the vineyard.

A few weeks later in Chicago I paid thirty-five cents a pound for inferior grapes.

To-day the California grape grower receives two and three cents a pound for his product, and I have recently bought the finest muscatel grapes at retail in Chicago for ten cents a pound.

In the case of the apples at Libertyville there was no organized efficiency of distribution from grower to consumer. The same thing was true of the grapes in California a few years ago. That the grower gets almost three times as much for his grapes to-day as he did then, and the consumer gets better grapes for less than a third what he formerly paid for them, is because there is organized efficiency of distribution from producer to consumer.

There is need to-day in every industry, in every phase of production and selling, of this same organized efficiency of distribution.

Inefficient and wasteful as agriculture, mining, lumbering, fishing and manufacturing has been and is to-day, there is still greater inefficiency of distribution.

It is intolerable that the farmer should receive but ten cents a pound for his beef, and that his son in the city should have to pay twenty-five cents a pound for his.

The forces of production are becoming more and more completely organized for efficiency. Waste and unnecessary multiplying of parts in the machine are being eliminated.

The forces of distribution are not organized, and there are in all phases deplorable wastes and extravagant multiplying of parts.

Why should there be a million retailers in the United States, or one for every one hundred of the population?

Counting five members to a family, this means that every family in the United States must pay twenty-five dollars a year—in profits—to the support of the family of a retailer. This is on the theory that each retailer makes, on an average, a fair living out of his business. A great many, of course, do not make a living, but go into bankruptcy. There are others who become wealthy, which brings up the average.

Where is there any real advantage to the consumer in a little town of three thousand in having

ten different grocery stores fighting for his trade?

Naturally retailers fight tooth and nail against the proposition to reduce their numbers. No one wants to be among those eliminated.

It is a short-sighted policy.

Better be a producer and grow wealthy than to be one of an army of disorganized and therefore inefficient distributors, and make only a bare living or less for all your hard work.

There are 150,000 traveling salesmen in the United States. Many thousands of these duplicate one another's territories, goods, prices, qualities, and customers.

Why should the consumer be compelled to pay their salaries, commissions, and traveling expenses?

Why should he pay the highest rate for transportation of a hundred little consignments instead of paying a low rate for transportation of one big consignment?

This will bring a howl from the traveling salesmen and their employers, but the truth sticks that our machinery of distribution will never be efficient until the extraordinary waste of this multiplicity of parts has been eliminated.

And until our machinery of distribution does become efficient instead of grossly inefficient our economic and social problems will grow more and more acute, and their solution without recourse to violence and complete revolution of our economic system more and more difficult.

To the farm laborer at the time of the invention of the self-binder the sound of its reaping seemed like a death knell.

And yet the self-binder and other farming machinery has opened up millions of square miles of land that would otherwise not have been cultivated. It has provided labor for a hundred men for every one whose occupation it seemed to threaten, and it has added to our wealth until a farm laborer of to-day is paid three times as much as he was when the self-binder was invented.

Similarly, the retailer, the traveling salesman, and every other unit in the great army of distributors need fear nothing from the organization of that army upon an efficiency basis.

The principle always and everywhere holds good that there is no true business prosperity except that which is built upon the prosperity of the whole people.

THE BUSINESS PHILOSOPHER has, from the very first number of

the very first volume, cultivated and maintained a spirit of optimism.

I believe in that spirit.

I believe it is the right spirit for every living being, and especially for the business man.

I believe that the world is growing better, and that the people in it are growing better.

I believe business is upon a sounder and more scientific basis to-day than ever before.

I believe that business men are looking upon business from a broader and broader point of view; that more and more of them are attacking the problems of which I have been talking here by the fireplace tonight.

My only purpose, therefore, in mentioning them is to arouse still farther those who are awake, and to give food for thought to those whose entire mental effort in connection with their business is confined within the four walls of the building in which it is conducted, and limited by the balance sheet at the end of the present year.

Self-reliance is all right, but independence is out of the question. No man gets along in life without the co-operation and support of other men.

—HUBBARD

Thoroughness

By CHARLES GRANT MILLER

MOMENTUM properly directed will drive a tallow candle through an inch plank.

Thoroughness in a man's work will do even greater wonders than this, and is doing them every day.

The man in demand in every line of business is the man who is "all there."

Employers pay too dearly for half a man, even at half price.

For it isn't a man's time at his work that counts so much as his enthusiasm in it. The enthusiasm is the best half of the man. Enthusiasm is to a man what steam is to an engine. Neither will go without it.

Education, training, talents, are all good to have. But there is one thing better, because it embraces all that is worth while in all of these—thoroughness.

Edison says his life motto has been "This one thing I know—electricity." Confining himself to this one thing, he has taken out a thousand patents, while millions of men, knowing a little of everything and not much of anything, accomplish next to nothing. Success in any line is the mastery of the single thing in hand.

The history of nearly every successful man may be summed up in the one phrase—He did one thing thoroughly.

The secret of mechanical, commercial, financial or any other pre-eminence is disclosed in one word—thoroughness.

The thorough man need never fear to lose his job. His work is his own, a part of himself. His employer is far more afraid of losing him than he is of losing his job.

Education may shine now and then, but thoroughness glows steadily always. Special training may make fine spurts ahead, but thoroughness is the winning tortoise in the fabled race. Talent may dazzle at times, but thoroughness may be depended upon all the time.

The thorough men are the solid foundation stones of any big business. The listless, time-serving, clock-watching ones are poor material even for the lightest superstructure.

Thoroughness can't be attained by sticking a ramrod thru the vertebrae. The right kind of backbone stiffening comes of stretching from above.

Love of one's work can be developed by earnest application to it and mastery of it.

He who loves his work will be thorough in it. He loves it not for what he can get out of it but for what he can put into it. His incentive to work is not the mere animal need of subsistence, but the human impulse to excel, to develop himself and to be of real service to mankind.

Here is one of the lines that divide the human from the animal.

What Constitutes Good Selling English?

—By W. R. Heath

Vice-President Larkin Company, Buffalo, say: English that "Produces" a Scarce Commodity—Why Faultless English Is Not Always Selling English.

(Every word of Mr. Heath's article is full of suggestion regarding the most important consideration in advertising. Although this was delivered as an address before the New York State Teachers' Convention in Buffalo recently, the article is valuable not only as showing the viewpoint of a large and prosperous concern, but also because it is full of sound advertising sense.—Editor's Note.)

I work for a mail order house. We solicit orders by means of advertisements, printed catalogs, circulars and letters. We receive communications in writing. We convey answers by the vehicle of English. We perform our service with such art and skill as is presumed to insure permanency and growth for the business, affluence and leisure for the stockholders and continuous jobs for ourselves.

OH, TO BE UNDERSTOOD!

One difficulty we encounter in our work. We write English well. Our display is striking and sloganish. Our text, fascinating and pregnant with selling talk. Our letters appreciative of commendation, yet withal modest. Our answers to complaints generous, sincere and adequate.

Our difficulty is, **WE ARE NOT UNDERSTOOD.** People will not understand what we mean by what we say. They tell us what we mean and then ask us why we do not write it so.

Are we always to be misunderstood?

Will not the teachers of English teach the coming generation to understand English?

Your pupils are more likely to become our customers than they are to become our employes, for one speaks and a score listen, one writes and a thousand read. While one studies the art of expression, many should study the art of impression.

Your work of teaching English is twofold. You must teach people to give thought expression in English and you must teach people to get thought expressed in English.

The business world demands English, first that is read, and second that is understood.

You can find an abundance in books on the value of words, elegance of expression, diction and style. It is not for the business man to speak of these. Good English to the business man is simple English that is listened to, English that is read, English that is understood, English that "produces."

"Save all cost that adds no value" is a slogan of our business. Simple English, yet it took our whole office force to coin it. You now wonder how you could say it any other way, which is the most unqualified approval you could give the expression.

"To be or not to be—that is the question." Simple English, mostly words of two letters, yet such English lives forever.

How may we put children in the way to write such English? I answer—by doing what we do not do now and by leaving undone what we do now.

REAL TRAINING IN ENGLISH

I do not criticise the teacher who aims to broaden the knowledge of the child.

If you wish the child to know Savonarola, send him to the encyclopædia, let him look up and write up the subject, and talk about it.

But this is not teaching English—at least no more than mental arithmetic is. This is biography and history. It would be no more if you asked the child for an essay on the same subject.

Compiling from an encyclopædia is not essay writing. It is not teaching a child to express himself in English.

A young man, in faultless attire, soft hat and kid gloves in hand, with hair parted in the middle, with eye-glasses faultlessly adjusted on his shapely nose, stands before me in the business office.

“What can I do for you, sir?”

“I beg your pardon, but I have concluded that I would take a position. I have heard that this is a good place for a young man to advance and I have called to see what you could offer.”

That young man has expressed himself in English as well as in attire. But his expression is so at variance with the surroundings that you hear nothing but discord, you see nothing but neckties and gloves, you think nothing but receptions and teas. Had he submitted an essay on Savonarola he would not have expressed himself at all.

A man in work clothes, hat in hand, with clear eye, earnest and determined face, presents himself at my desk. I say, “What can I do for you?”

He catches my eye and holds it; his gaze is so intense he seems to approach me. He takes a tighter grip on his hat, his face is stern and his whole person is tense, as he speaks in a husky voice, “Sir, I want work.”

I do not seem to see him at all. I see beyond him. I see a woman in a

cottage bending over a sick child. I see a table, a loaf of bread and empty coal scuttle, a boy with bare feet and worn clothing, with pinched and earnest face.

The man has expressed himself in English and I hear nothing but harmony, see nothing but opportunity, think nothing but hallelujah! because of my opportunity to respond to his call.

Had he expressed himself in an avenue drawing room it would have been bad English, indeed.

In any instance the impression is as important as the expression; the listener to English as important as the speaker of English.

The boy who writes his first letter thinks he has no language with which to express himself. Like a man who concludes the faucet is stopped up when he turns it on and nothing comes forth, when as a matter of fact the barrel is empty. If the barrel were full, its contents would seek opportunity to escape. So, if a boy is full of something that interests him very much the substance will seek expression and he will talk or write, because he can't help it. Style and expression will be original, natural, unique and forceful, for he is expressing himself. We need look for no flow of language from an empty “think-tank.”

So we must not expect children to acquire style, individuality, originality or forceful expression if given subjects foreign to their interest and experience. They must speak their own thoughts, recite their own experience, describe their own achievements, dream their own dreams.

THE KIND OF ENGLISH THAT IS DEMANDED

Business is a serious matter these days. It is no longer a matter of

"bicker and dicker." It is no longer a matter of swapping and trading. Business today is one of the "learned professions," and men leave medicine, leave law, leave the ministry to engage in business. The keyword of business is no longer "dollar"; the keyword of business is "service."

Let no young man think to enter business to get rich. Money is the by-product of business. Profit is incident to business; it is not business.

Let no young man hope to succeed in business by the rule of chance. Luck is no better word to conjure with in business than in medicine or in the law.

Business demands the whole of a man—the whole of a whole man. Business extends its call to men of judgment, of theories, of systems, of ideals—men of imagination and high aspirations.

What are its demands for English? English that is true. English that is virile. English that compels and impels. English that is alive, personified, that impersonates the person who speaks or writes.

The mother who looks forward to Tuesday for her letter from her son in college is not thinking of the philosophy that the letter will contain or of any other thing that he is supposed to acquire at such an institution. She wants him and she looks for him in every line he writes. She wants him to express himself to her.

Mothers are easy to write to.

The business man has no such sympathetic reader of what he writes. He must compel attention, develop interest, create desire, effect decision with people who are not thinking of him, who do not care for him and who do not, to say the least, realize that they need what he has to offer. Nevertheless, the successful man is the man

who sends himself along with his message.

Words, sentences, periods are not important.

Indeed, the greatest eloquence has no word expression.

When Lord Tennyson had exhausted language in his endeavor to show the futility of the finite comprehending the infinite, he reached his climax in the words:

But what am I?

An infant crying in the night,

An infant crying for the light,

And with no language but a cry.

SOME FORCEFUL ENGLISH

Business needs the boys and girls you teachers are training.

Do not let them think they can be but cogs in the great system of wheels.

The world needs men and women who can speak and write *themselves* into English more now than at any previous time. Four hundred million dollars is wasted every year in unprofitable advertising alone, and as much more in bad handling of good prospects and loss of customers through inefficiency.

We look to the future generation to conserve a part of this enormous loss. It cannot be done by saying, "Go to now, I will write advertising."

If a single page in a single issue costs seven thousand, five hundred dollars, what you say on that page is important. Look into the current magazines and you are tremendously impressed with the importance of English in this branch of business.

Time will not permit its consideration. I will mention but a very few familiar expressions, designed to compel attention.

Many people do what they are commanded to do. So the advertiser says, "Take music lessons at home." Another thought is added in "Study

Law at Home—Become an LL.B." Still stronger is the appeal in "Keep Your Boy Out of Danger" or "Protect Your Little Ones."

What mother does not smile when she reads, "Have you a little 'Fairy' in your home?" What splendid soap it must be.

"Liquid Veneer" illustrates the value of a *good name*.

"You run no risk" gives you confidence.

"Can you spare an hour a day?" makes a college education seem attainable.

"His master's voice" has caught the eye and the sympathetic attention of the whole reading public; while our own "From factory to family" has been "sincerely praised" in the expressions "from maker to wearer," "Direct from workshop," "From factory to home," "From factory to you," and "From factory to user."

The slogan, "We made it good, its friends made it famous," makes us want to know more about it, and a dignified sentiment like the following could not fail to secure thoughtful consideration: "In the building of vehicles, as in every field of human endeavor, there are those who have won the right to success." So we might go on indefinitely.

SUMMING IT ALL UP.

In conclusion, business English has

no conventions, no hard and fast rules of syntax. It knows no idol worship. It has no literary form. It speaks today of the things of today. Tomorrow a new invention demands a new expression.

Business English is exploitation; it makes you want what it offers. It makes you pay for what you want. It satisfies you with what you get. It makes you speak your satisfaction to others.

History, literature and the sciences are the equipment in the intellectual gymnasium. A man's education is what he has left after he has forgotten what he learned at college, and what the individual possesses of history, literature and the sciences is really but the by-product of his education.

Men must be taught to glorify their work. Belittle "Big Business" if you will, but magnify business big-ness. Teach the child that he lives because there is something great that he must do. He belittles his own life who is not doing something with it bigger than life, for the instrument is the servant of its purpose.

Teach these things and expression will follow even though there be no language.

Success or Failure in Business is caused more by Mental Attitude even than by Mental Capacities.

—WALTER DILL SCOTT

A Unique Sales Contest Based on Facination of Stock Exchange. —By R. S. Davey

How The Packard Motor Car Company Sold More Trucks in a "Dull" Month than in Any Previous "Good" Month

DURING the month of December the truck department of the Packard Motor Car Company held a rather unique contest for dealers.

December with its holidays and its five Sundays reduced the productive working days to but twenty-five. This

the manager of the truck department, evolved a rather elaborate contest which brought results.

The stock exchange was drawn upon for material and proved a fertile field.

A small prospectus, coached in the terms of a dignified business invest-



coupled with the fact that nearly every truck purchaser advances the argument that his yearly appropriation is exhausted and wants to postpone his purchase till after the first of the year makes the month one of rebuffs for the truck salesmen.

To place a fitting climax to a record year, and heighten the enthusiasm of the truck salesmen, C. R. Norton,

ment scheme, was sent out to reach the dealers on the first of December.

THE PLAN

This outlined the plan of assigning each dealer a separate quota of trucks to be sold by him that month. This quota was to be made by the twenty-first of the month, thus clinching the bulk of the business before the holi-

days. Immediately upon selling his quota of trucks the dealer became an active member of the Packard Truck Stock Exchange entitled to participate in its distributions. As an acknowledgment of this he was sent a membership card enclosed in a special leather card case with a loose-leaf memorandum.

From the time of selling his quota of trucks till the end of the month the dealer was awarded ten shares of membership stock of the Exchange for every truck sold. This stock was redeemable at its par value at the end of the month.

The stock certificates were elaborate in design and get-up, and when signed by the officials of the Packard Motor Car Company made an attractive souvenir and memento of the wonderful record built up in December.

At the end of the month the certificates were redeemed—plus a special success dividend of twenty per cent—by Packard cheques, and the money distributed to the salesmen in proportion to their personal showing.

HOW DETAILS WERE WORKED OUT

To maintain the enthusiasm throughout the month a play on the stock exchange blackboard was printed and sent to all dealers.

This listed the dealers at the open and the close of the market. Every sale sent in increased the dealer's showing in points in the ratio of that sale to his month's quota.

Changes in dealers' stock quotations were printed and mailed to all dealers that their board might be changed daily.

The change slips were printed on gummed paper identical in size with the dealers' space on the board.

Different colors were used to show classes. Pink for those showing under one hundred or par and when

the dealer made his quota or par the color was changed to blue. When two hundred or double quota was reached a brilliant red, white and blue slip was made. It was mighty interesting to watch the colors change from day to day.

Postscripts were put on all correspondence between the factory and dealers. Night letters were brought into effect. No angle was lost sight of to maintain the enthusiasm.

THE RESULTS

On Friday the thirteenth, every dealer received a night letter advising him to "carry his billiken and rabbit's foot and fling a dead cat over the graveyard fence, cross his fingers and bury the hoodoo in an avalanche of truck sales." Strange to say, just thirteen truck sales were received that day.

The Christmas spirit was worked into the contest, too. On quota day or the twenty-first the dealers received a wire that Manager Norton had a Christmas tree on his desk, and every sale received that day would be placed on the tree. Before night the little tree was laden down with flags, each one bearing the contributing dealer's name and representing a truck sale. This one day meant approximately \$164,000.

The net sales for December, 1912—i. e., the actual sales to customers and not counting the orders for dealers' stock trucks and demonstrators—bettered December, 1911, by an increase of 232 per cent. October, 1912, which had been considered the record month of the year, as it exceeded every previous record, was placed in the background by December by an increase of 32 per cent.

The sales for December aggregated \$806,000.

Thawing Hamilton Out—He Took a Big Chance and Won Out.

—By Duane Emmett

WHAT do you know concerning a young man in our employ named Norman Randlett?" asked Mr. James Burton, sales manager for the Chalmers Sanitary Company as he sat down by the desk of the company's president, Thomas Chalmers.

"We have had that young man at work in our stockroom during the past three years," was the president's reply. "He came here direct from high school. In fact, I hired him myself, as he impressed me strongly as being the sort of young man I would like to fill our entire plant with.

"He comes of good people and told me when I hired him that he wanted to learn our business thoroughly and thought he could some day go on the road and sell the line. Thompson, our head stockkeeper, says he is a bear cat for work and knows the stock as well as he does. But why do you ask?"

A SNAPPY LETTER OF APPLICATION

The sales manager laid a letter on the other man's desk. "I advertised yesterday for a thoroughly competent plumbing supply man who thought he could qualify as salesman. You know Porter leaves us the first of the year."

"Yes," retorted the president, testily; "like most salesman, he thinks his road experience has fitted him to go into business for himself and show up some of the alleged business men he has been selling to."

"Well," continued Burton, "I directed that all replies be mailed to me here at the office, which would give me an opportunity to weed out the host of undesirables who always answer all such ads, whether they possess any of the necessary qualifications

or not. This letter came to my home by special delivery about seven o'clock last night and is from our stockroom hero, Norman Randlett. Read it."

"I know I am young," the letter said in part, "but I have heard of several other young men my age who are making good as salesmen. I think also my three years' experience in stock should enable me to understand and explain the merits of our line as nothing else would. I am willing to do anything in reason to convince you that I can take care of a route and would be glad to have you subject me to any test you may think necessary.

"If I fall down on it I will express my samples home and will drop out without offering any excuses, for I understand clearly that it is not explanations but orders that keeps the business going."

The president looked up and chuckled.

"He certainly has the courage of his convictions," he said. "What are you going to do about it?"

A TEST PROPOSED

"Really," Burton retorted, "I hadn't taken the matter seriously, for, of course, the boy is too young to be considered, yet I like the straightforward way he tries to sell me his services and I like the enterprise he showed in sending his application by special delivery last evening."

"It seems to me," suggested the president, "that you should temper your refusal in such a way that he would not get the idea there is not going to be an opportunity for his advancement here and go elsewhere.

"Can't you squander a little expense money and send him out against some customer who has a

grudge against the firm or something of that sort. Then when he comes back with all the wind out of his sails you can tactfully point out how much his youth and inexperience are against him and he will be glad to go back to the stockroom for a year or two more."

"That might not be a bad idea," Burton agreed. "And he might accidentally thaw out some old grouch. Wait, I'll have him in here now," and he turned to the house phone.

"You understand," said Mr. Chalmers, as they waited, "that I do want you to give him his chance on the road just as soon as we think he can handle it."

"Of course," was the reply, and then the young man in question entered.

"Ah, Norman," greeted Mr. Chalmers; "how are you getting along in the stockroom now?"

"Very well, thank you; Mr. Chalmers," was the quiet-voiced reply. "You sent for me, I believe."

"Yes. Our sales manager here, Mr. Burton, is in receipt of a letter from you and we wanted to talk with you about that."

"My letter explains what I want, Mr. Burton," said young Randlett, turning, while he gazed level-eyed and self-possessed at that gentleman. "I can only add emphasis to what I have already said there."

WILLING TO FACE THE TEST

Mr. Burton, looking him over with kindly approval, noted the clear whites of his eyes, denoting perfect health and right living, the clear-cut square features and the steady gaze of his eyes. In a word, he was one of those wholesome looking, clean-limbed young men of whom, thank Fortune, we have quite a few in this busy old workshop of a world.

"Upon my word," burst almost involuntarily from Burton, "I half believe you will do."

Without endeavoring a host of protestations or reiterations, Norman answered, quietly, "Try me."

"But what if you fail?"

"I hadn't thought of failing. I suppose if I do I shall have plenty of time to think that over afterward."

"Mr. Randlett," said the sales manager, leaning forward and speaking seriously, "we formerly had a customer at Bridgeville who gave us the bulk of his business—did it for twenty-six years, but for several months past we have not sold him a dollar's worth."

"You mean A. L. Hamilton, do you not?"

"Ah! you have been keeping a line on our trade from the stockroom, have you? Yes, I do mean Hamilton. As you know, we think we are making the best bathtubs on the market. We are proud of them—proud of the reputation they have gained."

THE TEST DESCRIBED

"Mr. Chalmers here will tell you that there has never been an ounce of inferior material used in their construction and they are as perfect as good material and honest workmanship can make them."

"I know that, sir."

"Recently a new concern started up over at Cleland that is making a line of tubs and fixtures that outwardly look all right, but in reality are made of the cheapest scrap metal on the market, and if it wasn't for an extra heavy coat of enamel on them I don't think they would hold together until they are installed."

"Being cheaply constructed they can, of course, be marketed much below our prices, and I will admit, in

some cases, they have taken business we should have had.

"Now, their salesman got hold of Hamilton and sold him a big bill of their stuff, half convincing him at the same time that we had been making enormous profits off him all these years. You can readily judge how Hamilton felt towards us just at that time."

"Yes," answered Norman, with a laugh. "I suppose he thought we were no better than highway robbers."

"Something like that. Well, Yingling called on him shortly afterward in our interests and endeavored to sell him his usual large bill of goods. Nothing doing, as the boys say. Yingling is nothing if not aggressive, so he took a running jump and landed right in the midst of the trouble.

"Hamilton showed him the goods he had bought, named the Cleland firm's prices, asked Yingling if he could meet them, and dwelt at great length on the merits of our competitor's line.

"It is a ticklish job trying to tell a man the line he has bought of another is punk without convincing him you are trying to knock your competitor and criticise his judgment as a buyer at the same time.

"Yingling couldn't do it. By the time Hamilton had finished praising that other line Yingling's temperature had gone up to 120 in the shade. So he waded in and began a quarrel that no one on our force has been able to settle as yet."

Burton paused, and Norman, taking his cue, said:

"So you think if I want you to consider me seriously for a road position I had better go up to Bridgeville and tackle Hamilton?"

"You have stated the case exactly,

young man. Go up and sell him a bill of goods. After that I will give you three months' trial in good territory. If you get results the route will be yours so long as you continue a producer."

MEETING THE TEST

"I thank you, Mr. Burton—and you, too, Mr. Chalmers," said the young man, earnestly. "I know it won't be child's play to do this, and perhaps I am not big enough to put it through; but I am grateful for the opportunity and I think you are satisfied I will do my best."

"We are, indeed," Burton agreed, rising, "and to close the matter you can call at the cashier's desk and get expense money. Then get together a few samples of new specialties and take the morning train."

"And Norman," put in Mr. Chalmers, "just get over any notion you may have that you are no longer useful to us if you fall down on this contract. We need you in the stock-room just as badly as we did before this thing came up, and I assure you there will be ample opportunity to learn salesmanship if you are patient."

Going up on the train Thursday morning Norman had to admit that his method of approaching Hamilton was yet in abeyance. Far into the night he had lain awake devising schemes, to no avail. Plan after plan had suggested itself, only to be discarded, and it was in an unenviable, unsettled state of mind that he left the train at Bridgeville.

Nor was his uneasiness lessened when he descried the broad shoulders of Fred Raymond, salesman for his competitors, who had been star man for the Chalmers Company up to a year ago, disappearing in the crowd, alighting from a forward coach.

Having to inquire his way, he reached Hamilton's store some time after the other man.

Peering through the glass partition separating display room from office, he saw Raymond already in earnest conversation with a man he knew instinctively to be Hamilton.

Dejected, he sat down in the silent display room, with its rows and rows of glistening white bathtubs and lavatories, and ceiling lined with brass and nickel-plated fixtures.

A DESPERATE MOVE

Suddenly his eyes lighted up with pleasurable pride as he noted one of his company's fine bathtubs occupying a position of state as part of a model bathroom arranged in one of the show windows.

And then his inspiration came.

With a breathless feeling, because of his daring, he stooped and picked up four or five iron sash weights from a pile in the corner. Then, stepping back, he threw them one after another with all his strength at his tub.

The noise in the big showroom was deafening. Hamilton, his face the color of an underdone steak, sprang from his office and raced across the floor.

"Here you—you idiot," he sputtered, "what are you trying to do? Why—why, you young puppy, that tub cost me sixty dollars wholesale. You—you—" and he paused, shaking his fist under Norman's nose, unable to speak.

Fred Raymond, who had followed more slowly, stood back, an interested spectator.

Norman laughed, a trifle nervously.

"Don't worry, Mr. Hamilton; a little thing like that won't hurt that tub."

"Won't hurt it!" parroted Hamilton. "Why, you ninny, it is hurt—

hurt beyond repair. I'll bet it's cracked from end to end," and he walked toward it.

"No, it isn't," said Norman, going with him. "That's a Chalmers tub and you could pound it all day without marring the enamel. Try it yourself at our expense."

Hamilton treated him to a comprehensive stare. "Who are you?" he asked.

THE PLAN SUCCEEDS

"Norman Randlett, with the Chalmers Sanitary Company. This other gentleman, I believe, represents the Allis Company, of Cleland. I have a proposition to make him in your hearing. He is welcome to throw as many sash weights as he likes at my tub here, I to stand all resulting damages. In return I will pay him five dollars for every throw I make at his tubs, he to assume all risk."

"I refuse to be a party to any such tomfoolery," said Raymond, with some heat, as he turned to walk away.

"Hold on," said Hamilton, with some asperity. "It may as you say be tomfoolery, but you will admit the odds are all in your favor and you can separate this young man from part of his coin and at the same time back up some of your claims."

"My tubs are stock tubs—not samples. They are intended for bathing purposes and not for armor plate."

"This Chalmers tub is a stock tub also, Raymond; so you cannot urge that excuse. You have insisted all along that your material and workmanship was up to the Chalmers standard—now prove it. For, unless you do, I am afraid I shall have to eliminate you as a factor in bidding for the material used in our new hotel here."

"Mr. Hamilton," retorted Ray-

mond, attempting a dignified manner to hide his chagrin, "I have been selling goods several years now without pulling off any sensational vaudeville stunts and I am not going to begin at this late day even to please you. It is not business, but a piece of boyish foolishness."

"Well, Raymond," spoke Hamilton, with an air of finality, "I am afraid I can transact no further business with you today. And I must ask you to excuse me also, as I want to give this young man an order for the Chalmers Company. He may only

be a foolhardy boy, as you say, but I have him to thank for opening my eyes to the fact that I was in a fair way to lose, by installing your firm's inferior stuff, the reputation for reliable work I have been years in building."

So Raymond, very much disgruntled, took his leave, and Norman went in to get his first order, the size of which opened the eyes of even that hardened old business campaigner, Mr. James Burton, and went a long way toward establishing Randlett in his present position as salesman.

The Pendulum Man

—By Paul Keller

THE man who lives by certain cut and dried rules, whose daily round is limited to an office, the restaurant where he takes his lunch and his home, with no change of place—that man's mental abilities and his sympathies will be limited if not bound—figuratively—hand and foot. They are at least being cramped and dwarfed out of existence; instead of having room to expand and grow and attain the full maturity of their power.

Like the pendulum of the clock which times his movements, this human machine oscillates between the scanty oases of the desert of his own creating. There is little or no whet to his intellect by encounters of contrasting ideas. His mind travels so far and no farther.

The extremist of this type (and they are many) will occupy the same chair at the same table in the same restaurant year in and year out, and will cling with painful regularity to the same situation for years with no prospect of advancement, while seemingly inferior men of many

faults will be promoted over his head.

If he is of the church going species, Sunday morning will find him in the same pew of the church of his faith, listening to a discourse, often by the same reverend sir of his youthful days, usually delivered in a plati-tudinous style that meets with his especial favor.

The same physician attends to his physical well being; the same tailor to the cut of his clothing, and the same lawyer to his cases in court—if he should have such variety in his mildly flavored life.

A favorite newspaper recounts the doings of his own little world. He reads the same books over and over again, and converses with kindred spirits on some moss-grown topics, until they are worn threadbare. To change from the fastness of his habits would be regarded with a feeling of horror.

Such a man usually has a high opinion of himself, and imagines that every one shares that opinion.

That man's thoughts run in circles.

Such a mode of daily procedure is deteriorating in more ways than one, and causes atrophy of the intellect, curtails the pleasure and satisfaction which accompanies a wide outlook of life.

Youth is shortened, and old age, feebleness of mind and senility come quicker to such a man.

He may be the soul of integrity itself, and that is not to be decried; but he rarely if ever gets beyond the painstaking plodder stage, for he has the disadvantage of knowing little of men outside his ken.

A new idea is indeed new to him, for he never originates any.

He lacks the snap and push that go with men of wide experience and virility. The active man of sound discernment and good judgment, but not of the pendulum type, and who is not afraid of making a new acquaintance and learning new methods, will pass the pendulum man every time on the road to success.

If you are of the class described, change your daily habits. Make new

resolutions. Study new faces. Get acquainted with different people; learn their views and systems and compare them with your own.

Sometimes it is a real advantage to quit the job that one has held for years at the same old wage, and get one with another firm; there will be the quickened pulse, the enthusiasm and inspiration which attends a new undertaking.

It is well enough to vary one's place of luncheon once in a while, and see new people.

Attend another church several times a year at least; read a different newspaper at times; you are not compelled to accept the creed of the one or the theories of the other.

Just put yourself in the other fellow's place sometimes, you will be surprised to find hitherto unknown or dormant qualities rousing into action as your horizon widens, a stirring of the sluggish circulation that will be a check to premature gray hairs, brighten the listless eyes, and may lead to some unexpected good fortune.

At least, you will be a bigger and better man for making the change.

THE human body is kept in health by simple living, which after all is a test of fitness for success. Without health there can be no success, for gain of fame or gold will not profit a man who barter away his health. The wealth of the world some day will be judged by the health and happiness of mankind.

—ELMER LEE, M. D.

The Questions of Socratic ^{By} Arthur W. Newcomb

Pascoe Dries His Tears

"Here comes 'Old Faithful' Pascoe," prophesied Fussburg, as a familiar step sounded in the hallway. "That man is one of the most interesting and instructive of the natural wonders of California. He is a perfect periodical geyser of tears. He weeps; he inundates the lowlands with bitter brine. Then the flow ceases, and for a few months he goes dry-eyed and smiling amongst us. None would ever suspect that somewhere, deep down under that sun-kissed exterior, great reservoirs of woe are slowly filling, suddenly to burst forth when the waters reach the crest of the dam."

"Poor Pascoe has a great deal of trouble," sympathized Wiggins.

"Yes," scoffed Fussburg; "he comes to a regular quarterly conclusion that life on our cloudy planet is a miserable misfortune and mistake. Eight to five that he is coming in here now to dampen the day with dismal dolor because his profits didn't run into four figures last week."

Wiggins was about to utter something profound in Pascoe's defense when our office door groaned open to let the stricken man himself enter.

Emergency measures having been taken to care for the tears of our guest, we braced ourselves to hear him murmur and complain.

WHY PASCOE WEPT

"I didn't intend ever to muss up this umbrella jar again," apologized

Pascoe, loosening his collar so he could lean over. "I give you my word this is the last time. The only question now is to decide whether to look for a purchaser for my wretched business or to make a voluntary assignment."

"Bosh, Pascoe," bluffed Fussburg. "You'll never get any fun out of living in retirement on the interest of your savings. What you want is to add two or three more departments to your store so you won't have so much time to worry over the woes of the world."

"Don't, Fussburg. For goodness' sake, don't," pleaded Pascoe. "Can't you see that I'm suffering?"

"Oh, I beg pardon," mocked Fussburg. "I didn't suppose there was anything really the matter. I thought you were weeping for your own amusement and our diversion, as usual."

"Yes; that's about all the sympathy a man gets. The poet knew what he was talking about who said, 'Weep and you weep alone.'"

"It's a good thing, too," observed Fussburg. "If we all joined in, the gutters would be choked with storm waters."

Pascoe was too overcome with grief to make any reply, so Wiggins let himself into the conversation with this:

"Don't mind Fussburg, Pascoe. You ought to know him well enough by this time to realize that his

boasted sense of humor is so predominant that he must perforce use it instead of a proper sense of sympathy. Tell us what's the matter with your business.

"Hard work, sleepless nights, kicks and complaints, trials and tribulations, troubles and turmoil, tears and tantrums, and with it all, no profits—or at least, no profits at all commensurate with the price I have to pay.

"The trouble is that the retail business is overdone. Competition has forced margins down to an irreducible minimum, yet everybody is howling about the high cost of living. The nature of the business is such that there are a thousand little leaks in it so obscure that one might put in all his time hunting them and not find them all. Wages, rents, and other expenses have been climbing higher and higher. If I have got to work like a slave day and night in order to make a living, I might at least put my capital in eight per cent mortgages and then work for wages, and let some other man worry over the payroll and monthly bills."

DEFINITE KNOWLEDGE

"Do you know definitely just what lines of goods you handle pay you the best profits?" demanded Socratic, dismissing his stenographer with a nod.

"Why, of course, I know," mourned Pascoe. "I know how much I pay for goods, and how much I get for them."

"Does your knowledge include, in addition to cost price and selling price, cost of advertising and selling, floor space, light, heat, insurance, interest on investment, office expenses, bad debts, management, spoilage, and special sales at marked down figures?"

"Why, no; I can't say that I ever figured it out on that basis," acknowledged Pascoe, beginning to look interested.

"If you did know definitely, couldn't you decide more intelligently which lines to push, which lines to restrict in their floor space, and which to discontinue altogether to make room for more profitable lines?"

"Yes, I suppose I could."

"Do you know definitely just what kind of advertising pays you best?"

"Well, only in a general way. It's difficult to trace results on a good deal of it."

"With the cost of advertising so high, wouldn't it pay you to take the pains, even if it is difficult, to discover what forms of advertising to cut down or discontinue?"

"Yes, I guess it would."

"Do you know which ones of your salesmen are the most profitable to you?"

"Why, I know which ones have the largest volumes of sales."

"But isn't there something in the kind of sales they make, the amount of cash they take in, and the kind of people to whom they extend credit?"

"I never thought of that, but I can see how it would give me some very valuable information to analyze their sales slips to find out those things."

INTELLIGENT PLANS

"How far ahead do you plan in your buying and advertising, and your special sales?"

"Why, I usually plan that from week to week."

"Couldn't you fit your whole business together more advantageously if you planned for a season instead of a week, so you would have plenty of time to prepare for every move you make in advertising, in the addition

of extra help, and in the more rapid turnover of your capital?"

"I guess you're right, as you usually are."

CAREFUL SCHEDULES

"Couldn't you make schedules based on these plans and put them in the hands of each of your heads of departments so that they, too, would be ready for their parts in the plans, and your whole machine work together more harmoniously?"

"Yes; that would be a help."

By this time Pascoe's tears had ceased to flow. He had emptied the foaming umbrella jar and dried his swollen eyes.

"Do you find your delivery system costing you considerable money?"

"The expense of it is growing all the time."

"What kinds of schedules do you have for your wagons?"

"I hardly know what you mean. Our delivery system has to be run to meet the exigencies of each day's work."

"Don't you sometimes send out a wagon with one little order, only to have it come back to the store, and take out another little one in the same direction?"

"Yes, I guess that often happens."

"If you made schedules for these wagons, and had one reliable man plan their routes in connection with these schedules, couldn't you save a lot of waste motion?"

"Well, that's worth investigating, anyhow."

MODERN EQUIPMENT

"Suppose you were to make a deal with Bronson, whose delivery platform is right opposite yours on the alley. He's just beginning to develop his delivery system, isn't he?"

"Yes, he's just now planning on adding a dozen wagons."

"Since he carries a non-competing line, and serves practically the same territory that you do, wouldn't it save both of you a lot of money if you combined your deliveries in one system, each paying your proportionate share for the wagons, men, and superintendent?"

"That ought to make a big saving. I'll take it up with Bronson right away."

"You use wagons altogether, don't you?"

"Yes. The auto trucks are very expensive."

"But have you ever figured whether or not you would save by having two or three for the long runs with big loads?"

"I never have, but it is worth considering, especially if I make the deal with Bronson, which will practically double a good many of the loads."

"Are you fully equipped with cash registers, cash carriers, adding and calculating machines, billing machines, store telephones, dictating machines, and other such labor saving appliances?"

"Why, I've tried to keep modern and up-to-date, but I haven't got all those things. I've always thought that some of them were too expensive for a business that paid so little profit as mine."

"If any machine will save you the time of one ten-dollar-a-week clerk, what could you afford to pay for it, counting interest at five per cent?"

Pascoe figured a little on the back of an envelope and answered, "Ten thousand, four hundred dollars."

"Do any of these appliances cost even one tenth of that sum?"

"None except perhaps a complex cash carrier system."

"And are there any of them that would save you so little as the time of one clerk?"

"No; I can't say that there are."

STANDARD SELLING TALKS

"Are your sales people thoroughly instructed as to the selling points of each of the lines of goods you carry?"

"Well, only in the most general way."

"If you have an article in your store of unusually good quality and correspondingly high price, do your sales people know just in what way the quality of that article is better than the average?"

"They may and they may not."

"Don't you carry some lines of goods on which the government makes tests?"

"Yes, several."

"Don't these tests show just why a two-dollar quality is worth far more than twice as much as the one-dollar quality?"

"Yes, I suppose they do."

"Are your sales people furnished with copies of these government reports for use in making sales?"

"No. I have never taken the trouble to do that, but I see how it would help sales tremendously."

"Do you ever follow up sales on special lines of goods and make reports of their performances in the hands of their purchasers?"

"No, I never do. Never thought of it."

"Wouldn't properly signed and attested statements from users, carefully reproduced and placed in the hands of your sales people, be a great help?"

"They certainly would. The idea's great!"

"Have you ever attempted to standardize the selling talks on specialties?"

"No; I have always let the sales people work out their own selling talks."

"Wouldn't a series of tests as to

the best method of presentation, with prizes to those who developed them, add interest to the work of your employes as well as giving you such standardized selling talks?"

"I surely think it would."

"Wouldn't it pay you to get your sales people together once a week and give them some system of lessons in selling, putting your own very best enthusiasm and effort into the work?"

"I don't see how it could fail."

CLEAR IDEALS

"After all, Pascoe, what do you run your business for?"

"Well, I sometimes think it's because I got started in it and have never had enterprise and progressiveness enough to get out of it. As a real matter of fact, however, I suppose I run it for the profit there is in it."

"That being the case, can you say that all of the moves you have made have been with that one aim of profits in view?"

"Why, yes; I guess so."

"When you put in and pushed that big line of millinery last spring, did you have profits in view?"

"Er-um, yes."

"Honest now, why did you put in that millinery?"

"Well, to tell the truth, I guess I put it in merely as a matter of pride. I didn't want Jetson to have a better and bigger display than I had."

"Any nourishment in that?"

"Well, I suppose not. And while I'm about it I might just as well confess that I've done quite a lot of just such fool things."

"Wouldn't you save money and increase profits, then, if you were to ask yourself severely before making any move just why you are making it?"

"It surely would."

DELIBERATE JUDGMENT

"Did you make any money on that line of sweaters you put in last fall?"

"No. That was a heartbreaking loss. The trouble was, the sweaters were too heavy for this climate and wouldn't sell."

"Do you suppose you would have made a break of that kind if you had gone over all the facts in the case very carefully before ordering?"

"No. If I had stopped to think, I'd never have ordered those sweaters."

"Think it would pay you to be a little more deliberate—to analyze carefully all the facts in any situation—before making a move?"

"I'd be a good many thousand dollars ahead if it hadn't been for my impulsiveness."

EXPERT COUNSEL

"Have you any adequate way of calculating your costs so that you know definitely just how much to charge for any article in order to make it pay its share of the cost and yield a reasonable profit?"

"That's one of my most serious problems, and it's just as far from solution now as it ever was."

"Do you think you could get up an adequate system of cost accounting yourself?"

"No; I hardly think so."

"Wouldn't it pay you, then, to call in an expert to do it for you?"

"Well, I guess it would."

STORE SPIRIT

"Are you fully satisfied with the character of your help, the kind of work they do, and their loyalty to you?"

"Far from it. As you know, the help problem has come mighty near

to making me throw up my hands more than once."

"If you were to extend your system for the scientific selection of help so far that every employe was doing the kind of work he liked best; if you were to train your help more carefully, so that they would be more successful in their work; if you were to establish some kind of a bonus system, so that each man and woman in your employ would be rewarded in exact proportion to his ability and earning power; if you were to make your store the cleanest, brightest, most comfortable place in town to work; if you were to create, by your own enthusiasm, an intensely loyal spirit of team-work amongst your people, don't you think employment with you would become so desirable, and a position in your store such a mark of distinction in this town that you could not only have your pick of the very best, but hold the most desirable in your organization as long as you desired to keep them?"

"It certainly seems reasonable."

"And if you were to do all these things, and to do them with all your heart, don't you think your profits would so increase, and your worries and anxieties so decrease that we might hereafter devote our umbrella jar to storage purposes exclusively?"

"It was with that object in view, Socratic, that I paid it a farewell visit today. Gentlemen, I invite you all to join me at luncheon over at Phil's in celebration of the permanent drying up of Pascoe's geyser."

You are more than the Earth, though you are such a dot—

You can love and think, and the Earth cannot.

—William Brightly Rands.

Selling Himself a Sign

—By Harry J. Lewis

In The Business Builder

THE sales manager usually is a man of ideas. To be successful he must also be a man of force, of resource, and of infinite patience. The sales manager is a human sort of "cuss," too; has his little troubles just the same as the rest of us and airs them on occasion.

One of the pet phrases of the real sales manager is that "he must sell the salesman before the salesman can possibly do his best missionary work among the benighted in the commercial world." If he's a new man he must be sold the entire line—made to thoroughly understand that, while there may be others in the same field, there is no line to approach it in general applicability, worth and originality; if he's an old man, each new article added to the line also calls for effort on the part of the sales manager to get the proper amount of enthusiasm instilled. He has to "sell" the old salesman, just as he does the new one.

Time and custom have both honored this phrase of the sales manager and sort of made it a precedent that he should use it and that courtesy demand no one else intrude on this particular reserve of his.

But salesmen know no limitations, and the path to sales grows many a flower the home manager never hears about. One such case came under my observation last week and it was such a clever adoption of the sales manager's own phrase and so impressive, the way it was handed out, that I can't refrain from putting it down to show that there is once in a while "something new under the sun."

A salesman called on a local tailor with a view to selling him an electric sign. He wasn't greeted with the

degree of enthusiasm that he seemed to think the merit of his proposition called for, and considerable argument followed as to the value of his article. A lively, intelligent and discursive argument arose over the various acceptable sorts of publicity and the salesman showed that, whether his proposition was a good one or not, he knew the fundamentals of advertising. He was enthusiastic, interesting and courteous. He claimed the attention of the merchant, though he didn't quite get him over to the right side of the fence. After the general discussion died out the salesman said: "Now, Mr. Jones, we have had a nice little chat. I understand your attitude toward my proposition and I wouldn't sell or attempt to sell you a sign at this minute. If you will permit me to come back in an hour or so I will just walk around the center of the retail section and SELL MYSELF a sign. Then I'll come back and I believe that I can convince you of the merit of my offering."

He left the store. Whether he walked around town selling himself a sign or not I don't know, but I do know that when he came back, in a very few moments he had the signature of the tailor to the order—and the sign is now installed. And it's a good sign, too.

All of which goes to show that there isn't any copyright form of selling reserved to the sales manager, by the fellow who is bright enough to crib it and make good on the crib.

Do you feel thankful, aye or no,
For this fair town's face, yonder river's line,
The mountain round it and the sky above?
Much more the figures of man, woman, child,
These are the frame to.

—Robert Browning.

The General Manager and His Functions

—By Herbert F. Stimpson

A Paper Read at Monthly Dinner Meeting of the Efficiency Society, New York, October 25, 1912

In viewing the subject of the general manager you are invited broadly to consider certain fundamental facts, together with a few simple deductions therefrom, rather than matters of petty concrete detail.

In order that we may understand each other, let us first consider some definitions.

An ORGANIZATION has been defined as "a *living* structure composed of organs."

An ORGAN has been defined as "that part of a living structure by means of which some function is discharged."

A FUNCTION has been defined as "the office of any organ, animal or vegetable."

These are the ordinary definitions to be found in dictionaries and are not strained in any way.

AN ILLUSTRATION FROM NATURE

To illustrate, the human body is an organization; the eye is one of its component organs; seeing is the function of the eye.

It is sometimes exercised independently of the ego or mind, as when the eye perceives and warns the mind of the approach of a body of which the mind had no previous knowledge or expectancy, as in the case of the sudden approach of an unexpected missile.

Again, this function is sometimes exercised at the direct instigation of the ego or mind, as when the eye is directed to seek for that of whose existence the mind is aware, though not of its location, as in the case of a search for a desired street number.

In the case of the organization known as a human body, the design

of its structure is of superhuman origin and the performance of the functions of breathing, digesting, etc., whereby its existence is maintained, are very largely involuntary.

In the case of the organization known as a business enterprise the design of its structure is of human origin and the relative size and development of its organs, together with the performance of their functions, are all, largely, voluntary.

Man, therefore, having begun the job, must not stop when he has defined the outline and general features of an organization, for no superhuman agency will complete them. He must give the most painstaking care to the concrete expression of certain things in order to secure even a fair degree of efficiency in the future operation of the organization.

These are:

- (a) The nature and relation of the organs;
- (b) The artificial substitute for the natural nervous system whereby communication is maintained throughout the organization.

The lines over which this communication is conducted constitute what is known as the "Routine"; the "Forms" are the skeleton framework of the transmitted messages. The error of the systematizer is that he tries to work out these details in inverse order.

The conception of these things and their concrete expression, usually in the form of drawings and text, call as distinctly for the exercise of engineering skill as any of the opera-

tions with which we are more familiar. A business organization is, primarily, a machine whereby human mental energy—as concrete a force as electricity—is utilized and directed. Accurate accounts or records of its operation, while important, are far less so than competent design and accurate directions for its operation, because these *precede* action. With accurate directions and competent supervision we could *almost* do without any accounts at all.

RELATION TO THE ORGANIZATION

No finer model, to my mind, can be found for a business organization than the human body. The business organization would seem to be merely a tremendous enlargement of such, in proportion to the duty and service to the community which it undertakes to perform.

The General Manager, then, may be considered as being one of the principal parts or organs of this enlarged body.

The definition of MANAGEMENT implies the exercise of two functions, CONTROL and DIRECTION.

My investigations have led me to believe that an excessive amount of attention has been paid to a rather arbitrary exercise of the function of control and a correspondingly small amount of attention to the exercise of the function of direction. Herein lies a considerable part of the cause of labor difficulties.

The adjective GENERAL implies that the characteristics of the qualified noun are extensive rather than narrow.

The *General Manager*, therefore, is one who widely controls and directs the enterprise with which he is connected. The title, in this case, seems also to imply the characteristics of

comprehensive thoroughness rather than of vagueness.

It is an axiom that one cannot get *out* of anything that which has not been put into it.

Hence, in order that a general manager may give general *directions* it is obvious that he must have previously acquired the general *information* necessary for their formulation. And that the volume and continuity of the outflow of directions must be entirely contingent on the volume and continuity of the inflow of information.

THE FUNCTIONS OF THE GENERAL MANAGER

may, then, be more fully described as being:

- (a) The reception of financial and intellectual food from the proper sources;
- (b) The digestion of such food;
- (c) The formulation of comprehensive, competent, specific directions for the guidance of those who are actually to perform and supervise the desired operations.

In order that this may be done the General Manager should not be considered as a single individual, acting always by himself, but, rather, as one whose personal efforts are supplemented by immediate personal assistants.

It would seem to be too often considered that a General Manager solely directs department heads out of his own personal experience, that *they* are his workmen; and that not enough attention is paid to what the Manager must do himself *before* he can issue such directions.

The operations of receiving and digesting information, to say nothing of the operation of formulating it, certainly necessitate, if only because

of the mere volume of work, the services of more than one man. The assistants should certainly, too, be of a grade above that of a private secretary.

The cause of the usual condition is that both the Staff sub-organization of technical men, corresponding to the farmers that raise food, and the Line sub-organization, corresponding to the body which is nourished by the food, are immediately connected, the Manager, frequently, *not* intervening. This is as if the food went directly into the blood without passing through the amalgamative processes of digestion in the stomach.

Speaking still by physiological analogy, such a course would produce blood poisoning very quickly, and a similar state of affairs is produced in a business organization when any technical advisor is injected directly into the Line sub-organization.

This is the cause of the friction and trouble which have often attended the work of efficiency engineers. But I wish to state, from my own experience, that this situation has often been created by the "show-me" attitude of the manager. Whatever the origin of the condition, however, I believe it to be wrong.

THREE EXTENSIONS

We have, then, in a business corporation, the General Manager, who is the core of the proposition, extended in three specific directions, in this historical sequence:

1. The Line sub-organization, which, like the hand, functions largely on the initiative of the central mind, and which supplements his bodily powers; both the receptive, as in the case of the sense of touch, and the operative, as in the case of the constructive or destructive work of the hand;

2. The Corporate sub-organization, which supplements his financial resources and enables him to anticipate the profits of his contemplated operations, and thus to conduct them on a large scale sooner than he could otherwise do;

3. The Staff sub-organization, like the eye, should function largely on its own initiative, and which supplements his mental abilities in the work of study and research, which is so essential to the proper formulation of the directions which guide the Line;

and, also, the extension of the immediate personality of the General Manager, made necessary by the increase in the volume of the operations of reception, digestion and formulation, and which is accomplished by the utilization of immediate, high-grade assistants.

These are the principal elements of what are becoming highly complex mechanisms.

It is just as essential to the success of the General Managers who operate these organizations that such should be designed by those who are particularly skilled in this line of engineering, as in the case of any of the other mechanisms employed, like the steam engine or the lathe.

Skill of this kind is entirely distinct from skill in management, from skill, that is to say, in the operation of the organization. This involves the making of decisions on the basis of information as to trade conditions, etc., which it is the duty of a part of the organization to secure.

The mechanic who constructs the typewriting machine can, doubtless, demonstrate its mechanical operation, but a different kind of ability is required, in addition, of the private sec-

retary who operates it in the conduct of correspondence.

Faulty design or construction of the organization is a terrific handicap on the operating manager, to say nothing of that due to the impression which many managers have that they can build or reconstruct the organization, themselves, simultaneously with its operation.

Imagine an attempt to construct the essential or even the important parts of a boat while crossing a lake in it, in the teeth of a gale. How often do we find a good navigator who is, also, a good shipwright?

WHAT CAN BE DONE

The sciences of the design and, consequently, of the operation of business organizations are as yet in their infancy and not, by any means, at the height of their development, as is often thought.

I believe it to be true that completion of an organization should

always be sought in advance of the degree of a high development of efficiency in the operation of any part of it.

I know from my personal experience in this line that it is possible to work out a plan of the organization of a business and to write specifications for its construction, together with standard methods for its operation, just as it is possible in the case of other structures.

The General Manager, then, who causes himself to be provided with plans and specifications for an adequate organization has taken the first step toward securing a continuous inflow of the proper volume and varieties of food. If he digests such food and, as a result, formulates and transmits adequate directions to his Line sub-organization, he will have little cause to complain of *their* inefficiency or of the financial results of the operations which he not only controls but DIRECTS.

A Miracle of Genius.

By SIDNEY SMITH

YES, he is a miracle of genius, because he is a miracle of labor; because, instead of trusting to the resources of his own single mind, he has ransacked a thousand minds; because he makes use of the accumulated wisdom of ages, and takes as his point of departure the very last line and boundary to which science has advanced; because it has ever been the object of his life to assist every intellectual gift of Nature however munificent and however splendid, with every resource that art could suggest and every attention that diligence could bestow.

Hitting the High Spots

By Arthur W. Newcomb

IN the February number of *THE BUSINESS PHILOSOPHER* I made a few hopefully intelligent remarks about service to the customer.

Just about the time that the February number was published, and I was hoping that there would be some sweeping and delightful improvements in the service rendered by certain institutions, I received a jolt.

I heard a fair lady complaining of the service rendered by certain "tradesmen."

I wish I could convey to you in cold type the air of superiority, contempt and class distinction that was neatly and efficiently packed into that one word—"tradesmen."

Having been "in trade" myself for a number of years, and being still of such coarse and plebeian tendencies that I am greatly interested in trade of all kinds, I paid close attention to the criticisms, complaints and satirical witticisms of the very superior fair lady.

Although still tainted and stained by my contact with the gross, common affairs of life, I hope I have learned enough of the amenities not to repeat all the fair lady said, or to go into any such details of her troubles with "tradesmen" as to seem to drag before the public gaze her personal affairs.

It is enough for me to say as gallantly as possible that if the fair lady had spent just a moment's more time in making explicit what she wanted before beginning to freeze and pickle

the "tradesman" she would doubtless have been far more efficiently served.

HOW ONE MAN GOT SERVICE

While I was still turning this matter over in my mind I happened to be on a dining car when a very fine gentleman entered and took a seat at one of the tables.

His behavior interested me. I repeat, he was a very fine gentleman. Anyone could see that. But he seemed to fear that the fact might be overlooked, so he began by calling the waiter a "black bonehead" for not dropping a tray loaded with my dinner and waiting on the fine gentleman immediately.

When the first course came on the aristocrat tasted it, uttered a roar that was but slightly muffled and sent a message back to the chef. In this message he not only emphatically described the dish he had just tasted, but also—so that the chef might know that he was a fine gentleman, no doubt—made definite and categorical statements regarding the chef's color, intelligence, physical appearance, and ancestry.

Whether the waiter conveyed the message or not I do not know. At any rate, a dish was set before the man which was supposed to be the chef's greatly improved effort upon finding that he was cooking for so distinguished a patron and learning that gentleman's opinion of him.

The meal progressed with various emphatic observations, statements,

complaints, epithets, oburgations, defiances and other verbal effervescences on the part of the fine gentleman. Before it was over he had heaped contempt upon practically every waiter in the car, the chef and all his assistants, the steward, the conductor of the train, the general manager and all officials of the road, that part of our beloved country through which the train was running, such weather as was being provided for us by an all-wise Providence at that particular time, the fair city which we had just left, and the one which was our destination.

So far as I could make out there was only one place in all the universe where the climate, population, government, and other conditions seemed to appeal to this fine gentleman.

At any rate, he enthusiastically and cordially invited everyone on board the train with whom he came into contact to go there, and to go early and avoid the rush.

AN INSTRUCTIVE COMPANION

Afterwards, in the observation car, I heard the same gentleman vociferously declaring himself to the apparently unwilling victim who sat next to him. "The servant class," as he called it, was getting out of hand. Those who depended for their livelihood upon the bounty and generosity of fine gentlemen like himself were becoming independent in their attitude, careless and indifferent to the wants and needs of their benefactors, and at times even insolent. The only way to get half-way decent service on the railroads, in hotels, restaurants and elsewhere was to maintain an imperiously uncompromising demeanor toward them, to "call them good and hard" when they were remiss, and, by means of strong language, to "keep them in their places."

I was reminded of the testimony of

Elbert Hubbard, who travels much and meets with those who serve in all kinds of places.

The Fra declares that in all his experience he has never been treated with anything but deferential consideration; that waiters, porters, conductors, brakemen, bell boys, clerks, and others are not only willing but glad to go out of their way to attend to his slightest wishes, and to anticipate them as far as possible.

But, then, Mr. Hubbard admits that he has no dignity to maintain, and that he is so far insensible to the class and distinction his money confers upon him as to treat everyone with cordiality, good fellowship, and kindness.

Pursuing this train of thought a little farther, I went back into my own lowly and servile past.

A TALE OF TWO WOMEN

In a reminiscent mood I recalled my experiences in the humble position of order and delivery boy for a grocery in a small city.

One of our customers was a Mrs. Bascomb, a lady of high degree. Another was a Mrs. Forsyth, who I now know must have been a very common person.

Mrs. Bascomb was very haughty with me. On account of her birth, breeding and wealth she never lost an opportunity to "show me my place." She was imperious, exacting, sharp-tongued, and demanded, as an inalienable right, that our entire shop, since it was distinguished by special warrant as purveyor to her majesty, should be conducted single-heartedly to meet her sovereign wishes.

Her orders were daintily small, as befitted so fine a creature, and her monthly bills of three dollars and ninety-eight cents, or thereabouts, were usually from six to eight months

past due—probably on the theory that the grocer was only a “tradesman,” and should therefore be highly honored with her patronage, whether she ever paid him anything for it or not.

Mrs. Forsyth made me very happy twice every day—once when I called to take her order, and again when I delivered the goods.

Being only a common person, she treated me with great cordiality, and took as much interest in me as if I had really been a fellow human being instead of a mere servant.

She knew what she wanted, and took pains to tell me definitely what it was. She also knew when she wanted it, but evidently realizing that we had other patrons, placed her orders far enough in advance of her needs so that the goods could be laid on her kitchen table without disturbing our regular order routine. She even went out of her way to make it easy for me.

When I brought the goods to her she never failed to thank me with great sincerity for my efforts on her behalf.

Mrs. Forsyth had a large family, and her daily order usually occupied a large space in my delivery wagon. Her monthly bills of from fifty to seventy-five dollars were always paid promptly “on the first.”

WHEN I WAS A BAD BOY

Now, according to the theories of the fair lady who took such pains to school the tradesman into a proper appreciation of her great importance in the scheme of things, and of the fine gentleman who only got good service from the servant class by abusing them, I ought to have broken my rough and youthful neck daily in an effort to please Mrs. Bascomb. If the exigencies of my work compelled me to neglect anyone it ought to have

been Mrs. Forsyth, who was always so good natured, and who so foolishly neglected to show me my place.

But I was contrary.

With shame I confess that I exhausted my poor powers of imagination and ingenuity in trying to find new ways to harass, exasperate, madden and otherwise torture the unfortunate Mrs. Bacomb. And I would have taken our whole parteciple grocery store on my shoulders, if it had been possible, and carried it myself to lay at the feet of Mrs. Forsyth, should she have expressed a desire to have it there.

In addition to the openly fiendish ways in which I contrived to cause anguish to the “aristocratic” soul of Mrs. Bascomb, there were a hundred other little wickednesses in which I sinned against her, and of which she knew nothing.

If anything in our store suffered from contamination in a way that did not manifest itself to the senses, I always laid it carefully aside for Mrs. Bascomb.

On the other hand, I always put up Mrs. Forsyth’s orders personally. I took great pleasure in seeing that she got the largest, finest, cleanest, purest, most beautiful, freshest and otherwise most desirable goods we had in the store.

Mrs. Bascomb was so eloquent when aroused, her language was so pungent, so satirical, so picturesque, and her carefully manicured face took on such a lovely lavender hue when her blue blood mounted to it in high indignation that I never lost an opportunity to divert, interest, and amuse myself by arousing her to vehement speech.

Mrs. Forsyth’s voice when she was pleased was so harmonious and musical, her kindness and cordiality were so warming, and her smile always sent me on my way feeling so much

as if I had a big lump of maple sugar in one cheek and a chocolate cream in the other, that I was ever on the alert to find some new way of pleasing her and making her smile.

EVEN THE LOWER CLASSES ARE
HUMAN

Now I will admit freely and fully that my behavior toward the pedigreed Mrs. Bascomb was not business building.

I will admit that the goods and services of our store ought to have been keyed up to such excellence and quality as to have satisfied even her.

I will admit that to have served Mrs. Bascomb courteously, pleasantly, and with joy in my heart would have manifested a hundred per cent ability on my part as a salesman and business builder.

I will admit that the real test of the service idea is applied by just such high-born ladies as Mrs. Bascomb.

All this is from the standpoint of the business man.

But even tradesmen, servants, and the rest of us who belong to "the lower classes" are endowed with a certain amount of human nature. We respond to kindness, consideration, and courtesy on the one hand, and snobbishness, pettiness, lack of consideration, and discourtesy on the other, very much as do people who have money in their pockets and blue blood in their veins.

THE FUTILITY OF LEX TALIONIS

This little monologue of mine is not addressed to those who serve but to those who are served and who expect and demand good service.

Far be it from me even indirectly to suggest to waiters, porters, sales people, delivery boys, and others that they should make either open or covert reprisals upon those who despitefully treat them.

It isn't good business.
It isn't good morals.
It isn't common sense.

Such behavior not only lowers those guilty of it to the level of their "betters," who use such tactics, but it gets them nothing but a momentary sense of satisfaction in retaliation, which is sure to leave a bitter taste.

On the other hand, those who desire good service will do well to profit from the experiences of Mrs. Bascomb and Mrs. Forsyth, of the fine gentleman on the dining car, and of Elbert Hubbard.

I trust I am making myself clearly understood. I do not advocate meek and weak submission to blunders, ignorance, incompetency, or insolence on the part of those who serve the public.

THE IRON HAND IN THE VELVET
GLOVE

It is the duty of those who pay for service to see that they get it. It is their duty to themselves and their duty to those who serve.

But I am a firm believer in the good intent of practically all men. I therefore believe that those who make blunders of either head or heart generally need only to have them very kindly and reasonably pointed out.

There are cases, of course, where discipline must be firm, uncompromising, and severe. But even in such cases a true aristocrat will retain far more of his or her own self-respect and the respect of others by a calm, unperturbed, dispassionate attitude than by getting angry, letting loose abusive language, and calling unpleasant names.

Besides, it is very bad for the health to get angry.

Similarly, it has been my observation that there is no good and desirable effect, either upon oneself or

upon others, in assuming a cold, haughty, supercilious, contemptuous attitude.

From my own experience, and my conversation with those who serve, I am convinced that he who treats others as "the dirt under his feet" usually finds some of the "dirt" in the service rendered.

While it is a deplorable practice, and wholly unworthy of any self-respecting waiter, I am bound to remind those who abuse waiters of the negro who, while very obsequious in the dining room, always spit in the tea of those who were unkind to him.

It is well to remember that the law of compensation has not only not been repealed but is still rigidly enforced.

Equivalency is a fundamental law of nature.

All forces tend to balance—equilibrium.

Action and reaction are always equal and always in opposite directions.

There is, in truth, no servant class, but *every* human being finally receives of the truly desirable things of life in exact proportion to service rendered. To be sure, there are those who seem to have far more of money and of all that money can buy than others who render far greater service.

But money and the things purchasable by it are not the only desirable things of life.

The negro waiter on the dining car was far happier than the fine gentleman who called him a "black bone-head."

Let them speak contemptuously of "tradesmen" and the "servant class" who will. Believe me, they have their reward.

The truth is that "The greatest among you shall be your servant."

Whatever impression the foregoing may make upon the reader as to

the character of this department, entitled, "Hitting the High Spots," its real purpose is to offer to my readers an opportunity to make short cuts to knowledge by studying the experiences of others.

In order that we may have reliable records of other people's experiences I have offered some small prizes to be awarded each month to contributors to this department.

The first prize for the best story relating an actual experience is a copy of Holman's book, "Ginger Talks;" the others, copies of James Allen's great little book, "As a Man Thinketh."

All kinds of experiences relating to salesmanship, business building, personal development, efficiency, system, and methods are cordially welcome.

A few months ago I called for experiences in eliminating wastes. Several of these have been sent to me, and I have published them. This month I have three more, which I am very glad to publish. To one of them I have awarded the first prize for this month.

PRIZE WINNER FOR APRIL

SAVING TIME IN SELLING

It is high art for any retail salesman to hurry up a customer who is slow in deciding—without offense to the customer.

Such ability is a big profit maker, since it goes to the very root of success in retailing, namely, rapid turnover of capital at minimum expense.

Mr. McElroy's experience indicates one excellent way in which this may be accomplished.

Take note also that had not Mr. McElroy taken definite action just when he did he might have lost not only the opportunity to wait on new

customers but even the sale to the young man whom he was serving.

Under such circumstances a hesitating and timid buyer, seeing others come into the store, may feel that he is taking up too much valuable time and depart without making any purchase.

Here is Mr. McElroy's experience:

"I have just finished reading in *THE BUSINESS PHILOSOPHER* experiences in eliminating waste of time. Here is a little experience I had a few days ago in getting through with a customer that was taking too much of my time.

"On the evening before Christmas and just as my clerk was starting to his supper, a young man came into the store to make some Christmas purchases.

"I knew him to be very slow to make up his mind in buying, so slow, in fact, that a great many merchants would become irritated with him. I knew that didn't pay.

"I succeeded in finding out from him that he wished to purchase two presents, one for a lady and one for a gentleman.

"I was able to sell him the present for the lady within a very short period of time. But when it came to the present for a gentleman he couldn't make up his mind. He stood on one foot and looked around the store as if he was looking for something else.

"By this time several people had come in and were waiting.

"I had before him on the counter a sixty-five-cent cigar case, a one dollar collar box and a one dollar and a half collar box. I was trying to get his attention on the collar boxes. I had said all there was to say for them, without saying too much, and still he hesitated and looked around in an undecided way.

"I realized that the people waiting were getting tired.

"I wanted to sell this young man and also to wait on the other folks. To do both, I realized I must play a strong card.

"Knowing my customer, I said to him, referring to the collar boxes, 'Which one do you like best?'

"Pointing to the one dollar box, he said he believed he liked it best.

"I picked it up and wrapped it with his other purchase, handed it to him and asked him if there was anything else. He said that was all this evening, paid me, and walked out.

"J. H. McELROY,
"Carrollton, Ohio."

ELIMINATION OF WASTE TIME

The following contribution comes to us from England. It is in the nature rather of knowledge gained from many experiences than from the recital of one experience.

While what R. S. has to say is by no means new in theory, it would be distinctly new in practical application by most people. The one great fault of almost all mediocre men is that they do not plan, schedule, and dispatch their work.

"Never begin a day's work without looking around. Rush may be good, but a quarter of an hour every morning spent in arrangement is far better.

"You have one job to do! Then think it over, and collect all your tools before you start. You need twenty tools! More bonus can be made by spending ten minutes finding this out and ten minutes getting them than by spending five minutes looking for each as you need it.

"Your work is mental! Then collect your reference books before you start. Don't have to wait for an out-of-work office boy more than once.

"You have many different jobs to tackle! Weigh them up and classify them. Keep your thoughts concentrated on one type as long as you can. Dispatch the more difficult and longer

work first and alternate with short and simple duties. Toward the end of the day you should, as far as possible, be clear of the long and difficult jobs and only be sandwiching the shorter between the long but easy work.

"And teach your men to look ahead as well. Even the boys need not go up and down so often, or from room to room so much, if they 'wasted' a few minutes in thought.

"Cultivate the habit of motion-study in the mental as well as in the physical region—you will have more time and there will be less wear—or less tear—of your powers.

"It's good to wear out, but most of us tear out today. R. S."

ELIMINATION OF WASTE MOTION

In the following contribution P. G. S. gives a concrete example of how the principle of planning may be applied to a common operation.

It is by the careful and minute study and standardization of just such ordinary operations as this is that efficiency engineers effect great savings in large organizations.

By applying the same principle to the seemingly commonplace things you have to do you will be astonished at the number of motions and minutes you can save in a day's work.

"I thoroughly approve and practice a daily program similar to A. K.'s in the December BUSINESS PHILOSOPHER, but I have found one more good habit to form in connection with the program. That is always to leave everything one does or has done ready for next time.

"For example, watch the next person light a lamp (for they are still in use).

"One strikes a match, adjusts the chimney for lighting, makes one dive for the wick, which the lighted match shows is not in sight. After two or three attempts, and perhaps burned

fingers or another match, the lamp has been lighted.

"The next time you extinguish a lamp just take one turn of the wick adjuster and see how easily and quickly it is done. Then the lamp is ready for next time.

"This idea can be carried through all we do and it is surprising how much less time it takes. P. G. S."

EFFICIENT SELF-DISCIPLINE

One of the twelve principles of efficiency enunciated by Mr. Harrington Emerson, the efficiency engineer, is discipline. In his book on the subject he treats of the principle of discipline as applied by an executive to the men under his direction and supervision.

In the contribution that follows Mr. Higgons tells us the story of a man who applied the principle of discipline to himself, and of the results he gained:

"In January, 1902, a man named Layton, thirty-six years old, decided to quit farming and take out an agency with one of the industrial insurance companies which operated in southwestern Pennsylvania, where he lived.

"He was given an account which took him over thirty-five miles of mountainous country, containing no large towns.

"At the close of his first year of service the results were so unusual that a rigid investigation was made, of the methods by which the business was obtained, as well as the business itself.

"It was reported that all was strictly high-grade, both business and agent.

"The examiner, a man accustomed by long service to discovering the weak spots, said it was the best account he ever went over. Not only was Layton enthusiastic about his work, but during a stay over night at

his home the examiner found the wife and children all boosting the cause. One of the children thought it would be good to have a company sign on the house. The sign went on.

"Year after year Layton has kept up the pace with clock-like regularity, every week showing good canvassing results and good collections, and each year producing a good amount of ordinary (annual premium) business, all from what might ordinarily be considered unfavorable territory.

His average earnings are over twenty-five dollars a week, and he seldom fails to get weekly payment for new business.

"Layton is very modest and does not volunteer advice or information. He was asked one time how he managed to have applications every week. He replied, 'Well, I never eat my lunch until I have an application. Sometimes it is late when I eat, but I never go home without having had my lunch. If I get to a railroad station and find I have ten or fifteen minutes to wait, I don't wait, but start for the first house in sight, and even if I miss the next train I get some business.'

"I have handled hundreds of agency accounts in the insurance business, but this one has made an indelible impression on my mind.

"JOSEPH E. HIGGONS,
"24 Millington Avenue,
"Newark, New Jersey."

MEETING AN EMERGENCY

The following story by Mr. Russell shows the value of courage, self-possession, and resourcefulness in meeting an emergency in salesmanship.

There is no greater asset to a salesman than a mind that is always alert, willing to work, and work hard, on any problem, and not only so to work, but to come to a quick decision involving good judgment:

"Hastings was an insurance agent

working the busy towns of Sunny Saskatchewan, the great wheat province of western Canada.

"It was his endeavor never to be at a loss in any situation that might arise.

"His specialty was accident insurance, and one day he cornered three workmen engaged in construction work on a large office building. He had secured their attention and had engaged in conversation for a few minutes, when the foreman of construction came up. 'Don't bother those men,' he said; 'they have no time to waste.'

"'I do not intend to waste their time—,' began Hastings.

"'That's all right. Get out. We are paying them for their time.'

"'Well, what is their time worth?'

"'Fifty cents an hour,' replied the foreman.

"'All right, give me fifteen minutes of their time and I will pay you,' responded Hastings.

"To this the foreman agreed and Hastings lost no further time in closing his insurance arguments.

"The conversation with the foreman had been overheard by the workmen and had made such a favorable impression on them that they were quite ready to listen and were quickly convinced by the persuasive powers of the insurance man, with the result that he secured three substantial accident policies.

"Hastings paid the foreman for the time of the men and left them, after having secured the names of two other prospects.

"An agent less capable of dealing with the situation might have left the premises at the foreman's first order and have thus deprived himself of the opportunity of doing a good stroke of business.

"H. J. RUSSELL,
"273 Machray Avenue,
"Winnipeg, Canada."

An Echo of Preparedness —By Gimpy Quills

AN article in the January PHILOSOPHER on "The Power of Perfection," by Milton Bejoch, calls to mind a fight I am having now with my present employers. That is not to start anything in selling or advertising unless every unit is thoroughly *prepared* to go the limit to reach a given point.

I insist on the salesmen under my supervision being thoroughly prepared, and I even hold myself up to them as an example.

This is not egotism on my part, but it is really necessary to produce the best results.

A few weeks ago I had arranged to go to Philadelphia after an order from a big jobber who had never carried our line. I rode over from New York on a slow train. This brought me to my destination in Philadelphia in time to meet the beginning of the snow storm.

There is an old saying that a stormy day is a good one to see a buyer, as on account of the inclemency of the weather very few people call to take up his time. But I always like a clear bright day to go after a first order.

When I reached the hotel I was "slushed" from head to foot, and really felt miserable.

Did I get into dry "fixings" and start right after Mr. New Account? Not much!

Instead I went out and bought the three leading numbers of our two competitors—which would be similar to our three leaders—and took them to my room.

The firm whose order I was after carried both of our competitors' lines, as I had learned on a previous visit.

I compared the competitors' num-

bers with ours—performed an operation, as it were. I tore and cut them apart until my room in the hotel looked like a workshop.

Then I went through the literature of each.

I stuck to the job from three-thirty in the afternoon until nine-thirty in the evening, when I went to the grill room for my dinner.

After dinner I went to my room, lit my pipe, and laid out in detail on paper my method of approach; my arguments, and the possible counter arguments the buyer would be likely to "shoot back at me" on the morrow. I even went so far as allowing for several interruptions from salesmen of the buyer's house. I knew several of them were in at headquarters for the holidays. Often a jobbing house buyer will call some of them into consultation when considering a new line.

Then I went to bed.

Next morning I arose at six o'clock, took a good cold shower, shaved and "primed up like a June bride."

The weather I noticed was a clear, crisp, wintry morning, with the air frosty enough to put a ring into one's footsteps.

About nine o'clock I called up my friend the jobbing house buyer and asked him when he could see me. I have known the buyer for about seven years very intimately, so I am always welcome as a visitor; but this was business. A name on the dotted line was my goal. Therefore I wanted a definite time.

"Well," he said, "come down any time at all; I may be busy but I'll see you for a few minutes."

This was not what I wanted, and I told him so in a manner which was

positive and suggestive enough for him to name a fixed hour. This he did. We agreed on two-fifteen in the afternoon, in his office.

Now, before I go any further I wish to state that although I had sold this house and buyer lines I had previously carried, owing to the past reputation of my present house he was prejudiced against my line.

The house had made some costly blunders and had allowed competition to get ahead of them in some respects.

I had been called in as general sales manager owing to my knowledge of the goods manufactured and the successful selling plans and ideas which I produced in the past few years in similar lines.

I simply state these facts to give the reader an idea why I had to be thoroughly prepared to prove facts.

When a buyer lays in a new line of goods he must see a line which his house's salesmen can move. He must cast aside friendship and bring it down to a "serve the public at a profit" basis.

Well, at two-fifteen I was "Johnny on the Spot."

And I began as if it was the first time I had ever called on the house.

I took the buyer from the very beginning of the manufacture of our line to the finish, and compared the competition line side by side—I had the dissected parts of the number with me. And I certainly made the quality talk of my life—all facts, too.

Just as I was getting him deeply interested one of our competitor's men came in. Instead of allowing the buyer to make him wait until I was through, I said, "Call him in. It is going to be his funeral and I want him to be present as his own chief mourner."

I felt confident because of my pre-

paredness—especially as I had cut to pieces his three leaders and found them wanting.

I knew I was safe on the other end of the line, too. My competitor's man evidently saw that as to quality and from a knowledge of the manufacturing end I had him "faded" because he immediately began "harping" on a "tremendous advertising campaign" his firm was carrying on.

My people, up to this time, had not done any national advertising. Their only method of publicity had been window display and demonstration.

I immediately said, "Well, gentlemen, I am not buying or selling advertising today but I am selling quality in my goods."

After a few minutes of this "competition" the buyer said, "Wait a minute, Mr. Quills, several of our salesmen are here and I want them to hear the talk you are giving me on your line in the presence of our competitor. I know it will benefit them very much."

Here was the psychological moment, and I clinched the order right then and there.

I said to the buyer, "Mr. Smith, if your salesmen want to benefit by this talk they must have my line to sell, and you haven't put the line in as yet."

"That's true, Mr. Quills, but I am going to put it in right now."

"All right," I said, "we will fix up your number and quantity and then I will give your salesmen some real inside information on our line and plans for the coming year."

We got the order fixed up, and, "boys, it certainly was a beaut!" It paid me for every minute I spent in preparing myself to land it.

Then I said to Mr. Buyer, "Now I will let you in on our plan to help

you dispose of the line and to keep the goods moving."

I then laid down photograph reproductions of our advertising contracts for the next twelve months, the amount of display matter sent to each dealer, local "stuff" for dealers in small towns, the national campaign and in fact everything at my disposal to aid him and his house to sell our goods.

He said, "Why didn't you tell me about that at the beginning?"

I said, "We do not sell our goods that way. Our plan is to sell the goods on their merits. After the jobber is convinced of the merits of

the goods then we expose our plans to help him sell.

"The talk to salesmen is a part of our plan to help the jobber sell our line."

I talked to every one of this particular house's salesmen for one solid hour in a special convention.

After I am through they are all prepared to talk and sell my line from the top down—and the bottom up—inside and out, back and forth—because it is really an interesting talk and instructive.

But this is another case of being prepared to land your fish.

The Customer be Pleased

—By Jerome P. Fleishman

NOT so long ago my wife purchased a shirtwaist at a store that spends quite a bit of money in advertising. It was a very pretty shirtwaist and apparently well worth the price paid for it.

At its third wearing it went all to pieces. The seams at the shoulders pulled out, the gauze material (wonder if you call it that?) in the arms became quite frayed, the elbows began to let in the daylight, and—well, the bloomin' thing just went back on its good looks and disgraced itself generally.

"Take it back," sez I. "If those people aren't in business for their health, they'll be glad to make good." So my wife took it back. Did that store do the proper thing? It did not. The manager came along, listened to the story, glanced at the shirtwaist, and said: "We're sorry, but the factory won't take that back and we can't do anything in the matter."

This despite the fact that the article was quite evidently defective and that the blame rested with the seller, not the purchaser. Well, what about it? What's the difference? Why should a merchant care a rap about a sale after he has the customer's money? If the customer got "stuck," that's the customer's lookout, isn't it? There wasn't any written guarantee with that shirtwaist. What's the odds if the customer, realizing that she wasn't treated fairly and squarely, never goes back to that store? What if she did get a raw deal; her money is in the hands of the merchant, isn't it? Well, isn't that all that is necessary to complete a sale?

IT IS NOT. I claim that the good will of the customer *in every transaction* is infinitely more valuable to a merchant than the dollars-and-cents amount of that transaction, whatever that amount may be. Goodness only knows how many other women

have had a similar experience in that store. As a matter of fact, while writing this, I just happened to remember that a friend of mine bought a suit at that store about a year ago and was treated in much the same way. Some alterations to the suit had to be made. They were made, but the fit was spoiled through the carelessness of the alteration hand. A very proper complaint elicited the most satisfying information that "it isn't our fault; you'll have to keep the suit and make out the best you can."

Thank goodness there are few such establishments nowadays. Time was when the purchaser was always the "goat"—when a merchant considered it his duty to get as much for his wares as the customer would pay and

then promptly to forget all about the customer and his rights. Advertising has changed all that. First the merchant learned that advertising *paid*, and then he learned that it paid best when strictly *lived up to*. That there are still exceptions to the rule is true. The exceptions are paying very dearly for their lack of foresight, hindsight and insight enough to know that advertising is a power for upbuilding only when the policy of the store supports the policy of its printed word. The day is fast coming when the merchant who operates on a policy of "the customer be hanged" will have to take the count—unless he has a few millions in bank and doesn't care what becomes of them.

Conservation of Time and Energy

—By H. E. Grant

"The mill will never grind
With the water that is passed."

IT seemed feasible enough when we first glimpsed the couplet—almost inspirational. But understanding immediately checked our superficial thought and brought in a demurrer to the effect that the old order had changed and that under the new it is not only possible but sometimes necessary and always advantageous to "grind" with the water that has passed.

Instead of letting the water flow idly to the sea over locked wheels, we let it do its work in each moment that passes, then store the energy so generated for future use; to help us over our "peak" load or "shut-down" periods, or to increase our profits and effectiveness by the sale, or other use, of this by-product power.

In business and commercial life we find that the same law obtains.

The conservation of our natural resources is the only permanent basis of success.

Salesmen especially realize that effort put forth in the present is productive of future returns, even as a neatly arranged and well illuminated show window works nightly when the store is closed, silently selling goods for future delivery.

So the salesman who works during so-called slack seasons and on off days is storing up energy which will grind in the future with water that has passed, and will find that demands on his time and the consequent pressure at busy seasons will be decreased and sales will undoubtedly increase in proportion to the energy so stored.

If our muse would sing of time's passing and urge its use we could applaud the sentiment, although, again, time should not be used merely be-

cause it is passing and will not again return, but because, as already indicated, a wise use of the present insures greater leisure in the future plus bigger returns and enables us to go forward with confidence and without fear.

It is a question of rational conduct.

The water that has passed, passed time along with it, and if the wheels are locked—if we are idle—we lose both energy and time, and at some period in the future must work much harder in order, if possible at all, to make up for what we have wasted.

There are many ways of improving the present, and to each will be suggested a different but perhaps equally important plan.

To the student it means the storing of knowledge; to the salesman the dissemination of knowledge concerning his goods and services both among customers and prospects; to the banker, blacksmith or laborer, each perhaps something different. But to all it means concentration and application, or, in a word, sticktoitiveness.

Wisely improving the present so that it shall contribute to our convenience and support in the future, we shall learn also that in the season of drought we may grind with the water that has passed and so find that for the man who would do this there are no slack seasons or hard times. By conservation he has made them impossible.

The Gibraltar Quality of Continuous Advertising

—By Jerome P. Fleishman

IF Caruso, unheralded and unknown, were to come to one of your local theaters, he would attract just about as many people as the average footlight singer attracts. Yet, if it were known that the great tenor would appear, the man in the box office would have a lively time of it handing out the pasteboards and shoveling in the coin.

Such is the power of advertising.

If one of our big department stores were suddenly to stop all newspaper advertising, within an incredibly short period the people who make that store's existence possible would have transferred their attention to other stores that kept on bidding day after day for their patronage.

Such is the Gibraltar quality of *continuous* advertising.

People must be told about the merits of the things they are expected to *want*. Caruso, of course, in the

vernacular of the day, "has the the goods." But it has been the *advertising* of that fact that has brought him fame and fortune.

And so, too, will the advertising of the fact that *you* have something the public wants—that you stand ready to serve that public—that here, and here, and here are concrete "reasons why" people should deal at *your* place of business—bring to you your measure of success, providing always that you "have the goods."

Perhaps you can't afford to spend very much in advertising at first. Well, the classified columns are within your reach, certainly. More and more people are daily reading the classified. And more and more advertisers are beginning to profit through this focusing of public attention and interest.

When are *you* going to join the knowing—and growing—ones?

Some Essential Personal Factors in Success

—By Harold M. Dodimead

From an address delivered before the Business Science Club of London, England, by an employe of the Gas Light and Coke Company of London.

IF A MAN wishes to hold a high position, he must fit himself for the requirements of that office, and in *any* vocation health is, of course, the first necessity.

Health of body and *happy optimism* go together. And a great asset in business and all life is optimism—the looking on the bright side of things, the seeing of the silver lining as well as the cloud.

A man, to be successful, however, must possess, in addition to endurance, ability.

The process by which we can build the mind is, as in the case of building the body, the giving to it of proper nourishment and use.

The business man of ability is not only an able man, as regards doing things himself, but as the result of the personal observation of his subordinates he is able to discover and draw out powers in men under him, which *he* sees, but of which they themselves are not fully conscious.

RELIABILITY

But ability and endurance are not enough. Reliability, which is an active, positive development of the emotive side, or soul, of the man, is also essential.

An employe cannot be of much value to an employer, *even* if he have ability and endurance, if he is not loyal to his chief, and if he cannot be relied upon.

Loyalty and faith, on the part of both employer and employe, are *essentials* for bringing about harmony in the working of a business.

In many undertakings there has been a feeling on the part of the employe that his master was working him as *much* and at as *small* a wage as he possibly could, and that he was making a mere convenience of him until, and *only* until, he could find somebody better and cheaper; and on the part of the employer, that his workmen were trying to do as *little* work as they possibly could for as *big* a wage as they could grind out of him.

Often the very thoughts running along these lines materialized themselves and brought about a condition of affairs which was not only deplorable but was *bad business* from the point of view of both employer and employe.

If both parties had but recognized that their interests were mutual, and *not* antagonistic, how *much* more business might have been done for the employer, owing to the greater interest taken in his work by the employes. And, on account of that additional business gained, how much higher might the employe's wages have risen!

THE PERSONAL TOUCH

Again, no employe likes to be considered a machine—a mere “something,” which is set going at nine o'clock and stopped at six. If a worker does not feel that his employer takes a more personal interest in him and his welfare than that, an employer cannot *really* expect a very great interest to be shown by that worker in the welfare of the business.

I may mention that my chief, who controls a department of over three thousand men, who are subdivided into about ninety districts, makes a point, once a year, to give a personal interview to each district representative and to each assistant, in order to get into personal touch with his men; to praise those who have done well; to encourage those who are a little disheartened at the results of their year's labors on a difficult district; to see whether they are sufficiently staffed; to receive reports from them on the working of their subordinates; and, especially, to form a first hand opinion of the men's ability.

In this way he is not only giving his valuable direct advice and help to the individual men, and concentrating on the special requirements of each district, as well as getting to know the character of the men, but he is gathering in, for his own use, a store of useful information regarding his business, which can be obtained in *no* other way.

It is not easy, in a big department such as that I have mentioned, for a controller to give much individual time to all his men, but by adopting the method I have just mentioned every man feels sure of having at least a few minutes per year given by his chief to his individual business (and, if necessary, personal) affairs. This opportunity is appreciated by the men.

A FAIR DEAL

Again, an employe should have no doubt on the point that, if he will increase his value *individually* to his employer, his employer will *individually* reward him. He should feel that he has fair minded, good business men as leaders, of whom he could be sure of gaining a hearing should he have a legitimate grievance

which he considers ought to be put right.

He will then come to work with an open and clear mind, which can concentrate itself entirely upon the work in hand to the best interests of his employer.

A spirit of loyalty can hardly be expected from a sweated laborer or from a good man who is being considerably underpaid.

Suspicion, and unbelief by employes in an employer's good intentions towards them, constitute together a very bad disease in any industry, and certainly materially detract from the amount of interest an employe will show in his work.

THE HIGHEST PAY

The attitude for an employe to take toward his work is beautifully put in question and answer occurring in the play "Milestones."

One of the male characters in the play is asked—"Then you don't care for money?"

He replies, "Yes, I do. I want enough. In fact, I want a good deal. But what's interesting is to do things, and do 'em better and quicker and less clumsily than they were done before."

The type of man who looks on his work in this way does not have to ask often for increased pay.

The co-partnership system, which is now being adopted in so many large businesses, is also, I believe, well worthy of consideration, for it breaks up the somewhat clearly marked barriers so often seen apparently to exist between shareholder and worker.

If co-partnership were granted generally by the industries of our country, NOT as a charity (for charity means the giving of something for which nothing is asked in return—

and co-partnership does not mean that) but as a BUSINESS ARRANGEMENT by which the income of both parties might be augmented, I believe many businesses would be found to have taken a new lease of life, and would discover great possibilities for further progress.

ACTION

The development to a marked degree of ability, reliability and endurance brings us a great part of the way up to the last essential of the man of power and character, namely, action.

Ability, reliability and endurance of themselves are dormant. Action—*right* action—is the force which makes them of value.

Energy of will has been defined as the very central power of character in a man—in a word, the man himself.

Most difficulties that “crop up” in everyday life *can* be overcome by hard work, activity, perseverance, and by a *firm* determination to either go through them or walk over them.

“It is not ease, but effort—not facility, but difficulty, that makes men.”

“Most men do not accomplish more because they do not attempt more.”

Few try their best until they are forced to do it. If men would but try their best before they were forced, what greater powers they might develop!

HOW TO MEET COMPETITION

How many business men wait for competition from somebody else before they begin to trouble seriously to bring their own commodity up to the highest possible state of efficiency? If they would always be their own competitors—that is, be always improving on their best—

their competitors would start under much greater difficulties, and in many cases would not get a foothold with the public at all.

In the business in which I have the honor to serve, where we have to meet strong competition, we endeavor to carry out this principle of anticipation by selling only the most efficient apparatus on the market and keeping ourselves *au fait* with the latest productions of our competitors and their efficiencies.

While on this question of competition I might also mention that we are instructed never to overstate the efficiency of our commodity.

In our advertising and correspondence we are careful not to overestimate the performance of a certain apparatus, for we have found that nothing costs more dissatisfaction and loss of confidence on the part of a consumer than his discovery that an article he has been persuaded to buy is not *all* that we claimed it to be.

We are convinced that to build our business we must have satisfied customers who have confidence in us and our goods.

Such ideals raise business from the sordid idea of making money only to a higher level. It brings about a reign of fair dealing, and it makes man look upon labor in the *proper* spirit.

It makes men.

Somewhere, he knew not where,—and somehow, he knew not how,—Heaven had uses for him still.—*Hall Caine.*

’Tis the fine souls who serve us, and not what is called fine society.—*Ralph Waldo Emerson.*

Controversy equalizes fools and wise men in the same way—and the fools know it.—*Oliver Wendell Holmes.*

Character Value

—By Milton Bejach

NO ONE disputes the fact that J. P. Morgan is as cannily shrewd as financiers are made. Nor will anyone assert that he is an easy mark, soft prey for gentlemen who do not find it difficult to let loose a flow of smooth and oily language when they are bent on separating a man from his money.

We have always understood that a man had to pledge at least one lung, sometimes both, when he approached J. P. Morgan & Co., intent upon borrowing money. And now Morgan himself, upon oath, says he has often given a man a check for a million dollars, when that man—the borrower—had not a cent in the world and Morgan knew he had nothing.

This matter developed at a meeting of the Pujo Committee, the Congressional body investigating the so-called money trust.

Here is some of the testimony, the questions asked by the committee's attorney, Mr. Untermeyer, and answered by J. P. Morgan:

"I know lots of men," said Morgan, "who can borrow any amount and whose credit is unquestioned."

"Is that not because it is believed they have the money behind them?"

"No, sir! It is because people believe in the man."

"Regardless of whether he has any financial backing at all?"

"It is, very often."

"And he might not be worth anything?"

"He might not have anything. I have known a man to come into my office and I have given him a check for a million dollars when I knew he had not a cent in the world."

"There are not many of them?"

"Yes, a good many."

"Commercial credits are based

upon the possession of money or property?"

"Money or property, or *character*."

"Is not commercial credit based primarily upon money or property?"

"No, sir; the first thing is character."

"Before money or property?"

"Before money or anything else. Money cannot buy it."

"So that a man with character, without anything at all behind it, can get all the credit he wants, and a man with property cannot get it?"

"That is very often the case."

"But is that the rule of business?"

"That is the rule of business, sir."

"If he has government bonds, or railroad bonds, and goes in to get credit, he gets it, and on the security of those bonds, does he not?"

"Yes."

THE FUNDAMENTAL BASIS OF BUSINESS

"He does not get it on his face or his character, does he?"

"Yes; he gets it on his character."

"I see, then, he might as well take the bonds home, might he not?"

"A man I do not trust could not get money from me on all the bonds in Christendom."

"That is the rule all over the world?"

"I think that is the fundamental basis of business!"

There we have it. The fundamental basis of business is trust, confidence, conviction that the man with whom we are doing business is on the square, reliable, who stays put, who cannot be cajoled, flattered, bluffed nor forced into doing the thing forbidden.

Bankers will tell you, if you in-

quire, cautiously and guardedly, that they lend money to men of good character and limited means when others of abundant financial resources and doubtful character are refused credit.

Not all of us are borrowers. Few are ever in position to walk into a bank and call for a loan. But the principle involved, whether we want to borrow, buy or sell, is the same. The fundamental rule of business is confidence in the man with whom you do business.

WHEN VIRTUE IS VIRTUE

The men who stand pre-eminent are not those who have not been tempted. Virtue is not Virtue until it has been tried in the fire of Passion, bent upon the rack of Necessity and suffered the ordeal of Pain. There are those who have been lured by

women of fairest face and form, with eyes that Helen of Troy would have envied, hair that shamed the night for darkness or rivaled the tawny color of the lioness, and have put them away, have faced and defeated the temptation, have emerged from the conflict with character unstained, reputation unblemished.

Others, when the Specter of Necessity knocked upon their door, have flouted him, bid him be gone and bravely faced the Suffering and Pain. These are the chosen few, in whom business associates and employers place unbounded trust. These are the men who can walk into banks and without collateral call for and receive credit. These are the ones the world delights to honor and these are the ones who are not, as the prophets, without honor in their own country.

Making Good in Your Present Position

—By Mel. J. McLean

TO a great many salesmen "Making Good" sometimes means "Losing Good."

We often get discouraged and down in the mouth when things are going bad, and orders are coming slowly. This is the time when one seeks sympathy, and the most peculiar thing about a salesman is the fact that he will often go to those who are in the same frame of mind as himself.

Negative thoughts present themselves and are given a hearty welcome to the mind.

A salesman will say to himself, "I will try some other line. I know I can make good at this or that." But this is the moment for reflection. We must stop to think that discouragements must come, no matter what we tackle, and the only restorative pow-

ers to success are positive thoughts and sticking plaster.

Make a success of your present proposition. It may mean the temporary loss of money, even privation. But grit your teeth, analyze yourself, find out what is wrong, and in nine cases out of ten you will find that you are to blame.

Look around you.

There are fellows making good in your line, with no more ability than you have. But they have had their fights, with discouragements, and are still sticking.

Seek the companionship and advice of those who are making good and who are doing big things in the hub of business.

Give yourself a square deal.

If you want to get into another line

or change your position, quit your present one with a big record, and you will find your next employer looking for you. You won't have to look for him; and furthermore, you will be in prime condition to make demands.

If Nelson hadn't stuck we never should have heard of him.

There is a way to come out on top in your present job.

Just knuckle down, dig in and stick.

Export Possibilities

IN New York, Chicago and San Francisco the topic among big, far-seeing business men seems to be, "Why Don't We Export More?"

Our trade journals from time to time bring up the subject and it remains in our minds for a few moments, to be only drowned out by the rush of local business activity.

Emperor William's slogan—"In time of peace prepare for war"—might be appropriate for our business generals.

We are prosperous now. Our factories are working overtime, our shipping floors are overtaxed with material. Every year we hear the wailing of large shippers over scarcity of transportation facilities.

We are growing so fast in a commercial way that we can hardly realize our importance. During this struggle of growth, brought about largely through our ability to sell, we are overlooking opportunities in distant fields.

Once in a while we listen to some of the consular reports and send goods abroad, only to be disappointed. There are more concerns whining that it doesn't pay to export than there are those who can show a profit on their export trade.

And why should this be so? Simply because we have not realized the situation. We have not studied the

Fire your old self today and hire your new self tomorrow and you will agree with me that it pays to stick and fight down discouragements.

You are capable of big things if you will only make yourself believe you are.

Success in selling is like all other great achievements. It costs a lot of work, time, energy, study and patience, but it is worth the price.

—By Oscar James Vogl

field, the opportunities, the requirements, the conditions.

So many houses go into exporting instead of growing into exporting. Our foreign business is largely a matter of salesmanship. We must have the proper representation abroad before we can expect profitable orders.

As long as we give a trip abroad as a combination pleasure and business prize to home successes we cannot expect results. Our foreign salesmen must be trained for the business they are intended for.

Because a man made a tremendous success selling glass lamps in New England, there is no reason why he should be sent to Mexico or Central America to look after the foreign trade. The New England lingo won't sell the goods to suspicious Don Pedroes. We need men trained in export salesmanship, familiar with the language, customs, habits of the people to whom they expect to sell as well as a knowledge of the goods they intend to sell.

While England and Germany are close to our doors in South America, Central America and Mexico with their merchandise, we with better freight rates and countless factories turning out better goods are puttering around the neighborly field taking the leavings.

DEVICES for increasing efficiency have been multiplied, but all authorities agree upon substantially the same fundamental factors: men, money, materials, equipment and operations. Men must guide, direct, supervise and train large numbers of other men.

¶ Men must earn, combine, and administer funds.

¶ Men must gather, store, carry, choose, and shape materials.

¶ Men must invent, perfect, choose, arrange, install, and operate equipment.

¶ Men must devise, plan, schedule, perform, and control operations.

¶ The largest sums of money, the finest materials, the latest and best equipment, the most cleverly and intelligently devised methods will not be efficient unless there are *men* fitted by nature and training for their tasks, in the right places, at the right time, and with the right training, guidance, direction, and supervision.

¶ The logical beginning, therefore, for an efficient organization is the scientific selection, assignment, and handling of men.

—DR. KATHERINE M. H. BLACKFORD.

The Job-Holder

—By Charles Grant Miller

WITH one eye on his work and the other on the clock as its hands approached quitting time, a clerk in the office of a Philadelphia contractor made an error in an estimate which was not detected until a contract had been made involving the firm in a loss of \$150,000.

The clock-watching clerk gave the excuse that he was only half-paid. But results show that, though only half-paid, he was over-paid. One eye is not half as good as two eyes. Half a mind is not half as good as an undivided mind. Half pay is too much for half a man.

It is not only the errors which cause direct disaster which count; but even more costly still, in the long run, are the frequent little errors that call for constant supervision of a man's work.

The listless worker wastes more than his own time; he wastes a lot of the more valuable time of the man above him, who, in order to make good his deficiencies, has to keep a watchful eye on all his work. A careless, inefficient worker may actually cause more work to others than he does himself.

Many an employe seems to be satisfied to stay just within the line of safety from discharge. He is interested in nothing all day so much as in the clock at quitting time. He works not to get his work done right, but to put in his time and get his pay. His work does not mean to him occupation—his service—but only his "job." He is a mere job-holder. He is not a worker but a shirker.

On the other hand, there are employes—hosts of them—to whom their work means their best possible service, their fullest enthusiasm, their

keenest joy, their highest life. These are the bone, the brawn, the blood and the brain of all business.

Here is a sound aphorism: "If you never do more than you are paid for, you will never get paid for more than you do."

This stands for honesty, for fidelity and for efficiency. It stands for purpose, for zeal, for skill and for achievement. It recognizes the value of sincerity, of integrity, of enthusiasm. It places manhood and service above everything else. It is a guide-post to genuine success in any employment.

It doesn't matter much really what one's position may be, so long as one fills it well. The main thing is to fit into one's place, whatever the place may be; and when one does that all other things take care of themselves. There is no superiority but in superiority of service.

The enthusiast who put his life into the making of the first rude lens did a humble thing, yet he lifted mankind nearer to myriads of new worlds. The man or woman who only adds columns of figures, if they be always added right, is a very bulwark of successful business.

The only thing any man has to sell to this world, and the only thing this world wants to buy, is service.

Don't worry over the things you can't do and which other men can—until you've worried over the things you do but don't do well.

He who waits for something to turn up, generally turns up waiting.

That a man is "big" does not excuse bad manners.

YOU can learn more about Architecture in a month by studying the Parthenoen of Athens than in seven years' study of the latest gaudy atrocity of a new town.

¶ You can learn more about Physics in a week by studying the latest works of Madame Curie, Rutherford, and Steinmetz, than in four years' study of the works of scientists who wrote prior to 1900.

¶ You can learn more about Salesmanship in a day by actual selling in accordance with scientific principles than in a year's study of the old haphazard methods.

¶ You can learn more practical Psychology in an hour from the New Psychologist than you could learn in a six.months' course in the old, speculative psychology.

¶ These are only examples of Short Cuts to Culture and Practical Education open to you, men of to-day.

¶ By the use of an hour's time each day, you may become more broadly cultured and more highly educated than the finest scholars of a half century ago.

— MARY HOPE.

Plenty of Activity in Baltimore and Elsewhere

—By Alfred I. Hart

AS the time approaches for the convention of the Associated Advertising Clubs of America, more and more the indications point to a record-breaking attendance. In response to letters of inquiry sent to all clubs by President Edward J. Shay of the Advertising Club of Baltimore, thirty-five clubs have promised 2,500 attendance, and there are one hundred clubs yet to be heard from.

Canada will be represented in force; England promises at least thirty delegates; and France, Germany and Spain will be represented. New Zealand and South Africa also.

Ramon M. Valdes, Minister, Legation of Panama, at Washington, says:

"I have the pleasure to inform you that the Government of Panama is pleased to accept the invitation extended by you, and in due time will designate the persons who are to represent Panama at the convention of the Associated Advertising Clubs of America, to be held in Baltimore in June, 1913."

Hon. John Barrett, Director General of the Pan-American Union, on a recent visit to Baltimore, promised that he would extend official invitations to all foreign delegates to visit the Pan-American Bureau. The Bulletin of this organization is now carrying illustrated stories in its French, Spanish and English issues, reprints from which are being judiciously circulated.

Negotiations are now in progress with the transportation lines of the United States in the effort to secure a minimum rate. The various Railway Passenger Associations have

taken the matter up, and the rate is expected to be announced shortly. Norman M. Parrott is chairman of the committee having this in charge.

Ministers of twenty leading Baltimore churches had a conference with the board of governors of the Advertising Club on Monday, January 13th, and announced their willingness to give their pulpits to the members of the Associated Advertising Clubs of America on Sunday, June 8th, for the preaching of lay sermons. Others not present wrote letters volunteering the use of their churches.

There was exhibited at this meeting an unanimous willingness on the part of the ministers to get together with the advertising men for the promotion of the spirit indicated by the slogan of the National Association—"TRUTH IN ADVERTISING." H. Irving Martin is chairman of the committee having this matter in charge.

A great outdoor meeting in Druid Hill Park is being arranged for Sunday afternoon, June 8th, to be addressed by the President of the National Association, George W. Coleman. It is expected that this meeting will be attended by more than ten thousand people.

A NEW COMMITTEE FORMED

A press and publicity committee has been appointed by President Shay of the local organization, under the chairmanship of Alfred I. Hart, composed of the following named: J. Hampton Baumgartner, Publicity Representative, B. & O. R. R.; Edwin J. Cox, Correspondent, Associated Press; John E. Cullen, City Editor, "Evening Sun"; Clarke J.

Fitzpatrick, City Editor, "The Sun"; Walter S. Hamburger, Advertising Manager, Hochschild, Kohn & Co.; Hugh Hassan, Jr., District Passenger Agent, Penna. R. R. Co.; Omer F. Hershey, Attorney-at-Law; Walter R. Hough, City Editor, "Baltimore Star"; William B. Kines, City Editor, "Baltimore American"; Robert E. Lee, Representative of the Municipality; Word H. Mills, Assistant Secretary, Ad-Club of Baltimore; J. Edwin Murphy, City Editor, "Baltimore Evening News"; Edward H. Pfund, City Editor and Manager, "Baltimore Journal"; S. S. Scott, Press Representative, Greater Baltimore Committee; August F. Trappe, City Editor, "German Correspondent"; Alfred I. Hart, "Old Bay Line Magazine."

THE CONVENTION BULLETIN

On January 1st was begun the publication of a bulletin with the name "Conventionalities."

According to the announcement of the editor, Walter S. Hamburger, "Conventionalities" will be issued every so often or thereabouts—in fact, just whenever the editor gets good and ready. It is "A publication with a single purpose, and that purpose is to sell the 1913 Convention—the Baltimore Convention of the Associated Advertising Clubs—to the ten thousand members of that magnificent organization." It will be mailed to the President and Secretary of every Advertising Club in the world, and to any member of the national organization asking for it.

The press and publicity committee will shortly begin sending out serial Convention-Letters at irregular intervals, each letter embodying in terse paragraphs facts relating to the development of preparations for taking care of the national convention, June

8th to 13th. Copies of these letters will be sent to the secretaries of all local clubs, to be read at the regular meetings of the clubs, to be posted on bulletin boards, and to be given to the local newspapers for publication in connection with news relating to the local clubs.

So widely has the news of this convention been disseminated throughout the world that newspapers from scores of countries, in as many languages, have been received containing articles about the convention and its purposes. Even from far-off China have come newspapers printed in the Chinese text containing convention stories and editorials thereon.

On February 5th President Edward J. Shay will meet the Associated Advertising Clubs of Iowa at Waterloo, that State. He will do missionary work there for the Baltimore Convention.

The Advertising Club of Baltimore has decided to send speakers throughout the United States in the interest of inducing attendance at the convention.

One of the big features of convention week will be the pageant at night. The streets will be handsomely decorated and brilliantly illuminated. The floats are to be entered by national and international advertisers. The chairman of the committee under whose direction the pageant is to be conducted is John E. Raine.

We may build more splendid habitations,
Fill our rooms with paintings and with
sculptures,

But we cannot
Buy with gold the old associations!
—Henry Wadsworth Longfellow.

God meant
I should ever be, as I am, content
And glad in His sight; therefore glad I will
be.

—Robert Browning.

High Cost of Living — A Reason and the Outlook.

By Oscar James Vogl



L. M. HABEL

MUCH has been said and a good deal has been written about the high cost of living. Many remedies have been proposed but no one so far has offered a solution satisfactory to every one.

Just as a physician would not attempt to cure an ailment without first finding and removing the cause, so the cause of the high cost of living must be first ascertained.

My friend Mr. L. M. Habel, Department Manager of the successful wholesale grocery house of Steele-Wedeles Company, gives some of the causes as follows:

WHY THE COST OF LIVING IS HIGH

In discussing a question that touches us all—food being man's first and most essential requirement—it is only natural that the immediate source of supply, which is the grocer and his jobber, should be popularly charged with being the cause of the high cost of living.

Those who make this charge do not point to the affluence of those merchants individually or collectively as a proof for this argument, but simply stand pat on the declaration and let it go at that.

So persistently has this idea been presented that even men who are accredited with more than ordinary ac-

men and capacity for deep thinking have been carried away with the idea that if the so-called "middleman" could be eliminated the solution would be found.

Ministers of the gospel and women prominent in club and social circles have exercised their talents, given their time, solicited the donation of free rents and the gratuitous services of enthusiastic supporters to the cause of food distribution, direct from the source of supply, and still found costs so little affected that the experiments were abandoned.

Co-operative societies formed for the same purpose have most of them failed to realize their fond anticipations and those who have not given it up are in the same position as the average grocer, working hard but not showing very flattering results in the way of dividends.

We must then dig deeper for a solution.

AN ADVOCATE OF INTENSIVE AGRICULTURE

Prof. Cyril G. Hopkins, Chief of Agronomy and Chemistry at the University of Illinois Experiment Station, in an address on this subject delivered at the United States Land Show at the Coliseum, Chicago, of-

ferred statistics in support of his views which were startling.

"In 1840," he asserted, "the United States had a population of 17,000,000. In 1910 it had grown to 92,000,000. This is an increase of more than 500 per cent. It has come upon us in seventy-two years—the lifetime of one man.

"Now, this enormous addition to our population had to be fed. Let us see how we have fed them. In the last ten years the increase of our population was 21 per cent. In the same period the increase in the acreage of farm lands was 4.8 per cent. At the present time only 9 per cent of the tillable land of this country is not under cultivation and practically all of that 9 per cent can only be reclaimed by the expensive expedients of drainage and irrigation.

"The lesson these figures teach is so plain as to seem to need no exposition. Our population has increased 21 per cent in ten years; our farm area has increased 4.8 per cent. In other words, the number of mouths to feed has increased nearly five times as rapidly as the source of our food supply."

WHY PRICES WILL NOT GREATLY DECLINE

As a remedy for this condition the Professor advocates intensive farming, which he says must come before we can expect or hope for lower prices on foods.

But there is more to the subject than intensified farming, though that is of vital importance.

No matter how abundantly foods may be furnished in time to come they will never be as cheap again as in the times we are so fond of recalling when we glibly compare prices between now and then.

The American people have reached a plane of living where they demand "service," and service is a costly article.

When you bought crackers in the good old economical days you could get them for four cents a pound, but they were weighed out to you from an uncovered barrel, exposed to the dust, dirt, flies and must of a none too clean shop, and tasted nothing like the fresh crisp article you get now in an airtight, parafined paper lined carton. You wouldn't go back to the old no matter how much its cheapness appealed to you; and this is but one of hundreds of similar illustrations.

In the good old economical days your mother and grandmother carried her basket to market, laid in her supplies for a day or two or for a week, and proudly carried them home with her.

Now you use the telephone. If you are considerate you try to remember all the things you need for the day so it will only require a single delivery; if you are not, you will ring up for your goods singly or in couples as you think of them, and each call means a separate delivery. This is "service," and costs money.

And does this "service," which you esteem so lightly, make you less exacting in your selections? Not at all. If you were on the spot and made your own choice you would expect to abide by the delivery; but if what he sends does not come up to your idea, he is of course "trying to put one over on you," and back it goes. To you this means little; to him it is labor doubled, costs increased and profits gone glimmering.

This "service" question is a constant puzzler to the merchant. Those

who demand and expect the most service pay no more than those who buy their goods and carry them home. Those who run charge accounts pay no more than those who pay cash. We cannot have two sets of prices, so the high cost of "service" affects all.

In some of our cities where there are public markets, people benefit to some extent in reduced prices, as they should, by their willingness to carry home their purchases.

PURE FOOD COSTS MONEY

The demand for pure foods is also a big factor. In the good old economical days anybody could sell you anything in the name of food, whether it was fit for human consumption or not. Then, as now, the cheapest could find a ready market.

Nowadays carloads and cargoes of so-called "foods" are seized, condemned and destroyed; State and National legislation is focused on preventing the adulteration of foods and of standardizing them to secure the highest nutritive value. This of course eliminates great quantities of refuse useful in other directions, no doubt, but not available as foods, and therefore affects the quantity, and therefore the supply as well as price.

Now we have also with us "cold storage." In the good old economical days when the market was glutted with eggs, butter or what not, they were sold for what they would bring, and that was often for less than cost of production. Somebody's loss was the buyer's gain.

Then came cold storage, which so far has not proved an anticipated blessing by conserving products in time of plenty for use in times of scarcity and for the benefit of all; but it will. Combinative and speculative interests are gradually being forced to relax their grip on a condition,

which should and will prove a benefit to all mankind.

While the writer has endeavored to throw a few sidelights on the cause of the high cost of living, he offers no prospect of an outlook for reduction.

THE LAW OF COMPENSATION AGAIN

Cavil as they may against its high cost, the American people have reached a standard of living which they are not content to reduce, and without this willingness there is no prospect of lowering cost.

Fortunately the demand for clean, nourishing, tasteful, and invigorating foods is increasing the health, vigor and comfort of a people that is celebrated the world over for its sturdiness of brain, brawn and sinew.

But let this idle, thoughtless, unjust and illogical attack on the "middleman" as a cause of the cost of high living cease.

Your grocer is the hardest worked, poorest paid servant you have. He aims to give you the best service you require, he knows you rely on him and he knows and you should know that no square merchant will take his business life in his hands in trying to fool a customer or deceive him.

A square dealer is square on four sides and worthy of our highest esteem.

Serene and still
The mighty will
Of God prevails
Where striving fails.

—*Frederick Rowland Marvin.*

For we gladly eat our daily bread, we bless
The hand that feeds us
And when we walk along life's way in cheer-
fulness

Our very heart beats praise the Lord that
leads us.

—*Henry Van Dyke.*

[]

WE should not lose sight of the fact that as a nation, the bulk of our people are wage earners and as time passes there will be more and more of them. Therefore, upon the wage earner falls the task of raising children that will be equipped mentally, morally, and physically to carry on the work that will make this nation a far greater power than it is today, *The tendency must ever be upward.* If we eliminate fair dealing; if cost of living increases without some means being provided to enable them to keep pace with it, we rob them of the very thing so necessary to the proper development of future generations—their ambition to be something and to do their share in contributing to the progress of the world.

C. E. KNOEPEL

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You Are Always Learning in the School of Life

—By Don C. Prentiss

YOU seem once to have had the idea that you had neither the time nor the inclination to indulge in further education.

You threw up your hands as you passed without the portals of the schoolhouse that last day and said, "Never Again." And you meant it.

But you didn't understand then that that was only the *beginning*, for every day since you have spent hours working out the problem of what to do and how to do it.

Each pinch has squeezed a bit of conceit out of that "Never Again."

Each bump of "Didn't Know" has reminded you that you'd better find out, and you set about finding out—but you wouldn't call it educating.

An "educated" man once gave us the information that "Pride goeth before a fall."

Many of our brothers have fallen; but those of us who are willing to allow the grease paint to be wiped off our pride saw that this finding out

process was just the same as we used at the little red schoolhouse, except that we found out for a purpose. At school we sought for information, the purpose of which we could not then imagine.

Now for a conclusion to the point—preparation is the bait of opportunity. The schoolmasters were right in the idea but perhaps weak in execution. They only filled our heads when they should also have shown us how to develop the skill of our hands, the courage of our hearts, and the thought-power of our heads. They should not alone have nourished our minds, but taught us to use them.

Finally, what is to prevent you and me from continuing our preparative education in this great school of life, with common sense as our teacher, and thus smooth out the bumps on the road in our journey to success before we reach them?

Bossing the Job

—By Charles Grant Miller

A NEW YORK banker has been telling how, when his automobile got stalled in New Jersey mud, he had to submit to humiliating indignity in order to induce an Irishman bossing a gang of Italians on a railroad to help him out:

"He brought the whole bunch over to lift the machine out. We clashed right away. The Irishman insisted on bossing the job and I wouldn't stand for it.

"'All right,' said the Irishman, and took the gang back to the railroad.

"I sat in the machine for about an hour and then I called to the Irishman to come back.

"'Am I to be boss?' he asked.

"'You are,' I said.

"And he was. But it has made me feel sore for a week."

An automobile stuck in the mud cannot take human nature out of a man.

The deep-lying disposition to boss the job has brought disaster and failure to millions in all sorts of situations in life.

The gang boss might feel that he could tell the banker how to run a bank; and his judgment might be just as good on that subject as the banker's would be on lifting an automobile out of the mud.

Unfortunately, few of us know when to efface ourselves, even in our own affairs.

Through our disinclination to recognize that there are lots of things other people know more about than we do, we put ourselves in the way of forces that would work to our advantage if we would but let them.

Though it made him feel sore for a week, the New York banker had to take his lesson, because an automobile stuck in the mud is something so tangible that one cannot carelessly leave it behind while blithely going on one's way nursing wounded vanity.

But the hopes and projects we leave wrecked along the way because we could not boss the job cannot be counted.

A peculiar instance was recently brought to our attention, which demonstrates the value and thoroughness of American trade journal circulation in foreign countries.

A letter from a Russian customer was addressed to the Stark Rolling Mill Co., Canton. The envelope was illegibly addressed and it traveled through South Manchuria via Mukden and Shanghai, bound for Canton, China.

In Canton, China, the postmaster noticed a small Toncan Metal trade-

mark pasted in the upper right-hand corner of the envelope, and apparently there formed in his mind a connecting link between this familiar, double diamond shaped sign and an American trade journal which had come to his notice. He investigated the matter and found that there was a Stark Rolling Mill Company in Canton, Ohio, U. S. A., which manufactured a rust-resisting, anti-corrosive sheet metal, the trademark for which was this distinctive shaped sign.

The envelope was then marked "try Canton, Ohio, U: S. A.," and in due time, after traveling thousands of miles via Kobe, Japan, and San Francisco, it reached its destination.

The foreign field, although sadly neglected by the average American manufacturer, is a very profitable one and this incident goes to show that this field is covered to no small degree by American publications.

G. B. BLACKISTON.

He that shuts Love out, in turn shall be
Shut out from Love.

—*Alfred Tennyson.*

By showing my cheerful moods, I imitate the Japanese, who, thinking there is enough of sadness in the world, give it their smiles and keep their sorrow to themselves—*Elihu Vedder.*

May I

Still remember the bright hours that found
me
Walking over the silent hills of my childhood,
Or dreaming on the margin of the quiet
river,
When a light glowed within me
And I promised my early God to have
Courage amid the temptations of the changing
years.

—*Max Ehrman.*

The Things Not Done

—By Milton Bejach

HAVE you given any thought to the things that have not yet been done? The world is waiting to reward the men who will tell us how to do certain things we have always wanted to do, and who will tell us why we should not do certain things we are now doing because we do not know any better way than to go on doing them, as our fathers and their fathers did before them.

Hundreds of manufacturers are ready to share evenly with the man who will tell them how further to reduce expense and increase profits without cutting down the efficiency or production of their plants.

Men whose business it is to conserve the public's money have figured that lumber mills, which burn up between 1,500 and 2,000 cords of lumber in the form of sawdust, small pieces and refuse, are losing by this destruction, from each cord so burned, three gallons of turpentine, ten gallons of ethyl alcohol, or paper pulp which would bring twenty dollars.

Another has figured that each day we waste a billion feet of natural gas, and each year our waste of coal amounts to five hundred million tons.

Do you believe that the man who can save this waste and turn it into money, so that each of us will have more coal, more gas, more paper, more turpentine and alcohol, if we need it, is entitled to his share of the saving? There will not be many who will dispute his right. The world is waiting for that man to appear on the scene. The stage is set for his entrance.

We have read a good deal about

the high cost of living and certain alarmist economists have talked about the vanishing food supply. The cost of living is high and ultimately there may be a shortage of food.

Some day, though, some bright young man will learn to extract the casein from skim milk, which farmers now feed to the hogs or throw away. And casein is worth more than the juiciest tenderloin as food.

Men all over the world are studying how to make things better, how to make more of them, how to make them cheaper, so that each of us will be able to buy more with our dollars.

While a great many men are studying how to make more and make more cheaply, comparatively few are studying the problem of distribution. The man who can tell how to effect cheaper distribution of the things the world wants and needs may also name his own price. But he must be able to prove his solution of the problem.

Let us get this into concrete form.

The average salesman, who is one of the cogs in the wheel of distribution, is content with mailing sufficient orders each day to hold his job, remain in the good graces of his superiors and keep himself in line for promotion. It may happen that occasionally he wonders how he can improve his business, how things can be framed so that where he is selling in the hundreds the figures will show thousands. The men who figure long enough, and hard enough, find out how. They also find out why. They find the leaks in their selling methods. They stop up those leaks. They work their selling on a scientific basis. They plan their campaigns much as advertising men do.

Advertising is salesmanship on paper. This has been said one or two million times before this, but it is good, so it is here set down again. The advertising man who knows his business never guarantees definite results, in figures, until he has made certain tests of his copy, circulation, and the selling methods back of the advertising.

For instance: A series of form letters has been prepared to elicit inquiries. The novice in advertising may say after the copy has been written that it will produce a stated percentage of inquiries.

The man who knows will say nothing until his tests have been made. He will, if the campaign is to be national in scope, select at random from ten to fifty names in each state, and to these persons will fire his test shots. He waits for the returns, and only after a sufficient time has elapsed to compile the figures will he tell in figures what the copy will produce in the way of inquiries.

He will count on the weather, the season, and if he is dealing with a certain class will also take into consideration the days of the week when their mail is heavy and light. Tuesday and Friday, with a retail merchant and a manufacturer, are the light mail days, so if he tries to sell something to a retailer or a manufacturer he will, so far as possible, time his letters so they reach his prospects on either of these days.

Some advertising men who have given careful attention to their inquiries have learned that merchants read advertising literature and copy more closely and respond more readily to the impulse to "sign the card today" when the weather is muggy than when it is bright and clear.

The reason?

Because in dirty weather business is not so good as on bright days. Merchants have more time to read advertising and they have time to reflect upon its message.

The fact that inquiries are more easily obtained in wet weather than in clear has been demonstrated so often to certain men that by taking a government weather map and finding the low areas they are able to predict where the bulk of their inquiries will come from in the following two or three days.

Letters, circulars, postals, display and classified copy, printed appeals of all sorts are subjected to test by the experienced man before he invests heavily.

If it is important for the man who seeks to sell or convince with arguments on paper to test his tools, how important is it for the salesman in person to test the material with which he is forced to work to overcome lethargy, prejudice, fear, and sometimes natural born cussedness?

The world is waiting for the man who will tell us how to work out a better and cheaper method of distribution, who will tell us how to sell more goods, who will show us how, and tell us the whys and the wherefores. There are a thousand places open for him now and he can fix his own price if he can prove his claims, if he can do the thing himself and then teach other men to do it as well as he did.

The world needs teachers now more than doers. Before a man can teach well he must be able to do at least more than passably well. He must be a doer first, for by doing he learns how.

The Philosopher Among his Books

MORE TALKS BY THE OLD STOREKEEPER.

By Frank Farrington. By the Byx-
bee Publishing Company, 440 South
Dearborn Street, Chicago. \$1.00.

This new volume of "Talks" by that successful old storekeeper, Tobias Jenkins, is sure to duplicate the success of the original "Talks by the Old Storekeeper," of which over 40,000 copies have already been sold. The new book is written by the same author, Frank Farrington, and is of even greater value to the merchant than its predecessor. It is a larger book, containing 256 pages and 21 full page illustrations.

The subjects treated in the sixteen chapters are, in general: Mail Order Competition, Handling Clerks, Ways in Which Retail Advertising Pays, Cash Handling Systems, Newspaper Advertising, Delivering the Goods, Manufacturers' Advertising Helps, Dress, The Traveling Man, New Competitor Opens, Customers' Points of View, How to Have Good Clerks, Getting Back Business That Has Drifted Away, Using the Windows, Securing the High Class Trade, Bargain Goods and the 5, 10 and 25 cent Business. Beside these subjects there is much concerning other interesting departments of store work and management.

In addition to the value of this book as a business help to any merchant reader, it possesses an interest of its own that is little short of that of a novel. It is certainly good reading for anyone interested in retail merchandising whether in need of selling or other business helps or not.

Copies may be ordered from Sheldon University Press at the stated price and will be sent postpaid.

SEVEN KEYS TO BALDPATE. By Earl
Derr Biggers. Illustrated by Frank
Snapp. \$1.30 net. The Bobbs-Mer-
rill Company, Indianapolis.

Like a toothsome plum pudding, spiced with delectable adventure, sweetened with the happiest romance, saturated with delicious mirth, chock-full of delightful surprises and enveloped all the while in a glowing flame of richest humor, is this brand new comedy-novel, *Seven Keys to Baldpate*, by the new American humorist, Earl Derr Biggers. It is a wonderful mixture, seasoned to the universal taste, but at the same time destined to satisfy those literary epicures who hunger for humor that is not ridiculous, adventure that is not ghastly, and romance that is not crass.

Studded with rarest bits of irresistible slang and novel images, garnished with equally happy figures and original allusions, fragrant with the freshness of atmosphere and character delineation, it is a tale to make you chuckle, and smack your lips, and crave a second helping of the same.

As the author himself puts it, *Seven Keys to Baldpate* is a story of "alarms, excursions and blue eyes." It presents a hero who "has a type of smile that moves men to part with ten until Saturday, and a woman to close her eyes and dream of Sir Launcelot" and a heroine, who, when she weeps, "gives the general impression of mist on the sea at dawn,"

and introduces a dozen other individuals as different from one another as the squares on a crazy-patch quilt.

The plot is of the capriciously improbable sort made sufficiently plausible by the light and airy treatment that makes one feel that close examination as to whether or not it would really ever happen is out of place.

LITERARY SIDELIGHTS

For the first time in her career as an author, Maria Thompson Daviess was not in Harpeth Valley, the inevitable locale of her stories, on the day of the first appearance of one of her books. When *Andrew the Glad*, Miss Daviess' latest story, appeared a few days ago, she was detained in New York on business, although she had had all of her things packed for days expecting to return to Nashville, Tenn., to attend a banquet that was to have been given in her honor the day the book was published.

"I am all broken up over it," said Miss Daviess. "The publication days of my other books have been gala days for me. I have been wiped and dined and toasted by my friends and made so happy I just wanted to sit down and have a good old cry.

"When Molly Carter made her debut in *The Melting of Molly*, my last book, I was entertained at a wonderful luncheon and then a tea party and then a dinner and I do not know what all.

"In *Andrew the Glad* I tried to visualize truthfully my home town in Harpeth Valley, my real friends and my home atmosphere. In my other books I have pictured composite communities and composite characters. But I wanted to see my friends pick themselves out of the pages of *Andrew the Glad*. There is only one character that hasn't a prototype in my own, little, home-grown social circle and that character is the 'villainess.' And she isn't really so bad; she's just a little mischief-maker—that's all."

* * * * *

Shortly after coming to this country from England, Roger Pocock, author of *A Man in the Open*, settled in the north-

west and after a time was made captain of one division of a pack train between Fort McLeod, Canada, and Mexico City. The west was in the "wild and woolly" stage of its existence and human life was valued in accordance with the body's ability to withstand gunpowder and lead cartridges. In telling of one occurrence Mr. Pocock said:

"It was on our southbound journey shortly after I was made captain of the pack train that we arrived in a little settlement only a few miles from the Mexican border. At once my men and I were cognizant of the fact that a necktie party—that was the way they designated a lynching in those days—was just over. The sheriff, whose name was Sam Snyder, and his posse were coming down the town's only street when we reached the postoffice.

"Sam was one of those fellows who always came in with his man—whether or no. So when he came abreast of me, I called to him and asked what was up.

"Just strung up Piute Pete," was Sam's laconic reply to my query.

"What did Pete do?" I inquired.

"Nothing," answered Sam stolidly.

"Well, you don't mean to tell me that you hanged an innocent man or perhaps the wrong man?" I asked.

"Nope," said Sam. "We never hang an innocent man, or a wrong man here. O' course sometimes we string 'em up sort o' out of their turn, but—" And Sam clucked to his horse and away he galloped."

Those who trust us, educate us.

—George Eliot.

Then, craving leave, he spake
Of life which all can take but none can
give,

Wonderful, dear, and pleasant unto
each,

Even to the meanest: yea, a boon to all
Where pity is, for pity makes the world
Soft to the weak and noble for the
strong. Edwin Arnold.



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GEORGE H. VAN ARNAM

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By the Fireplace

Where We Talk Things Over

I AM writing this on an English train, *en route* to Newcastle-on-Tyne from London.

In the same compartment with me are two English soldiers. They are going to the barracks at York.

I have been rude enough to ask them some leading questions, and they have been kind enough to answer. The facts I have learned may interest you.

They tell me that they enlist for either seven, twelve, or twenty-one years. They get food, raiment, and shelter, plus two "bob" a day,—that is, two shillings, and a shilling is twenty-five cents.

They tell me that the regular English Army consists of 120,000 men. At fifty cents apiece this means \$60,000 a day that Johnny Bull is paying to his regular army boys.

That's just for salaries. Besides that he must house, feed, and clothe them. To this total must be added all the "other" expenses of running the business.

I wonder what the total is? These soldier boys don't know. I must look it up.

(I have looked it up, and find it is £23,955,000, or about \$96,000,000.)

The fifty cents a day is about the minimum wage after a man has been on the job a year or eighteen months. On the start he gets about one and three-pence, or thirty-one cents, a day.

Officers get higher pay than the soldiers. But few of them come up from the ranks. They generally come from a military college and take a manager's job first thing.

The soldier boys tell me that the officers must do much socially, and spend more than they make as officers. According to them, riches are quite essential to officer-ship.

THESE MEN, to whom I have talked, and am asking questions of occasionally as I write, seem fairly well contented with their jobs, and very loyal to their boss.

I just asked the younger one—a manly fellow just twenty years of age—if he was going to stick to his present job all his life. He answered: "I'm going to 'stop' twelve years and see how I like it by that time. If I like it I will 'stop' twenty-one years."

He says he has been "stopping" five years now.

I LOOK WITH reverence upon the English nation. I am almost lost in wonder when I contemplate her work as a colonizer.

When I see this little island—and it is small, geographically speaking—controlling vast areas like Canada, India, and Australasia, with the governmental relationships between the Mother Country and her Colonies running so beautifully smooth, my hat is off and my head is bared.

Those who are doing it know their work better than I do. It must be well done.

And yet how fundamentally wrong, not the system of England is, but the world system as a whole,—at least it seems so.

Is it as it should be, for instance, to have these 120,000 men “stopping” in relative idleness, and at such a tremendous cost, supported by those who are producers?

Those who create, or produce, must needs produce enough not alone to support themselves, but the vast army of the unemployed soldiery.

Taxes stare the citizen of almost every nation in the face at every turn.

With some of the European nations the burden is even heavier than in England. The financial back of the masses is bent and almost breaking under the load of taxation. As they groan and sweat in the heat of their daily labors, I find but few with whom I talk see clearly many of the reasons for this. Very few have analyzed far enough to see that one of the great

causes is the enormous cost of supporting the army and navy.

The pay-roll of \$60,000 a day, so roughly and inaccurately computed in this article, is a mere bagatelle compared to the cost. The pay-roll of the English nation to its navy must be almost staggering.

With the race on between Germany and England, each striving to outdo the other in the building and equipment of war ships, the cost mounts higher and higher.

Where it will all end God only knows, and He does not seem to be saying anything about it.

Where it ought to end, and that in the near future, is well illustrated by that old story of the two Irishmen who had deliberately planned a fist fight. They entered into a gentlemanly agreement in advance that when either party in the contest wanted to quit, he would yell “enough.”

They went at it hammer and tongs, and Mike seemed to be getting the worst of it, but he fought on and on. Finally Pat got careless, left a good opening, and Mike gave him an uppercut which sent Pat to earth. He struggled to his feet, but feeling his strength waning, he cried “Enough.”

Mike’s face lighted up at the sound of this word, and he said, “Thank ye, Moike. Begorra, Oi’ve been thrying to think of that wurrd for the last fifteen minutes.”

HERE, THERE, and yonder influences are at work tending toward universal peace. Regardless of all sentiment and ethics, no

movement, it seems to me, is so potent in economic good as the universal peace idea.

The Britisher who has stopped to consider what it is costing him as an individual to chip in towards the total expenses of the army and navy of the British Empire, must remember that nothing is great or small except by comparison.

In Germany every able-bodied male citizen *must* give from two to three of the best years of his life to actual service in the military force of his country, and at very small pay indeed. If but two, I believe he must even pay his own way.

Last summer we motored through Germany. We saw more women at work in the fields than men.

We visited the homes in the country.

And such homes!

No woman can work all day in the field and then fulfil her true functions of making a home worth while. Where were the men? Many of them in the army.

The result, among other things, is the birth of children worked to death before they are born.

Prenatal education of tendencies born of worry and yearning for the absent one! But the story is too sad. Let's draw the curtain.

It's bad enough in countries like the United States and England, where voluntary systems of military service are in vogue. But the burdens here are small compared to those which exist in nations where military service is compulsory.

How soon will some great nation be big enough to cry, "Enough"? Each of the others are trying, not exactly to think of this word, but at least they must be trying to summon the courage to speak it.

Verily the good book readeth wisely and well in such passages as these:

"Vanity, vanity, all is vanity," and again:

"Pride goeth before a fall."

NATIONS ARE BUT composite individualities. Individual vanity and pride condensed into a national compound of the same stuff, is a difficult thing to deal with, I know.

I am convinced, however, that universal peace, including disarmament, is on the agenda of the infinite program of evolution. I am very much inclined to think that we have nearly reached the hour for the consideration of that particular subject.

It is due for consideration, I am advised, in this our own particular cosmic day.

How advised I am not prepared to state; and as to the hour, I do not know, but that it will come I believe, and let us, you and me, help it along all we can.

I WONDER WHAT would be the result at the end even of one year if all the millions of men now in military service should quit that job and turn to producing things.

You see, the total gain would not be just the expense of running that non-producing department of

the world's work, which is now an entire loss.

These two men in this compartment with me right now are both men of good intelligence, and I should judge, of good average AREA. Either one is well capable of earning much more for himself than he is receiving at his present job.

The young man spoke more truly than he knew when he said he had "stopped" for five years and was going to "stop" twelve, and then, if he liked it, would "stop" twenty-one years.

He has literally stopped progressing. And worse than that, in a very great degree stopped opportunity for progressing.

The whole system, the world system, is wrong, both for the men who serve the nation in the army and navy, and for those who as citizens support those who are in the military life.

YOU, READER, may have wondered why the editor has not had something to say before this about the Balkan-Turkish war.

I've been over here during the most of it, part of the time England and part of the time in Germany. I don't know just why I haven't told our readers on the other side of the Atlantic more about it through the BUSINESS PHILOSOPHER, unless it is that it seemed to me you were getting all the news you wanted, and more than anyone should have, through the daily press and other channels. It is one of those things which in

many ways it is true that the less said about them the better.

To me it seems a pity, and almost a disgrace to present day civilization, that nations must fly at each other's throats, and men, drunk with the liquor of hate, murder each other in cold blood.

And yet there are times when a thunder-storm seems to be necessary in Nature to clear the atmosphere.

It seems to be a matter of regret that the Balkan armies were stopped at Chatalja.

At one time it looked as if the Turks were about to pack up bag and baggage and take their doll and go home to Asia. Had this come to pass I think it would have pleased Europe very much.

In spite of this, however, the Turks have many friends in England. They are even counted by many business men as more reliable in their commercial dealings than are the Greeks and others of the Balkan States.

Turkey is a good customer of England. She buys many cotton and woolen goods here, and all sorts of things from the mighty workshop of England.

Many feel, however, that her natural habitat is Asia, and that she would soon be an even better customer if settled and concentrated in her natural home.

How it will all come out, no one knows just now. When it is all over, however it is settled, the benefits derived, whatever they may be, will have been secured at a terrific cost, not of money alone, but of human lives, and an in-

tensity of anguish which cannot be expressed.

Some predict that the Allied Balkan States, having demonstrated what co-operation between nations will accomplish, will form the seventh great European Power, and be known as—now listen, John—be known as the United States of the Balkans. We should then have the United States of America on one side of the Herring Pond, and the United States of the Balkans on the other.

THAT IS A world problem. Somehow or other it seems to me the term "we" should include all humanity.

Each individual should be less a Yankee or an Englishman or a German or a Greek or a Turk, and more a cosmopolitan. This is scientifically correct, because Monism is true.

All are but parts of one stupendous whole
Whose Body Nature is, and God the Soul.

And it is just as foolish for the departments of the world institution to be scrapping as it is for the departments of a given business house to be pulling apart, instead of all pulling on the same rope, the same way, at the same time.

Should several of the little fellows among the European nations get together and form one big company, thus making a seventh great European Power, it would be a good thing for everybody.

AS IT IS, there are six big ones, you know, and a lot of little ones.

Of the big ones, Germany, Austria, and Italy have formed a combination, and said, "We will help each other. If Russia, France, or England gets gay with you, just let us know, and we will help you show them where they get off."

Thus "spake" each of the three to the others, and they formed the Triple Alliance.

And likewise did England, France, and Russia speak each to the other concerning the other triplets, and these three nations have formed the Triple Entente.

At one time many business men of England and throughout Europe believed that the Balkan War was the spark that would ignite these mighty magazines, and that the two Triplets were really going to line up and have it out.

Diplomacy, "the art of seeing how close nations can come to war and still not have it," has won out, temporarily at least.

IT IS REMARKABLE how great things, including basic causes, factors, and principles, group themselves in threes, fours, and sevens,—notably sevens.

There are seven notes in the musical scale, seven basic types of people, seven principles in the complete analysis of any given individual.

Is it a part of the infinite plan of evolution to have a seventh great European power, which will make arbitration possible. Six cannot decide, because three can vote each way, and would generally, and then there would be a

deadlock. But with a European board of seven, the majority to decide, there would be no deadlock.

I BEGIN TO see the agenda now.

God is already dealing with the item of universal peace on the program of evolution. He is just now dealing with some of the immediate preliminaries.

I take great pleasure in rising to propose a vote of thanks to the Infinite for taking up this question now, and call upon each reader of THE BUSINESS PHILOSOPHER to second the motion.

The vote is unanimous, and we unite in thanking Thee, O God, for those tendencies which point to the dawn of universal peace. Help us to see clearly, and yet with greater clarity Thy laws of individual growth, and so to bring out individual lives into harmony with them that each shall have a greater Area. An then let us each use that Area as best he can to help the dawning of that day when all nations shall dwell in peace and the individuals of each nation shall co-operate in the spirit of brotherhood, each with the other, even as the nations shall do.

THERE are emergencies in every form of occupation that call for new adjustments. The ability to make such new adjustments depends upon richness of experience and width of view as well as upon skill in performing the old processes.

¶ The difference between a machine and a man is that the man is capable of adjusting himself to the changed situation, while a machine cannot do so. The machine may work more accurately and more rapidly than the man in routine work, but it is capable of nothing but routine work. There is a need for much experience to make the man approximate the skill and accuracy obtained by a machine. But there is also need of experience to develop the man in that particular in which he surpasses a machine, i. e., in a broad experience that enables him to form judgments and hence to make a multitude of different adjustments when a change occurs.—WALTER DILL SCOTT.

Qualifications and Methods of an Efficient Credit Man

—By G. H. Van Arnam

WEBSTER'S dictionary defines "Credit," as applied commercially, as "Trust given or received"; "Expectation of future payment for property transferred"; "Or of fulfillment of promises given"; "Mercantile reputation entitling one to be trusted."

"To credit is to believe."

Formerly the word was used in a broader sense, as applied to the reputation or the man himself, but those were days when people and their actions were not commercialized as they are wont to be at this age.

Today the question is, can a man be trusted for \$10 or \$10,000? This does not mean so much with regard to the honesty of the man, but from every standpoint which has to do with his success or failure. In those days it was, "Is he worthy of *credit*," so that in those days the word meant "reputation, esteem, honor, good name, estimation."

Cowper says: "John Gilpin was a citizen of *credit* and esteem."

Pope said: "I published because I was told I might please such as it was a *credit* to please."

Those were days when a man was valued for what he was, while this is a day when a man is valued or credited for what he has got. I am reminded of the old lady whose grand-daughter had just returned from a grand party. The young lady told particularly about how the people were dressed, and finished by saying "the menu was great." "My dear," said the old lady severely, "it isn't the menu that makes a good dinner; it is the men you sit next to."

"To credit is to believe"—"worthy of belief." We are really back to the foundation even as laid down by our forefathers.

There are today so many things to consider before you can say whether a man is a good risk. Honesty, knowledge of business, industry, ability, capital, competition, location, general business conditions in local territory, former record, success already attained in the business.

If I had been describing the attributes of success as were suggested by Mr. Tolles a few weeks ago, I should have brought one of the minor qualities more prominently into the forefront and made him a five-sided man, with loyalty as one of the big five qualifications.

LOYALTY ONE OF THE QUALIFICATIONS OF SUCCESS

There are perhaps certain of the employes from whom a house cannot expect very much except the work that they are to perform.

Yet how much better that work is performed if the man can get thoroughly saturated with the notion that he is working for the best concern anywhere. How much better his work is performed (be it only the menial job of sweeping the store or tending the furnace), if he works with the idea of making the service rendered a "credit" to himself!

Follow that young man and see him rise to positions that are more important and later be head of the house or in business for himself. Then watch the young man who began shirking every time the boss turned his back, who skinned his job every time he got a chance, watch

him as he grows up and perhaps gets into business for himself. He certainly is not a credit to himself, and the chances are ninety-nine out of a hundred that he will not prove good when it comes to credit as applied commercially.

Therefore, in deciding upon giving credit to a new concern, the credit man does well to know some of the positive and negative qualities of the man as a personality. But this will be treated later on.

AID FROM THE SALESMAN

The salesman who calls on a customer can be used to good advantage oftentimes in judging the man as a financial risk. By training him along this line, he can in time be made very valuable. If you tell him why you decided to sell one party and why you refused to open an account with another, he will next time be on the watch for outward appearances that help to make or mar the various customers' credit.

Don't have him feel that all he has to do is to sell goods, that the house must look after getting its pay the best it can.

Don't be afraid to let him know a few of the "ins and outs" of the business, as it applies to his territory and customers. Have him feel that he is a part of the institution. He isn't likely to get "swelled head," but if he is the right sort he will work all the harder.

A good many of our customers are "gilt edge," and all we have to think about is to make the best goods that can be produced in the line and get their orders.

With the other class of customers, we have, like many others, to consider whether we wish to sell that party. With these we generally put it up to our salesman and then check

him up with what information we can get.

Of course, I do not mean to burden the salesman with the work of investigating those that we know are perfectly good, but by having him know that you depend somewhat on his judgment, he will think more along those lines and try to select the best of the trade and exert his energy on them.

His training will help him to size up the situation. Without this training he would be likely to hunt up the best looking store and think that proved the risk a good one, whereas, many other things are to be considered.

DETERMINING CREDITS

It is impossible to lay down any certain rules and schedules for governing the matter of whether you will credit certain people and how much you will credit them on a certain rating or capital. The biggest loss we ever sustained was through a concern with a good rating and an excellent report.

After finding out what we can from our salesmen's reports, we check that up with a special Dun report which we call on nearly all new customers. On new trade we generally aim to start off in a small way rather than a big order, and govern ourselves largely from our own experience as to future dealings and limit. This, of course, is applicable only to cases where there appears to be some question as to responsibility.

In determining from a report we weigh carefully the prospective customer's habits, ability, and general reputation, his business record, time in business, manner of payments to others, proportion of indebtedness to amount of capital, and lastly the amount of investment, although we

generally feel that this is less important than the other features.

Of course, a concern must have a certain amount of capital in order to operate, and the amount of business must depend a good deal on the amount of capital. But what I mean by this is that I would rather have an account rated from \$5,000 to \$10,000, or \$10,000 to \$20,000 where the business is capably managed, making progress and paying promptly, than an account rated at \$1,000,000 and taking twice the agreed time for paying.

We closed an account last year of a party who has a lot of money and plenty of good outside investments, but was so slow in his payments that the account proved undesirable, although perfectly safe.

GETTING CREDIT WITH LIMITED CAPITAL

A friend was telling me a short time ago about his starting in business. It was soon after the war and his account of it was about as follows:

"When I told my family that I intended to go to war, they objected on the ground that it would ruin my habits of thrift and saving. The pay would be only \$13.00 a month, and I resolved that I would send home \$2.00 of that each month to one of my brothers to save for me, so I should have something laid up when I got back.

"Later I was promoted—became an officer—and my pay was increased. The amount I saved also increased, so that when I returned home after three years of service, I had laid by \$1,000.

"I decided to go into business with an army chum of mine as a partner.

"Those were days when, in the dry goods business, if a concern could

get credit from A. T. Stewart, it could get credit from others. If Stewart refused credit, nobody else would trust it.

"So my partner and I called at the Stewart store and were turned over to the credit man. I told him we had \$8,000 to put in the business. His first question was as to whether it was our own money.

"No," I replied, "we have saved \$1,000 each during the time we have been in the army. The other money has been furnished us, \$3,000 by my father and \$3,000 by my partner's father."

"He looked surprised when I told him we had saved that much money in the army, as it was quite the rule to spend all and perhaps send home for more. He said that was greatly in our favor, but objected on the ground that if we got into trouble, our fathers would come in as creditors, that actually there was only the \$2,000 capital.

"I told him that we could get a statement signed by our fathers that the money they furnished would be at the risk of the business.

"His next objection was that we would use up all our capital for expenses getting started, saying our living would be more than the profits for some time to come.

"I replied, 'Our expenses will be partially nothing. We intend to live on three dollars and a half a week for each of us,' and explained that we had already arranged for board at two dollars and seventy-five cents a week, that we would clothe ourselves with the seventy-five cents, and that we intended to sleep on the counters.

"After hearing all this and becoming convinced that we meant what we said, he arranged to give us credit. We got started and made a success."

He further related how they slept on the counters for two years. A few years ago when he was in New York City he went to the same store, which still had the same counters. He asked the saleslady if she had a yard-stick, and measured the width of the counter. He found it to be twenty-four inches. He then explained how over forty years ago he had slept on those counters for two years and "never fell off but once."

I have told this to prove that it wasn't so much the amount of capital as of character qualifications that won success, also as to how the credit man determined whether he wanted the account.

QUALIFICATIONS OF A CREDIT MAN

Every business man must, of course, have a general knowledge of business methods. For certain callings, particular characteristics and training are necessary. Often the successful general will have a sufficient endowment of the trait called "executive ability" to overcome what he lacks in other branches of education. Very often we find this same condition exists with the head of a very successful business. Carnegie gave credit for much of his success to his ability to surround himself with able advisers and assistants. Sometimes this particular characteristic will land its possessor at the head of the institution, while the able adviser is still on the way up. The credit man is one of the very important props of the business. He may, of course, be lacking in some of the necessary qualities, and this deficiency may keep him from ever becoming the general manager, but in order to be a success as a credit man, he must have certain qualities, in-born or cultivated, and this backed up by his training. He must be somewhat familiar with the details of the various lines

of business in which his debtors are engaged, so that he may be in position to determine from the facts before him concerning an applicant for credit, whether his capital, his sales, his expenses, his past experience, are such as to give promise of this ultimate success.

The work of a credit man is a succession of decisions, each one of importance, but necessarily made hastily, for no arbitrary rule can be made. He must weigh certain impressions that he has gained, facts that he has ascertained, adding to these the general knowledge he possesses.

It takes keen insight to at once fix upon the vital and decisive factors from the material he has gleaned, and sharp analytical power to abstract the good and reject the useless and to correlate those factors which are to be considered with each other.

The superficial credit man is liable merely to look at the debtor's quick assets, at his total outstanding debts, without going deeper and especially without considering his character and qualifications for success, also his surroundings.

The honesty, good habits, and industry of the debtor, the commercial conditions of the locality in which he trades, and the esteem in which he is held there, are just as much a part of his capital as the cash he has invested in the business or amount of his unencumbered property, and are even a bigger element in his chances for success.

These items are perhaps harder to discover and determine than the mere statement of his capital and debts, but the good credit man will lay much stress upon them. In a long report, on a merchant perhaps a thousand miles away, it needs the most astute reading between the lines and the cleverest putting together of two and

two to arrive at the true condition of a man's affairs. The problem is up to the credit man.

TACT

A very important and necessary characteristic is tact, and tact in its broadest sense. Tact means "peculiar ability to deal with others without giving offense," "sensitive mental perception," "nice discernment of the best course of action under given conditions." Tact implies delicate and sympathetic perception. It implies also an openness to receive aid and service, a willingness to learn new facts and change old methods. It carries with it the idea of caution and carefulness. The tactful man is not impetuous, he weighs and considers all pertinent facts before he comes to a decision. Yet the very word tact implies an intuition, almost, of the right course to take, even though the decision is quick.

The man of tact must have a good memory, otherwise he will make errors and blunders; he must remember people's weaknesses and their sensitive spots, in order to avoid them; he must remember their interests and hobbies in order to awaken a brotherly sympathy.

Thus, the tactful, sympathetic man will learn all he wishes from the customer who is being interviewed concerning his affairs, so adroitly that the man will go away without any loss of self-respect or any feeling of resentment, and yet leaving to the credit man the information he desires.

I never believed in the "sweat-box" or "third degree" methods in getting information or evidence of any kind. There is a way to get this information and still retain the good will of the customer who will voluntarily make the credit man his confidant and

advisor—not only now, but frequently.

This is tact.

KEEPING IN PERSONAL TOUCH WITH DEBTORS

The credit man should be broad gauge as well as systematic. He should not try to carry everything in his head. He should keep card records of details, so that in his absence his assistant will know what to do.

A good deal of information can be gathered by working in harmony with the salesman. (Did you notice in my description of the qualities necessary for a good credit man, how nearly they applied to a good salesman as well?)

There are, however, certain cases and conditions that should be visited personally by the credit man. He will know the client first hand and will be better informed as to conditions, as well as being a broader man generally, if he does not stick to his desk all the time, but spends a certain portion of his time in going to see the debtors for himself.

In this way his tact will manifest itself and he will win the friendship and find out very shortly, much more than he could ever learn by staying at this desk and writing.

Did you ever notice the difference in the reading of a book where either the characters or the scene of the story were familiar to you? The place mentioned, although described and portrayed under an assumed name, yet, perhaps, is the very town in which you were born and raised.

Just so with a client whom the credit man knows personally. He is a different creature from the man he has imagined in his own mind. There are points in his favor or to his disadvantage that he would never have known.

I remember that several years ago on a Western trip, while at Salt Lake City, I happened to meet an assistant cashier from a large Chicago bank.

He was traveling all through the Western territory investigating conditions, their various correspondents and prospects, getting acquainted and in some respects acting the part of a salesman.

Yet there is a difference between the salesman's visit and the credit man's investigation. They view the prospect from a different angle and glean altogether different results.

In conversation with a credit man only last week, I was told about a customer to whom credit had been refused. The head of the concern who happened to look after that territory took the credit man to task because he wouldn't O. K. the credit, saying that the man was buying a large amount of goods and that all the other people were selling him. He added that he had sufficient faith in the main to guarantee personally the account up to \$1,000.

The credit man then produced the evidence that he had collected, and in a very few minutes proved that the customer was not responsible and that his credit was the poorest kind. The consequence was that the boss withdrew his offer and let the account alone.

NECESSITY FOR CAUTION

There is such a thing as being too conservative and this has to be guarded against. A credit man might be so careful that he would keep his losses down to a minimum which would be almost unbelievable, yet even with a record of this kind, he might be well regarded as far from a success. He may have followed his policy to such an extent that the house, while it has incurred no losses,

yet has lost and refused altogether too much business that would rightfully be considered good risks. There have been people who have lived hermits' lives because of some hesitancy about meeting and associating with the world. There are business houses who have never gotten anywhere because they were not progressive; there are people who might have been big successes, but were always afraid. A man of this kind would, of course, never make a good credit man, although his decisions might be such that the house wouldn't lose a dollar in a hundred years. The credit man's success must be measured by the increase of business and the progress the house makes, as well as by the low rate of losses. Of course, his first aim must be carefulness, not only in the opening of new accounts, but his vigilance must be ever on the alert. When the new account is opened, it is probably a firm he has never heard of. He investigates them very carefully from all references at his command. He looks up the rating, calls special report, and perhaps secures private statement from the customer himself. It is at this stage that he is naturally on the alert. If he concludes that it is not safe to extend the credit asked, he does not have that feeling of breaking a business connection and losing a customer, which he has when he refuses credit to an old customer. Right here is one consideration that he must particularly guard against, and that is the fear that if he refuses the account, some competitor may accept and profit by it.

This phase of the matter should not be allowed to weigh with the credit man, for no course of reasoning could be more fallacious. Not only is he a poor credit man who needs this consideration in helping

him from his judgment, but he is most illogical. If he believes the account unsafe in itself, and if he has the facts to back his opinion which he ought to have, he should be willing to let it go to a competitor—I was going to say, “to the latter’s undoing”—for he would thus gain more than he lost.

Too many feel that the work of the credit man is largely accomplished when this decision has been made, and it is right here that carelessness is likely to get in its work. When an account has run a long time, when a constant succession of orders promptly paid has lulled the alertness of the credit man, it is then that, being very busy with other work, he will allow an order to slip through here and there regarding which he is not absolutely sure, except that he knows the customer has been with the house a long time, and has a vague idea that he is good and pays promptly. It is on such accounts that he is frequently caught. The credit man must be painstaking in his methods. By some means or system he should keep in touch with the trend of all his accounts, both those of good customers and those of doubtful ones; lapses in the one should be caught and taken up as in the other.

MAKING COLLECTIONS PROMPTLY

The collection feature should not be overlooked as part of the credit man’s duties. The credits and collections are so closely associated that the fact of the credit man’s knowing personally the party and all the details, will help materially with the collections.

The prompt collection of accounts has a triple compensation. It keeps outstanding accounts down, and this requires less capital to run the business.

The added value of a credit man who, by keeping his accounts receivable low, enables his employer to run his business with \$100,000 less working capital than his competitor, is earning more than his yearly salary right here.

In the second place, the strict collector is the best salesman. It is an admitted fact that a customer who has a past due account with a house will place his current order with another house; the loss is apparent.

Finally, statistics and credit men agree that the great majority of losses occur among overdue accounts.

A man who owes nothing cannot fail, and a man who pays every thirty days is most unlikely to become insolvent. The merchant who is held strictly to his payments will not be likely to over-buy—in fact, he cannot. Insisting on prompt payments will weed out the weaker brothers.

Returning to the subject of the credit man arranging his records so that he can spend part of his time out among the trade, investigating first hand the conditions and knowing his customers, don’t misunderstand me and get this mixed up with collecting past due accounts.

I think the collecting should be done with the salesmen and letters from the house.

After the collection has been made, is a better time for the credit man to make his call so that he can satisfy himself whether the account should be continued.

VALUE OF CREDIT FILES

In the January 18, 1913, number of *The Saturday Evening Post* is an article written by Edward Mott Wooley that it would pay any credit man to read. One illustration that particularly impressed me was when a young man by the name of Markham came into the office one day, and

upon being referred to the credit man, said:

"I am going into a general merchandise business in Crab Valley. I have been employed for six years by the Valley Company's Store in that town. I know the business and I have four thousand dollars cash. I am going out hard after trade, and I want to put in eight thousand dollars' worth of goods at the start."

Without asking a question the credit man stepped to his file and took out a lot of data he had gathered during a visit to the Crab Valley district; glancing this over he said:

"You have a good district round you, but just now things are slow down there, grain isn't more than half a crop and hay has turned out badly, the factories along the river report the outlook for the season poor. If I were going into business in your town I should move with a good deal of caution."

He goes on to say:

"Markham looked at me in amazement, remarking, 'You seem to know something of Crab Valley. Do you think I'll get in wrong if I go into business there?'"

"'No,' I replied, 'not if you wait a few months. But even then do not make it too much of a credit proposition. And that reminds me, Mr. Markham, there's a splendid vacant corner in your town just below the railroad station. I'd like to see some live merchant get hold of it.'

"Then I let drop a remark about a big red house on the hill and about a new grocery store above the town hall—a wretched location.' I talked about the local merchants in Crab Valley, too, and ringed it with a familiar and personal touch that caused Markham to regard me with some awe.

"This was the sort of information I had in my credit files.

"Well, Markham forgot for half an hour that he had come to get double the credit he had a right to expect, and by the time we got back to that specific proposition, he was ready to revise his credit ideas in a radical way, and he didn't get mad, either. I had removed the personal sting; in fact Markham decided to wait a few months.

"Today Markham and Company at Crab Valley are doing an annual business of more than a half million dollars. They have corralled the trade of a broad country district. They have far outstripped every other merchant in their territory, and best of all, Markham has bought heavily of us all through his career."

This is merely a story, but it goes to show how much better the new method than the old. How much of a broader influence such a credit man can have than the old-fashioned kind where a dealer would rather close the account than go up against the "cold blooded" proposition he would have to encounter.

WEEDING OUT THE UNPROFITABLE

You may say I have exaggerated on the necessity of knowing the particulars about one's customers.

Did you ever stop to think what class of accounts cause you the most trouble? You could go through the month's statements and very easily sort the whole lot into two or three classes.

From one class which perhaps furnish from 80 to 90 per cent of the business, payments are satisfactory.

A second class you believe to be good, but month after month they are the ones who are habitually slow. The amount of their purchases helps to increase the volume and you may feel pays to carry along.

Yet how much more profitable it would be to study the condition, look up those people's competitors, and by a diligent effort on the part of the credit department and salesmen, make a strenuous effort to win another account in the same town, and let this slow fellow go.

You will find, if you succeed in landing the new man (after thoroughly having investigated your new prospect as a credit risk and found him satisfactory), that you will not only eliminate largely the credit risk, but that the new customer will use a lot more goods.

WHEN TO LOOK UP CREDITS

This leads to the question of when is the proper time to look up the credit of the prospective customer. Should this be left until the first order has been secured?

It strikes me that it is a good deal better plan to canvass the field, find out who the good people are, and then double your efforts to land your new account.

The other way puts an unnecessary burden on the sales department, for while it may be much less difficult to get an order from the poor risk, yet there is a lot of energy wasted and enthusiasm blasted for the salesman to try for orders and after securing them to find he has been following the wrong lead.

If the salesman has the facts before him and is informed of the standing of the various concerns, he can afford to spend extra effort to land the man you have set out to win.

How much more satisfactory it is to the house, the salesman, and the credit man, after it is over, rather than to send the salesman out hap-hazard and find he has secured orders from those whose credit you cannot approve!

To send a salesman out over a new territory, or into a new town, without giving him some data as to who are the people he should try to sell, is not fair to the salesman, as it is making him do a lot of unnecessary work that is likely to count for nothing, instead of making a determined effort for results which will count.

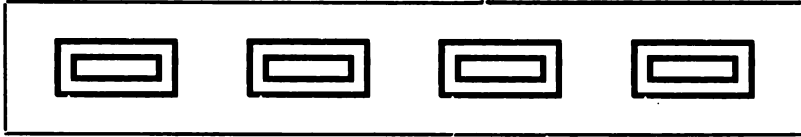
Of course, after the salesman has had sufficient experience and training along the lines that I suggested in the early part of this paper, he will have developed into enough of a credit man himself to be able to judge somewhat as to who the good people are.

KEEPING A SUMMARY OF SALES

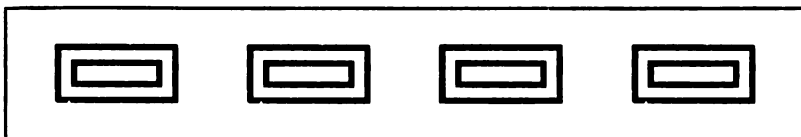
There is one other point that to me seems worthy of notice right here, although perhaps it does not come under actual range of our subject. We keep a summary each year showing a comparative statement of the actual amount of sales we have made to our various customers.

Our idea in this is to see at a glance the relative sales to these various parties. If they have increased, we note that fact; if they have fallen off, we want to know the reason; if they have discontinued altogether, we note the reason, if it is a logical one. If they have not held their own, there is a field where our strenuous efforts should be put forth.

Our reasoning is that if we can hold our own, or make gains with the old friends and add new customers, we are bound to grow; while if we let a man go without an effort to keep him, but instead spend all our attention trying to get new people, it is very much like a farmer who clears off new virgin fields each year and neglects to work the old soil upon which his past efforts have been spent and which should be the most productive by this time.



WHEN there is a question of public improvements; when it is proposed to do something that was never done before, to protect women and children, to improve the condition of labor, to provide parks and playgrounds; to introduce sewers, inspect milk; provide pure water and air in tenements; lift the plane of competition; check the encroachment of monopoly; give publicity to the doings of public and quasi-public corporations; place municipal government on a sound business basis; equalize the burdens of taxation; secure treaties of arbitration with foreign countries; prevent unwholesome immigration; are you eager and alert to co-operate to the extent of your influence and ability? Then you are a public spirited citizen.—WILLIAM DE WITT HYDE.



How Stratford Landed Orders Through Efficient Service

—By John Howard Lytle

JONES was an advertising solicitor covering Ohio for Blank Magazine. He was an earnest worker, full of life and enthusiasm, and had unbounded faith in his publication and what it could do for the advertiser, and he turned in a fair amount of business.

However, the most of his accounts were with firms who were regular national advertisers, firm believers in advertising, and with copy writers and managers fully capable of securing for their firms the advantage of satisfactory results from every dollar expended for advertising space.

Jones developed very little new business. He couldn't seem to create business from new sources. The advertising manager of Blank Magazine was a firm believer in the possibility of creating new business.

He planned to shift Jones to a new territory, at least temporarily, and see if his magazine could not secure some new accounts.

Just about the time he was casting around for the right kind of a man, he received a letter from an advertising solicitor, who offered his services on a commission basis in any good territory that might be open.

The applicant clearly showed his confidence in what he could accomplish by offering, and even preferring, to work on commission, so a mutually satisfactory contract was soon closed with little difficulty.

THE NEW MAN MAKES GOOD

The new man did not start out with any grand stand plays; in fact, the first two months the business was not equal to what Jones had turned in. His contract, however, called for

a six months' trial, so the advertising manager lived in hope that the coming months would see quite a change.

He was not disappointed. The new man's sixth month was one of the best in the history of the magazine from that territory.

By the end of the year, he had proved himself, beyond question, the magazine's star solicitor. His commissions were far in excess of the best salary paid by the magazine to any of its representatives.

The advertising manager decided to spend a few days or a week accompanying the new man on one of his trips to see if he could not get some pointers to give the other solicitors. Accordingly, he met him by appointment one Monday morning in Cleveland. The new man's name was Stratford.

The first call they made was on a piano manufacturer who had been doing some advertising, but not in Blank Magazine.

HOW STRATFORD APPROACHED A PROSPECT

"Good morning," said Stratford, when they had been admitted to the president of the concern. "I am interested in advertising, and have noticed some of your ads in various publications. It isn't at all my intention to intrude, but I believe I can offer one or two suggestions which will mean money in your pocket and yet not cost you a penny or obligate you in any manner whatsoever."

"Go ahead," said the president. "Under those conditions, I am interested."

"Well," resumed Stratford, "I see some of your ads read 'You need a

piano in your home—we need your money—so let's get together.'

"Now, in the first place, you do not know that the majority of readers of your ads do need pianos, for they may already be supplied. Your ad might better read 'You should have a piano in your home.'

"Then your statement is broad enough to cover all cases, and you bring your name, without offense, before even those who already own pianos, and, in many instances, you may be able, sooner or later, to replace the one on hand by one of your own make.

"Anyone will agree that there 'should be' a piano in every home; but it is not true that every home 'needs' a piano, for there may already be one."

"I see," said the president, "good thought. Go on—what are your other suggestions."

PRESENTING A PROPOSITION FROM THE BUYER'S STANDPOINT

"Well," Stratford began again, "I don't like the second part of the ad at all—'We need the money.' In making a sale, always present your proposition from the standpoint of the prospective buyer. Tell only how he will be benefitted by the purchase. Make him forget, if possible, that you are to be benefitted.

"Of course, if he stops to think, he knows you will reap a profit if he buys. But try to present your proposition so attractively from his standpoint that he will not think of the fact that both of you will be benefitted if he buys, and will think only of the benefit that will accrue to him.

"We are all more or less selfish, especially when it comes to parting with our money. The prospective buyer cannot be interested in one of your pianos, because you 'need his

money,' as the ad says. The very worst thing you could do is to remind him of that fact.

"I believe you should never print an ad that talks anything but the reasons why a prospective buyer should have a piano, and why yours is the only make he should buy. Don't talk about yourself. If you'll pardon me, the readers of your ads are not interested in you. Talk to the reader about himself—and about the piano."

"By George!" said the president, "I'll take your advice, and I want you to write some ads for me. Will you do it, and what will you charge?"

"Certainly, I should be glad to do it," said Stratford, "and there will be no charge."

"Why, how's that, Mr. Stratford? Surely you are not working with no hope of gain for yourself."

GETTING THE ORDER BY GIVING SERVICE

Not until then did Stratford mention Blank Magazine. He explained to the president of the piano company that all the remuneration he would ask for assisting with the plans and copy for their advertising would be that Blank Magazine be considered as one of the publications in which space would be used.

Of course, he secured an order, and left after having consumed no more time by his call than would have the ordinary solicitor, who might have talked only the advertising value of his magazine, and not touched upon the advertising in general of the piano manufacturer.

Stratford won the staunch loyalty and support of his client. He did so by giving the advertiser a service in addition to selling him space in Blank Magazine. His greater amount of business secured than other solicitors, well paid him for his time given to

writing copy and helping his clients with their plans.

He applied the principles of scientific salesmanship to selling advertising space. He went about securing his space contracts by approaching his prospects from the angle of their own interests.

That Stratford would ultimately reap a large reward himself, was a matter foreign to the thoughts of his clients.

THE ADVERTISING MANAGER'S AWAKENING

The advertising manager of Blank Magazine was set to thinking. Stratford had opened his eyes to a new method of approaching a prospective user of the advertising columns of Blank Magazine. He was full of keen interest as to how Stratford would win his next order. He had not long to wait.

The next call was on a mail-order house, making a vacuum cleaner.

Stratford had secured their whole series of follow-up letters by answering one of their ads in another magazine. He had discovered several glaring weaknesses in their system and copy.

When he called at this mail-order house, he did so with an entirely new series of letters for them, which he had carefully prepared.

Nothing was said about advertising space, but Stratford merely presented his ideas for their follow-up system, and showed the copy he had prepared for their letters. Naturally the outcome, as in the case of the piano manufacturer, was an order for space in Blank Magazine.

Next, Stratford called on a firm who were making a new attachment for telephones. For these people he had previously prepared copy for an

ad. He sold them the space for its insertion in Blank Magazine.

He next pointed out to a neck-tie manufacturer that the point to feature in his ads, was the fact that he cut the cloth on the bias, that it would not stretch, tear or unravel. The tie man was interested, and asked Stratford to submit some copy for his consideration, which, if satisfactory, he would order inserted in Blank Magazine.

CONCENTRATING ADVERTISING TALK

It was well along in the afternoon, but Stratford was a hustler and tireless worker, so he directed the steps of the advertising manager of Blank Magazine towards the office of an automobile manufacturer.

His idea for them was that they should show a cut of some special part of their machine, and develop their advertising talk around this selling point. His argument was that they were selling automobiles, not country clubs or theaters.

He said an illustration of an auto standing at the door of a theater on a well-lighted street might attract more casual attention—but would not develop so many actual sales for machines, as featuring and illustrating their various important mechanical parts.

The advertising manager of the auto plant asked that Stratford submit some copy along the lines of his ideas. He was a man slow to admit that his own ideals and copy might not be the very best; but he was noticeably impressed with Stratford's suggestions, and agreed to use Blank Magazine in the very near future.

Stratford's final call for the day was on a concern who had never done any advertising, but who were manufacturing a product that could and should be advertised.

Nothing at all definite was decided, but Stratford drove home some pertinent points in favor of advertising. When they were again on the street, he promised his chief that there would be one of his new accounts within less than a year.

STANDARDIZING SERVICE

The advertising manager of Blank Magazine had seen enough. He bade Stratford good-bye that same evening and hurried back to his office in New York.

Within less than a week, he had sent a bulletin to all his solicitors, telling of his day with Stratford and of how he went about securing his advertising contracts.

Of course, not all the solicitors were able to plan and write copy as Stratford did, so the advertising manager installed at the home office, a new department, known as the Advertisers' Service Bureau, and secured the services of the best man he could find to take charge of the new department.

Thereafter, every advertising solicitor on the staff of Blank Magazine knew that all advertisers or prospect-

ive advertisers, were entitled to free service from the bureau.

The new department grew to be one of the most important on the magazine; and the great jump that was made in advertising receipts many times overcame the cost of its maintenance.

The day is past when the really shrewd business man believes that to get rich he should "outwit" the buyer, if possible. The more you give for a dollar, the more dollars you will have coming your way.

For every dollar you take in, give in return a full dollar's worth of value—and more, if possible. You can't afford to give less.

The best advertisement in the world is a satisfied customer—and it is also the cheapest kind of advertising.

If you would be successful in any line of business, no matter what it may be, remember that service is the key-note of the greatest business successes that have been made in late years.

And not only remember that this is true—but practice it.

THE big cost in doing business is not the making of the goods but the selling of them. If there were not always a selling problem any man who could equip a factory would become a millionaire in six months. What sounder principle can there be, than that of increasing the small cost end of an enterprise for the sake of decreasing the big cost end?—EDWIN HALLECK WHITE.

IT has often occurred to us that the sporadic advertiser gets a very poor return for his money. We know that many people regard with suspicion perfectly reputable merchants who appear in print only during the holiday period. The manufacturer who advertises only in his "season" doubtless suffers from each temporary disappearance from the medium he uses.

¶ This does not mean that the merchant should use the newspapers every day, whether his business warrants it or not; or that the manufacturer should use big spaces in every issue of his mediums, regardless of the season. Occasional advertising, at not too infrequent intervals, gives the impression of continuity, and therefore of permanence and reliability, and small spaces are far better than none.—ADVERTISING & SELLING.



ABOVE these common pleasures which money will buy, or ordinary skill will afford, have you some special interest of your own, which you have developed to a high degree, and which you share with the few choice souls who have carried this same interest to the point where they can appreciate your gift? Do you think the thoughts of some favorite author; share the feelings of some great musician; see the ideals of some glorious artist; burn with the passion of some deep saint or seer; keeping it a secret from the many who could not understand; giving it freely to the few who can? Then this refinement places you at the top of the scale of pleasure.—WILLIAM DE WITT HYDE.



The Questions of Socratic

By
Arthur W. Newcomb

I HAVE often thought it a wise provision that there should be so many thousand cubic miles of apparently superfluous atmosphere.

So much of it is used for apparently superfluous vocal purposes that were there any limit in the supply, we might fear a shortage.

The windows were open so that Wiggins could get an abundance of delicious May air. And for an hour he had been most solemnly converting it into orally expounded homiletics, philosophy, and platitudes.

I do not recall, as I write, the exact titles of all of the subjects he did not discuss, although the list is short, but I do remember that his peroration clambered out of him in this wise:

WIGGINS IS PESSIMISTIC

"Just as all of our troubles are borrowed from the future; just as we suffer today the pains we foolishly imagine will afflict us tomorrow and next year, so, also, is our happiness practically all of it in anticipation.

"Fussberg is not happy today, but he confidently thinks that when he has got together the money for that racing car he wants, and finally sits at its steering wheel, he will be happy. And so, while he toils on in his hard daily tasks, he has brief intervals of happiness—or, I might say, near happiness—when he dreams of driving that car.

"When he gets the car he won't be happy with it because by that time new records for the Los Angeles-San Diego road race will have been made,

and Fussberg will think he will be happy when he has a car that will break those records.

"Socratic here is fairly cheerful most of the time, and one might think him happy if one did not know that his cheerfulness and apparent happiness is all in anticipation of the time when he will have made his pile and can travel at leisure through the quaint old out-of-the-way towns of the world.

"Here's Art, incorrigible, optimistic Art, always talking about how to be happy, always telling folks how good life is, and how easy it is to be happy if only they would make up their minds to it.

"And yet his most intimate friends know that Art seems to be happy because he keeps ever in mind, and thinks he sees himself approaching, that country estate where he can help green things grow, and write without ever a thought as to whether an editor will buy or not.

"Whether Socratic will be happy in his travels or Art on his ranch is another story. Having observed human nature carefully, I don't think they will, but I do think they will both be fairly cheerful in anticipation of some other greatly-to-be-desired consummation.

THE HAPPINESS OF IRRESPONSIBILITY

"Of course there are some people who are simply happy in breathing fresh air, drinking things that taste good, and eating things that go down easily. They enjoy the present,

whether it is a baseball game, theater party, an afternoon on the golf links, a spin in a car, or a zipping sail on the bay. They borrow neither trouble nor joy from the future.

"In a sense, these are the only happy people.

"Their happiness consists in utter irresponsibility.

"For example, here's Dubheimer. He doesn't allow the future to worry him. Neither does he waste any time imagining how happy he'll be two years from now. Instead, he is getting his supreme, unalloyed happiness right now in the taste, fragrance and distinction of his after-dinner cigar."

Dubheimer being thus dubiously complimented, took the roll of brown leaves out of his mouth and studied it as if he had never seen it or one like it before.

Wiggins, having exhausted the list of those present as demonstrations of his doctrine of human felicity, seemed to hesitate whether to go outside the office for more material or change the subject and take up one of the few remaining topics for discussion.

DUBHEIMER'S HIDDEN WOE

"While you are putting that locomotive-like mind of yours on the turntable, and getting ready to turn it around so that you can run back a little way on the track you have covered," said Dubheimer, "perhaps I may be permitted to volunteer one or two slight corrections in your statements so far as they involve my state of mind and spirit.

"Not that it really makes any difference, of course, if you have made up your mind about this thing, but I am worried about the future. This cigar is easy to smoke, of course, but I get most of my pleasure in it be-

cause the fumes interfere with the clear action of my brain. And when I can't think clearly I don't worry very much."

"Well, what on earth have you got to worry about, Dub?" demanded Wiggins in astonishment. "You are far better off in every way than you were a year ago, aren't you?"

"Oh, yes I am doing some better, I suppose, in some ways. But what worries me is that I seem to have reached my limit.

"Just because I run around the place here with a large, juicy smile on my face most of the time, never let loose any such loud, wailing complaints as some of the other distinguished chair warmers in our cute little office, and haven't got time to recite for daily diversion of the crowd all of my hopes and ambitions for the future, don't get it into your head that I'm perfectly satisfied to occupy my present unimportant place in the scheme of things all the rest of my life.

"Some day I want to have a home of my own, and a little lady to hand out her orders to me, and I want the whole thing fixed up right. But I can't do it on my present income, and I don't see how I can make any more than I am now.

STRENUOUS EFFORTS

"I hustle—and you fellows know it—from early morning to late at night. I'm the busiest little man in town. I'm always on the go, and I go at high speed. I can't get to work any earlier in the morning than I do because there is no one out of bed to work with. I can't work any later at night than I do because by the time I get through everybody else has gone to bed. And I would be working this minute but for the fact that everybody in town wants to smoke his after-din-

ner cigar. I have found it a good plan not to interfere with that pleasure.

"When it comes to the price I get for my work there is no hope for increasing that. I get the regular commission, like everybody else, and I guess it's fair enough.

"Perhaps you may think I ought to make more sales for the time I put in, but the figures show that I sell more for every hour I work than any other solicitor in my line in this town. And to tell you the honest truth, I am getting out of my clients every cent they ought to spend with me.

"Now if you can figure any way for me to increase my income on a lineup of that kind, Wiggins, all your chatter will be to some advantage."

"Why you're making mighty good money, Dub," protested Wiggins, "getting rich. If you keep on you'll soon be able to live on the interest of your savings. You ought to be worried, if at all, about how to spend your money instead of how to make more."

HOW MUCH MONEY IS "WEALTH?"

"It's all in the point of view, Wiggins. You are making probably three times as much as I am, and you're planning and scheming every day in the year how to make more.

"When I first went to work I got five dollars a week—and it seemed a fortune to me. After a while I found out just how small it was, and began to plan to make seven dollars and a half. I thought when I got seven dollars and a half I should be absolutely set free from all financial worry. When I got my seven dollars and a half I wanted ten, and ten dollars a week seemed to be the height of affluence. So it has been all the way up the financial ladder. A year ago my present income would have

seemed purse-proud opulence to me. But now my ideals have changed, and it is scarcely enough for mental comfort.

"For the last six months I have worked harder than ever trying to increase the aggregate, but, as I said at the beginning, I have reached my limit. I can't conscientiously hustle any harder than I do.

"If I had the time and the strength I could work National City, Escondido, Orange, Santa Ana, Whittier, Fullerton and Julian, and in that way I could make more money. But I have no more strength than I am obliged to use right now—to say nothing of the time."

HUSTLING VERSUS EFFICIENCY

"Why don't you use your head, Dubheimer, and save your heels?" gently queried Socratic.

"I don't see how I could plan my work any more efficiently that I do now," defended Dubheimer. "I make use of every possible short cut in seeing my clients, spend as little time with them as possible and get the business; and arrange my routes in such a way as to see the greatest possible number with the shortest possible travel between."

"You ride a motorcycle everywhere, don't you?"

"Yes. What's the good of walking at the rate of four miles an hour at an average cost of a hundred dollars a ton for fuel to propel my legs when I can ride forty miles an hour on a motorcycle, and at a cost of about thirty-seven dollars and fifty cents a ton for fuel?"

"Is it easier to go from here out to Logan Heights on a motorcycle than it is to walk?"

"Sure."

"And it is quicker?"

"Of course."

"Doesn't require so much hustling on your part?"

"No."

"And yet you make more money by taking it easy on a motorcycle than you would by strenuous exercise on foot?"

"Certainly."

"As a matter of fact, when it comes to getting over the ground, strenuous exercise on your part is the very opposite of real efficiency, isn't it?"

"Yes, I guess it is."

DOING BUSINESS BY PROXY

"Would it be easier still if you were to send another fellow on a motorcycle out to Logan Heights, and sit around the office here yourself?"

"Yes, it would be, but the other fellow might not be able to get the business."

"Don't you know enough about selling your line, and about salesmanship to tell a smart, intelligent young fellow how to go out and get business for you?"

"Well, maybe I do, but I would have to pay him for it."

"Would you have to pay him as much as you get? Would it be fair to you to pay him as much as you get after you have done all the hard work of getting your clients in line, satisfying them with your line of goods, and building up your business to its present proportions?"

"No, I guess not."

"Can't you hire a bright young fellow for fifteen dollars a week who, under your direction, could easily take care of all your business south of G Street?"

"Yes, I could if I stayed with him a while and looked after him a little."

"Can't you get another one for the same amount to look after your business north of G Street?"

"I guess so."

"Then wouldn't that give you time to go out and hire a man to help you get business in National City, Escondido and the other places?"

"Yes, I guess I could do that, too."

MOVING OVER TO EASY STREET

"Then would there be anything to prevent your hiring a good man at fifty dollars a week to look after all these fellows so that all you would have to do would be to direct the general policy of the business?"

"No, I don't suppose there would be."

"And after you had paid all these salaries wouldn't your commissions realize you about as much as your present profit?"

"Well, counting on a normal volume of business here, and a fair amount of business from the other towns, I guess I could pay my salaries and expenses and still have my present income left in profits."

"And nothing more strenuous to do than sit around and direct the affairs of your business in the large?"

"That's the way it looks."

"And with all that leisure time on your hands, couldn't you undertake an agency for another line, and develop it in the same way you have this one?"

"Most assuredly."

"By directing the activities of other men, couldn't you build up a new agency, with big profits, far more quickly than you have your present line of work?"

"Naturally."

"So that in time you could be making three or four times your present income with only twenty-five per cent of your present strenuous efforts?"

"You make it look so."

"Well, is there any reason why you shouldn't make it be so?"

"Well, honestly, I can't think of any."

"Then, after all, Dubheimer, a man's success and achievements do not depend upon his strenuousness, his putting forth of great amount of physical energy for long hours every day?"

"No, evidently not."

"On the other hand, isn't it true that the men who accomplish most, and are most successful are the least strenuous, the least hurried, and the least prodigal of physical energy?"

"I guess that is true."

THE HIGH COST OF PHYSICAL ENERGY

"Can you tell me, Dubheimer, what a man's physical energy amounts to in horsepower?"

"Well, I should say about one-eighth of a horsepower."

"And can a man work at the limit of his energy hour after hour?"

"No."

"How many man do you think it would take, working in relays so as to keep up the production of energy, to furnish one horsepower of energy for ten hours?"

"Well, I should say about thirty."

"Suppose, then, you paid your thirty men ten cents a day each. How much would your horsepower of energy cost you?"

"Three dollars a day."

"What is the cost per horsepower per day of ten hours in your motorcycle?"

"About twenty-five cents."

"Then human muscular energy, even at as low price as ten cents a day for a full grown man, is twelve times as expensive as the power in your motorcycle. Is there any profit, then, to any man in mere strenuousness in physical work?"

"None whatever. It looks as if he were losing a lot of money instead of making money."

"What, then is the energy to use in making money?"

"The answer is too easy, Socratic, and yet the trouble with all of us is that we would rather, far rather, toil and blister in the hot sun twelve hours a day than to use our heads a little, have the courage to assume some responsibility, and sit in an easy chair in the shade and give orders."

WHEN you close that next hard contract, don't congratulate yourself so much on your "smartness." Perhaps it wasn't that at all. Perhaps it was because the little old fellow who placed the order saw in your work and in your presentation that indefinable something that has many ingredients, among them knowledge, modesty, even temper, reserve, cleanness of detail, decision at the proper time, an atmosphere of absolute self-control, and a *reason*. And don't forget that all these must have grown out of the way you have *lived* and *thought* and *perceived*.—THOMAS D. GOODWIN.

In the Game of Making Good, There's a Limit

By J. R. WORDEN

IN the game of making good, there's a time limit.

When we were seventeen the future to us was a world unexplored, with time unlimited.

But at thirty-seven or forty-seven our perspective has changed.

We look into the future through wiser eyes and are startled—time has acquired boundary lines.

We look back at opportunities lost—at things done which we ought not to have done—at things left undone which we ought to have done—at long hours and well-meant labor which proved profitless.

And it shows in our score.

We stand at the crest of the hill—the game is half over—to win we must capitalize the future with experience gathered from the past. But we cannot afford to put off till tomorrow.

We cannot afford to miss even one opportunity.

There is a limit—a time limit—and every day, every hour, every minute is reducing just that much, our chance of rolling up a good score in the game of making good.

We can't afford to go through the *year* not knowing whether we are winning, playing even, or going behind.

A year is 365 precious days—8,760 hours—the best days and hours of our life—and we can't coax them back.

If we are losing we want to know today so that tomorrow we can "change the trump."

And next week we want to know how much we profited by the change.

If we investigate we find that a large percentage of all failures are due—not to lack of ambition, ability or hard work—but rather to each man's ignorance of the actual condition of his own particular business.

Further investigation convinces us that the great majority of small retailers are capable, hard working business men—working in the dark—waiting for the end of the year to find out if their score has gone up or down in the game of making good.

But we find the man who is making a "killing"—the man with the best score—is the man who labors less and thinks more—the man who systematizes—who installs a proper accounting system—the man who knows which clerk deserves a raise and which should be fired—who knows which lines should be discontinued and which pushed.

He is the man who knows this week what he made last week.

He is managing.

We have the same opportunity.

What he is doing we can do—we have the same ambition, ability, and energy.

But, we must be up and doing—we've reached the crest of the hill, and—

In the game of making good,

There's a time limit.

Violin Strings—Some Notes in the Art of Human Harmonics

—By Jessie L. Bronson

LIFE is a grand piano with a full scale. There are the base notes of matter; the tenor and alto of mind and soul; and the spiritual soprano.

Some people can, as yet, play the scale of life only in one octave. It is good to be able to run the whole gamut. Then one can choose his favorite chords, and will be able to chord with his neighbor in whatever key he is playing. Blessed are the whole-gamut people, for they "understand."

Generally the one-octave person does not understand. And these people have an unhappy faculty of insisting that other people play only in their (the one-octave person's) particular octave.

There are plenty of people who think they know the Lord's will concerning you and me—meaning their own particular translation. The various versions differ mightily.

It frequently happens, too, that the one-octave individual is endowed with an Eve-like propensity for curiosity concerning—not the Tree of Knowledge—but his neighbor's affairs.

MORAL VIVISECTIONISTS

Some of these people go about with their curious eyes and sharp little lancets, probing till they find our sorest spots, then putting the very life-blood of our nerves on tap.

Such people are "doubting Thomases," and can never believe you have a wound unless they are allowed to put their fingers in it. They like to put our feelings under the microscope and analyze them.

Many times people who deplore the cruelties of vivisection (corporeal) are themselves guilty of performing a sort of moral vivisection which is excruciatingly painful. And

when the victim happens to be (as she usually is) some gentle, sensitive, forbearing little soul, the effect is pitiful.

Some people seem destined to serve as a sort of moral pin-cushion into which other people can thrust the pins and needles of their dispositions. This is bad for the pin-cushion. It is also bad for her (or him) of the pins and needles.

But you don't *have* to be a pin-cushion—nobody does. Pin-cushions are too convenient sometimes. Without their proximity the pins and needles might remain concealed.

Of course, the pins and needles manage to find our sorest spots. Our burdens seem to be so adjusted as to lacerate all the tender places of our nature. Well and good, though, for so we will the quicker drop our burdens.

If you don't come into life with a thick skin, you have to acquire one by abrasion. Blisters produce callosities after a time.

THE RARE GIFT OF SYMPATHY

A few rare natures there are, constructed like a violin, each string exquisitely responsive to every vibration of life. They are like a galvanometer, registering every finest wave of thought and emotion. Such people have a rare capacity for joy and pain.

These sensitive natures cannot reveal themselves to the unsympathetic and non-understanding. Instinctively they shrink and recoil at the approach of such people, just as their vegetable prototype, the sensitive plant, shrinks and curls at a profane human touch. We none of us tell our secrets to those who probe

for them. The gift of sympathy and understanding is a great gift.

"O wad some power the Giftie gie us
To see oursils as ithers see us."

and

Wad some power the Giftie gie ithers
To see oursils as we really are!

If you are a one-octave individual and your neighbor possesses a violin nature, feel a little awe and compassion and don't wound her. "Take off thy shoes, for the place where thou standest is holy ground."

You who feel your joys and griefs to the calm measure of organ music, cannot comprehend those whose natures weep and wail with pain and anguish, or thrill and vibrate with ecstatic joy to the warm, passionate tones of the violin. It is oftentimes the quietest, most undemonstrative (ordinarily) natures that possess this violin-like capacity.

LEARN TO CONTROL YOUR SENSITIVENESS

But if yours is a violin nature, rejoice even in your capacity for pain, since that at present is the measure of your capacity for joy.

But tune your instrument even more carefully, that it may register only the finer and sweeter vibrations of life.

Even though you possess an aeolian harp temperament, you need not allow it to respond to every breath that blows.

Assert your will. Be a tuning-fork and start the tunes of life yourself. Don't sing "Hark from the Tombs" just because your neighbor starts it. If you are sensitive, don't cultivate your sensitiveness.

Has someone poured over you the corrosive sublimate of spite, hatred, or enmity, and are you smarting under its burn? It were sweet and consoling, doubtless, if some sympathetic friend were near to pour oil and balm

in your wound. But better to be your own oil and balm. *You can be.*

YOUR TRIALS NECESSARY TO YOUR DEVELOPMENT

Has someone impaled you upon a pin-point of criticism? Don't writhe; that only increases your pain. If you must, for the time, be a martyr to the cause of science (?) be a cheerful one. The iron, when it passes through your soul, will sere, but it will burn away the gangrene of selfishness and egotism.

It is hard to stand still and be stung, but that is better than to jump at the critical moment, and knock over the dish of fortune.

Life will hold you to the grindstone till you have a sufficiently fine, keen edge. Better not cringe and struggle or you will get hurt.

Your sensitiveness is a natural stage of your evolution. We grow sensitive that we may become responsive to life. Then the task is given us to inhibit and control that sensitiveness till we become responsive to only the desirable influences.

GAINING STRENGTH FROM AFFLICTION

Your sub-conscious mind is the sensitive plate of a most exquisite human camera. What sort of pictures would a photographer get if he kept his camera constantly open to every passing impression? *Learn when to keep the slide closed.*

You must winnow the grain of life, and let the winds of heaven blow the chaff away.

Many of us are mere pig-iron when we come into life, but we become well-tempered steel when we have been through enough fire and water.

Trouble, misfortune, and unlovely environment are not your enemies. They are God's messengers. They are the Moses and Aaron who will

lead you out of the wilderness into the promised land. Get acquainted with your troubles, and you will find you have been entertaining angels unawares.

When your soul gets too sore from the impact of environments, you will learn to construct for yourself a coat-of-mail. At this stage of evolution, there are gnats and mosquitoes of circumstance all about us; human leeches also, and we are compelled to protect ourselves.

Just as the oyster and all its shelly brotherhood, at the impact of environmental invitations has grown for itself a place of retreat, so you and I may throw about ourselves an aura of love, invincible to all the darts of criticism.

Learn to insulate yourself. *Don't let your neighbor stir up and make murky the waters of your soul.*

GET INTO HARMONY WITH YOUR SURROUNDINGS

The inharmonies of life exist for two reasons. Primarily, because the

individual is not in tune with the Infinite; secondarily, because he does not chord with his neighbor.

Become a whole-gamut individual, then you can readily strike the right note in your neighbor's soul.

Tune your life to spiritual things, and you will chord with all the music of the spheres.

Some people vibrate naturally in unison. These are the truly congenial natures—the real affinities. Others must, by an effort of the will, change their vibrations to chord with their friends.

But it is only on the surface that we are ever out of tune with others. Deep down, the strong chords of spirit are ever playing their grand harmonies in the great cosmic orchestra.

And as the soul climbs the spiral of evolution and breathes the higher and finer ethers; as he draws nearer and ever nearer the Great Mystery; gradually his capacity for pain melts away with the mists of the earth-life, and leaves him only the sublime joy and ecstasy of living.

The Ideal Office Manager

—By A. L. Daniells

BEING asked to describe the ideal office manager, reminds me of the story of the farmer who took his wife to the circus. After spending half a day around the various animal cages, they came to the giraffe. This was a new one on the farmer. After walking around it several times, he finally asked his wife what it was. She didn't know, either, but succeeded in finding the name, which was posted in front, and spelled it out,—“G-I-R-A-F-F-E.”

The farmer took another look at it, then, taking a good sized chew of tobacco, turned to his wife and

said, “Hell! There ain't no such animal, Maria.”

I feel this way about the ideal office manager.

The office manager must first understand that the science of business is the science of service—that the office is a part of the selling organization of his house.

He must understand thoroughly the needs of his own office and what is necessary to give the best service to the customers of his house.

He must understand the requirements of each position and know the kind and type of person required to

fill each and then never stop until he has the ideal person in each position in his office. After securing the right person for the right place, great care must be given to proper training and instruction.

Each person should be impressed with the thought that the house as a whole is a competitive salesman and that each is an integral part of the whole. Only as the whole is successful can each be successful. They must understand their individual duties and how each affects the others in the office. They must be taught the importance of team work and that only team work can put and keep the organization on top.

The office manager must strive to get people interested in the problem of their individual work, encourage suggestions and initiative as well as competition; eliminate friction.

He must understand thoroughly all details and know when each is doing his best.

He should set a pace that the others can and will follow.

He must be easily approachable and be on such terms with his force that each one always feels free to come to him with suggestions or troubles. He must make each one feel that his suggestions are appreciated and his troubles given consideration and help.

He must be big enough to do and look after the little things, and he must be broad enough to overlook petty annoyances for the time being.

To handle these things in an ideal manner, he must have executive ability to a marked degree with a thorough understanding of the proposition; the kind of people needed and how to get them to do the work and be happy. If he has these characteristics, he will have a model force of high grade, well trained, thoroughly efficient and loyal people; each one with the idea of helping the organization deliver the best possible service, knowing that is the road to their individual success.

Serving the Customer

—By Edward Dreier

THE other day an advertising man dropped into the office and I showed him the dummy of a new catalogue we are getting out, and he wanted to know who was to print it. I gave him the name of our printer and here is what he said:

"Have you ever tried Reid? These other people may be all right on the common, every-day good printing, but Reid does the finest catalogue work in Canada. I don't believe anyone can touch him. I know that you would get the right kind of service from him.

"The other day Grice, one of their travelers, dropped into the office and

we had a small job which we gave him, and he didn't want to take it. He told us that he would do it for us if we wanted him to, but that we could get that kind of work done just as well and just as cheaply in Toronto, and not have to pay any express.

"If they have that class of men on the road, I guess they will give you service in the office."

Well, I guess that was a mighty nice piece of free advertising for Reid, and, of course, I shall have to investigate. It sort of pays to be good to one's customers and look after his interests.

A Lesson From the Sixty-foot, Twenty-ton Dinosaur

—By Jay S. Miller

IF YOU have ever visited a large museum, you doubtless recall the feeling of awe and wonder with which you gazed upon the gigantic skeleton of the long extinct dinosaur. Perhaps it was but a fragmentary specimen. But you could readily imagine that, compared with the huge creature to whom those remains once belonged, the largest land animals of the present day would appear utterly insignificant.

And perhaps you breathed a prayer of thankfulness that there is no possibility of encountering such tremendous animals in the flesh today.

Nor is it probable that your imagination greatly exaggerated the size and formidable appearance of these ancient monsters. Some species, when alive, were more than sixty feet long and weighed fifteen to twenty tons—their bulk being probably thrice that of the largest elephant!

And three or four million years ago, among all the huge and savage contemporaries of the dinosaur not one successfully disputed its supremacy.

But at about the time when the dinosaur was most numerous and highly developed, a few new and apparently insignificant animals appeared upon the earth. Scarcely one of them was larger than an ordinary rat; and had the dinosaur been capable of thinking at all, it would probably have disdained to give its seemingly contemptible associates a second thought.

But the former was already on the verge of a decline that was finally to end in its complete extinction.

And the latter were the first representatives of the mammals—the

group that was eventually to take first place in the animal world.

But why was the dinosaur, with all its size and strength, finally compelled to succumb to its weak and apparently helpless rivals?

The answer is easy. It was in their degree of adaptability to changed conditions.

In spite of its seeming advantages, the dinosaur possessed little ability to respond to changed conditions. Just so long as its environment was favorable and congenial it continued to flourish. But when its surroundings began to change and become less favorable it failed to adapt itself to these changes and was necessarily slowly but surely exterminated.

On the other hand, the mammals readily responded to these changes, and not only survived, but gradually developed into higher and higher forms until the highest, man himself, came into being. And thus that which threatened their destruction, by compelling the exercise of all their faculties, became a blessing instead.

There is a great fundamental principle illustrated by this story of the dinosaur and the first mammals which can be stated as follows:

If you wish to survive and advance in your field of activity you must be able to adapt yourself to changed conditions.

Conditions and methods in every field of activity are changing with marvelous rapidity.

Every day new conditions arise to meet which old methods are utterly inadequate. Therefore, if you are to successfully solve the problems presented by these changed conditions it is absolutely necessary to adopt new

methods or radically change old ones. Thus in the business world, as in every other field of human endeavor, every improvement in methods or equipment is born of necessity.

And every day sees new methods and improvements of old methods brought into practice.

If you are on the lookout for and quick to adopt these new and improved methods, provided they have merit in them, you can reasonably expect to achieve correspondingly greater results from your efforts.

If you are content to follow old methods you will inevitably be compelled to abandon the field to your more progressive competitors.

Nor should these new obstacles that constantly arise to confront you be regarded as necessary evils, to be surmounted merely because they are unavoidable. On the contrary, the solution of each difficulty, as it presents itself, helps to develop hitherto latent talents, inspires with fresh courage, and prepares you to overcome the next one more easily and quickly.

And when a great crisis arises in your life you are prepared to meet it without misgivings, confident in your ability to make it a stepping stone to something higher and better than you have ever known before.

Progress

—By Edwin E. Sterns

ONE of the greatest contributions to last year's progress was the decided trend toward honesty and justice in business.

One of the officials of a large corporation explained to me the modern methods employed now that include the public in the firm's confidence. They find this absolutely essential if they are at all eager to flourish.

Each day finds more men not merely appreciating but actually practicing honesty for no other reason than that it is necessary to survival and not simply a question of morality.

This has of necessity resulted in a greater realization of the possibilities of intelligent co-operation between all the departments of production and distribution.

It is not sufficient for us to know mere results. We must know how close to maximum efficiency these same results may be brought by the methods employed.

To substantiate one of Mr. Sheldon's principles that "No man helps himself without helping others, and no man injures himself without injuring others," witness the emphasis that is being laid upon the Service Idea by manufacturers to dealers of their merchandise in aiding them to dispose of their goods. Of course this naturally does increase the sale of that manufacturer's particular product, but the manufacturer is so situated as to give the dealer worth-while assistance in the disposition of *all* his merchandise.

No philanthropic desire moves the manufacturer to do this, but appreciating the fact that everything they do to improve and increase that merchant's sales creates for them a bigger and better distributor of their merchandise. Thus it is obvious that merchant and manufacturer are mutually benefited.

Some Thoughts on Efficiency

By ARTHUR W. NEWCOMB



IN a Middle Western state there was a farm that nobody wanted. Every one of its forty acres seemed harder, more stubborn, and more barren than the others. Its soil was hopeless clay—like brick pavement when dry, like thick glue when wet.

To this farm there came a man whom nobody wanted.

He was worn out with drudgery in an inferior clerical position. And he knew no other kind of work—least of all farming.

Thus the two came together—the farm, barren since it emerged from a void of waters; the man without experience or knowledge in agriculture.

The man bought the farm for three dollars an acre, paying twenty-five cents an acre cash and giving a mortgage for the balance—ten dollars cash—one hundred and ten dollars mortgage.

When he took possession, the man sent a sample of the soil of his farm to the State Department of Agriculture. In response to a request, he received printed instructions telling him how to treat that particular kind of soil. He also sent the State Department's analysis to the United States Department of Agriculture. From the Federal government he received a number of bulletins telling him what crops to grow on his farm, how to plant and cultivate them, how to build up fertility and mellowness in the soil, when and how to harvest his crops, and how most advantageously to market them.

Since the poor man knew nothing at all about farming, he could do nothing but obey to the letter the rules laid down for him. His neighbors, being experienced men, most of them trained in tilling the

soil from boyhood, didn't feel the need of instruction. Although the soil they had to work was much the same as the poor man's forty acres, it was a little richer, a little more easily handled, and, while they knew that scientific agriculture would yield them far greater returns, it was easier to follow the methods handed down from their fathers. Many of them received the bulletins of both state and national Departments of Agriculture. Some read them. And a few used some of the directions given. But, of them all, the poor, broken-down man, without experience, was the only one who studied these little leaflets and obeyed the rules laid down.

Ten years later the poor man's farm was worth two hundred dollars an acre. And it was bringing him an easy income of five thousand dollars a year. Meanwhile, the farms of several of his experienced neighbors had been worked beyond the point of diminishing returns and abandoned.

Like a strand of thread in a rope, each of us sustains the strain of life only because other threads are coiled and twisted all about him and near him.

Like a drop of water in the sea, each of us is touched and pressed on every side by other drops, charged with the same salt, lifted by the same breezes, swept along by the same tides, warmed or cooled to the same temperature.

Like a cell in the body, each of us finds his life conditioned upon the character, vitality, sickness or health, activity or inactivity, and nourishment or starvation of every other cell.

A man's every thought, every word, every act springs from and brings him into relationship with other men.

Each of us is born of two parents, and is utterly dependent upon them or substitutes for them for the first few years of his life.

We learn to talk, walk, clothe ourselves, work, play, gather and prepare food, build houses, and most of the other things we know and do, from others.

Today, far more than in any former time, we are dependent upon others for our necessities, conveniences, comforts, and luxuries.

Here is a man who does nothing but make shoe heels—and for women's shoes. That is his part of the work of the world. Everything he eats, wears, uses, enjoys, or that ministers to him in any way, must be supplied to him by others.

Here is another man who prepares legal documents and gives counsel regarding the law. Except the negligible need he has for legal knowledge in his private affairs, all his needs are supplied by other people.

Nor is any of us in much better condition.

Let your ideal be wealth, fame, influence, position, philanthropy, a happy home, a great scientific discovery—or any other. It matters not, you cannot achieve, attain, or acquire it without the permission—aye, the help—of your fellows.

Common sense depends largely upon others for the facts and truths upon which its sound, practical judgment is based. And it is most frequently called upon to judge of our relations with men and women.

Competent counsel comes very largely from people.

We are disciplined by others. We discipline those under our tutelage or authority. And most of our self-discipline relates to what we say and do to and for our human brothers and sisters.

Cain declared that his punishment was greater than he could bear because every man's hand would be against him. Life is dark and hopeless unless many hands are reached out to help us.

A handful of loyal Greeks held in check the great army of Xerxes—an army of mercenaries and discontented subjects, driven into battle with the lash. Xerxes' soldiers fought for him because they had to, but they did not fight *with* him.

Alexander's thirty thousand men fought as one, and cut to pieces the heterogeneous, uninspired million of Darius at Issus. Their hearts were with their general, and each of them was better than thirty of Darius' men.

The world-conquering legions of the Caesars crumbled before crudely trained and primitively armed Goths and Vandals—after tyranny and oppression had taken the heart out of them.

It was an outraged people who brought to an end the reckless career in the Netherlands of Spanish tyrants.

Le Grand Monarch of France, Louis XIV., and his nobles thought they were taking short cuts to the desirable things of life when they grew luxurious and profligate upon riches wrung from the people. But their children felt the sharp, short cut of the guillotine, and the power of monarchy was washed away in a sea of blood.

The barons of the Middle Ages exploited the people for their own profit. But the people took a hand in affairs—and now descendants of barons serve the people, and are eager for the opportunity.

The old-time retail merchant was a huckster, driving sharp bargains, cheating, swindling, and brow-beating his patrons. He was hated and despised—driven from place to place.

The modern merchant is a prince. His store excels in beauty, elegance, richness, convenience, comfort, and luxury the palaces of ancient emperors. And his motto is, "The customer is king." He is right. He built the store and made it great because he won the royal favor of his customers.

One of the early railroad emperors of this country gave utterance to his convictions in the famous objur-gation, "The public be damned!" His successors have sat in official chairs and upon boards of directors of railroads ever since. And the people, knowing little or nothing about railroading, but resenting this attempt to ignore them, have restricted, hampered, and harassed their common carriers with both wise and foolish legislation until all parties are glad to hand over the whole question to a commission of experts.

It is everywhere the same story—no one has ever permanently achieved, attained, or acquired the desirable things of life by unjustly taking them from other people.

Imagination is the mental power to take existing ideas and combine them in new ways to form new ideas.

Imagination is thus able to take any set of circumstances, mentally introduce into it a new factor, and foresee the result. Deficiency in this power is responsible for the failures of many sincere attempts to give a fair deal.

Imagination works in two ways for efficiency.

First, it plans changes and improvements in conditions, methods, and relations with others.

Second, it foresees the results of proposed changes, which may then be submitted to a mental jury composed of sympathy, justice, and sound, practical judgment.

The employer who clings to an antiquated wage system, maintains his plant in a disagreeable, uncomfortable, unsanitary, unsafe, and mentally depressing condition; subjects his workers to the petty tyrannies and exactions of undisciplined minor executives, and selects and places them by guess or at random, may desire efficiency. But he fails because he lacks imag-

ination to picture the effects of many improvements, hence cannot see the need for them.

Hasty judgments are the result of neglecting to take into consideration all of the pertinent facts.

A large stove manufacturer spent a great deal of money in newspaper, street car, and bill-board advertising on the Pacific Coast, offering for sale hard-coal base-burners. Of course he lost heavily. His judgment had been hasty. If he had investigated he would have found that the climate on the Pacific Coast is such that the people do not use base-burners, and hard-coal is almost unknown in that section of the country. He had neglected to consider that important fact.

A man invested all his money in city real estate in a rapidly growing town. Property was increasing in value every day. Within a month, he could have sold out, doubling his investment. But he had investigated the property and its prospects, and judged it would sell for five times its cost within a year. Many factories were being built in the city and people were being brought in by trainloads.

But the management of three of the largest factories was incompetent, and the buildings were turned over to bats and spiders before the flowers bloomed in the first spring. That killed the boom, and property went begging at half its real value. And yet our friend needed only to walk through those factories with his eyes open to see that they were headed for the rocks.

Mistaken judgments are the result of faulty observation, giving weight to ideas that are not true to the facts.

The engineer who thinks he sees or hears the signal "go ahead," when the signal given is "stop," is guilty of mistaken judgment. Hasty and mistaken judgments are nearly always results of mental laziness—unwillingness to do necessary mental labor, to get

the facts and get them right. Look around and you will see that it is the people who are mentally keen, alert, and hard-working, who seldom reach hasty or mistaken conclusions.

The cure for prejudiced judgment is to wrench yourself away from too near a view of your problem—to limber up and broaden your mind—to free it, as far as possible, from personal bias—to throw off the chain of doctrines, traditions, superstitions, and notions. It is no simple and easy task. You will meet opposition—your own fears within and ignorance and worship of the established without. How far you can use supernal common sense in your own life is a problem you will have to solve for yourself. You will need to make some compromises with those who would penalize efficiency on account of their prejudiced judgments. And the basis of these compromises must be good judgment.

The human mind naturally works logically. I say *works*. Illogical judgments can be avoided by working over your processes of reasoning until you are certain that every step is sound. It will be a help to you to get a simple text-book on logic and learn how to distinguish between sound reasoning and fallacy—learn the different kinds of fallacies and how to detect each. But even this will not help you unless you work with your mind.



HIGHEST of all, do you carry your ideals, both for yourself and for your friends, in such clear, transparent form; and feel so keenly the many points where both you and they fall short, that they cannot help catching from you the enthusiasm of common aspirations? Are both you and they more devoted to the noble, more scornful of the base, for every contact. Are you ever introducing each other to something higher, braver, better than anything either you or they have attained? Are you giving and taking yourself and your friends in a mutual devotion to the unfulfilled promise of the best that is in you both? Then you know what love is.—WILLIAM DE WITT HYDE.



To Sweat Is to Live—Inaction Spells Disease and Extirpation

—By Oscar Schleif

ACCORDING to Tolstoy, the man who does not each day do sufficient muscular productive labor to support himself, has no moral justification for existence. Nature, unlike Tolstoy, is not interested in man-made morality, but in this instance seems to agree with him by the slow method of quietly eliminating the man. And she is just in her discrimination, for she punishes only to the extent of his indiscretion: if he has evaded his duties for a single day, he has to pay but by a single day's weakening.

Under certain circumstances she allows him credit, to be made up by double work at a future time, but, like all credit, he is wiser to reserve this for emergency use.

I do not remember whether or not Tolstoy justifies voluntary support through a mistaken feeling of friendliness, but Nature does not. The idler is punished, whatever his motives.

Stevenson assures us that no man is useless while he has a friend. We may doubt, however, whether anyone who helps to support another in idleness, that is, physical idleness, is really his friend. And the same holds true of the public. The public may support a prizefighter, or a quack, or a despot, or a mountebank, but that this is to the benefit of the one supported, is doubtful.

It is equally doubtful whether it is to the benefit of the supporters. If they, in turn, are doing their share of the world's productive work, then it is obvious that they cannot go far beyond this productiveness without injury to themselves.

Even could they adjust themselves to such an extra burden, the ultimate

result would be disastrous, for have they not inflicted an injury instead of a blessing, and are they not likely, therefore, to be cursed instead of blessed for their well-meant efforts?

The so-called ingratitude of man is proverbial. Possibly he has little reason to be grateful.

Of sympathy, of good-will, and, when asked, of information and advice, we can hardly be too prodigal, but to give materially, or in a way to relieve the individual from self-sustaining effort, either physical or mental, must in the end result harmfully.

Woodrow Wilson says that the most pernicious legislation is that which aims to relieve the individual of his own responsibilities.

Elbert Hubbard voices the material side of the question by deprecating the custom of giving presents, a custom which so easily degenerates into bribery.

Popular opinion acknowledges it in the prejudice against money presents. There is a feeling that good-will can best be expressed by the gift of some object which the recipient cannot readily obtain for himself, or cannot obtain at all, as, for instance, a personal memento, or some article which he would not otherwise be likely to see. The fact that home-made presents are so much more acceptable than purchased ones shows that there is some dim appreciation of the doubtfulness as to whether the donor has really been put to the trouble of personal service in obtaining his present.

The public school system is one of the striking instances of failure in the assumption that, beyond a certain limit, we can assume the burdens

and troubles of others, even of our own children.

The idea is to prepare them for life by shutting them away from life, or all but a small fraction of it, for the greater part of each day, and meanwhile assuming the full burden of their support—that self-support which is one of the things they are supposed to be learning.

But is it really one of the objects of their education?

Is the object not rather to live

without working physically, or by the minimum amount of labor possible?

The physical idler is respected, the physical laborer tolerated.

Physical culture is fine—if not done for any useful purpose.

And in order that the children should not perhaps change their mind later on and do some useful physical work, we carefully cripple them by shutting them up for the greater part of the day and prohibiting physical activity—except under direction.

Dr. Wardlaw—Big Brother of the Sick

—By Edward Dreier

SHE stood for a long time on the walk before going into the office. I could see she was ill at ease. She didn't know whether to go in or not, but finally made up her mind and walked into the doctor's office. Fear and confusion were written on her face. She had something to ask of the doctor, and yet seemed afraid to ask it.

When she entered, the doctor was standing at the mantel fixing a clock. He merely turned around and smiled—and went on fixing the clock. Finally he dropped a little pin on the floor and had to face her to pick it up. She told him who she was. He shook hands—and turned around to the clock.

"Doggone it, Mrs. Jarvis, we've got to be doctors of people, doctors of clocks, and doctors of automobiles these busy days. Here is this nice day and I have to be fixing my old clock so that I will know what time it is instead of going fishing or something like that."

And the doctor talked of horses, curling, and everything but sickness, and all the time he kept on fixing the clock. The woman watched him and

became interested in what he was doing. He dropped a little disc and her face showed sympathy. She picked it up and handed it to him, and they talked of different things for twenty minutes or more—and the clock was fixed.

Then she told him what her trouble was—just as a woman would tell her husband—and he talked with her in the same way as he had talked about horses a moment before. He even told a few funny stories. And when he showed her to the door she was smiling and all the look of fear and misery was gone. She was enjoying health again and this doctor with his wonderful personality will keep this woman in this pleasant state of mind until she is permanently cured.

This has been the secret of his success—making people forget their troubles. He radiates good nature. He is a Big Brother of the Sick.

Heaven is to feed
 On your chiefest need—
 Be the need or work or rest.
 And God, who knows
 Why He barbed the rose—
 He plans your heavens best.
 —Strickland W. Gillilan.

The Poet Plans an Epic on the Business Man

—By J. De La Mare Rowley

I AM writing an epic," said the poet, in his casual way.

We smiled politely, with raised and querying eyebrows, as though we should dearly like to hear more. And the poet willingly took the bait. Nonchalantly sipping his coffee, and somewhat affectedly lowering his eyelids, he expounded.

"The subject of my epic, gentlemen, is not love, neither is it romance nor errant knighthood and deeds of daring-do. Such things, from a strictly materialistic point of view, are over. They are now abstract nouns which live, merely as such, but are not embodied within hard, crisp and finite dimensions. No, it is not with these I propose to deal. My theme is the apostle of modernity, the business man."

We were interested. The poet recognized the fact, and kept us so by idly toying with the sugar tongs.

THE BUSINESS MAN AN ORDERLY THINKER

"The business man, gentlemen, is essentially a practical thinker; he is not theoretical in his thoughts, nor is he a dilettante. He is a thinker, not from choice, but because it is necessary for him to think; it were unworthy the canons of business for a business man to think only because he might derive a certain amount of pleasure by comprehending the elasticity of his mental faculties. A business man must be successful; to be successful, he must think; the more successful he is, the deeper are his thoughts, and the more worthy are they of concrete showing; such a showing—even an ennoblement—will I give them in my epic.

"Now I am going to compare the trained condition of the organized brain of a man of affairs to the smooth surface of a planed piece of

wood. No similarity whatever, gentlemen, in the material," the poet added, smiling gently, "but in the trimness, tidiness, the general sleekness and keenness, the shining imperturbable exterior. The business mind resembles the surface of the wood in so far as it is completely shorn of all disorderly particles; it is perfectly even and balanced, without the smallest suggestion of a rut or rift.

"But beneath that unrevealing and handsome exterior, gentlemen, lie the tough and hardened fibers, the working constitutions, arranged in orderly, systematic manner, but fit for tremendous wear and tear, with no pride in appearances to prevent or hinder hard work.

"My brain—a poet's—is, fortunately, perhaps, disarranged by a disregard for the planed surface, yet it is chary of destroying the artistic semblance of cultured disorder within. Consequently I am more able to appreciate that planed surface in others.

THE BUSINESS MAN'S IDEAL

"The successful business man is very often looked upon as an extremely selfish individual, egotistic to excess, and entirely devoted to the furtherance of his own interests, and those alone.

"But, really, gentlemen, I appeal!

"Is such an indictment just?"

"It may fundamentally be the truth, because it lies 'way back of human nature in any form, but why should the business man be selected from many more representative examples?"

"He seeks, you may say, to inflict his goods, if he is a manufacturer, on people who might do very well, and even better, without them.

"But so do I, gentlemen, in my vain efforts to impose a lyric on the

public, a manuscript on a long-suffering editor, although poets and magazine writers assure their readers that they write only for the welfare of the public. So does the aesthetic artist in his endeavors to place his wierd and crude concoctions of color in our respectable dining-rooms. So does the doctor in his efforts to provoke simulated health in our internal systems by a deluge of vile and noxious physic, at two dollars the bottle. But the business man knows he must give value for value.

"The only difference between the business man, and the superior imaginative man, in this respect, is that the business man pursues his course with complete unaffectedness. He gives out in his advertisements that he wants you to come and buy from him, to give him hard cash for what he has got to sell. He has the calm, inscrutable exterior of a sphinx; he has no airs and graces, pretty fal-le-lal tut-tuts and pshaws when he takes the money.

"He has his hair cut when it is necessary that the cleanly operation should be performed; he is generally a vigorous patronizer of baths and cold water.

"He hides his sentiments at will, and reveals them at will.

He is never aenemic, nor hysterical, nor rabid.

"He does not indite odes to his lady's instep and swear to die for her on the bloody field of battle, but presents her with a handsome cheque, which is infinitely more acceptable to the lady in these mercenary times.

"He does not rave about the absolute necessity of sweeping reforms and a complete change in social organization. He has his own mind to manage, and that is work enough for a strong man.

"It is the man who is defeated in the management of his own brain

who becomes rampant, and bellows forth lurid doctrines, and muddy, revolutionary froth.

"I must admit that to him it must seem obviously necessary that he should endeavor to obtain more brain and equilibrium than he has from those possessed with a greater share, but brains he calls money and estate, and so clamors against landed proprietors.

"Most absurd, gentlemen, is it not?"

A SEEMING RAP AT POETS

We agreed with the poet, all being respectable gentlemen with moderate means, so the poet continued, completely satisfied.

"An affected person is worthy of early delivery from this vale of tears. A man who poses as an artistic criticiser of the methods by which the work of the world is done should be confined within a small space—draughty and without a fire—or entirely exterminated as an unhealthy vermin. At any rate, he should be deprived of the common commercial commodities he appreciates so much.

"A man who luxuriously drinks his coffee, and revels in the delicious fragrance of his cigar, and yet at the same time gives vent to cynical maxims of pretendedly poetical philosophy—which all begin with capital letters and lead men to the Divine, the True, the Sublime, and the Beautiful—jeering and scoffing at the sedateness and un-Bohemian character of the business man, the provider of the products which so charmingly titillate his palate and keep alive the spark of existence in his weak and insignificant body, is a canting hypocrite.

"Far be it from me, gentlemen, to deprecate my own profession as a man of letters.

"A true poet takes delight in the qualities which he himself lacks. If

unworthy, he may perhaps pretend that he despises method and orderly arrangement, but inwardly, deep within the recesses of his mind, he admires the dignified exterior, and the living, vital interior, of the true business man.

"He may struggle hard to get rid of that admiration. It is a difficult task, however, to deceive oneself, unless one is innately foolish, and we will hope that, ultimately, such unfortunates will recognize their own faults—affetation and abnormal self-conceit.

THE BUSINESS MAN'S RESPONSIBILITIES

"The business man takes life seriously; he generally has a definite object before him, a steady, overruling ambition. He has not the unsettled temperament of artists and men of letters, but subjects his brain to thorough and periodical reorganization.

"He knows the value and limits of his brain. It is his capital.

"He is his own domestic servant, and sweeps and garnishes with care and attention the chambers of his brain.

"He invests his idea and exerts magnetic attraction for other men's ideas.

He gathers in the products of his own imagination—and if there are no products he recognizes no imagination—with a steady hand.

"He keeps a careful, precise eye on each project as it is launched from the docks of his brain out into the commercial seas, and skilfully pilots it with a strong, nervous touch, past rocks and shoals and over the crests of the hungering waves, till it reaches the harbor of achievement. And there the merchandise of new ideas is unloaded, and in return, comes a glittering freight of gold, or a splendid banner of success."

The poet's views were not uninteresting. We ventured a question.

BUT—IT TAKES ALL KINDS TO MAKE
A WORLD

"Then you regard the business man as superior to the cultured man of letters or the artist?"

He looked extremely vexed, and stirred his coffee vigorously—a distinct sign of genius.

"Oh, dear me! what nonsense! Have I been so very dense?"

"The true man of business and the true man of letters are definite and standard types of two sections of humanity.

"The human race is divided broadly into females and males—a further division divides poets from candle manufacturers, and soldiers from steeplejacks.

"Now do you understand?"

"The business man is a splendid piece of human thinking and organizing machinery; he prevents the world from falling into decay.

"The poet is an example of human interpreting machinery; he might be called a cinemetograph. That is to say, his work is the expression of the sublimity and power of thought. The business man is more of a creator.

"The poet is an inspirer of deeds, the business man is more often the achiever of deeds. He links up the peoples of the world with substantial cables, and stirs them up physically, while the poet arouses their somewhat somnolent thoughts.

"Each has his work. One is not worthier than the other. Often they are allied.

"It is a pity that so generally they should consider their temperaments as antagonistic. It is wrong, for the business man has no temperament.

"The business man is worthy of my epic. I will send you a copy of the latter when printed, gentlemen. Good morning."

Little Bad Habits

—By George H. Eberhard

RECENTLY a number of incidents impressed me with lack of appreciation of the effect of little bad habits.

Surprisingly few people practice the little niceties in manner of speech, address and attention when conversing with others, and table manners are sadly neglected by even the most intelligent.

The tendency to throw off restraint and neglect matters of courtesy and the little niceties of life when at home or unobserved, makes it hard to do "right" when the individual is before others. Carelessness in dress is bad, but a careless memory and slack attention to the sane use of every moment of time is more demoralizing.

All are creatures of habit. The study habit, the thinking habit, the working habit, the recreation habit, the whole makeup of everything we do in life is the result of consciously directing our senses, and then doing the right things through "habit." If it's right, a good habit is formed.

Usually if you start wrong, you stay wrong. It becomes a bad habit.

Life is largely artificial. We become impressed by the surface of things, and after a little while our mind is immune to that finer lot of little niceties to which we are so sensible at some early period in life.

It has been said that the average man at thirty has to a great degree exchanged literature for cigarettes, genuine companionship for the cabaret, reason for respectability, and individuality for good fellowship in cheap theaters, cafes and dance halls where a perverted appreciation for the beautiful is appeased by gaudy

colors and tawdry decorations, and the mind with mere noise.

Once a man forsakes good companionship, fresh air, literature, a disposition to pursue fine thoughts and fine ideals, a desire to improve himself in the little niceties of life and a satisfaction in being efficient in his work, his senses become impaired, his nerves become sickly, his perspective becomes narrow or one-sided and he joins the ranks of the average man, and eventually is what they call a dead one.

Cultivate refinement and a cheerful disposition. Build up and care for your mental and physical self so that you can generate energy, enthusiasm and optimism naturally, not as a stimulated, artificial force which men try to palm off for effect when they think it is time to do it.

Remember that there are vicious, poisonous mental and physical habits that are destructive to a greater degree than any food condemned by our pure food laws.

You can easily stop eating an impure food, but it takes will power to break the little habits of uncleanness, discourtesy, inattention, improper speech and careless eating that go to destroy efficiency.

It is with the deepest regret that I recollect in my manhood the opportunities which I neglected in my youth; that through every part of my literary career I have felt pinched and hampered by my own ignorance, and that I would at this moment give half the reputation I have had the good fortune to acquire if, by doing so, I could rest the remaining part upon a sound foundation of learning and science.

—*Sir Walter Scott.*

A Great Pageant of Advertisements Come to Life at Baltimore

—By Word H. Mills

REDUCED rates to the Baltimore Convention of the Associated Advertising Clubs of America, 8th to 13th of June next, have been announced by Chairman Norman M. Parrott of the Transportation Committee of the Advertising Club of Baltimore. While Mr. Parrott is in touch with the various passenger associations for the purpose of securing a minimum round-trip rate, he has up to this time been able to announce definite rates only in trunk line territory as follows:

New York State—East of and including Buffalo, Niagara Falls and Salamanca;

New Jersey, Pennsylvania—East of and including Erie, Oil City and Pittsburg;

Delaware, Maryland, District of Columbia, and West Virginia—East of and including Wheeling, Parkersburg and Huntington.

There will be no parking of cars allowed in connection with the convention. This is the general rule, which, it is understood, applies to all trunk line territory upon all occasions.

The Committee on Hotels and Attendance desires to impress upon all clubs sending delegates, and upon individual delegates, the necessity of making application for hotel accommodations and reservations for the Baltimore convention through this committee, either through the Secretary, or the Chairman of the "On-to-Baltimore Committee" of the visiting club.

The Baltimore committee announces that no hotel will make reservations, except through this committee, and that any that have been made tentatively must be confirmed by this committee. No assignments

will be made prior to May 1, but requests should be in at the earliest possible date and not later than May 1.

Allotment for accommodations will be filed in the order received and reservations made accordingly.

Applications for hotel accommodations in Baltimore for the convention should be addressed to W. Stran McCurley, Chairman Hotels and Attendance Committee of the Advertising Club of Baltimore.

PLANS FOR THE PAGEANT

Entertainment features for convention week are being worked out by the Baltimore club upon broad lines. Some new and novel features are being prepared. One of these will be an advertising pageant, which is proposed to be conducted upon a colossal scale. It will be an exhibition of advertising on wheels.

The pageant is scheduled to be held Monday night of June 9. It is intended that there shall be one hundred advertising floats in line, and one hundred and fifty clubs with 10,000 men, and not less than twenty bands of music. A street carnival will follow.

Such are the instructions given by President Shay of the Advertising Club of Baltimore to John E. Raine, Chairman of the Pageant Committee. Mr. Raine says he is following Mr. Shay's instructions to the letter, but has gone him one better on two counts. The latter, he says, he is holding in cold storage for a surprise to the delegates and visitors.

The floats in the pageant are to represent national-advertised trademarks and merchandise. For instance: "The Ham What Am" darkey will very likely wield his

carving knife; old Aunty Drudge will probably wander around a 10-foot can of Old Dutch Cleanser; the Gold Dust Twins will frolic around three miles of Baltimore streets, while tens of thousands of people will gaze upon the advertising sections of the national magazines come to life.

Included in the parade incident to the pageant will probably be the Governor of Maryland and his staff and the Mayor of Baltimore. The famous Fifth Maryland Regiment will be the escort to the marching clubs.

Each club will be asked to participate in the pageant and to wear some uniform or emblem characteristic of and advertising its state.

DO YOU WANT A SPEAKER?

The primary policy on which the Entertainment and Reception Committee has outlined its work, is that the entertainment features of the Baltimore convention shall first of all fit into the working program—not the reverse. The quality of these features is to be maintained on the basis of Maryland's reputation for hospitality. The number of entertainment features is a secondary consideration.

The Baltimore club is ready to send out spell-binders in response to calls for speakers. Clubs or state organizations desiring speakers from the Baltimore club should make application without delay, and allow ample time for the arrangement of itineraries.

President Shay attended the convention of the Associated Clubs of Iowa at Waterloo on December 5. On this trip he also addressed clubs at South Bend, Cleveland, and Pittsburg. He reports that the clubs in these cities are enthusiastically engaged in preparing to send special trainloads of delegates and visitors

to the convention. Similar reports of special trains come from California, Texas, and other far western states. About thirty special trains have been pledged.

VISITORS FROM OUR SOUTHERN NEIGHBORS

Aside from what has been done to secure attendance from European countries, arrangements are in progress by very prominent men in South American countries to induce the sending of delegations from firms, organizations, and by the governments of the Latin-American countries themselves.

In the efforts conducted by the Foreign Representation Committee to enlist interest in the convention in the South American and Central American countries, the Baltimore club continues to have the very active co-operation of the Pan-American Union of Washington; also the Department of State of the United States Government.

The Baltimore club is now in correspondence with more than two thousand individuals, firms, trade, and other associations abroad, and has many definite promises of attendance, not only from European countries, but from Panama, Peru, Australia, South Africa, and even from India.

The pulpits of about forty Baltimore churches have been placed at the service of the Advertising Club of Baltimore for lay sermons by members of the Associated Advertising Clubs of America on Sunday, June 8.

On the afternoon of that day, it is proposed that President Coleman of the National Association shall address a great mass-meeting in Druid Hill Park. There will be seats for seven thousand. The audience probably will be fifty thousand.

The first convention "News Letter" to all clubs and members of the Associated Advertising Clubs of America has been sent out by Alfred I. Hart, Chairman Press and Publicity Committee, addressed to the president of each club. A request accompanied that the "News Letter"

be read to the club. Additional copies were enclosed for placing on bulletin boards and distribution to the daily newspapers. This "News Letter" gives in brief paragraphs a resume of the Baltimore pre-convention work.

Why Esperanto Anyway

—By Dr. Ivy Kellerman-Reed

EVERYBODY knows that Esperanto is a language,—but how many who have never had occasion to use it ever stopped to think why Esperanto stands in a category apart from the national languages, French, German, Italian, Spanish, Russian, Latin, Greek, etc.?

We sigh over the hours we spent in school studying one or another of these national languages, and grudgingly admit that we never did learn much and have forgotten all of it long ago. We are inclined to say, "What's the use, anyhow?"

That is just where Esperanto comes in.

The various nations of the world are getting into touch with each other through trade, steamship and railroad facilities, cables, telegraph, telephone, marine signal code, — and lastly by a language which is neutral and international, and so easy that anybody can learn it in an amazingly short time.

Why be forced to spend years learning French, for example, and then be sent as an agent to Japan, where French is no use!

If you had learned Japanese and were sent to France, you would be just as badly off. But if you had spent a few weeks mastering Esperanto, you would be all right, no mat-

ter where you went! See the time saved?

That is why people are using Esperanto so widely in Europe; and why South America and the Orient are taking it up; and why the United States is finally waking up to the fact that Esperanto is one of the greatest labor-saving devices of the century.

To have friends with whom you can correspond in all parts of the world,—that is also a reason some people are using Esperanto.

To be able to read interesting literature of all nations, in a close translation,—that is why still others are using it.

Just because they get so much pleasure out of it indirectly,—that is yet another reason given.

Notice this characteristic anecdote, told by a Roumanian who was traveling from Bucharest to Constantinople some years ago.

He was in the dining car, and noticed a man who could not make the waiter understand him. The waiter tried Roumanian, Servian, Turkish, Bulgarian and Russian,—nothing doing!

The Roumanian gentlemen approached and offered assistance, trying Roumanian, French, German, English, Italian, Spanish, Hungarian and Modern Greek,—still nothing doing!

Then it occurred to him to ask in Esperanto, "Do you speak Esperanto?"

The stranger shouted, "Yes," and began talking in Esperanto as hard as he could. He knew Danish, Norwegian, Swedish and Finnish, so among the three of them these men knew sixteen national languages, and

yet could not use any of them, being the same as deaf and dumb until they thought of using the International Language.

This is one of dozens of anecdotes told by persons who have had similar experiences, and Americans can tell some particularly good ones.

Truth That Is True

—By John Howard Lytle

WE ALL know the old saying that "Honesty is the best policy"; but honesty with mere policy as a motive is not real truth. Truth gets to the bottom of things. Honesty may be only on the surface.

The man who may be termed honest because he is afraid to steal, is not true. Neither is he who is too wise—and who adheres to honesty as a matter of policy.

Being true is a matter of the heart. Truth—inherent, Christlike truth—is too seldom to be found today. Honesty as a matter of policy is gaining hold.

But about real truth there is no calculation. Pure, childlike truth is impulsive.

Today there is usually so much calculating on an outcome as to impair spontaneous truth. In many cases the real truth is tampered with under the belief that the end desired justifies the means.

But in the long run, in the final reckoning, did anyone ever lose by being true to the truth?

Honesty may be a matter of outward appearance. Truth lies in the hidden thoughts. To act truly, one must think truly.

If you are not true, get to the root of the trouble and straighten out the heart.

We need nowadays more men of real basic truth—men unselfish in

their adherence to what is true—such men as Washington, who refused to be paid for leading the Colonial Army to victory; or Robert E. Lee, who refused a very attractive position, at a time when he needed it sorely, because, he said, he did not feel qualified for the place.

History gives us a few such examples. We meet with one such here and there in our daily life, yet they are too few. There should be more.

Let's all pull together and revive more of the spirit of the old Roman senators, who valued their honor very much above their lives. Let each one of us take a new hold on his thoughts. Let's begin today to learn to think truly—for true honesty begins in the thoughts. Let's wage a vicious war against the calculator, the schemer. Let's put a value on truth. Let each of one of us think truly.

But let your thought of reward be only of that which will come of a good conscience.

Cannot a great good be accomplished if each one of us will be true to the core?

Build your thoughts and your plans only around the truth. Let truth so permeate all you do that you will be an influence for good. And let us pray that this influence may spread until it engulfs, in time, all your fellow men.

DO you anticipate large public wants and provide the means to satisfy them? Do you watch progress all over the world, and apply methods and devices which succeed at one point, at similar points elsewhere? Can you make two blades of grass grow where one grew before? Can you see clearly great undertakings before they are accomplished; calculate cost and profit; fill others with the vision; induce them to share the cost in hope of the profit; and then make a good thing for them, a better for yourself, and the best of all for the community you improve and serve? Then you are a captain of industry, a man of enterprise.—WILLIAM DE WITT HYDE.



WAR money makes war talk. War talk perverts public opinion. It increases the possibility of war, by making war seem easy and familiar, even inevitable. More war ships, more soldiers do not allay this. They mean more war money, more war talk, more expenditure.

¶ The way to peace lies in the opposite direction. It lies in friendly relations and in friendly commerce, in the extension of international law, in the patient removal of possible stumbling blocks, the loyal ignoring of real differences if such exist, and making war never the first resort, but always the very last resort in every real crisis of the nation.—DAVID STARR JORDAN,



Hitting the High Spots

By Arthur W. Newcomb

The Efficient Executive

GORDON," the general manager had said, "we have promoted you to this superintendency because you are ambitious, energetic, wide awake, not afraid of work, and, above all, loyal to the house of Sampson & Company. Furthermore, you have that priceless gift in an executive, initiative. For that reason I'm not going to hamper you with instructions. You have been in the foundry long enough to know what we want. I shall look to you to make good. Here are the records of your predecessors for the last three years. See how much you can improve upon them."

That was two years ago.

During all his first year Gordon had worked night and day with a great gladness in his heart.

His daily records showed that, little by little, he was creeping up above the highest output of any of those who had preceded him; also, that he was keeping labor and general expense charges down to the minimum for full capacity.

Night after night he went to bed so weary that he scarcely had the energy to take off his clothing, yet happy in the thought that he was making good.

Toward the end of his first year he had begun to look forward to the annual balance sheet with eager

anticipation. He knew that the foundry would show the largest profits in its history.

This was his first big executive position. He had been given a free hand.

And he knew he had made good.

It was in the joy of this knowledge that he had hugged himself day after day, as he had watched the fiery stream from his cupola being transferred into frames, wheels, cylinders, pistons, and other parts of the famous Sampson engines.

WHAT THE ANNUAL REPORT REVEALED

And then the annual report had appeared.

At first Gordon was delighted. The foundry did show a greater profit than ever before.

But there was a most disappointing drop in the net profits of the factory.

Sales had been large—larger than ever before,—prices had been good.

And yet the net cost of producing the engines had increased unaccountably and unexpectedly.

Analysis showed that all departments except the foundry had suffered an increase in the cost of production.

Like all the other executives of the company, Gordon was quickly immersed in a frantic search for the "joker."

They all wanted to know why the foundry alone showed an increase of profit while all other departments had fallen behind.

There had been no general advance in wages; materials had not increased in price; all departments had been conducted by the same executives as formerly.

Then Gordon himself discovered the trouble.

The records of his predecessors had showed their daily, weekly, and monthly out put in *tons*.

In his eagerness to excel these records he had made an excess of large castings, neglecting the small parts.

This had resulted in delays in the machine shop, delays on the assembling floor, delays in the erecting room, and delays all through the factory down to shipping and delivery.

There were storage and interest charges on the large castings, crowding of floor space with partly erected engines waiting for small parts to complete them, idle days in the finishing room and paint shop, back orders and cancelled orders.

Gordon went to the general manager, fully acknowledged his fault, and tendered his resignation.

But the general manager had said: "No, Gordon, I won't accept it. You have learned your lesson. I don't need to emphasize it or preach to you about it. Go back to your foundry and make good."

A NEW PURPOSE—ITS RESULTS

Gordon spent three days and three nights in heart-searching session with himself.

As a result, he discarded absolutely his old tonnage records, since, from the standpoint of profits, they meant nothing. For them he substituted records of complete engines so far as foundry parts were concerned.

During his second year he neither knew nor cared, from day to day, how many tons of cast iron he produced, but he did know at the end of each day for how many engines he had produced all the cast iron parts.

He had no records of former superintendents to beat, but he had his own daily, weekly, and monthly records to excel—always, however, with a watchful eye upon the capacity of the other departments of the factory to use his output.

At the end of the second year, although a more seasoned executive, Gordon was more eager than at the end of the first year to see the annual report.

And when the report was issued, it showed a falling off in the profits of the foundry as compared with Gordon's first year, although his record was still somewhat better than that of any of his predecessors. This was gratifying, of course, but what pleased the foundry superintendent more than anything else was the flattering increase in profits in all other departments, far beyond those of any previous year, aggregating, of course, a most pleasing addition to the net profits of the whole concern.

Too Lax—Then Too Rigid

Every day, during the noon hour, the employes of the National Metal Company diverted themselves with games on a vacant block adjoining the factory. A tennis club had been formed, courts laid out and improved, there was a baseball diamond, several pegs for pitching quoits, two hand-ball courts, a croquet set, and a well-kept putting green for golf enthusiasts.

In the winter-time the employes contributed to a small fund to have the grounds banked and flooded for a skating rink.

In all this the management had taken no part, and little if any interest.

During the third summer of the existence of this somewhat crude but still enjoyable amusement park, a baseball league was formed amongst the employes, consisting of three teams, the Reds, the Whites, and the Blues.

Rivalry sprang up and grew intense. The noonday games of the league drew large crowds of spectators from among the employes and from outside.

Baseball became almost the only topic of conversation in the shops, sales room, and offices. Abuses began to spring up.

Employes neglected their work to talk baseball.

Then they began to linger "just a moment" after the whistle blew at one o'clock in order to finish a close and exciting inning.

Tardiness of a few minutes grew into tardiness of a quarter of an hour.

CLAMPING ON THE LID

Jonas Steele, the general manager, was at first annoyed, then alarmed, then incensed.

Finally one day, with the Whites and the Blues fighting tooth and nail for the lead and the score tied, the whistle blew with the Whites at bat and one man out.

That day it was fully one-thirty before all the employes were back at their tasks.

And that afternoon Jonas Steele issued a general order to all employes that henceforth there were to be no games of any character, in any place, during the noon hour.

At first, hundreds of the more hot-headed amongst the employes were loudly in favor of a strike, but fortunately for the company, there were also many wise heads amongst em-

ployes and executives, and gradually the uproar and excitement evaporated.

The employes took walks, sat around and smoked, read and studied, and otherwise amused themselves during the noon hour.

Then one day, while the general manager was away, two or three young fellows joined in a game of catch.

This was repeated the next day, when two or three more joined in tossing the ball about.

From this small beginning the resumption of all of the games quickly followed, and within a very short time the whole game fever was burning at a higher degree of temperature than ever before.

DISCIPLINE IN RUINS

This time, of course, the playing was not only without permission, but absolutely contrary to the orders of the general manager.

This lawlessness—if such it may be called—manifested itself not only in the games, but also throughout the factory. The general manager had noted upon his returned that some of the boys were playing catch on the vacant block, but by this time his wrath had cooled, and he felt that he had been perhaps too extreme and severe in the order he had issued, so he did not interfere with the apparently innocent game of catch. After that, there did not seem to be any favorable stage of developments at which he could step in and again put a stop to the games.

But the disease that had attacked the plant was fundamental.

The authority of the management had been flouted, although this was by no means the original intention of the employes. There was a falling off of discipline throughout the entire organization.

This brought many evils in its train, some of which were so serious as to cause a severe shakeup by the board of directors, ending in the resignation of the general manager.

INTELLIGENT CONTROL

When the new general manager took charge he made a thorough study of conditions, and finally began his reforms by organizing a welfare department. He obtained a lease of the vacant block, spending money upon the equipment. He placed all games under the supervision and direction of a competent physical director with a personality that presaged great popularity.

In this manner there was neither ungoverned license, as in the first described state of affairs, nor undue repression, as in the second, nor tolerated lawlessness, as in the third.

Games were kept under control, the physical director saw to it that rivalry did not become too intense, and, above all, absolute punctuality was so instilled into the minds of employes by the physical director that it became a point of honor never to be tardy.

Fatal Know-it-all-itis

Gendron had worked up to his position of works manager of the Hydra-head Electric Company from the very bottom.

He had begun his career at the age of sixteen as machinist's helper.

Because he was intensely loyal, shrewdly observant, tremendously energetic, and a master in skill and resourcefulness, he had been rapidly promoted until he reached his present position.

Last year the Hydra-head Electric Company was much distressed on account of a falling off in profits.

The superficial reason was easy enough to determine.

Competition had compelled the lowering of prices on practically all classes of electrical apparatus.

But how were competing factories able to cut prices and still continue to do business?

There could be but one answer.

They had found methods for reducing the cost of production.

A MAN TOO CLOSE TO HIS PROBLEM

Gendron and the general manager had a heart-searching conference on the subject. It ended by Gendron's declaring: "If anyone can reduce cost in the manufacturing of electrical supplies, I'm that man. Don't I know this factory from end to end? Don't I know every machine, every process, every man in it? I don't need any highbrow theorist from an engineering school to come in and tell me how to run a factory in which I was brought up; which I know as well as I do the tips of my own fingers."

Six months later the semi-annual balance sheet showed conditions worse than ever.

A production engineer was brought in by the general manager at the request of his board of directors.

Gendron would not play the game. He nagged, hampered, and fought the expert for a few weeks. Finally the general manager, with tears in his eyes and a fierce pain in his heart, was compelled to call for the works manager's resignation.

"I can't tell you how sorry I am about this, Gendron," he said, "but it's inevitable. The only way the Hydra-head Electric Company can hope to survive is by taking advantage of the ideas developed by modern science and brought to us by experts. You are passing up the greatest opportunity of a lifetime in not co-operating with us in this new move."

By the end of the next six months young Bewick, engineering school graduate, who had entered the works as an apprentice only four years before, and who had succeeded Gendron in the works management, by enthusiastically following the instructions of experts and specialists in various lines, had so reduced manufacturing costs that the Hydra-head Electric Company was once more enjoying a large volume of sales with a normal profit.

A One-hundred Point

When Buell took charge of the Lighthouse Publishing Company's big printing plant as general manager, he found a distressing state of affairs.

Although the company was paying an unusually high level of wages, and although the plant was ideally constructed for light, heating, ventilation, and sanitary conditions, and general comfort, employes were hard to get, hard to keep, the general character of employes undesirable, and the whole plant in a condition of smouldering discontent and rebellion.

A SEVENTY-POINT DEADLINE

For a month Buell studied conditions carefully. Then he issued an order to the office manager:

"Hereafter, every employe in the office must have a personal record card in a card file kept for that purpose.

"On this card is to be entered every day a record of the errors made by each employe. On the same card enter a record of the actual performance of that employe. Meanwhile, the work of each is to be studied, and a reasonable standard of accomplishment and freedom from errors established.

"After one month's record has been kept, inform each employe of

the standard fixed for him, and of his record for the month. Then tell each one that at the end of the next month all who have not maintained an average accomplishment and freedom from errors of at least seventy per cent of the standard are to be summarily discharged."

At first this order caused an outbreak of the discontent that had been simmering.

Buell called the office help together.

"These standards," he said to them, "are easily attainable by reasonably diligent attention to duty. There is no reason why one of you should be discharged if only you will all make up your minds to attain not only seventy, but one hundred per cent.

"You know as well as I do that this shop, somehow or other, has got a black eye. But here is where you and I make our livings, and here is where you and I are making or ruining our reputations.

"You know as well as I do that for the last year or more it has been no particular credit to a man to be an employe of this shop. It hasn't added to his reputation.

A CONNECTION TO BE PROUD OF

"I want to make it an honor to be an employe, and so do you.

"Now, the only way to make this office the king of them all is to let it be known through the trade and throughout the offices of this town that no man can remain an employe of this place unless he maintains an average, month in and month out, of at least seventy per cent efficiency. I am going to keep on raising the limit, from to time, until we reach a hundred per cent.

"Now you have got to make it seventy per cent in order to hold your jobs. To everyone that makes it

eighty per cent I'll give a ten per cent increase in wages. To everyone that makes it ninety per cent I'll give a fifteen per cent increase in wages, and to those who make a hundred per cent, I'll give a twenty-five per cent increase."

There was a compelling note in the personality of Buell that brought most of the office employes, poor sticks as they were, into line. A few remained rebellious and did not last the month out. At the end of the month a few more who had tried, but, because of inherent inaptitude, had failed, were let out. In selecting successors to these Buell would accept none but the very highest grade, and those best adapted by natural qualifications and training for the positions.

When the reform of the office was well under way, Buell extended the efficiency limit, on the same general lines, to the composing room, then to the press room, bindery, electrotypes room, and other departments as rapidly as possible.

Five per cent at a time, the limit was raised until it stood proudly at one hundred per cent.

It was not long before the fame of what was going on in the Lighthouse Publishing Company's plant began to spread abroad.

Everywhere it was said: "If a man works for the Lighthouse people you may know he's a hundred point man."

The result was that applications from the best men in the printing trade came from all parts of the country. And when once men became employes they would extend themselves to the limit rather than fall below the standard and lose their positions.

Wages were high, but they were fully earned.

And of course, discontent, dissatisfaction, and disloyalty, and lax discipline were things unknown.

What the Stories Teach

The four stories I have told you here are to illustrate four fundamental qualities of the efficient executive. I have chosen ten in all, but must postpone the other six until **THE BUSINESS PHILOSOPHER** for June.

The first story exemplifies one of the most important qualifications for the efficient executive, namely, a clearly defined purpose based upon a thorough study of conditions.

Gordon's purpose clearly enough should have been to make profits for the company. Instead, he was endeavoring, during the first year of his work as an executive, to make profits for his particular department.

THINK HARD

The second story exemplifies the fundamental need of sound judgment in making decisions.

Of course there are thousands of stories I might have told on this point, but the example given strikes at one of the most common failings of executives: First, they neglect a situation until it smells to heaven; then, in a panic, and with absolutely no study of conditions as a basis for judgment, they make a sweeping change, radical in its severity. This is nearly always too severe to be enforced, so that lawlessness ensues, and the last condition is far worse than the first.

I have often been reminded, when studying executives, of the way of a small brother with his bicycle.

He would ride the wheel until its bearings worked so loose that the balls threatened to drop out.

Then, alarmed by the condition, he would tighten up all the bearings

until the bicycle could scarcely be moved, but he did manage to pedal the machine around by main strength and awkwardness. The results, of course, were cut ball races, pulverized balls, and ruined bearings. Then he would buy new bearings and start all over again.

YOU CAN ALWAYS LEARN

The third story exemplifies the fundamental quality of teachableness.

The man, executive or otherwise, who cannot learn something about his own business from every possible source is already a mummy. His brain cells have been embalmed in prejudice and self-conceit; he has not only ceased to progress, but has become a back number, hopelessly incompetent, out-of-date, and practically useless.

No business can stand still and live, and no business can progress faster than its executive head.

The fourth story of this series exemplifies that qualification of the efficient executive which enables him to establish and maintain discipline through "the spirit of the organization."

The method outlined here is extreme. It would not work under all conditions, nor could it be worked by men with less of power and charm in their personalities than Buell. But it illustrates the most powerful of all factors in good discipline, namely, an intense, loyal spirit of the organization—like that of a winning base ball team or crack military company.

It is needless to say that this spirit can have no other source than in the mind and heart of the executive himself.

DURING business hours, your mind is bent on making, earning, or saving money. Your attitude is distinctly against spending money. After 5:30 it may be different, but during the working hours your mind strives mightily against every suggestion which will lead to expenditure. Hence the advertisement which is strongest in its effort to take money away from you is the least effective. In all advertising matter sent to the business man's office the idea of expenditure should be minimized almost to the point of entire disappearance. "How you can make more money," "How you can earn more money," "How you can save more money"—these are the strings to harp on if the insatiable appetite of the wastebasket is to remain unappeased.—ADVERTISING & SELLING.

THE world reserves its highest prizes for the man who knows what he wants and keeps after it; who is not afraid of hard and long continued *mental work*; who is willing to learn from everything and everyone around him; who has the courage and backbone to be more severe with himself than anyone else would be: who is also fair to himself and to others as he expects others to be to him; who plans for years and generations; who works out his plans; who is always and everywhere on time; who keeps his mind and body healthy and active; who demands for himself, and sees that he gets the very best equipment and tools for his work; who *thinks* about all his methods and develops the best, regardless of custom or tradition; who, no matter what difficulties rise in his way or what obstacles confront him, *never gives up*, but *persists* until he has won the prize.

—ARTHUR W. NEWCOMB.

Remembering Promises

—By Edward Dreier

WHEN I was about eighteen I took a position with a duplicating machine company and had very little to do. Sometimes I was sent out to demonstrate machines and help around the office generally. After I had made a couple of successful demonstrations I got to think that I was some pumpkins. But I sure had the size of my head reduced one day, and I believe that little incident made me what I am today.

The boss came in one day and told me that the express man was coming for a machine to take down to Jones & Company for a demonstration and that I was to ride along with the machine and see that it got there all right. His final words were, "Now, don't forget, Gene." I promised.

I went off to the shipping room and told one of the boys to ride along. I wasn't going to ride down the street on any express wagon if I knew myself.

After the machine left the office I went back upstairs. The boss was just getting ready to leave.

"Machine gone, Gene?"

"Yes, just left."

"You surely didn't let it go alone, did you?"

"No, I sent one of the boys."

"Gene, did you ever hear the story of the rich man who promised to get a crazy man out of an asylum?"

"No, I never did."

"This rich man came to visit the asylum, and, as all the guards were off for the day, the superintendent called a trusty to show the man over the place. The trusty was a bright looking fellow and didn't seem to have anything wrong with him. The rich man was puzzled to see such a bright looking chap in there and finally asked him why he was kept in. 'Well, it is just like this,' said the fellow, 'I am worth about a hundred thousand dollars in my own name and my relatives think that they can get it if they keep me in here.'

"The rich man got sympathetic and told the man that he would intercede for him. They spent a couple of hours together and finally the rich man had to leave, so with many promises he turned around to enter his car. But just as soon as he turned his back the trusty kicked him hard.

"What in the deuce did you do that for?" said the rich man, and the trusty answered: 'That is just to make you remember your promises.'

Then the Boss said: "Now, Gene, I don't want to give you anything like that, but after this just remember your promises." And he wiggled his foot.

That took all the swelling out of my head and I settled down and did as I was told.

GIVEN two salesmen in competing lines, one of whom is a far better salesman than the other. Give the star twenty talking points and the weaker man forty and the weaker will prove the stronger—in point of sales. The star salesman will make the most of the selling material he has but he cannot overcome a two to one handicap.—EDWIN HALLECK WHITE.

THERE never was a greater mistake than to be under the delusion that business is not influenced by sympathy.

We must be in sympathy with our customers if we are to succeed in doing business with them. It is, in fact, only when we are in sympathy with our customers that we can understand their wants and supply them.

It is not only our actual spoken words, but the sympathetic eye and tone of voice which accompanies them, that is the real convincing power, carrying influence with even the most practical and hard-headed business men over the most matter-of-fact business transaction.

And there is good, solid reason for this. Evil thoughts—crafty, cunning actions create antipathy in our own minds, and we become incapable of exercising influence by sympathy over the minds of others.

No sham make-believe of sympathy will carry any influence. It must be sincere, genuine, and honest.

—**SQUARE DEALS.**



He Lost a Million Dollars by Lending Fifty

—By Roselle Dean

WHEN the "claim" fever was at its height in Nevada, four young lawyers of the town decided to take up one for \$200, each to contribute \$50. When it came time to "file," however, one of the young lawyers, a recent product of the East, weakened perceptibly, and the other three claim aspirants grew very excited when he failed to put in an appearance at the appointed time. Not one of them could afford a dollar more than the share of fifty. They were discussing the matter outside of the crude old courthouse, when Judge Scoville, who frankly tells this story himself, chanced to pass.

"Hello, Judge," one young lawyer shouted, "we want to ask a favor."

Judge Scoville smiled. He well knew that "a favor" usually developed into a loan of some kind, but nevertheless he joined the group.

"You see, Judge," the speaker continued, "we're to file for a two-hundred-dollar claim tomorrow, the shares are fifty dollars, and the fourth fellow we're afraid is going to ditch us."

"Well?" said the judge, impatiently, wishing to have the "touch" over with.

"Won't you take the fourth share of fifty dollars if he fails to show up tomorrow?"

"Yes, I'll help you out," the judge assured, and hurried on to his office. Awaiting him was a young lawyer with a very serious face.

"Anyone dead?" the judge asked.

"No, Judge, but I want to borrow fifty dollars quick."

The judge lent him the money, and the lawyer hurried away.

The next day the judge took the fifty dollars to the three young lawyers at the appointed time. But they told him it was "too late," the waverign lawyer had come across with the fifty dollars. On learning the man's name, the judge gave a gasp. It was the fellow he had lent the fifty dollars to. But this was not the joke. It was the outcome which caused Judge Scoville to swear an awful swear never to lend a cent to anybody again as long as he lives. For that fifty dollars he lent brought the young lawyer just one million dollars—and all Judge Scoville got was his fifty dollars and a "Thank you."

He that would not when he might,
He shall not when he would—a—

—*Thomas Percy.*

Excellence—what is it? How is it to be obtained? It is to be more perfect in the work you have to do; to do better and quicker than others; by observation and thought to excel in your vocation, no matter what that may be. This is to be obtained partly by a natural aptitude—an inborn power for work, superior to that of your competitors—but is mostly obtainable by a man through earnestness of purpose, the desire to excel, to improve upon what is, to turn out—either in quality or quantity—more than others can do. It is this intensity of purpose, this persistent, dogged resolution, that enables one man to distinguish himself in his vocation beyond others, who have been similarly trained and educated to follow the same pursuit.

—*James Platt.*

Retail Salesman's Creed

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I believe that Salesmanship is Persuasion, and that my Power to persuade others, depends first and *most of all*, upon my Personality.

I believe that my prospects for great and continued success, rest upon the cultivation and development of qualities of mind and body that please and attract others.

I also believe that my power to persuade others, will increase as I study and apply the Law of Mutual Benefit in my dealings with callers and patrons of the store.

I believe that business success, is governed by Natural Law, and is not at all a matter of "luck" or "chance."

I believe that men must be *right*, in order to be successful.

I believe, however, that— this being "right," calls for more than personal qualities. No one can be called *all* right, except those who *know* their business; *know* human nature; and can harmoniously operate the *law of sale*.

I believe that a sale is a mental thing. That a Sale results from *harmonizing* certain mental elements which enter into all common agreements between men.

I believe that for me to gain knowledge of the elements which enter into a sale, and to learn "how" they link-up together, will aid me in increasing my Selling Power.

I believe that the power (my power) to *serve* others to their *satisfaction* and *profit*, is, and always must be, the sole measure of my professional skill.

I believe that business should be practiced as a profession; thus eliminating much that is now guess-work and hap-hazard, especially in the salesman's calling.

I believe that the business of Humanity, is that of leading men and women onward and upward to happier conditions for all; and *I pledge myself to this creed*. I also pledge myself to *add to* this business of mankind, in every good way possible to me, by and through my own practices.

Sign here _____ after
you have read the foregoing articles of faith, and
you feel that you can do so with purpose.

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The Philosopher Among his Books

THE CASE OF JENNIE BRICE. *By Mary Roberts Rinehart. Illustrated by M. Leone Bracker. \$1.00 net. The Bobbs-Merrill Company, Indianapolis.*

More mysterious, more desperate, more baffling, more intense, more realistic and probable than any other mystery story she has ever written is *The Case of Jennie Brice*, the latest novel from the pen of Mary Roberts Rinehart.

The scenes are laid in Pittsburgh, Mrs. Rinehart's home, and in a manner that is strikingly vivid she pictures the conditions that existed there during the memorable flood of 1907.

The sudden, unaccountable disappearance of a prominent actress is the nucleus about which the story develops. From the first one finds the tale absorbing and as the pages turn, interest deepens until it holds one in a vise. A startling case of mistaken identity; a network of circumstances pointing to the guilt of the actress' husband; a chain of evidence by which he establishes a substantial alibi; clues galore indicating a score of other possibilities; a striking jury trial; a strange love plot—all these go to make *The Case of Jennie Brice* intensely urgent and mystifying. However, there is a delightful love story that is unfolded as the man-hunt progresses, to lighten things, and a full measure of humor is added to brighten every situation. In her sprightly way, the author tosses the reader a jest in one sentence while she grips him firmly with her mystery in the next; and so the reader goes on and on, always expecting, always in deepest suspense, yet continually in good spirits. With all the

intensity and urgency of the deep and mysterious in the story, there is ever that characteristic element of cheer that brings an inviting glow to the whole book and prevents the story from becoming uncanny or ghastly.

SOCIALISM SUMMED UP. *By Morris Hillquit, H. R. Fly Company, New York.*

There are many earnest and sincere people who proclaim themselves Socialists. But if most of them really understand what Socialism is, then the best writers on the subject whom I have been able to read are misinformed. There are also some hundreds of thousands of earnest and sincere people who are rabidly opposed to Socialism. But if they really know what Socialism is, then they fail to talk and write as if they do or else the high priests of Socialism are ignorant of the subject.

Now, Socialism is. Whether we believe in its doctrines or not, whether we think it wise and sound or not, we must admit perforce that it exists, and that it has grown and is growing all over the world with great rapidity.

If you are a Socialist you ought to know exactly what doctrines you are supporting, what practices and methods are contemplated by the movement to which you belong. Such knowledge is only a matter of common sense.

If you are not a Socialist you ought to know why you are not. You ought to know just what Socialism is, and what it purposes to do, and you ought to study economics until you know definitely and clearly whether or not the Socialistic program

would be advantageous or disadvantageous to the race.

There is, I admit, considerable amount of danger in reading the plausible statements of clever special pleaders. There are many little and scarcely discernible distortions and discolorations of the truth into which a man of zeal for any cause very naturally falls. It is extremely hard for the enthusiast not to fall into such insidious misrepresentation.

In pleading on economic subjects, also, it is too easy to lapse into fallacy. Any student of logic knows that there are many alluringly plausible forms of fallacy bearing almost all of the earmarks of cold, clear, relentless logic, so that even the most careful are sometimes led astray.

When you read a book written for the purpose of exposing the fallacy of Socialism, therefore, be on the lookout for fallacy in the argument, and think and think exhaustively of all the writer has to say.

Similarly, when you read a book in favor of Socialism, weigh carefully every argument, be on the lookout for fallacy.

But above all, whether you read books in favor or books against, be on the lookout for *exact knowledge*.

Bearing these things in mind, you will be entertained, informed, and introduced to the clearest, most concise, and most easily understandable presentation of the beliefs, hopes, and purposes of Socialism by reading Mr. Hillquit's book.

THE STOCK EXCHANGE FROM WITHIN.

By W. C. Van Antwerp, Doubleday, Page & Co., New York.

It is very human when in trouble to blame the other fellow. In the early days of the Hebrew people the sins of the entire nation used to be symbolically laid upon the graceless head of a goat. The animal was then driven off into the wilderness with its load, thus conveniently relieving the people who had committed the sins. Ever since then people have been demanding a goat on which to lay their sins.

Now if a fellow or an institution has done a few shady things in the past it is very easy to hold him or it responsible for everything that goes wrong.

Also, it is very human to kill the messenger who brings bad news.

For all of these reasons, it has been a favorite pastime with many otherwise intelligent people to blame the Stock Exchange with all of our financial, commercial, and industrial ills.

Of course the Stock Exchange is not to blame for one-tenth of the things that are laid to its door. But, since somebody must bear the blame, I don't know why it shouldn't be the Stock Exchange as well as anyone else. There is no danger that the institution will be outlawed, or that its activities will be in any way curtailed to hurt.

However that may be, Mr. Van Antwerp, who is a member of the Stock Exchange, has written a four hundred and sixty page book telling us exactly what the institution is, how it works, what kind of men belong to it, and what a beneficent organization it is. He also describes the London Stock Exchange and the Paris Bourse.

I should advise every business man who has hydrophobia whenever the Stock Exchange is mentioned to read this book. You might just as well get the other side of the question.

I should also advise every business man who has anything to do with the stock market to get acquainted with the machinery. This is also a good book for the prospective stock broker.

It is also an interesting human document, and well worth reading by anyone who cares to keep in touch with the affairs of the twentieth century.

Ah, you have learnt it—that all the best fun in life is giving.—*Jerome K. Jerome.*

Man and his littleness perish, erased like an error and cancelled;
Man and his greatness survive, lost in the greatness of God.

—*William Watson.*

Let us be content in work
To do the thing we can, and not presume
To fret because it's little.

—*Elizabeth Barrett Browning.*

ONE OF THE MOST WONDERFUL WORKS
IT HAS BEEN MY PRIVILEGE TO STUDY—

So writes Mr. A. Sheldon of

“Power Through Perfected Ideas”

[A Study of the Qualitive Principle of Knowledge
as Applied to Human Development and Success]

By S. S. NEFF, Ph. D.

PRESIDENT OF NEFF COLLEGE, PHILADELPHIA

The work outlines and entirely new system of Qualitive Thought, the principles of which have been consciously or unconsciously used by the great minds of every age. The book is invaluable to the man who would improve himself and his business.

Brief Comments:

“Dr. Neff’s book ought to be read by every man who wants to be in the vanguard of social progress.”—*Elbert Hubbard.*

“It is quite a relief to find a book treating this subject in a practical matter of fact way.”—*Caxton Magazine.*

“Dr. Neff’s book has all the fascination of a new discovery, and all the future of a much needed science. When men and women know its merits and use, it will be read everywhere. I commend it without reserve.”—*Russell H. Conwell, L. L. D., President Temple University.*

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Sheldon University Press
LIBERTYVILLE, ILLINOIS

Who is my Neighbor?

BY J. G. MILLS

Who is my neighbor?—why do you ask?

My neighbor is nothing to me;
Leave me alone, I'm busy at work,
Working for self, can't you see?

Yes, you are busy, can plainly be seen,
Piling up wealth mountain high;
Some day you'll lose it, you can't take it with you,
Some day you are going to die.

Why don't you spend it?—your neighbor's in need,
You know it, because you're not blind;
Look after your neighbor while the day lasts,
The shadows are creeping behind.

Who is my neighbor?—the man that needs you,
You know him better than I;
You better get busy, you can't take it with you,
Some day you are going to die.



The Business Philosopher

A. F. SHELDON, EDITOR

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On the Front Porch

Where We Talk Things Over

IN our last Talk It Over Time by the fire place, we discussed a little, and in what was necessarily a general way, the problem of universal peace.

This month, let us bring the problem a little nearer home.

The world, this little planet upon which we live, governmentally speaking, is a composite of nations. Each nation may be likened to one of the departments of any given business.

If each nation is all right, the planet earth is all right.

Each nation is in turn a composite of local governments. In the United States of America the nation is a composite of states. The British Empire is a composite of England, Ireland, Scotland, and Wales, plus the great and growing Colonies, all making the composite whole, the British Empire.

In Germany we have a composite of Kingdoms, united to form the Empire.

Each of these grand subdivisions, according to the system of government, is again subdivided governmentally, and in every nation, we have what corresponds to the county in the United States, for the government of rural dis-

tricts, and the cities, towns, and villages for the government of those gathered more closely together.

For purposes of private and public effort, cities are in turn divided into aggregations of individuals engaged in daily work.

The greatest group of all is the business, or commercial group.

And these in turn are subdivided into groups according to the line of business in which they are engaged.

ONE STRIKING fact all the way through is the fact that if we not only look, but see, it is not difficult to discern the truth that the same general or natural laws of efficiency and growth govern all along the line.

Of this, more later, either in this or subsequent articles, but just now let us note another striking fact.

In final analysis, efficiency and growth all depend upon the individual.

As we have remarked before, make each unit in a business or other organization right, and the organization is right.

Make each local organization right, and the county or city is all right.

Make each county or city right, and the state or other unit in the national life is right.

Make each state right, and the nation is right.

Make each nation right, and the world is right.

And then we are all right.

BUT THE WORK of reform rests not so much in man-made laws working through Society, as in God-made or natural laws working through the individual.

No city is greater than its citizens. The same is true of nations, worlds.

But to bring it nearer home. This fact is certainly true of any given aggregation of human beings united for a given purpose, such as that of selling goods.

If each of the grand divisions of any given business—Financial, Providing, Executive, and Selling—is right, the house as a whole is strong.

These in turn depend upon the efficiency of each unit in each department. If each unit is efficient, the whole department is.

That the efficiency of the department, and therefore of the house as a whole, is the sum of the efficiency of the units engaged in its service, is a mathematical certitude.

NEARLY AND PERHAPS every reader of the "Business Philosopher" is familiar with the fact that confidence is the basis of trade, and satisfaction of the patron the

bed-rock upon which satisfaction rests.

The reader is also familiar with the fact that the house is known by the customers it *keeps*, not by those it *gets* alone.

Likewise is he familiar with the "mental chemistry" of the getting of new patrons. He knows that to get a new patron he must first get his Favorable Attention, sustain that till it changes to Interest, sustain Interest till it changes to Desire, and sustain Desire till it turns to Action—the act of purchase.

He knows the four mental states must be maintained in the mind of the new patron in order that he may be a repeating patron—the only patron that really counts.

IN THE STUDY of advanced psychology, in the search for further truths relative to man-building, I was recently more firmly impressed than ever with the fact of the grouping of basic truths into threes, fours, and sevens.

The four mental states of Favorable Attention, Interest, Desire, and Action, these resting upon the basis of Confidence, which in turn rests upon the bed-rock of Satisfaction, make six mental elements in the psychology of commerce.

Seeing this, I said, There must be a seventh definite principle. What is it?

And the answer came immediately: It is the principle of SERVICE, which we have been talking these several years, but have not given it its fixed and certain place. But now we have it.

WHEN THE HOUSE in which you live was built, it was not placed upon the surface.

It was placed upon a foundation.

Neither was that foundation placed upon the surface of the earth.

The builders of it dug down to bed-rock, or at least to hard-pan, and builded the foundation there. Otherwise any building would not stand.

It is just so with the building of a business.

It must have the foundation of Confidence in order to endure, and that foundation must rest upon the bed-rock or hard-pan of the Satisfaction of the repeating patron.

But this hard-pan, or bed-rock, upon which the foundation rests, is in turn supported by something.

When the builders of your house, or any house, got down to hard-pan, had they taken a drill and bored far enough, they would have gone through even bed-rock and struck soil again.

A moment's thought reveals the fact that any given hard-pan or bed-rock is surrounded and supported and made a solid and safe support for the foundation by the soil.

A little further thought reveals the fact that the bed-rock of all Satisfaction is surrounded in business relationships by the soil of Service.

Any given patron in any line of business must get the right kind of service in order to remain satisfied.

How quickly any building, large or small, would tremble and tumble if the soil which surrounded the bed-rock or hard-pan upon which its foundations rested were to be removed.

Any one who would do that with the shop or factory in which he conducts or houses his business, would justly be judged insane.

And yet there are thousands of men engaged in business, and even having large sums invested in a given business, who are so blind to the doctrine of service that they literally tear away the soil which surrounds the bed-rock and foundation upon which successful trade must rest.

There are millions of employees who do the same thing in their relationships with those who employ them. It seems strange, but it is true.

Thousands of masters, managers, and proprietors are ruining their eyesight looking for larger dividends, forgetting or not even knowing that service to patrons is CAUSE, and dividends are EFFECTS.

Thousands of employees are ruining their eyesight looking for more pay, bigger and fatter pay envelopes, forgetting or not knowing that Service is Cause, and fatness and size of pay envelope is Effect.

Big causes make big effects.

Small causes make small effects, just as certainly as small fires make little heat and large fires make much heat.

BUT WHAT CONSTITUTES Service?

While reading "The Science of Peace" by Bhagavan Das the other day, I found the answer.

Bhagavan Das was not writing about commerce. In fact, I should not wonder if he would not rather look down upon it as a sordid thing. Some philosophers do. But one of the trinities of occult truths which he mentions is "*Quantity, Quality, and Mode.*"

As soon as I saw that I cried Eureka!

Here is a nugget of truth for which I have searched far and wide, for Q plus Q and M equals Service.

And how true it is!

If you are selling sugar, and give the right *quantity* and the right *quality*, and the right mode of conduct of your business as to wrapping, delivery, bookkeeping, and the thousand and one other things that enter into the conduct of your business are all excellent, then your service to your patrons is excellent.

Two factors in service are fixed and certain. Quantity and Quality must exist. Otherwise satisfaction is changed to dissatisfaction, confidence is destroyed, and the whole structure tumbles.

But you must have more than that. Your mode of conducting

your business must be excellent as well. This varies according to the business, but all service is comprisable under the three headings, Q plus Q plus M.

Some may ask the question, Where does price come in?

One man did ask that, and he stumped me for the moment.

But don't you see, John? The price you obtain is the pay that you get for the service that you render the patron

Service is cause, pay or price is effect.

"The servant is worthy of his hire."

Make the cause excellent, and you are entitled by all the laws of the highest ethics to a nexcellent effect. But be sure the service (cause) is good, before you complain about the pay you get (the effect).

TO HELP SOLVE this great problem of industrial peace which so engages the attention of the world, how can each do better than bring the problem right home to himself now? Let him ask himself this question: How is my Q plus Q plus M? Let us each turn his mental microscope upon the Q plus Q plus M which he is giving for the pay which he is getting or the profit he is making, and let us examine it more carefully.

THERE is a royal road to learning, but one must know how to be a king before he can tread it.—
GERTRUDE CAPEN WHITNEY in *The Practice of the Presence.*

A Sales Contest That Smashed All Previous Records

—By Maron Watson

IT'S a funny thing, but a lot of people haven't yet discovered that salesmanship is purely a matter of mental states.

I remember several years ago, when I was on the road doing my best to sell goods, and occasionally landing an order, I used to travel a good deal with a competitor of mine by the name of Henry Johnson.

Our lines of goods were practically identical so far as I could tell. There wasn't one solitary point in which Henry's line shaded mine—or mine his—in quantity, quality, service, or price.

When we first began going around together our sales ran about five hundred dollars each. Being a youngster at that time, and paid for my services mostly by commission, I thought five hundred dollars a day was a mighty good record.

One day, however, when I was feeling particularly good, and what I called luck seemed favorable, I sold seven hundred and fifty dollars' worth of goods. This was a new sensation. I liked it so well that I made up my mind I'd sell seven hundred and fifty dollars' worth of goods every day. And so, on an average, from that day on, I sold seven hundred and fifty dollars' worth of goods.

Henry still stuck at the five-hundred-dollar mark, and couldn't see for the life of him how I managed to sell two hundred and fifty dollars' worth more goods every day than he did.

Then one day I sold one thousand dollars' worth. Just something about the way the sun shone and my breakfast agreed with me!

I liked that feeling pretty well, too, so I began to sell a thousand dollars'

worth of goods on an average every day.

SETTING A MARK

Henry still stuck at five hundred dollars.

On our next trip out I made up my mind that it was just as easy to sell twelve hundred and fifty dollars' worth of goods a day as a thousand dollars' worth if I only thought so. And sure enough I sold twelve hundred and fifty dollars' worth of goods, on an average, every day. Try as hard as I could, the total wouldn't roll very far above that, until finally, toward the end of the trip, I concluded that I might just as well sell fifteen hundred dollars' worth, and—believe it or not,—for the rest of the trip I averaged fifteen hundred dollars' worth a day.

Meanwhile, Henry was still selling five hundred dollars' worth a day.

After that, having discovered how it was done, I pushed my sales up to seventeen hundred and fifty dollars, two thousand dollars, twenty-two hundred and fifty, and finally twenty-five hundred dollars a day. When I got this far, I was assigned to a different territory where, by the same methods, I was soon averaging my thirty-five hundred dollars a day in sales. Some time afterwards on a trip back to the old stamping ground, I run across Henry Johnson.

HENRY IS SKEPTICAL

Henry was still averaging his five hundred dollars a day.

"Look here, Henry," I said, "you might just as well make it a thousand dollars a day if you only thought so. Just set your mark at a thousand dollars a day, make up your mind that you're a thousand-dollar man, set out

every morning with the idea firmly in mind that you're going to sell a thousand dollars' worth of goods before night, and you'll make it. When you have made your thousand it won't be very long before you can push it up to twelve hundred and fifty if you just think so.

Henry laughed.

"Aw, that's the way you used to talk, but there's nothing in it. It's just a superstition of yours. I work just as hard as I know how. I talk up my goods just as well and just as enthusiastically as I can. I show them to just as many people as I can see in a day. I couldn't see any more people; I couldn't talk up my goods any stronger if I had a mark of a thousand dollars a day, or ten thousand dollars a day."

I tried to show Henry how my sales had climbed from five hundred dollars a day to thirty-five hundred.

But he wouldn't be shown.

He still stuck to the same old reiterated statement, 'I do just as well as I know how now. I couldn't do any better if I thought five thousand dollars a day all the time I was at work. Probably I couldn't do as well.'

Henry's idea affects a great many people.

I don't pretend to be able to explain psychologically why it is that setting a mark for sales will enable a salesman to attain that mark, when apparently he couldn't do it otherwise.

All I know is that it is true.

MENTAL AND SUBSTANTIAL EFFECT OF A SALES CONTEST

Take, for example, the March Packard truck sales contest pulled off by the truck department of the Packard Motor Car Company last spring.

The plan was evolved by R. S. Davey, who wrote the bulletins.

Now there wasn't anything supernatural or uncanny about that contest. The main idea of it was a big flagstaff on the factory at Detroit on which were raised the flags of the dealers in the contest, with the flag of the dealer holding the highest number of points at the top, and the others placed below in their order.

Various dealers in the United States and Canada were divided into three divisions. In the first division were the dealers in twelve of the largest cities. In the second division were the dealers in eighteen cities not so large, and in the third division were the dealers in thirty-five cities just behind the second division in population.

Each dealer was given a quota of one hundred points—points being reckoned according to cash value of sales.

The dealer in the first division with the largest number of points by midnight, March thirty-first, was offered the first division prize of five hundred dollars. The dealer in the second division winning the largest number of points by the thirty-first of March was awarded the second division prize of three hundred dollars, and the winner in the third division was offered the third division prize of two hundred dollars.

SOME GINGERY BULLETINS

During the month sixteen bulletins were sent out reporting the progress of the contest. These bulletins were printed on big sheets of paper about four feet long. At the bottom of the sheet was a drawing of the Packard factory, from which sprung a beautifully tapering flagpole running to the top of the sheet.

The first bulletin showed the bare pole.

The second bulletin, sent out a week later, showed the flags of the first eight cities of the first division in their order, and after that, every bulletin showed the flags of the different contestants arranged in their order on the pole.

In addition to the flagpole and the flags were a good many other interesting inspirations. One feature was a series of humorous comments upon the contest, gotten up in the styles of some of the most popular comic writers of the day. There was also a table showing the standing and number of points made by each dealer in each division. Another feature was a series of pictures of a printer at the case, with an epigram under each signed by the contest editor. Underneath this were snappy, gingery comments on the progress of the contest.

THE EVOLUTION OF "TRUCK"

On March eighth there appeared on the bulletin, in big capital letters, the following curiosity-provoking inscription, "THAT FINAL PRIZE?" That was all, but you can readily see that it gave the contestants something to think about.

On the tenth of March there appeared on the bulletin a big question mark, printed in red ink. Underneath it appeared the following statement and question:

"We are going to show you in this space just what the Final Prize will be.

"Watch it closely and every day you will see a change. Remember that it will be awarded to the Dealer who is the leader by total points of the Division which secures the greatest percentage over and above their quota of points.

"To win this prize means that you are the leader of the entire organization.

"Does your present showing entitle you to this honor?"

On the eleventh of March the question mark had changed a little in shape, and underneath it appeared this:

"Do you see the change?

"What do you suppose that Final Prize will be?"

"Gentlemen, we have only this to say, that if you knew as much about that prize as we do you would change your showing today.

"You have our word for it the Final Prize is worth the effort."

On the next day there was a further change in the question mark, and interest was tickled with the following inscription:

"Do you notice it?"

"The change is taking place.

"Is a corresponding change being made in your total points?"

"It's hard to keep from telling you what that Final Prize is to be because if you knew what it will be you'd double your points today."

On the thirteenth the salesmen were fired with curiosity by the following bulletin:

"Note the still further change. This is a prize that is a prize. We could have told you at the start of the contest what this prize is to be.

"One reason why we did not is that all would have a fair chance if we withheld it till the middle of the month. Those who haven't started are not only jeopardizing their own chances of winning the final prize, but are holding back their entire division. Don't be the weak link.

"Some are trying to make the grade on first when they can make it on high by a change in adjustment.

Save your gas because it takes precious time to refill."

For the bulletin for the fourteenth, with its twelve flapping red flags, curiosity was further heated with this:

"Now what do you think it is going to be?"

"Prepare for a big surprise.

"Don't bank too much on time. Get your points now, because you'll need them and more when you go after that Final Prize in earnest.

"Waiting for some one else to fall down may give you the surprise of your life after it is too late for your start.

"Do your Durndest."

On the fifteenth the question mark had finally evolved into the picture of a fierce looking bull dog, and was introduced to the waiting contestants as follows:

"Gentlemen, the final prize—

"A pedigreed English Bull Dog—Packard quality.

"A prize winner to be won by the prize winning division and awarded to the leading dealer in that division.

"We had the pup at the factory and he won the hearts of everyone who saw him. He makes up to you like one of the family.

"An animate asset to your show room that will make your visitors sit up and exclaim.

"From now on you will see the advantage of an early start.

"Get that Final Prize."

On the seventeenth appeared a splendid half-tone reproduction of a photograph of a dog, whose name was Truck. From that time on Truck had a prominent place in all the bulletins.

THE HOME STRETCH

As the days went by the contest grew more exciting. There were a

good many changes in the leadership in the three divisions from time to time.

On March twenty-second there appeared this in big red letters, taking the place of everything else on the bulletin:

"Prepare now for March thirty-first.

"This concerns *you* as a salesman and as an individual."

At the bottom of the bulletin appeared a picture of the dog, Truck, looking up railway time tables to the various cities, with the words underneath, "Where shall it be?" Alongside this appeared the following:

"Mails too slow. Positions announced by wire until Final Bulletin April First.

"Now then prepare for Monday, the Thirty-first.

"Get, grasp, gather, garage every order and hold, hide, hoard, and hatch 'em but get 'em in by the Thirty-first.

"We can't tell you why now, but act on a tip that you can play clear across the board."

That was the last bulletin—except telegrams—until March thirty-first, when the winners were announced, showing every record of the company for truck sales smashed. Not only were two hundred and eighty trucks sold in the one month, but one hundred and twenty-three trucks were sold in one day during the contest.

All of which goes to show that salesmanship is purely a matter of mental states, and that the sales manager who knows how to induce mental states in his salesmen that will make them think they can win a contest of this kind is the sales manager who will smash records.

Scientific Training of the Will for Efficient Action

—By Morton Mayne

It is safe to say that nine out of every ten readers of the *Business Philosopher* know, before they read this, all the various ideas and instructions that appear in this magazine.

You, most of you, who have the *Business Philosopher* for a year, or two years or more have not been taught anything you did not know, at least in a general way, before. The value of these editorials and articles is to crystallize that knowledge into definite form, and to state its laws and principles.

The reasons most men do not accomplish more is not ignorance, but failure to use knowledge possessed.

Any schoolboy can tell you that you must know just what you want if you are to obtain it—that the only way to go straight to a place is to know where you are going.

And yet, not one man in ten has a clear, definite purpose in life.

Most people can walk straight across a field, or ask for just what they want at the corner grocery, but are hopelessly at sea about the most important things of life.

Common sense is common enough—its use is tragically uncommon.

Hell is an exceedingly well paved place. Unless the area of that famous locality is tremendous, it must be paved a good many layers deep with proverbial good intentions—intentions of people who know what they ought to do and do not do it. Your intentions and mine are among the rest.

WHY WE DO NOT DO AS WELL AS WE
KNOW

Why do people refuse or neglect to do as well for themselves and others as they know?

Why are you and I guilty of the same folly?

Perhaps a concrete example will give the answer. If you take a big dose of ipecac after a hearty meal the effect is severe, immediate, and easily traced to its cause.

You are forever cured of any lingering desire to make ipecac your favorite after-dinner tippie.

The ipecac, your stomach, and your dinner have acted immediately and efficiently in accordance with the eternal natural laws governing each. But if you desire to digest and assimilate that dinner in peace and comfort, then you broke the law by obedience to which you might have accomplished your desire.

You have been quickly, thoroughly, unmistakably, and effectively punished for your violation of law.

But suppose instead of ipecac you take a mild dose of morphine, or some other and perhaps more immediately pleasant narcotic.

You feel comfortable and happy, and continue to feel comfortable and happy, though you take a dose of the narcotic every day for months or even years.

You may know that you are violating natural law, but you hope to get off easily. You keep promising yourself that you will quit the use of the drug in time to escape any serious penalty.

Notwithstanding your hopes and self delusion, you are being punished.

Your punishment comes slowly. At first it is not severe. You may recognize its source, or at least you may blind yourself to it. In this way you somehow lose the connection be-

tween your infraction of law and the inevitable penalty.

OUR SELF-DECEPTION

People who violate natural law generally know what they are doing. But they hope that the penalty will not be severe—or expect to begin obedience before retribution descends upon them—or they have a sneaking, unreasoning hope that an exception will be made in their cases. Some people even seem to think that they can defeat the law—by the very power of their personalities repeal it.

If you are in any of these mental attitudes—and most people are, more or less—there is but one way to efficiency for you. Since the natural penalty of a law is not swift, certain or severe enough—to make you obey—then you must discipline yourself.

Since the rewards for obedience are too distant or too vague in your mind to draw you into harmony—again you must discipline yourself.

HOW CONFORMITY WITH LAW IS TAUGHT

Nature teaches action in conformity with her law by rewards and penalties.

Conform to Nature's laws in the wheat field, and a bumper crop of wheat is your reward. Obey her rules in the care of the body, and radiant health is your reward. But transgress, even for a moment, her law about the effect of powerful electrical currents upon the human body, and death is an almost certain penalty.

Men teach harmony with man-made law by rewards and penalties.

Your friend, unconscious of it though he may be, has established certain rules of conduct for those who associate with him. Those who keep the rules are rewarded by his friendship and favor—those who break them are punished by banishment

from his good graces. Thus he teaches people how he wishes to be treated.

Every group or organization of men from the family of two to a concert of nations has its rules, regulations, and laws.

Some human legislation is wise—it is in harmony with the supreme laws and principles of the universe. Much of it, however, is unwise—unwise because it is arbitrary—opposed to supernal law. Any human formulation or codification which is inharmonious with fundamental law is not even near law. Its rewards and penalties are spurious. They teach nothing but compliance with some traditional whim or prejudice of worse than doubtful value. The man of intelligence and initiative either breaks away from such regulations entirely or compromises.

Every human organization disciplines those who take short cuts across its laws. If the laws themselves are not in harmony with supernal law, rebellion, passive resistance, or compromise are the three ways open to a wise man. He will choose the one which will yield, all in all, the most desirable result. But he must be certain about what is desirable.

You and I teach ourselves conformity with law by self-discipline.

THE ELEMENTS OF ACTION

Discipline is to teach controlled *action*.

And controlled action is a function of the will.

The reason why people do not do as well as they know—the reason they knowingly defy or neglect law—the reason they are not efficient—is because their wills are untrained.

The will is trained by a keen and vivid realization of rewards and penalties for action.

A red-hot horseshoe gives the man who takes it in his bare hand a keen and vivid realization of penalty for his action. His will is instantly and permanently trained. No man ever formed the habit of handling red-hot horseshoes bare-handed.

Analyze the mental processes of every man who has what is called an indomitable will, and you will find a realization of the rewards to be a realization of the rewards to be won or penalties to be escaped amounting almost to an obsession.

Bismarck dreamed, planned, thought, and talked German Empire until it became more real to him than the things he saw, heard, and felt.

Edison pictured in his mind an electrically lighted night-world until he lived in it—and forgot sleep and food for days.

William Lloyd Garrison saw millions of slaves made free, more clearly by far than he did the mobs hunting his life in the streets of Boston.

But we do not need to multiply examples of others to make this truth clear to you. Analyze your own periods of superhuman effort. You can feel, even yet, the mighty inspiration of the reward you held constantly before your mind's eye.

All this is true because, before the will can decide and act, it must have a motive. And the motive power which drives the will is the feelings. The intellect serves only two purposes: it arouses and stimulates feeling by presenting mental pictures of rewards or penalties; it guides feeling by processes of judgment.

THE BEGINNINGS OF THOUGHT, FEELING, AND WILL

Thought, feeling, and will are exhibited in their simplest relations in the amoeba—a primordial, one-celled, living organism.

The amoeba floats about in water. Its deepest instinct is to grow. It takes its food by wrapping itself about tiny particles of nourishment floating in the same medium. This is the process: a bit of food touches the cell-wall of the tiny individual. In its crude way, the amoeba *knows* some food is there. That is intellect.

Knowledge of its presence causes the amoeba to *desire* food. That is feeling. Urged by this desire, the amoeba takes immediate *action*, pouring itself around the dainty. That is will.

Again, having digested and assimilated a certain quantity of food, and thereby grown, the amoeba knows that it cannot safely grow any larger. This knowledge arouses a desire to perpetuate its kind by dividing into two amoebae. Urged by this desire it acts—divides into two equal parts. Of course, all this knowing, feeling, and willing is probably so elementary that it is wholly unconscious—although we have no proof that it is. But, such as they are, the mental processes of an amoeba are different only in degree and complexity from the intellectual, emotional, and volitional processes of a Kant, a Charlemagne, or an Edison.

DESIRE THE BASIC EMOTION

The feelings of an amoeba, we note are three—a desire to grow, a desire for self preservation, and a desire for race-perpetuation. Out of these, all the emotions of all living beings have grown. The desire for property, which is classed as one of the fundamental feelings, is merely a manifestation of the desire to grow.

Going back one step farther, then, we can analyze all feelings as different forms of the one elementary feeling of desire.

Love, one of the strongest feelings, is, in its best sense, desire for the well being of another or others. And, as love identifies itself with its object or objects, it comes under the head of desire for self-preservation—and in some of its forms—desire for race-perpetuation.

Hate, love's negative, arises primarily from resistance to injury or a wish to take what another has. It is therefore another variation of the desires for self-preservation or race-perpetuation.

Joy is an exuberance of feeling because desire is being or is expected to be gratified. Grief is its opposite.

In the same way benevolence, honesty, kindness, justice, loyalty, patriotism, courage, enthusiasm, hope, and faith can be traced back to some expression of the fundamental desires.

Anger, revenge, dishonesty, fear, disloyalty, indifference, despair, and doubt are all different forms of desire thwarted or fearing to be thwarted.

HOW DESIRES CLASH

While all the feelings in the mind spring from desire, they have many different forms and urge the will in different directions.

In a soldier, desire to preserve his country—as a larger expression of himself—may be stronger than desire for individual self-preservation.

In the bank cashier, tempted by embezzlement, desire to preserve the higher values of his own integrity, good conscience, and fair name may be stronger than the desire to gain money and other property for himself. In every industrious man, desire to preserve himself and his family from want is more potent in action than desire for ease and idle pleasures.

To train the will, therefore, means to develop depth and intensity of feeling—to make desire stronger—

thus furnishing motive power to the will.

STORY OF AN ACT OF THE WILL

I remember when automobiles first began to be sold. A friend of mine heard of the new vehicle, but was scarcely attentive. But he kept hearing about them—their speed—their comfort—their convenience—their usefulness—the pleasures they made possible. He began to pay more attention to these modern chariots. He even took the trouble to read about them in newspapers and magazines. But he would say, "No, I don't want one. My span and runabout is good enough for me."

Then someone in the town where he lived bought an automobile. My friend watched him drive it—saw its speed—heard the owner tell of the trips he took, the hills he climbed, and how quickly he had sped over a certain familiar road. He grew interested. He began to talk automobiles with his friends. He asked questions of the man who owned one. But he still said, "Yes, a motor car is a great thing. And it's mighty convenient for some people. But I wouldn't care for one myself. They're too noisy. And too expensive for supplies and repairs."

Other friends of his began to appear in automobiles. An agency was opened in his town. One day the agent began to talk with him about buying a car. By this time he had experienced some of the thrills of motoring, by invitation. And, sometimes, when he had been in a hurry, his horses had seemed a little slow—especially when automobiles overtook and passed him on the way. So he told the agent, "I'd like to own one, of course, but they are too expensive. I can't afford it. My business is growing, and needs every cent of capital I can scrape together."

But the agent did not give up. He talked with my friend frequently. He told him how little a car cost compared with its advantages—how much better it was than horses and runabouts—how much time it would save him—how much pleasure and health-giving life in the open it would give. The result was psychologically inevitable—the man considered buying. He tried to calculate how he could spare the money. He discussed the matter with his wife and his business acquaintances. Every day his desire for a car increased. Still he hesitated.

Finally, the agent, who had been studying my friend's affairs a little, began to paint glowing imaginary pictures of the man enjoying the use of a car. He described a quick business trip to the home of a relative living fifteen miles away in the country—a place in an automobile parade which was being planned—a week-end trip with his wife and family through a famous natural park. My friend saw and felt himself enjoying all these things—and wavered. His desire for that car was almost too strong to be denied. But still he said, "No—not yet. I can't see my way clear to spend the money."

Then one day the agent drove up in front of his prospect's place of business in a brand new car. "Get in," he said, "and take a little ride with me." The new car was a beauty. It purred as it flew over the smooth road. It was as responsive to its driver's will as a thoroughbred horse. Sunshine, sweet fresh air, the beauties of nature, and ever that swift, resistless, effortless motion went to my friend's head like spiced wine. When the agent invited him to take the steering wheel and told him how to use levers and brake, his delight made

him a quick pupil. In a few minutes he was sending the car along like a bird. He had delicious sensations of flying. After that, his desire had grown so intense that it swept all other desires away. Just as quickly as he could sign a check, his will acted and the car was his.

Thus thought of automobiles—of rewards to be gained and penalties to be escaped by owning one—aroused and intensified the feeling of desire to possess one. Thus action—riding in his friends' cars and finally driving one himself—stimulated and strengthened that feeling until the will was driven to action.

Here, then, we have the two fundamental laws upon which are based all means for training the will:

First, thought arouses and intensifies feeling;

Second, action stimulates and strengthens feeling.

And, keep always in mind, the motive power of the will is feeling.

THOUGHT MUST BE PROLONGED AND REPEATED

The thought of a day in the country, or an evening at the theater, slipping into the mind and out again, its place immediately taken by other thoughts, arouses no feeling of desire. But the thought dwelt upon, revolved in the mind, worked out in its details, does arouse such a feeling. And the longer and more intense the thought, the stronger the feeling.

This is the law underlying continuous advertising. One advertisement of a player piano, for example, would have very little effect. Those who saw it would be induced to think of the instrument but briefly. But the advertisements are multiplied. One can scarcely pick up a magazine or newspaper without seeing alluring

pictures and reading glowing descriptions of player pianos. Billboards and street cars keep the thought of them in mind. They are displayed in store windows. And so, finally, desire is aroused and intensified until people are willing to spend several hundred dollars to possess one—their wills act.

ACTION AROUSES FEELING

One act does not greatly arouse feeling. But continued or repeated action does.

Desire to win a battle with fists does not amount to much in a boy's heart, until he begins pummelling his adversary. Then it increases in fury with every blow.

Desire for promotion burns fiercer in a worker's soul with every act of better service.

Goethe says:

Are you in earnest? Seize this very minute;
What can you do, or dream you can, begin
it;

Boldness has genius, power, and magic in it.
Only engage, and then the mind grows
heated;

Begin, and then the work will be com-
pleted.

Summing up, then, we find that action according to law is too rare because people are undisciplined; that people are undisciplined because penalties and rewards for action do not come home to them with enough force; that those who would act in accordance with principles must discipline themselves; that action is a function of the will; that self-discipline is accomplished through training the will; that the will acts only upon motives, which are feelings guided by intellect; that feelings are roused and intensified by thought, stimulated and strengthened by action; that thought and action, to be effective in

arousing feeling, must be continued and repeated.

With these truths in mind, we are ready to consider the practical means for training the will.

USING THE THOUGHTS OF OTHERS

We can greatly stimulate thought and feeling by calling into consultation the thoughts of others. Books, lectures, magazine articles, the means and methods of nature, poetry, the example of efficient men and women, instruction by teachers and coaches—all these make us think, sometimes more intensely than we should ever think without them. The thoughts they provoke arouse feeling, and feeling drives the will to action.

The address of a general before a battle, the orations of Wendell Phillips, Lincoln's Gettysburg speech, Harriet Beecher Stowe's "Uncle Tom's Cabin," muckraking stories in popular magazines, Bruce's spider, Franklin's Autobiography, the teaching of Mark Hopkins, and the success of Stagg and Yost as athletic coaches, are all examples of the thoughts of men stimulating thought in other men, setting on fire the feelings, and thus impelling the will to action.

INSPIRING OUR OWN FEELINGS

One of the most potent of all forms of inspiration, however, comes from ourselves. Everybody talks to himself. But few realize how effective that talking may be made.

I read a story once of a young football player who had all the ambition and confidence taken out of him by bucking several times against an opposing line that was so firm he called it a brick wall. A friend told him to say, over and over to himself, "I can buck through a brick wall." He followed that advice until his line plunges became almost invincible.

I knew a young man who lacked ambition. He realized his deficiency. He wished to succeed, but he knew it was only a weak wishing, not an all-consuming desire. He wrote out a declaration of his ambition—made it as purposeful, confident, and decisive as he knew how. Then he memorized it. Every little while he repeated the formula. He did this fifty times every day during the thirty days of one month. And he put force and meaning into every repetition of it. At the end of the month, he said, his watery wishes had been replaced with a desire for success that would not be denied and laughed at all obstacles. And he was a success. He rose to the position of district manager for his house in one of the largest cities of the West.

INSPIRATION BY IMAGINATION

A form of thought that is tremendously effective in arousing desire is imagination. Imagination it is that builds ideals and works out all their details. And then imagination pictures the joys, the pleasures, triumphs, comforts, luxuries, and satisfaction to be gained when ideals are realized—when dreams come true.

It was by inflaming the imagination of his soldiers with mental pictures of paradisiacal delights to be gained that Mohammed made his armies all but invincible.

Every great achievement, attainment, and acquisition was born in dreams—and visions of dreams come true have been fat fuel upon the fire of desire that drove men's will to accomplishment.

HOW ACTION TRAINS THE WILL

Feeling, to be effective, must express itself in action.

Good impulses are worse than

worthless if they are never crystallized in action.

Many people enjoy a kind of emotional intoxication, which evaporates, like the fumes of wine, without a hint of motive power.

I have seen a theater full of people weeping over the woes of an imaginary Magdalen. But they went out from that playhouse to continue their different ways of making life hard for others.

Under great stress of feeling a man is impelled to begin a course of study—put into practice Area principles—begin training his will.

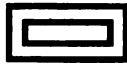
The time to act upon such impulses is when the feeling is hot. When it has cooled down, it will be too late.

And every time you permit a feeling of that kind to evaporate without action, the less effective it will be, until it becomes a mere dilute sentimentality. But the more frequently your feelings do result in action, the more powerful do they become. It is for this very reason that action stimulates and strengthens feeling.

There is no other way to train the will than that which I have outlined here.

Every man of strong will has, either consciously or unconsciously, trained his will according to these principles.

If you are to become efficient, if you are to do as well as you know, and at the same time, take action to learn more, then, in some way or other, either from without or from within, your desires for progress, for advancement, for success, for the attainment of your ideals, whatever they are, must be stimulated, inspired, aroused, and made intense and powerful, so that they drive you to action in accordance with the natural laws of growth and attainment.

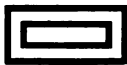


A Prayer

BY JOHN HORACE LYTLE

THE curse of what the world is pleased to term "Good Fortune" is that with its coming too often the best qualities of the heart are allowed to lie dormant, or altogether to die.

It seems the heart of man gives oftentest the freest before his worldly efforts have been crowned with marked success. The simplest, surest, purest, sincerest truth emanates more often from the cottage than from the mansion. Oh, why must the *possible* good that *might* accompany success be, almost inevitably, marred and overshadowed by a certain chilliness creeping around the heart! I have myself worn both overalls and evening dress, and, although I deplore the fact, am compelled to admit that I have never felt *quite* so *truly* free hearted, or so sympathetic with my suffering fellows while wearing the latter as while wearing the former. Hence, O Lord, I pray for sufficient real strength of character that whether much fortune visits me, or the reverse, I may never forget that the souls making up the multitude in this world are but so many human hearts that can suffer; and, therefore, that I may always regard it as one of my chiefest duties to make as light as lies within my power the passing through this life for some other fellow.



Advantages of Workmen's Compensation and How to Insure Them

—By O. O. Thwing



WHEN I volunteered several months ago to prepare a paper on the above subject, I had some pretty well defined ideas and anticipated a fairly simple and easy task. Since then I have endeavored to investigate the subject thoroughly and thoughtfully, and I find that the few months at my disposal were totally inadequate for the task, and that there is much, very much, to study, to discuss, to learn and to foresee in connection with this question, one of the greatest ones that confronts us not only as employers and employes, but also as citizens. It is, therefore, impossible, in the scope of a paper such as this, to do more than give the most general outlines of the findings and impressions of an individual, without attempting to go into details.

EMPLOYERS ARE BENEFACTORS

The relations of employer and employe are vital to society and civilization. Each is interdependent upon the other and the progress of the world is dependent upon both. Try to imagine where we would stand today as a result of individual efforts, instead of the concerted and organized work that has been accomplished by the invention of employment. The vast majority of men are, by nature, employes, and it is necessary, in order

to make them of their proper value, that they come in contact with those few who have the initiative, courage, and imagination to be employers. This may seem to be putting it strong, but each of us can certainly recall from our own experiences, the cases of Tom, Dick and Harry, the village loafers, who got an odd job once in a while, but spent the most of their time on the sunny side of the street wondering where they would get their next winter overcoat. Nothing bad about them, but just known as "shiftless" and with good prospects of becoming criminal if the opportunity should offer. Let a manufacturing establishment start up in the neighborhood that will offer them steady employment, and they will become respected citizens and heads of families. They were natural employes, out of employment, and as soon as they found that employment, they found their place. The employer is the greatest preventive to crime and poverty that the world has produced.

SOME CONSIDERATIONS WORTH NOTING

What has this to do with the subject under consideration? In reply I will state that I wish to show that while the laborer is worthy of his hire, the employer is entitled to con-

sideration and that legislation and social movements must consider that each of them is essential to the other, and that unfairness to one is injury to both.

I am a firm believer in workmen's compensation, but I cannot see why it should be limited to accident alone. To those whose only capital is their strength, skill or intelligence, the disaster is just as great if their use of that earning power is lost through sickness, infirmity or lack of occupation as through accident. The only difference is that in the one case they become a grudging and discredited charge upon the public, while in the other they become a burden upon an employer of labor whose only fault in connection with the cause of disability may be the fact that he gave the injured one a job.

Why should one workman or his family become pauperized through misfortune due to sickness, infirmity or accident outside of employment, while on the other hand his neighbor becomes a man of affairs and income through the fact that he met his disability through the discharge of his occupation? The latter may have been careless, indolent, indifferent and largely to blame for his own condition, while the former may have been an ideal workman, but the conditions remain unchanged.

BASES OF WORKMEN'S COMPENSATION

Let me make my first premise: Workmen's compensation should be a right to the workman in all legitimate cases where the earning power of the workman has been destroyed, such as through accident, sickness, death from and cause with dependents for support, infirmity or loss of occupation. In the latter case the administration of the fund would, of course, be ex-

pected to assist in the reobtaining of employment as soon as possible.

Second premise: Workmen's compensation should be borne by society as well as by employers, and not exclusively by employers as at present. I grant that the employers should bear more than their pro rata share of this expense, from the fact that they have their employes for the purpose of personal profit.

Third premise: Workmen's compensation should be subject to Federal control instead of state control in all its branches—legislative, executive and administrative. The necessity of this is illustrated by present conditions that have to be met by contractors, such as the company I represent, whereby we are required to pay for indemnity insurance all the way from \$2.75 per hundred dollars on our payroll, in certain states, to \$17.70 per hundred in others for protection by the insurance companies. This condition is due entirely to the various state enactments that differ so widely from one another.

The following analysis of sources of revenue and channels for disbursement will probably appear Utopian to many and particularly to the practical politicians, and I admit that it is looking a long way ahead, but I see no reason why it, or something like it, may not some day be in effect. I will not attempt in any way to proportion the respective incomes or disbursements, as that would be a labor of months for a corps of experts.

Receipts

From each state, a small general state tax.

From employers, a tax on payroll, the rates to be subject to hazardous nature of work.

From employers, fines for lax sys-

tems, failure to provide safeguards, poor management, etc.

From employes, assessment on weekly earnings over a certain sum.

General—Donations, legacies, subscriptions, etc.

From government, appropriations in cases of catastrophe, business conditions, etc.

Disbursements

Compensation:

Relief account of accidents.

Relief account of sickness.

Relief account of disability.

Relief account of lost employment.

Old age pensions.

Statistical:

Registration and records of employes.

Adjustment of labor demand and supply.

Adjustment of wages.

Educational:

Manual training, trade and domestic science schools and courses.

Educational clubs, lectures, etc.

ADVANTAGES TO EMPLOYER

With a fund created and disbursed as above the employer would know what his expenses for compensation would be and would be secure in the knowledge that some accident beyond his control would not wipe him out entirely. It would also be a satisfaction to know that his payments would go for compensation and not for litigation, as is too frequently the case now. The workman would be relieved from the fear that those dependent upon him might suffer through no fault of his own, and he should be a more efficient man on that account. By proper administration of the statistical department, the demand and supply for labor could be adjusted and the terrific present losses occasioned by not hav-

ing the right men in the right places would be largely overcome.

The ever present fear in connection with a proposition such as I have outlined above is that of malingering. It is unfortunately true that, while the great majority of men and women are honest, many, even of the honest ones, regard the obtaining of easy money from a public fund as being all right, just as they would pick an apple from a full tree on the highway, with no thought of stealing. The custodians of mutual sick benefit societies among employes are well aware of this. Such commissioners as have reported from the various states in this country are of the opinion that very little fraud is practiced under the compensation acts, but the experiment is fairly new here, the observations apply to accident cases only, and the commissioners have not been long on the job.

HOW IT WORKS IN GERMANY—ONE VIEW

Germany has for many years carried on a system of workmen's insurance or compensation that is probably the most comprehensive of any in existence. The published reports as to its success or failure are so opposed that it leaves one dizzy. It consists of accident insurance, sick insurance and invalidity insurance, of which the employers bear the brunt of expense, the employes the next measure and the imperial government a small share. Society in general does not seem called upon to bear any part of the burden and this, I believe, is one of the strongest reasons for the criticisms that are made against the system.

The Imperial Government seems to be well satisfied with results as per the following extract from the report

of Herr. G. A. Klein, L.D., Imperial Counsellor and Permanent Member of the Imperial Insurance Office:

"The insight and the practical sense of the working people being increased and the contrary views of workman and employer are being eliminated by the co-operation in adjusting insurance affairs. Is it not the working people that take part in the self-management of the sick clubs and insurance institutions; is it not the most common workman that may have his seat in the courts of the accident and invalidity insurance, and even in the Imperial Insurance Office, sitting next to the employer and the officials of the Empire, with an equal voice? Through all these circumstances foundation is laid for a feeling of greater legal assurance and satisfaction.

"In consequence of the relief furnished by workmen's insurance, numerous workmen are saved from seeking aid in charity institutions, which latter can devote now their energies in other directions, and can do better work there. Thus workmen's insurance tends to strengthen the spiritual and bodily health of the people, increasing the laborer's capabilities of working, and enhancing the military strength of the nation. So it proves to be a social political school for the whole people.

"The workmen's insurance of the German Empire will be considered hereafter, through its introduction and through its achievements, a remarkable step of progress in the culture of the past century. It has grown to be what its founder intended; a positive furthering of the welfare of the workingman, and thereby of the whole people. It is clear that its capacities will grow extensively in the future, especially since the possible

work of expansion and perfecting is being diligently pursued."

ANOTHER VIEW

On the other hand I would call attention to the following extracts from an address by Herr Ludwig Bernhard, Professor of Political Science, University of Berlin, before the Association of German Iron Industries at Duesseldorf, March 24, 1912:

"Let us glance at workmen's insurance. You all know that the concept of insurance is sound at heart—it was indeed important to counterbalance the dangers of the workman's tasks, and to offset sickness and dread of old age."

"The more data accumulated, the clearer became the conviction that grave dangers are inherent in workmen's insurance in the form in which we now manage it."

"A survey of the medical literature clearly shows that instruction in simulation and aggravation has actually become a special science since the introduction of workmen's insurance and through workmen's insurance."

"But even simulation itself is not the worst. A far more dubious phenomenon is the formation in the consciousness of the masses of a trend of thought which creates close connections between every illness and a title to a pension. As a result attention is being ceaselessly directed to the conditions connected with one's own body, and those nervous phenomena appear which are called 'pension hysteria' by physicians.

"Formerly it was held in Germany to be manly and exemplary not to allow one's self to be crushed to earth by the misfortunes of life. The reserve power slumbering in man was to be brought into action to conquer by ignoring such ills and by becoming

accustomed to them. Now physicians report that this virtue frequently flourishes only outside the working classes. They tell of merchants, employers, engineers, officials, scholars, and artists, who discharge their callings, even though they must bear the burden of sickness and trouble, and who even strengthened their energy by conquering their obstacles and prove themselves capable of distinguished services.

"I am far from asserting that this virtue, and this strength of character, cannot be found among workmen, but it can no longer be doubted that those potent qualities are imperiled for the great bulk of the population, since in the consciousness of the masses there is a living conviction that every illness and every accident must lead to a pension claim if only one's physical condition is carefully observed."

ADMINISTRATION

On the whole I believe that the success of workmen's compensation in its best is clearly a matter of administration. The principle is right, both for the relief of the employe and the employer. In any country, and particularly in ours, with its popular political conditions, the administration of a public fund and a public trust presents peculiar and ominous difficulties. How should it be administered?

There is a department of our government that has always, but more noticeably in recent years, shown its great executive ability and its absolute honesty. I refer to the War Department, and I know of no body of men better trained by education and selection to take charge of such an undertaking.

PRESENT LAWS

I have carefully examined many of the actual and proposed compensa-

tion laws of our states. The one redeeming feature of them is that they give the workman compensation instead of cause for action in court. This is as it should be. On the other hand, they make the employer bear all the burden, either as an individual treating with individual cases, or as an insurer in state insurance covering his particular line of business. In the latter case he is not insured against further damages under the common law, and must, perforce, protect himself through the indemnity companies in addition to his expense for the state insurance.

The proper kind of compensation enactment that will give compensation to the workman and protection to the employer will be welcomed by both and will prove a boon to the country.

The details of this subject are so many, the subject itself is so important, and the possibilities of proper organization and administration so vast, that it has been impossible, with the time at my command and the limitations of a single paper, more than to touch upon what I believe to be the fundamental principles of workmen's compensation as between employer, employe, society and civilization. But I do believe that the method of bringing the proper relations between those concerned in workmen's compensation will ultimately have to be on the lines that I have endeavored to describe in this paper. The subject is near to my heart, and I intend to go further into it from this time on. In the meantime, if I shall succeed in impressing on those who make our laws that the welfare of the employe is the earnest desire of the employer, but that such welfare is distinctly dependent on the welfare of the employer as well, I shall feel that I have accomplished much good by the work I have done.

False Recommendation

—By Edward Dreier

DID you ever have a bum stenographer come to you and ask you for a letter of recommendation? And you gave it to her because you didn't want to hurt her feelings and you had no interest in where she was going?

I did that thing two or three times, but the last time I got a lesson.

We were figuring on a job which would bring us about \$3,000, and our salesman was after it for all he was worth. The decision was up to the office manager, and our salesman tried to convince him that our goods were the best. And this is what the office manager told our man.

"About six months ago we were in desperate need of a stenographer,

and a girl who used to work for you came in here with a fine recommendation from your firm. We took her on and gave her some work to do which was important. She said she understood perfectly what was to be done. We left it to her—on your recommend—and she finished the work and sent it out. It was so badly balled up that we came near losing a big contract—so close, in fact, that some of us came near seeking jobs elsewhere. If you folks do that kind of work in your office, I don't think it will pay us to try stuff from your factory."

What would you do in a case like that? We lost the order.

ARE you constantly striving to find cheaper, better, ways of doing your work? Are you trying to do old tasks in new ways? Are you pondering new needs and problems, and thinking about ways of solving them? Do you take your work home with you? Is it the last thing you think of at night and the first thing in the morning? Do you care more for the doing of it and the solving of its problems than for the money or fame you can get out of it? Does it get possession of you, rather than you of it, so that you cannot let it alone? Then you have the spirit of the inventor, you are creative.

—WILLIAM DE WITT HYDE.

Trade Papers

—By G. G. Place

THE ability to make advertising pay is the twin sister to the ability to make business pay. Whether one shall advertise, or not, depends upon conditions.

The question of how much to advertise is much like the question of how much rent to pay, and the question of where to advertise is similar to the question of where to locate your business—whether it is best to



G. G. PLACE

have a store on State Street, or a factory on a switch track—whether one needs a whole building, or just desk room.

The question of where to advertise—when to advertise—how to advertise, is as big and complicated relatively as the tariff schedule. But, upon the wisdom of one's action rests the entire question of whether it will pay or will not pay.

There is a great distinction between dreams and visions. In busi-

ness it is dangerous to have courage without discretion.

Trade journals now number between 1,100 and 1,200, or about 1-24 of all the regular periodicals published in the United States. Trade journals carry an excess of fifty million dollars worth of advertising per annum.

There are many thousands of advertisers who use nothing but trade journals, and many advertisers who use popular mediums and also use the trade journals. The question is a question of percentage—a question of efficient versus waste circulation for the article advertised.

CHARACTER OF TRADE JOURNALS

Trade papers, and by trade papers I mean special field publications—class publications—technical journals, have a well defined mission, and command quick and sure recognition if they rise to the requirements of their mission. With them, it is not a question of waste circulation—there is none. With them it is a question of how thoroughly they cover the field they represent, which is a sure index of the standing and influence of a trade or class journal.

The successful trade and technical journals have almost without exception, been brought out by men who were born commercial missionaries. These men are not only owners and publishers of their publications, but frequently they are the editors and the reporters and the advertising staff—the personal element being a very important factor.

Whereas, many of the daily papers and popular magazines are operated by hired help—controlled by absentee owners, and whose reading columns

and influences are for sale to the highest bidder, being so commercialized that the Government has recently passed a law compelling publications to make a statement of ownership, and has passed, or is considering passing another law compelling paid-for-matter to be designated as paid-for-matter—compelling editors and writers to sign their articles.

My earliest recollection of a trade or class publication is of the *Scientific American*—brought out by a firm of patent attorneys to boost their patent business.

The publication in its pioneer days had no competition—it was well edited—it was the most interesting weekly in print to those whose minds had a strong mechanical bent.

It became one of the best advertising mediums of the eighties. The publication itself was an authority. Its influence on the mechanical development of the country was almost beyond measure.

Within the last twenty-five years three or four hundred trade and technical journals have taken up some one small section of the field covered by the *Scientific American* and have made a business of it—specialized on it, carrying more information on that one subject in one issue than *Scientific American* did perhaps in fifty-two issues.

CONCENTRATION OF PUBLICITY POWER

Today, trade journals are so diversified that they must be recognized as special tools for special work.

I like to compare trade journal advertising to shooting with a rifle as compared to shooting with a shot gun. If you are after big game, use the rifle. If you are after pigeons, use the shot gun. If you merely wish

to make a big noise, use the blunderbus or swivel gun.

The big national weekly publications I compare to the blunderbus. There is no question but that the advertiser gets everything within range of the gun—sparrows, crows, chipmunks, and once in a while a wild duck or an antelope that has strayed within range.

The noise, dust, smoke, the flying leaves and chips leave no doubt that something has happened—the hole in your bank account is positive proof of your having had a big blow-out.

There is no question but that some advertisers have obtained wonderful results from that kind of advertising. They are, however, mighty few and far between as compared with the total number of advertisers—just as but few of all Chicago retail merchants could do well on lower State Street.

In the many years that I have been in this work I have never happened to come in personal contact with an advertiser who made money out of the big weekly publications, and I have known many who have tried it and found the pace too swift.

AN EXPERIENCE

My own personal experience with the leading one in this class was when Mr. Thomas Balmer first represented the *Saturday Evening Post* in Chicago—the rate at that time was \$1.00 per line. I was then manufacturing household gas mangles and selling them by advertising them in laundry, hotel, and hospital publications, backed by an occasional ad in some of the women's publications.

Mr. Balmer came to me with a proposition to advertise a family gas mangle and take 40 per cent of the gross sales in payment for space. This looked like a good venture. Mr.

Balmer got up booklets (which we paid for); got up follow-up letters (which we paid for); he suggested office systems which we adopted and paid for. He wrote the copy, and it pulled like wild-fire. Inquiries came in by the bushel and answers went out by the wagon load.

This compelled buying more typewriters, hiring more stenographers, buying loads of printed matter, which came out of 60 per cent—it looked as though Saturday Evening Post would earn \$8.00 to \$10.00 per line.

When the campaign was over, the actual sales netted the publication sixty cents per line, and to this day I feel that their rate was, is and possibly always will be about twice as high as it should be in order to produce for the average advertiser at a fair cost.

As it stands now, the Curtis Publishing Company is the greatest organization in the publishing business, with the best scoop net of the day—scooping it out of the manufacturers' pockets into their capacious Philadelphia pockets, *and making the advertisers like it.*

OBJECTIONS TO BIG CIRCULATIONS

Mere inquiries from people who cannot be sold create a tremendous expense—divert the manufacturer's attention from real business to chasing will-o'-wisps, and if they do not consume his entire capital, they at least kill his enthusiasm, and he becomes a skeptic and a knocker, and so timid that an advertising solicitor's call causes him to fairly run to shelter.

Advertising in popular magazines is growing more and more difficult. Some one has asked—what is the matter with the magazines. The answer has been given that the interests have gradually got control—they are commercialized.

Another answer is, that there are so many of them that today it costs several times as much as it did five years ago to make a sale—that where \$50,000.00 a year would turn the tide in 1890, \$250,000.00 a year was needed in 1910, and a million a year will be required in 1920.

Again, at best only 7 per cent of the population of the United States are magazine readers—hence there is a tremendous amount of duplication. Hence, there is a limit to the popular monthly and the popular weekly's possibilities as a profit maker. Hence the growing necessity for selecting only the best, and avoiding the waste that comes from using second best mediums.

TRUTHFULNESS OF TRADE PAPERS

Leroy Stewart, of the Post Office, said in an address early this year at the Press Club—that the trade papers are the most truthful of all the publications that pass through the Post Office. He said of the daily papers—many of them you would not believe even the date line unless confirmed by a calendar.

Trade journalists are almost always on intimate terms with both subscriber and advertiser—closer to both than the daily paper has time to get—closer to both than the popular magazines have opportunity to get.

Statements in trade journals, by the very necessity of the case, must be kept well within the truth—the comeback is so sure and so sudden. The subscriber of the trade paper has a much more intimate knowledge of the subject discussed than the average reader of the average article in a popular magazine or a daily paper.

The popular magazine men's principal argument in soliciting advertising is the class of subscribers it reaches. The weekly publications

also talk class,—but, there is so much of sophistry in their reasoning—so much unproven—so much that one must take on faith—so much that will not stand a close checking back, that I wonder how they get away with it.

CLASS OF CIRCULATION

Trade journal claims are also based on class—they are the *only original class circulation people*. But, their claims are so clean, so clear, so provable that their claims in this respect are seldom questioned. Indeed, the only question concerning trade paper circulation is the proportion of the field they reach.

Who else would buy and read a laundry journal except a man whose business makes him interested in laundry subjects? Who else would be interested in a technical advertisement of starch except a man who is buying it to be used in his business.

Who would be interested in the techniques of the care of the sick except a professional nurse and the doctor in charge?

When a trade paper accepts advertising or reading articles outside of its recognized province, it takes a chance of weakening its position. When a subscriber opens his trade paper it is for the express purpose of obtaining news pertaining to his craft—his livelihood. When something foreign is sprung upon him he is very likely to resent it. He don't look for political articles, religious articles, general news items in his trade papers. He expects to find the messages of the manufacturers who have things that fit his field. He expects manufacturers to tell him about their product in its advertising columns.

When he takes up his publication he is in a frame of mind to receive these messages—to give them his at-

tention. If a laundryman, he is not interested in starch for its food value, but for its workability in shirt and collar work. He doesn't care about the percentage of moisture as does the baking powder manufacturer, who buys starch to use as an adulterant or a filler. But, he is interested in how many ounces to the gallon is required—its viscosity, its color, its price, its flexibility, and the freight on it.

Trade journals therefore must seek out manufacturers who make things used in the field they cover because the subscriber needs to know—he must buy that manufacturer's product, or a competitive one.

He must know about improved machinery, and learn whether his plant has reached a point where it is judicious to scrap the old and install new.

Many, many times the manufacturer thinks it is a question of getting one more ad for the publication—whereas, as a matter of fact, the publication does not need the ad or the money one-tenth as much as the manufacturer needs the publicity, or one-tenth as much as some subscriber needs just the information that manufacturer can give. And, when a manufacturer fully grasps that truth, the honors are even between advertiser and publisher. The advertiser seldom realizes that fact, however, until his ad is rejected.

AN ELECTRICAL MAGAZINE

Popular Electricity Magazine is a special field paper combining some trade paper, some technical paper and some popular magazine features—yet is decidedly a special field publication. Its reading columns are confined exclusively to the electric story. It is written in plain English, avoiding all technicality in order that it

may be of widest interest to the laymen.

The electric field is magnificently supplied with trade and technical journals—no field excels it. The rapidity of the growth of the electric industry is in exact proportion to the attitude of the public toward the use of current consuming devices.

This attitude grows friendly with intimate acquaintance—hence the object of the publication is to make the public familiar with various electrical appliances, and it has performed its mission wonderfully well.

Some men, whose fortunes were invested in electric enterprises, saw the need of a publication to fill the niche between the electric trade journals which reach only the trade, and the popular magazine which have a prohibitive amount of waste circulation on things electrical, and this led to the launching of Popular Electricity in Plain English—so that an economical advertising medium would be available to manufacturers of domestic electrical appliances—a question of efficient circulation versus waste circulation, and it is the waste circulation that burns the advertiser's money. Poor copy is a second source of waste.

Of the twenty million homes in the United States, but two million of them are wired for central station service. Only ten per cent of American homes can be buyers of electrical household equipment—but, the desire to have electrical conveniences makes easier the extension of central station service, and in five years probably fifteen per cent of all the homes will have central station service. In ten years possibly twenty per cent will be wired, and in time, every house in

the land will find electrical service a necessity.

Popular Electricity reaches many who should be handled by the electric trade papers and so overlaps this field. This is shown by the fact that dealers in electrical apparatus, contractors, engineers, central station managers buy it, read it, respond to some of its advertising.

On the other hand, a large percentage of its circulation reaches the public proper—yet only that portion to whom the electric story is more fascinating than fiction.

An analysis of its circulation shows that 51 per cent of the subscribers live in houses wired for electricity, against five to ten per cent of the subscribers to the big women papers who live in houses wired for central station service.

On electric washing machines, for instance, Popular Electricity pulls better, sells more machines per dollar cost than any of the big popular magazines, with but two per cent women subscribers, and the reason is obvious—when a reader takes up Popular Electricity he expects to be told about things electrical. He is in a receptive frame of mind. He believes, and in turn converts his wife or mother, as the case may be.

Whether he is conscious of it or not, he is influenced by the feeling that an electric article advertised in this publication must have merit or the publication would not carry the ad. It is an authority. It keeps its advertising columns as clean as its reading columns.

Whereas, whether he is conscious of it or not, a reader does not give the popular magazine credit for the same authority on the electrical subject—

hence is not influenced to take action to the same extent. The problem is one of percentage of efficient versus waste circulation.

A LAUNDRY JOURNAL

The National Laundry Journal was started about thirty years ago by two men who had vision, character, ability, but neither had any capital. Its start was slow—the sledding was tough at best. One of them pulled out and started a harness paper, and got rich. The other stuck, and got richer.

Some of the manufacturers who started with the first number of this publication are still using its advertising columns. Many manufacturers have come and gone in the thirty years, but every concern that is worth while in the laundry field is a steady, consistent user of space in this journal.

It covers its field—it makes good—it is respected. Its editor-in-chief has the friendship of every one of the leading laundrymen of the country. He is a welcome guest in the office or home of every successful manufacturer in this line.

I notice in my work among manufacturers who really make good goods—who really try to deliver quality in proportion to price—men who are in position to make a price and sustain that price because their reputation is such that it justifies that course, are men who are very careful where they place their advertising.

They look up a new publication as though they were extending credit instead of buying space. They call for back copies. They want to know who is behind the publication. They want to know its policy—its affiliations. Rates and circulation figures seem to be of least importance.

When I find an advertiser concentrating on rates per line, fussing over right and left-hand pages, I consider him a novice—a detail man—necessary of course, but no captain, and I always try to get to the man under whom he works, because he is never the real boss.

Trade papers need no defense—they are thoroughly well established—they are making good, and growing better and stronger yearly. The growth of trade compels better and better publications. The trade itself is in position to give their publications better support. The field and the demand are both expanding.

SUMMING UP THE CASE

Trade papers are more of a permanent fixture in the publishing world than most of the popular magazines in existence today. They have a more assured future than the big dailies. They long ago passed the religious press in importance. They have a serious mission—the advancement of the trade to which they belong.

The manufacturer who does not recognize the opportunity and limitations offered by the trade papers is the one who loses. He needs to study the situation if he is to get the maximum results from the time and money he expends in building his business.

Perhaps not all manufacturers can be helped by trade papers—not all products are suitable for trade paper exploitation—but manufacturers who have suitable products will find that trade paper space, when properly handled, is the most efficient advertising in existence today.

Let us be content in work
To do the thing we can, and not presume
To fret because it's little.

—Elizabeth Barrett Browning.

The Questions of Socratic

By
Arthur W. Newcomb

BLISS," asked Wiggins one glorious summer morning, "did you call on Flushton yesterday about the renewal of his fire insurance policy?"

"By the Great Oriental Rug, I forgot," confessed Bliss, slapping his leg.

"Bliss, I don't know what I'm going to do with you," mourned Wiggins perplexed. "I warned you a week ago that you were to call on Flushton to see about the renewal of that policy. I told you about it again yesterday morning. Now the policy has expired. If Flushton should have a fire today, he would suffer a big loss. He'd blame me for it, too, because he relies on me to see that he keeps his policies up-to-date. Why do you keep forgetting the things you ought to do?"

"I'll go down right away and fix that up with Flushton. He hasn't had a fire, because I just came by his store and everything was all right, so that there'll be no harm done."

"No harm done," echoed Wiggins. "Why, Bliss, it's just your fool luck that that store didn't burn down last night. You had no kind of assurance that it wouldn't. Besides, that isn't the point at all. A large part of success in the fire insurance business consists in looking after your expirations, and looking after them on time. Flushton doesn't want his store to burn down. He doesn't expect it to burn down. What he's paying for is protection. He wants to feel absolutely sure that if he should have a

fire he is protected against loss. I can't for the life of me understand why you forget things you ought to remember."

BLISS MAKES EXCUSE

"Well, you see last week, when you told me about Flushton's policy, I was busy getting the Nutrient Confectionery Company written up for an additional fifty thousand dollars. I had my mind concentrated on that, and didn't want to leave it for a moment till I had a check for the premium. I thought there would be plenty of time after that to see Flushton. Well, you remember we had quite a time with the Nutrient people, and it drove all thoughts of Flushton's policy out of my mind."

"I reminded you about it again yesterday morning."

"Yes, and I went out of this office fully intending to go direct to Flushton's store, but on the way down there I met Hardcastle. He told me that he had just bought that apartment building on F Street, and wanted me to go and look it over, and see whether the policies that accompanied the purchase were all in order and sufficient protection. That took me quite a while, and by the time it was done I had forgotten all about Flushton. I thought about him again at lunch time, and intended to go and see him immediately after lunch, but you sent me out to Logan Heights to see about Burton, and I forgot it again."

"I don't care anything about what you did, or what other things occu-

pied your attention. I told you yesterday morning to see Flushton, and you didn't do it. The trouble is that you are undermining my confidence. I have to have someone upon whom I can rely to do things I tell him to do. If I never can be sure that something else won't take your attention and make you forget what I ask you to do I might as well attend to all of those things myself. I can't afford to turn things over to you, and then follow you around to see that you do them."

"I know it, Mr. Wiggins, and goodness knows I feel far worse about it than you do. I have promised myself over and over that I would remember; that I would look after the things entrusted to me. But somehow or other, when I'm on the alert for one thing something else gets neglected. And yet, Mr. Wiggins, you must admit that when a thing is really important, and really matters a great deal I never forget. At any rate, there never has been any very serious harm done by my forgetting."

THE ROOT OF THE TROUBLE

"Yes, that's so, Bliss," comforted Wiggins. "You're pretty good about most things, but it's awfully trying to have you forget so many of the little duties I assign to you."

Socratic laid down the balance sheet he had been studying, swung round in his swivel chair, looked at Bliss with gentle curiosity.

"Like to break that habit of forgetting, Bliss?"

"Sure."

"How are you going to do it?"

"I don't know. Just sort o' keep on the job better, I suppose."

"Has a pretty strong hold on you, hasn't it?"

"Well, I've never been able to shake it yet."

"Think you could break that hold by just merely wishing you could?"

"No, I suppose I would have to get busy and try to remember better."

"Think there will be much virtue in your trying if you do not really want very hard to succeed?"

"But I do want to succeed. I do want to break the habit."

"Been wanting to a good while, haven't you, Bliss?"

"Yes, quite a while."

"Succeeded in doing it yet?"

"Well, no, not yet."

"Think you might want to get over this thing, and want more intensely if you were to neglect something just once that would cost someone's life?"

"Why if the thing I had to do was a matter of life and death I'd remember it. I never have forgotten anything of great importance."

"Have an idea you really want to get over your forgetting so long as you continue to feel that it really isn't of so very great importance?"

"But I do think it's of great importance."

"How can you think it is of very great importance when you are so absolutely cocksure that you never are going to forget or neglect anything that matters a great deal?"

THE FATAL HABIT OF SELF-EXCUSE

"I get you. If it would take some great calamity to wake me up and make me dependable, then the way to avert the great calamity is to magnify in my own mind every little lapse into a great calamity."

"Think you'll be able to do that, Bliss, if you always can find a good excuse for yourself?"

"But there are often mighty good reasons why I don't remember."

"If Flushton's store had burned down last night do you suppose you

good excuse would have paid his loss?"

"No, of course not."

"What does your conscience need in regard to this thing, to be prodded and pounded and stung till it wakes up and stays awake, or to be salved and soothed by excuses?"

"I suppose it needs a mighty good drubbing every time I fall down."

"With no thought of any excuse to step in and protect it?"

"Guess you're right. Hereafter, when I neglect even the slightest thing, or forget even the most trifling duty I'm going to be as severe with myself as if I had forgotten to throw a switch and let a train-load of sleeping passengers plunge off the bridge to the bottom of the river."

"Well, you'll have some mighty uncomfortable moments if you do that, Bliss, but the suffering will finally pay you for all it costs."

A Thought

—By John Horace Lytle

IT IS true that environment—the way we live—the things to which we are accustomed—our associations—will influence us either for better or for worse. This law is as unchangeable as day and night, or the rising and setting of the sun.

No matter what we may be under one condition of circumstances—that is no criterion as to what manner of man we may prove to be, if submitted to utterly different conditions and surroundings—whatever we may *think* we would be notwithstanding.

Good men have fallen in bad environments. Men of even more unfavorable natural inclinations have been made better by good surroundings. Hence the Lord said pointedly, "Lead us not into temptation."

I have myself thought differently, felt differently, and acted differently accordingly as I have been placed under different conditions. The same has been—or will be—true, one man the same as another.

The law is positive, unailing.

The only exception to the rule will be as to the *length of time required* for the transition to be wrought.

Some men will withstand longer than others the moulding into the ways of a new environment.

But the only difference in men may be gauged by the matter of time—not one man will withstand the test of *all* time, as against the conditions in which he finds himself. These conditions may be for good or bad, for better or for worse.

The law has proven true—*always*—in the past; and it will again—not once—*but every time*.

The man of affairs, with a fortune, is self-reliant, powerful, often hard, accustomed to fight—and win—his own battles. He is used to power, strength.

He does not seek or ask for favors—does not need to.

He issues commands.

He rules.

The men he closely associates with are of like position. Each friend is self-sustaining, self-sufficient.

There is no call for help from one among the others—and should there be, the others are not prepared to

understand, to know its meaning, to feel its depth; hence they do not rightly respond.

A man has fallen—let him look to his laurels. They have no place for a man who has played the game—even a good hard game—and lost. Let him look out for himself—every man must. They have no time to take care of cripples.

But how about the man at the bench? Does a call for help ever fall on deaf ears when it reaches him? Never. He was born of parents who gave and received help among their friends, from time to time, as it was needed. And it was needed often, backwards and forwards—and “practice makes perfect” even in the art of giving, and the gentleness of real sympathy, perfect understanding. Hence this man has even a prenatal association with the giving of help to others—even if that help be merely the firm and sympathetic grip from

the knotted fist of one who knows and perfectly understands. And just one such grip may be worth a thousand dollars. It is sincere. It *knows*. It has feeling—and transmits it.

But in each case—of the man of affairs, and the man at the bench—there has been the influence of environment, association, custom. The same man might act as the other, were their conditions reversed. Doubt it—but it is true nevertheless. Hence each and every one of us can well pray for *daily* strength that we may know, feel and express true sympathy—no matter what may be the condition that calls forth the need of it. Remember, “there is so much good in the worst of us, and so much bad in the best of us,” etc. So that we may, one and all, do well to remember that either he or she, whoever he may be, is but a victim of circumstances, whether these circumstances be for good or bad.



LIFE is Good
 to those who
 are Good to Life.

—ARTHUR W. NEWCOMB

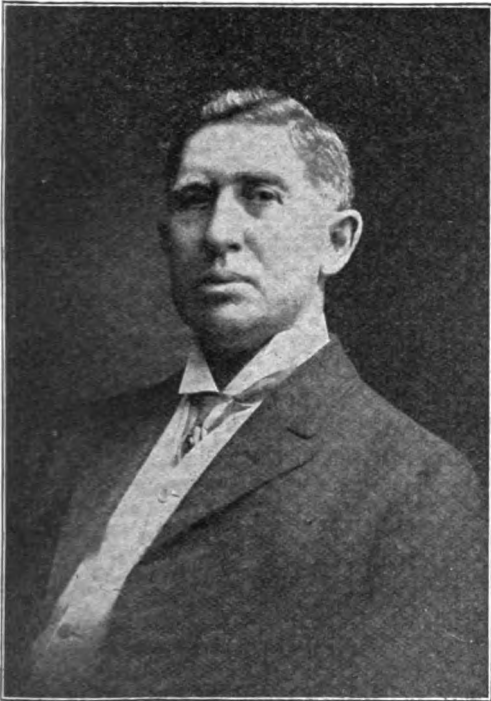
The Place Won for Itself by the Popular Magazine

—By W. R. Emery

ADVERTISING is a business fundamental; media are incidental.

The competent physician makes a careful diagnosis before prescribing the treatment.

Publicity is the panacea for business ills, but to prescribe the method without knowing the conditions attending



W. R. EMERY

is certain to result in disappointment and loss, and will be charged unjustly as "an advertising failure."

There have been very few failures that could justly be charged to advertising; there have been far too many failures where advertising was unwisely and unintelligently employed.

Advertising as defined by the written or printed word has many and varied forms.

All honest advertising and all honest methods have a value. No one method is applicable or advantageous to every business and the conditions surrounding it.

There should be no quarrel nor even friction between the various media or methods—each have their sphere of usefulness and service, and it is short-sighted salesmanship when more is promised.

The advertising salesman is beginning to realize that the paramount purpose is the permanent success of the advertiser—that the immediate dollar is far less important than a continuous flow of dollars. And the stream ceases when discouragement comes or loss is certain.

PUBLICITY EFFICIENT ONLY WHEN
PROPERLY DIRECTED

In the masses reached by any publicity method a wide range in intelligence, in temperament, and in environment is encountered. The appeal, told to all classes in the same phraseology, has no more responsiveness than would a phonographic record serving as a salesman behind the counter—and many human salesmen are little better.

There is no subtlety, no mystery in the true employment of advertising. Neither is it a miracle worker. Publicity sanely used is the business dynamo, but like that powerful machine, without a governor and under full current, it will create havoc.

Advertising is not to be measured with a yard stick. Volumes of space

and block type may feed the pride of the individual or concern, but it is the steady, persistent repetition that makes the child lastingly remember the multiplication table.

It is a liability when purchased on the basis of prejudice or inefficient knowledge of the definite value offered.

It is inefficient when not employed with the fullest co-operation of the selling force, both salesmen and dealer.

"Buying is a serious business," whether it is a commodity, the raw material or the employment of a salesman.

Publicity is a sales aid—nothing more, nothing less. Properly directed, honestly used, coupled with a well organized selling organization and backed by rigid fulfillment of assurances given, it has solved many vexatious problems of trade. It insures trade just as positively as the fire policy on the store or factory assuring of reimbursement; it establishes confidence with the final and only real buyer—the greatest asset a manufacturer or dealer can secure; it emphasizes quality, for permanent success can be secured only by a maintenance of quality; it materially adds to the reputation of the manufacturer and of the store carrying the line, and it decreases the selling cost.

These are vital to the successful marketing of any product.

The point of efficiency of any sales method must be measured:

First—As an Attention arrester;

Second—As a Desire creator;

Third—The adaptability of the product to the buyer.

THE MAGAZINE AS A MEDIUM

Every salesman realizes the powerful influence of acquaintanceship and he most assiduously cultivates his

trade. The most potent factor in salesmanship is the human voice and the human personality, but it requires frequent renewals to maintain the current of enthusiasm. Friendships need frequent renewals. The mind of man is constantly seeking betterment, mentally and financially, and in its haste or desire to gain it, or from fancied or real inattention is likely to grasp other promised advantages.

And with the vital fact striking the manufacturer more forcefully every moment that his sale is only concluded, only really made, when he reaches the user and consumer of his product—that this the is *real* market and the source of his business career, marking his success or failure—and realizing the limitations of his human salesmen in their inability to reach the actual buyer he finds that if he would maintain his position in the commercial world he must employ modern merchandising helps.

And the greatest and most efficient co-laborer of the human salesman is the employment of that form of publicity—advertising—which most economically and most directly conveys the story of the product to its user.

That class of media designated as the popular magazines have demonstrated their serviceability and are still demonstrating it. It is beyond dispute or question. They afford the means of directly reaching under unusually favorable conditions, and most economically, the home of intelligence and discrimination—the market makers and the trade maintainers. Their appeal is to those who keep pace with the world's progress in literature, in the arts and commercially. Magazines are sought and bought for the entertainment and information they afford. They are not subject to a hasty glance to be speedily replaced,

but because of their wide range of contents and infrequency of issue they find a place upon the library table and are read and re-read, loaned and long retained.

Upon the mind's receptiveness depends the impression made. They are a monthly library of the past, the mirror of the present, a horoscope of the future. They are the moulders of public opinion, the extollers of right, the condemners of wrong and the war-cry for betterment. They are the companions of journeys. They constantly touch the high key of human interest, and inspire higher ideals. They spur the laggard and enthuse the youth. They appeal to all the adults of the family and it is the family that represents the full unit of the home's buying power.

HOW MAGAZINES HAVE BEEN BUILT

An article that becomes a fixity in the worth-while home needs no further proof of its value, nor need it fear displacement.

Desire to possess comes only after the awakening of interest. Interest and curiosity are often confounded. Curiosity may develop interest, but a sale naturally follows desire.

A home may be safely judged by the character of its reading and its literature. The vast number of magazines sold each month assures that they are meeting the demands of a class whose trade is most desirable.

And some of these magazines have been the pioneers in that at great personal sacrifice they have waged a continuous fight to gain and retain the confidence of the reader in the advertisements carried. With them every piece of money does not look good.

And that watchfulness which forbids anything that may harm the morals, the health or the purse of the individual from appearing is building and building rapidly the greatest asset any advertiser can secure. The watchful parent does not have to scrutinize what his child reads in many of the magazines. Cleanliness of text inspires belief.

Their convenience of form, their typography—appealing to the eye and giving opportunity for splendid illustrative featuring of goods—and the association with text that uplifts and inspires, makes for better living and creates the desire to possess that which will contribute to betterment and enjoyment.

The popular magazines are exponents of better living, of high ideals, of a more complete realization of the opportunities and the comforts which man's genius and a bounteous Provider offers.

And that is why the better popular magazines have demonstrated their value in the marketing of good goods appealing to the homes of discrimination, when sold on its merits and supported by a comprehensive selling policy.

TO work solely with one's wits is perhaps better than not working at all; to work with one's intelligence is to work sanely. Sunlight is not so spectacular as flashlight, but it takes a better photograph.—THOMAS D. GOODWIN.

Thoroughbreds

BY J. G. MILLS

Do you want to drive a team,
Along life's broad highway?
That will distance all the others
Many miles a day.

Just listen to me, brother,
Take heed to what I say;
I'll tell you all about them—
A sorrel and a gray.

You must be a careful driver—
A man that's not afraid;
To guide them through a mountain pass,
Or down a sloping grade.

They'll go up, and down a hill,
Along a level road,
Mud up to the wheel hubs,
With any kind of load.

They won't need a whip, or cussing,
Sing and whistle—that's enough;
Though the way be sometimes stony;
The going pretty tough.

They were sired by Old Courageous;
Dam as good—we call her Pluck;
Get them, own, and love and drive them,
Then you'll have the best of luck.

"Pep and Ginger's" what we've named them,
Splendid name for such a pair;
Best there is for any business,
Nothing like them anywhere.

Hitting the High Spots

By Arthur W. Newcomb

The Efficient Executive—Concluded

IN THE May number of the BUSINESS PHILOSOPHER I gave you four stories, each of them illustrating one of the fundamental qualities of an efficient executive, and its negative. These qualities were purpose, judgment, teachableness, and the ability to maintain discipline.

This month I have some more stories to tell you, in the hope that they will make clear some of the other essential qualities of the efficient executive.

A Cure for Discontent

The factory of the Ideal Furniture Company had long been what President Aleshire called, "The greatest collection of living soreheads now in captivity."

Why this was true was a sad puzzle to the management. Wages were high, working conditions were good, hours were moderate, work was not particularly heavy or dangerous, and, in general, the class of employees was intelligent and decent.

Many different remedies were tried, but the situation grew worse instead of better. There was continual friction between the employers and their men. The output suffered in both quantity and quality, and there were frequent changes in the personnel.

It was after a particularly disastrous season as the result of all this that the board of directors engaged Nedson as general manager.

Nedson had made a success of handling a difficult situation with the Common Sense Furniture Company, and it was hoped that he would do as well with the Ideal, although the Ideal was several times as large.

Nedson began his work, as all good executives should, by making a careful analysis of the whole situation, meanwhile going around amongst the men in a democratic way, listening to their complaints, talking with them about their work, and incidentally showing that he knew, from practical experience as a workman, exactly the kind of problems they had to solve.

HOW HIGH WAGES MAY CAUSE TROUBLE

After a month of this he called upon President Aleshire to make a report.

"The trouble with the factory is," he said, "that you have no wage system."

"Why," defended the president, "we have paid a great deal of attention to wages, and our average rate of pay is higher than that in most furniture factories in this state."

"That's just the trouble," replied Nedson. "You have paid altogether too much attention to wages, and practically no attention to a wage system. Your average rate of pay is high, but there are some men who are getting more than they're worth. Your method of fixing rates of pay has been such that you have practi-

cally destroyed in the minds of your people the connection between a man's value and his wages. The result is that practically everyone in the factory is looking for higher wages given as a result of 'pull,' of agitation, of bad judgment, and of just plain 'easy-markness' on the part of the management. It's a scramble to see who can wheedle, bulldoze, or swindle the management out of the highest rate of pay, regardless of the service rendered. You have men in this factory receiving from six to ten dollars a day who are not worth three dollars a day. The worst of it is, they know they're not worth that much, and their fellow employes know they're not. On the other hand, you have men at two dollars a day who ought to be getting anywhere from two seventy-five to four dollars a day. The worst of it is, they know they ought to, but instead of trying to get the increased pay by better service, they are trying to get it in the same way the six- and ten-dollar men are getting theirs."

APPEALING TO REASON

"What do you advise doing?" President Aleshire wanted to know. "The men are in such a state of mind now that any attempt to readjust wages would result in a wholesale walkout."

"You're dead right," responded Nedson emphatically. "You can call a man a liar, and you may get away with it. You may even slap his face or punch his head without getting into serious trouble; but if you lay one little finger on a man's job, or his rate of pay, he immediately reaches for a club."

"Well, then, what are we going to do about it?" demanded President Aleshire.

"Since you have no labor unions to deal with, you are enabled to bargain with each man separately. That is one of the reasons why your present rates of pay are inequitable. Since, however, you got yourself into this state of affairs by individual bargaining, the only way you can get out is by the same method. Let me talk to the men about their wages. I'll take them in small groups. Those who are not getting all they earn will be glad enough to get upon a different basis. Those who are getting more than they earn will be given their choice. They may either accept a system of pay based upon their actual efficiency, or take the customary two weeks' notice to find another job. I am of the opinion that most of them will stay after I have fully explained the proposition to them. Even under the new arrangement they will be getting higher wages here than they can get for the same kind of work anywhere else."

"And what, may I ask, will be the nature of your wage system?" queried President Aleshire.

A BONUS SYSTEM OF PAYMENT

"In the first place, I will ask each man to co-operate with us in determining what is a fair day's work at his particular task; that is to say, how much of standard quality output he can produce in regular working hours without undue speeding up and fatigue."

"Then I will ask each man to confer with us on what is a fair day's pay, with living conditions as they are in this town, for the class of work he is doing—how much he would consider it just to pay an employe if he were hiring men. I may not be able to meet the demands of the most extravagant, but I believe in the sense of justice of the average man, and

I'll guarantee you'll find that the average demand of all the men in any one class of work will be about right.

"The next move is to offer each man this basic wage, and to pay it to him if he attains seventy per cent of the standard output, which every man in the shop ought to be able to attain if he uses any reasonable degree of diligence. Then I will offer every man an increase in wages of twenty per cent and a ten per cent bonus if he attains ninety per cent efficiency—that is, if he accomplishes ninety per cent of the standard amount of work a day. For one hundred efficiency I will offer a thirty per cent increase in wages, with a twenty per cent bonus.

"This may seem like a tremendous increase to you, since it amounts to fifty per cent in all, but when you realize the fact, which I have determined, in my study of conditions here, that, on the average, the men in your shop are turning out only twenty-five per cent of the amount of work they could easily turn out if only they were satisfied and trying to do their best, you will see that an increase of fifty per cent in wages would be a very inexpensive way to purchase the increased efficiency.

"I would also offer proportionate rewards for one hundred and ten, one hundred and twenty, one hundred and forty, and one hundred and fifty per cent of the standard output.

"With all of these offers would go a guarantee that there is to be no revision of basic rates or of bonuses except for changed conditions. In other words, we will maintain the rates, even if the men should get to earning eighteen to twenty-five dollars a day. And you could very easily afford to do this. If your factory

were to turn out five hundred per cent more product without any increase in floor space or equipment, the percentage of your overhead to other charges would become so small that you would spring the vaults of the Furniture City Bank with your deposits of extra profits."

HOW IT WORKED

I have no space here to record the long debate between Nedson and President Aleshire, and afterwards, between Nedson and the whole board of directors. It was one memorable for its frankness on both sides, and more than once Nedson, notwithstanding all his patience, good nature, gentleness, and unwavering persistence, seemed to be on the point of giving up in despair and throwing his resignation into the faces of his employers. He kept his temper, however, and his courage, and finally won, being given full authority to go ahead and carry out the plan he had outlined.

It was no easy task.

The men were suspicious, disgruntled, sensitive, and full of fears, especially those who realized that they were getting more pay than they earned.

But Nedson was kindly, patient, painstaking, reasonable, and gently persistent, until the men, little by little, began to take interest in his plan. At first they came over to him one by one, then by twos and threes, and finally whole departments would come to him at once, asking for time studies to be made, and rates and bonuses fixed.

A few of the more generously paid men refused to accept the new arrangement, but they were more or less undesirable assets of the concern, being trouble makers by nature, and Nedson told President Aleshire that

he was "mighty glad to kiss them good-bye."

One year after Nedson became general manager the Ideal Furniture Company was in such a prosperous condition that it was considered an easy thing by the board of directors to present him with a large block of stock in the company, elect him vice-president as well as general manager, and double his salary.

The Cold, the Sham and the Real

The Jack Rapids Lumber Company had evolved from an organization whose sole thought and purpose was to cut down big pine trees and saw them up into timbers, planks, and boards into a corporation engaged in the manufacture of doors, flooring, trimming, and other shop and mill product from hardwood.

In the early days of the company John Foote, proprietor and general manager, had personally led his lumber jacks in the woods, his river hogs on the spring drive, and his sawyers and yard men in the big sawmill during the summer. John was a big, brawny, two-fisted, hard working, enthusiastic leader, with a voice that would carry throughout a camp, across a runaway river, or from the slab-slathers at his mill clear out to the end of the last tramway. John's soul was as broad as his shoulders, and his heart almost as large as his big, deep chest. He called all of his men by their first names, and when he called they came with hurry in their footsteps and love and loyalty in their eyes.

With the change in the character of the industry, and the multiplication of mills and hands, John, now grown into a lumber king directing the policies of the corporation as

president from a sumptuous office, had little time for actual personal supervision. He was known to most of the hands only by sight, and he could no longer call any but the old timers by their first names.

CONFRONTING A PROBLEM

For a few years after this transformation had been completed, the tradition of John Foote's leadership clung about the mills of the Jack Rapids Lumber Company. In the course of time, however, as the industry grew, and new and different blood came into the organization, a new situation developed. The old spirit of "do or die" loyalty was gone. Instead, there appeared a new and disturbing spirit of discontent and hostility toward the management. Efficiency dropped off alarmingly, and troubles between the corporation and its employes became distressingly frequent.

The corporation was rich, and John Foote generous. Because he could not get near the men in any other way, he tried to satisfy and please them by raising their rate of pay. Wages paid by the Jack Rapids Lumber Company ranged from ten to twenty-five per cent higher than wages in similar industries in that part of the state.

But the trouble did not cease.

John Foote was puzzled and disturbed.

Then, on one of his trips east, he visited a factory where many progressive features had been introduced.

He was particularly interested in what the president of the concern called his welfare work.

The big dining hall, with its pretty white table cloths and shining new silver appealed to the old lumber jack. He liked the shower baths with their nicked pipes and pretty little valve handles. He thought they were

great improvements on the icy plunge baths he and his men used to take in the river during the spring drive. The handsomely furnished reading, writing, and smoking room reminded him by contrast of the reeking log camps where his lumber jacks used to loaf, play, read, write, gamble, smoke, and fight.

BRINGING BILLS TO TIME

The result of it all was that when he returned to Jack Rapids he called in his general manager, Bills.

Bills knew the lumber business from acacio to zaccho. "Bill," said the president, "I want you to submit to me, as soon as possible, plans for a lunch room for the help, shower baths, bowling alleys, billiard and pool rooms, a reading and writing room, and a night school."

Bills coughed as if something had choked him, started to speak, coughed again, and finally managed to say: "Very well, Mr. Foote. It's your business I suppose, but if you want my opinion, I am frank to say that all this Y. M. C. A. stuff is damned nonsense. You can never solve your troubles with our employes that way. The trouble is, they're too well treated as it is."

"Now see here, Bills," remonstrated Foote, "you're dead wrong about this. When I was in the East I visited the plant of the Empire people, and I want to tell you that as a result of their welfare work they've got the happiest, best satisfied, most loyal, and most efficient bunch of helpers I ever saw."

"Oh, they work all right with that kind of intelligent people," retorted Bills. "But with a lot of ignorant boneheads, such as you have here, you will find them ungrateful, unappreciative, and harder to get along with than ever."

Right then the discussion grew too warm for me to report. The end of it, however, came when Big John roared: "That's enough from you, Bills. Your suggestions are received and placed on file—in the waste basket. Now you go ahead and do what I tell you."

COLD, UNFEELING ELEGANCE

Six months later the welfare department of the Jack Rapids Lumber Company was in full career, but its career threatened to be a short one.

Only a few men availed themselves of the privileges, elegant as they were. The equipment was abused, parts of it were carried away, and in general, the employes fulfilled, at least in spirit, the picturesque prophecies of General Manager Bills. Meanwhile, other troubles increased.

At the end of the year, just six months after the installation of the work, President Foote called for Bills' resignation.

"You're a mighty good man, Bills," he said, "and you know this business as few other men in the world know it. I'm mighty sorry to lose you on that account, but I've been forced to the conclusion that you don't know how to handle men."

HE SAID HE LOVED THEM, BUT—

In Bills' place let me introduce General Manager Harry Enright.

The first thing Harry did was to call all the men together in the big assembly room of the welfare building and make a speech to them. It was an eloquent speech. Harry was a good talker, and the burden of his speech was an impassioned declaration of Harry's great love for the working man. When John Foote heard that speech he wasn't particularly happy about it, but Enright had come well recommended, and John hoped for the best. It was only six

months later, however, that Harry had to be led gently but firmly to the railroad station and put on the ten o'clock train in order to avert a strike in the works of the Jack Rapids Lumber Company.

By this time, as you may very easily imagine, affairs were in a very ticklish state, and John Foote was at his wits' end. He would have taken the general management himself, in addition to his duties as president, but the affairs of the company required him to be away from Jack Rapids a large part of the time. In desperation, he called in George Lewis, who for over twenty years had been superintendent of the planing mill.

HOW REAL LOVE SHOWS ITSELF

"George," he said, "you have been with me for twenty years—started in as water boy in the old sawmill. You know what the old spirit of the Jack Rapids Lumber Company was. You've handled your help in the planing mill better than any of the other superintendents. In fact, the planing mill hands, as I understand it, have really been our one mainstay against a strike here for several months. I want you to take the job of general manager to see whether you can't somehow or other bring the old spirit into this organization."

"I'll do my best, Mr. Foote," said George Lewis, and took hold of the job with no more ado.

When it became known that George Lewis was to be general manager a new spirit was manifest at once throughout the entire organization. Most of the men knew the new executive, and liked him.

He was quiet, friendly, and he knew the business in a practical way, having worked at many of the machines himself. He was unpretentious and gentle, but very firm.

One of the most remarkable things about George Lewis was that while

his discipline was swift, sure, and severe, it was administered in such a way that the men who felt his heavy hand seemed to like him all the better after the first sting of chastening had passed away.

"He sure cuts a man up something fierce," the men said, "but he does it like a father, and you can't get mad at him for it."

One of the first official acts of George Lewis was to close up the welfare department. A brief note tacked to the door informed the men that, inasmuch as the movement had not proved acceptable to them, they would no longer be required to enter the place.

WHY DID THEY RESPOND?

Within a very short time after he took charge the men began to learn, in a roundabout, indirect way, that what George Lewis wanted was to make the Jack Rapids Lumber Company the biggest producer of the finest workmanship in all that region. Little by little, they caught the spirit. Their wages were not increased, the welfare department had been shut up, and yet practically every man in all the mills echoed the sentiment of Donald Bruce, who had been one of the hardest to manage of all the hands. "I don't give a damn for the soulless corporation that owns this mill, and I don't care so much for the money it pays me, but I like George Lewis because he likes me, and if he wants to put this concern at the top of the list, by the Great Horn Spoon, I'm going to help him do it."

Six months after George Lewis had taken charge a committee of employes waited upon him and requested that the welfare department be reopened, promising to constitute themselves a kind of house committee to be responsible for the proper conduct of all who made use of the rooms and equipment.

The request was granted, with some modifications, but from that time the social betterment work of the Jack Rapids Lumber Company, as it was now called instead of welfare work, has been almost entirely in the hands of the employes themselves, with George Lewis as counselor and moving spirit.

All for Want of a Plan

After he had been general manager of the Jack Rapids Lumber Company for a year George Lewis began to be disturbed by the fact that notwithstanding the hearty and loyal cooperation of practically the entire organization, output somehow or other was not so high as it ought to be in proportion to operating cost. For several weeks he puzzled over the problem, but could not solve it.

"Our equipment," he told President Foote, "is the latest and best. We buy our materials at the bottom of the market, and while they are of the highest quality, therefore far from cheap, we have found by actual experiment that the best materials work most easily and with the least amount of waste, and are therefore the most economical in the end.

"Our help is enthusiastic, loyal, and industrious. Practically all of them are just as eager as I am to increase the profits of this company.

"And yet we don't get the results we ought to get for some reason or another."

LEARNING FROM AN OUTSIDER

"The trouble, George," suggested President Foote, "is probably that you are so close to your problem that you can't see it properly. I have no doubt that the answer is so simple and so obvious that it has never occurred to either one of us. Let's send out and get some bright, keen, observing young fellow who knows absolutely nothing about the mill busi-

ness, but does know something about costs, turn him loose in the factories here, and ask him to find out where the leak is."

Six weeks later the young man who had been hired asked for a conference with the president and general manager. When they were seated he came right to the point.

"I don't pretend to know all of your troubles, but I can tell you a very large item of waste in your management. In my study of your conditions here I have found that on an average, industrious as they seem, and really willing as they are, your employes only work at actual production sixty per cent of the time. This is largely due to the fact that many of your machines are actually running only fifty per cent of the time. Machines stand idle because the belts break, because they have to be shut down for readjustments, because knives, saws, bits, and other cutting instruments get dull and have to be taken off and sharpened, and because of breakdowns in the machine itself. These causes, I have found, keep your machines idle ten per cent of their time during working hours.

"The remaining forty per cent of their idle time is caused by lack of material to work upon. All through your factories your machines work in sequence. The big band saws depend upon the efficient working of the log chute. The log chute depends upon the unloading of cars into the artificial lake. The unloading of cars into the artificial lake depends upon locomotives that bring them here from the logging camps. The work of these locomotives depends upon the work of the men in the woods. So much for that sequence.

"Every machine, every dry-kiln in all your factories depends upon the work of the big band saws. In the same way, the material for any ma-

chine must come to it from the big band saws through a number of other machines, as a general rule.

"Now, what do I find? Sometimes there are no logs cut in the woods so the trains can't run, and a large portion of the work is held up. Sometimes there is something wrong with the logging trains. Then again, the tracks alongside the artificial lake will be crowded with loaded cars for three or four days at a time while the big band saws have nothing to do. So it is all through your factory. Somehow or other, although you all try hard enough to accomplish it, you don't keep up a steady stream of material."

HUNTING A REMEDY

For several minutes after the young man had finished his report the three sat silent. Finally John Foote spoke:

"Well, George, I guess there's matter enough, but take it easy, study the situation, see if you can't keep all the machines supplied with raw material."

George Lewis did try for a month. The harder he tried the worse the situation seemed to grow. Just so sure as he undertook to see that one class of machines was kept busy, the materials diverted to them would deprive some other class, so at the end of a month he was ready to throw up his hands.

Meanwhile, the young man had been continuing his investigations. Just about the time that the general manager had decided that it was no use the young man called for another conference.

"The trouble," he said, again coming direct to the point, "is that you are like a great big railroad system, with thousands of tons of freight and hundreds of thousands of passengers to transport, making up freight and

passenger trains and starting them off for various points in your system wherever emergencies seemed to call for them, and then letting every conductor make his own schedule, running time, and stops as he saw fit or as circumstances seemed to warrant.

A REMEDY SUGGESTED

"What you need to do is to sit down and figure up as nearly as possible just how many doors, how many sash, how much flooring, how much shop stuff, how much of all the other different products you will probably have to make in the course of a season. With such an estimate in mind, carefully consider every step of the way. You could, if you would, determine just how many trees of each kind you would have to cut or buy, and just how each one of these, after having been reduced to logs, ought to be sawed up. You could also calculate when each log ought to be cut, loaded, hauled, dumped into the lake, and run up the chute. Then from the big band saws out through all the mills and factories you could schedule the route and the time of every stick of timber, every plank, and every board sawed. This could be done in such a way that you would be able to tell four months ahead, exactly what each machine in your factory would be working on on any certain day, at any certain hour. Unless you do this, I don't see how you are ever going to cure your present waste."

"It looks like an awfully big job, George," commented John Foote, "but if we can increase the operating time of our machines from fifty per cent to ninety per cent it will pay."

With the help of the bright young man, George Lewis began laying his plans, writing schedules, and preparing to despatch elm, maple, oak, birch, and ash trees from the forests to the freight cars that carried the completed product of the Jack Rap-

ids Lumber Company to all parts of the country.

THE NEED FOR STANDARDS

After working a few weeks the two men found themselves confronted with another difficulty. How long, for example, ought it to take a planer to plane, mortise, and tenon a thousand feet of two and one-half inch hard maple flooring?

They found that some planers required three times as long as others, and there was the same wide discrepancy between the performances of other kinds of machines.

All of this led to careful studies, stop watches in hand, of the operations of all the different kinds of machines in the factories. When any piece of equipment was found to be producing several times as fast as others of its class, it was generally found that the operator had discovered some way of handling it or the material for it with the least possible expense of time and energy. In other words, he had eliminated waste motion. In such cases the other operatives of similar equipment were instructed how to use the same method. The result was an average of fifty per cent greater output per hour of actual running time. There was no fatiguing speeding up of the hands. In fact, the operatives found themselves fresher at the end of a day's work than before, because they had not wasted so much energy.

Knowing the actual time required for each process of manufacture, it was comparatively easy for George Lewis and his assistants to make plans, write schedules, and arrange for the despatching of the work.

An Efficient Executive

George Lewis now spends but two hours a day in his office, and most of this time is devoted to making decisions upon questions brought to him

constantly in writing, accompanied by complete data. Occasionally changed conditions, improved equipment, or some other occurrence will demand a readjustment of plans and schedules, but except in such cases, George Lewis has the machinery of his executive work so well organized and running so smoothly in all its parts that it requires little or no attention.

You may be a hustling, bustling, strenuous, hard working executive, and panting with lolling tongue in your effort to keep things going. That may meet your ideal of an efficient executive.

If I were an executive, however, I should far rather be like George Lewis, and have plenty of time for leisure and for planning better, bigger things ahead. Also, I should like to get some pleasure out of life as I go along, so as to be able to enjoy life when the time comes for laying down its active duties and heavy burdens.

WHAT THE STORIES TEACH

In the first installment of this symposium of stories on the efficient executive my effort was to illustrate the qualities of intelligent and definite purpose, good judgment, teachableness, and the ability to maintain discipline.

In this installment I hardly need to point out to you the qualities I have tried to illustrate by the stories.

The story of Nedson illustrates the value in an executive of a keen sense of justice.

In the first part of the story of George Lewis my theme is love of men—not a mere intellectual assent to the profitableness of treating them well; not a mere tooting of horns and loud professions of love, but a real, true, genuine affection of a man for his fellow men—an affection that does not need words to express itself.

Another quality I have shown you in George Lewis is firmness. Em-

ployes despise and hate an easy mark in an executive position fully as much as they do a domineering, overbearing martinet.

It goes without saying that the last part of the story of George Lewis was written for the purpose of showing the importance of an executive's being able to plan the work of his organization for months or even years ahead; to make schedules, clear and definite, for carrying out these plans,

and then to make arrangements that every item on the schedules be despatched on time. In order to do this it is necessary, as I have tried to show, to study operations and determine standards. Finally, the efficient executive is a man who, having all these qualities, having done all these things, has the ability to unload all the detail of operation upon subordinates, leaving his time and his mind free for larger problems and constructive mental work.

How Dempsey Made Good —By William J. Rolfe

DEMPSEY was a young man of Irish extraction, with a smiling, honest face and keen eyes, a suave conversationalist, and withal a perfect confidence winner. His first position was country school teacher, which seemed to be a very dull and unremunerative occupation, so Dempsey decided to go to the city and apply himself to something requiring more action.

He went to the office of one of the large life insurance companies, interviewed the superintendent and was given a position as agent. A stranger in the city and now employed by a corporation that had about 18,000 employes, Dempsey's ambition had much room for exercise.

His duties were to collect small amounts of money from policy-holders that paid weekly, semi-monthly and monthly; to write new and additional policies on the weekly payment plan; and to write large policies, his income to be governed according to the volume of insurance written.

In the office where Dempsey was employed there were thirty-seven agents, seven assistant superintendents, and one superintendent. Promotion to an assistant superintendency was not difficult to obtain, but to be-

come a superintendent was somewhat like hunting the proverbial needle in the haystack.

Undaunted by this latter fact, Dempsey set his cap for that difficult position. He struggled on for more than a year as an agent, making an enviable record.

At last his opportunity arrived. He was appointed assistant superintendent, supervising six agents. His next step up the ladder would be determined according to the record his agents made, and according to his own personal record through writing up large policies.

After assuming charge of his new position Dempsey, whose reasoning powers were well trained, spent a quiet evening with himself.

After making a mental survey of the field of endeavor before him, he decided that although there were hundreds of employes for the company to select from for the coveted position of superintendent, he could attain the position if he could make a better record than any other assistant superintendent in the company's service. Therefore, he decided he would do so.

He realized that it meant indefatigable energy, and that men in the

same occupation have practically the same knowledge of their business, therefore it would mean that he must economize his time and put more hours of intelligent effort into the business.

With his aggressive initiative and resourceful personality, he entered the arena of action, fully determined that the upward goal he was striving for would be attained in a few years.

His first action was to make a systematic and intelligent scrutiny of the rules pertaining to his duties, with the thought in mind that knowledge is power. He realized very well that an attempt to do business, and build business, without a knowledge of the science connected with one's business, would be as fatal as to build a structure on the sands.

Dempsey was now working hard day after day, week after week, and month after month. His superintendent and the officials of the home office of the company began to notice that his actions were entirely different from those of the other assistant superintendents. His production of business was larger, his prompt attention to details was marked, his intelligent replies to home office correspondence told his employer that he had sound judgment and was keeping in close touch with his duties.

An insurance man's place is in the field—not in the office. He reports at the office morning and evening for about an hour. When Dempsey would arrive at the office he was chock full of enthusiasm (this is a high percentage of the steam that makes the salesmanship engine travel), with which he continually inspired his colleagues.

His kind and affable disposition made every man his friend. He received any favor for the mere asking.

His superintendent, who holds staff meetings weekly to discuss the pro-

gress of the district, installed Dempsey as acting superintendent during his absence. Dempsey conducted the meetings as efficiently as his superior. His enthusiastic addresses seemed to set the men afire with an eagerness to go out and sell their goods. When the home office of the company would request that a special effort be made in the district for a large volume of new policies, Dempsey would instantly respond in a handsome manner.

Dempsey was loyal to the company, to his superintendent, to his policyholders, to his agents, and to himself. He knew that loyalty is sincere service to a cause—that if such qualities as cheerfulness, honesty, energy, love, purity, sincerity and all the other qualities that make a successful life were put into a golden crucible, the result would be loyalty.

He was a devotee of his profession. Material compensation was of secondary consideration. He knew the law of compensation would give him his just dues. His entire thoughts were to produce results.

He knew that that superintendency position that is so difficult to win could not be far away. He had now put in over five years as an assistant superintendent, keeping up a record-breaking pace. Another company had offered him a better position.

Just about that time one of the officials from the home office of the company visited the district. He called Dempsey aside and told him confidentially that at the present time the company was considering a better berth for him.

Only a few weeks later the superintendent announced to the staff at a meeting that he had a surprise for them. He then, amid much applause, introduced Superintendent Dempsey.

Analyze

When the whole thing's going wrong,
Analyze—

When the words don't fit the song,
Analyze—

Like as not you'll get "in tune"
Sing just like a frog in June,
Analyze—

When the trade don't come your way,
Analyze—

When your business it don't pay,
Analyze—

Keep your chin up in the air
Play the game but play it fair,
Analyze—

When convention time comes 'round,
Analyze—

Take your problems, by the pound,
Analyze—

Stayin' home will keep you rusty
And your business may go "busty",
Analyze—

Analyze those ponderous troubles,
Watch them disappear like bubbles—
Analyze each joy and sorrow,
You'll find better things tomorrow,
Analyze—

W. E. Fitch, (Pastor Bill).

How Aggressiveness Won an Unexpected Sale

—By John Horace Lytle

THE one object in recording this special incident of an unexpected sale is to impress upon—or rather to remind you—that it sometimes happens that a sale is closed with the prospect from whom you had expected the least, if not absolutely nothing.

Recently I secured a splendid order rather easily from a prospect that I almost failed to solicit. But it so happened that, at the moment I did call, conditions were psychologically right for my proposition. It only remained for me to take advantage of the situation in which I found myself.

I will record the facts in the hope that some who read them may profit thereby, and not pass up possible future business simply because of a pre-formed idea that such and such a prospect is "N. G."

You can never tell. Play them all to the limit—and play them to win. If you do this—and do it along the right lines—you will find it pays out in the end.

Do not anticipate in advance that you cannot sell this or that firm. By a timely call, you may turn the apparently hopeless prospect into a good customer. Hence, play to the limit for every piece of possible business.

Do not make up your mind you cannot get a certain order—until you have tried and failed. This rule is a good one to follow, no matter what your line of business may be. In the present instance the prospect was for advertising, but the rule is the same in any case.

GETTING THE LEAD

I was representing a certain magazine and had noticed a real estate

advertisement in another publication, but one not in the same field as my own. The advertisement was in the interest of lands along the Gulf of Mexico.

We had never carried any real estate advertising to speak of, but in the following issue had already booked a full-page advertisement for a firm interested in Canadian lands.

I had looked upon receiving this advertisement as simply a piece of good fortune. And not expecting the same thing to occur twice in the same month, I was more than ever on the point of passing up entirely my Gulf land prospect without even a call.

It was a cold, blizzard day in January, and my prospect was on the top floor of a very high building on Michigan Avenue in Chicago. (It was lucky there was an elevator—or I should have missed an order.)

PERSISTENCE

The firm occupied several offices on the same floor of the building, and I entered the one that seemed to be the main entrance. To the young lady at the "Information Desk" I made inquiry for the advertising manager. She directed me to a certain other room. "But," she called after me, "our advertising is all handled by the Morelin Advertising Company."

I hesitated again, and was on the point of either dropping the prospect altogether, or else calling upon their agency. However, I was already within a step of the office to which I had understood her to direct me, so I opened the door and went in, though I must confess I wondered that the sign on the door said "Legal Department."

The legal department it proved to be, and the man I met was a most congenial sort.

I made it known that I sought the advertising manager, whereupon he repeated the information given me by the information clerk—namely, that their advertising was almost entirely in the hands of their agency. Furthermore, he told me with a twinkle in his eye, "Mr. Blank, our advertising manager, usually hates to be disturbed, and is often rather blunt with those who call on him."

COURAGE

That decided me.

If he had not told me that, I would have dropped the prospect right there. But if Blank was of the gruff sort, I wanted to have a look at him.

I have such little respect for the fellow who thinks he already knows it all, or one who fools himself into the belief that he is too busy to meet callers, that I like to always look them over, so as to come to know all the different varieties of the species.

My legal friend had over-estimated the terror of this particular advertising manager—but this I did not know at the time. Hence curiosity to see him led me to his office—and, incidentally, resulted in my securing a good order.

I finally correctly located the advertising office and inquired for the terrible Mr. Blank.

"He's busy," said his stenographer very positively. (He had her well trained.)

"Very well," I snapped back, not to be outdone. And I turned to go.

The young lady looked up—I do not know why. "What's your business?" she said.

"Magazine advertising." I was still very indifferent.

The young lady had already departed for Mr. Blank's office and presently returned with the information that he would see me.

I entered the inner office prepared either to be very civil—or to give as good as I got, if what I got were not to my liking.

I found two men seated at a desk, and one (who I learned was Mr. Blank) greeted me with the following: "To what do we owe this interruption?"

I told my story in just as few words as possible, not wasting any time—for I had no hope at all of an order.

REWARD

The second man at the desk took my magazine and glanced through it. "Ever carry any real estate copy?" he asked.

"Very little so far," I told him, "but our next issue will carry a page on Canadian land, which Mr. _____ gave me the other day. I think we can pay out on real estate copy as well as lots of other publications now carrying it."

He looked out of the window. It was snowing savagely.

"We can beat those people all to pieces this time of year," he said. "And if they're willing to think you can pay out on an advertisement for Canadian lands in February, I'll be willing to gamble you will pay out triple for our Gulf State lands."

He turned the magazine to a certain page and looked up. "Guarantee me this position right here in your February issue and I'll give you an order for two hundred and twenty-four lines."

"I'll do it," I replied, endeavoring to hide my surprise and pleasure.

All this time Mr. Blank (who was not so terrible after all) had remained quiet, but now he introduced me to

the man who had just agreed to give me the order.

"I should have introduced you before," he said. "This is Mr. Starkey of the Starkey Agency, with whom,

just before you came in, we completed arrangements to take over the placing of our advertising, as the firm through whom we have been placing it have not pleased me in many ways."

Dictated But Not Read —By Oscar James Vogl

Manager Promotion Department Steele-Wedeles Company

AT A recent banquet of commercial men in Chicago, a prominent importer of American machinery from Buenos Ayres told the story of a merchant in his

of business etiquette but an insult to the recipient. If you do not deem it of enough importance to read the letters you dictate, do not expect your prospective customers to read them.

If you cannot engage competent office help to entrust with the mailing of your letters, do not expect any prospective purchaser to trust you with his business.

If you intend to hide behind the phrase, "Dictated but not read," do not be surprised if your competitors get your trade and ridicule your business methods.

And the rubber stamp imitating your signature—throw it away. It will never take the place of the pen and ink swing. It will never give your letter the human touch and the proper entre. Why correspondents use these things I, for the life of me, cannot see.

If your letter should act as a written representation of your business, as a mail representative, make it appear as well as possible.

If you would not engage a disorderly salesman, a slouchy traveling man, or an intoxicated collector, do not rubber stamp your letters, and for the sake of business etiquette leave off that line: "Dictated but not read."



OSCAR JAMES VOGL

city who received a letter from a concern in the States marked "Dictated but not read." He promptly returned the letter marked: "Read but not noticed."

The notation, "Dictated but not read" on a letter is not only a breach

Never Mind

By Sheldon Leavitt

Is there something going wrong?
Never mind!

Is there discord in life's song?
Never mind!

All these things to you so clear,
Filling you with dread and fear,
To the rest do not appear;
So never mind!

Do not nurse your foolish pain;
Never mind!
Up and at it now again;
Never mind!
Wipe away the blinding tear;
Drive away your weakening fear;
Fill your heart with winning cheer;
Never mind!

Do not sit and rub your shin;
Never mind!
That is not the way to win;
Never mind!
When one stumbles, as he may,
He can never win the day,
If he suffer much delay,
So never mind!

Let your falls but prove you strong;
Never mind!

They show not that you were wrong;
Never mind!

You were crowded hard, no doubt;
But it will not pay to pout;
You've been *down*, but you're not *out*;
Never mind!

Do not dread your falls a bit;
Never mind!

We count every time we hit;
Never mind!

Do not stop to fix the blame;
You shall get there just the same,
Even though a little lame:
So never mind!

It will take a pile of grit;
Never mind!

Ow'n you have enough of it;
Never mind!

Keep right at it while you may;
Chances come not every day;
Time enough you'll have to play;
So never mind!

Though not always in the lead,
Never mind!

In the end you will succeed;
Never mind!

Let the prize inspire your run;
And you'll find when you have done,
That the victory you have won;
So never mind!

Maintaining Personal Contact with Hundreds of Salesmen

—By A. T. Hugg

How the Sales Manager of One Large Organization Solved this Difficult Problem

THE effort of keeping in close personal touch with the individual members of a large selling organization is one of the problems that grey the hair and furrow the brow of many a general sales manager.

In a small organization, where three or four or a dozen salesmen come to headquarters every Saturday, or every two weeks, this may not be a difficult matter. Everybody meets at luncheon, perhaps, and the sales manager takes occasion publicly to congratulate Smith and Johnson on the fine records they have been making.

Later, he takes Brown and Jones off in a corner, finds out why their sales have been below normal and what assistance the office can give to help secure better results. If necessary, he informs them firmly but kindly that they are not meeting expectations and that it's right up to them to produce.

HOW PERSONAL CONTACT INSPIRES MEN

This personal contact sends every man in the organization back into the field with renewed energy. Smith and Johnson, proud of their past record, determine to make still better records.

Other salesmen, anxious to demonstrate their own ability, and somewhat jealous of the prestige attained by the "top notchers," determine to beat those records at all costs.

The men at the bottom of the list talk with their chief, and feel that he have been encouraged by a personal

talk with their chief, and feel that he understands their difficulties and is ready to assist them in any way possible.

The personal relation has been very easily established.

But when the salesmen number four hundred or more, working all over the United States, the problem of personal contact becomes a very real one.

It is, of course, impossible for the sales manager to talk with all the men, or even send each one a personal letter.

How, then, can he make them feel that he is interested in their welfare; that he is scrutinizing and comparing their records; that he is in intimate touch with their work and problems, and enthusiastic over their personal achievements?

A SOLUTION

A satisfactory answer to this question was worked out recently by the Burroughs Adding Machine Company of Detroit in the form of a "Quota Calendar," a reproduction of which is shown on the next page.

Each salesman in the Burroughs organization is assigned a "quota" at the beginning of the year. That is, he understands that the company expects him to sell a certain number of points per month, each point representing a certain amount of money. The quotas vary widely, some being as low as fifty points, others calling for several times that amount.

To make up the quota calendars, all the salesmen in the organization were grouped according to the point

quotas they carried. It was discovered that there were nine different quotas in effect.

Suppose, for the sake of illustration, that the work described thus far is represented by the following table: 150 Salesmen had quotas of 50 points.

100	"	"	"	75	"
85	"	"	"	90	"
60	"	"	"	113	"
45	"	"	"	150	"
20	"	"	"	175	"
10	"	"	"	200	"
5	"	"	"	225	"
2	"	"	"	250	"

One hundred and fifty quota cards were printed similar to the one shown in the illustration, the line, "Your quota is —" being filled in with "50 Points."

were entered figures showing just what portion of the fifty points ought to be on hand at the close of any given working day, if the salesmen were progressing steadily toward one hundred per cent of his quota on the thirty-first.

One hundred similar cards were printed for the seventy-five point men, eighty-five cards for the ninety point men and so on.

This constituted a personal calendar by which each salesman might check his record at any time during the month and see whether his work had been up to the company's standards.

WHAT THE SALES MANAGER SAID

To inject still more of the personal element, each calendar bore, on its reverse side, a typewritten note from the general salesmanager addressed to each salesman and commenting on his work during the month preceding.

For instance if Mr. Jones had made over a hundred per cent of his quota the month before, the chances are he received a card bearing the following inscription:

"Mr. Jones: Your record of — per cent in February was so excellent that we are hoping you will be able to duplicate it in March and thus assist us in breaking all previous records.

General Sales Manager."

March

THE LAST MONTH OF THE FIRST QUARTER

Your March Quota is 100 Points

SUN.	MON.	TUES.	WED.	THUR.	FRI.	SAT.
						1
						4
2	3	4	5	6	7	8
Sun. 8	12	15	19	23	27	
9	10	11	12	13	14	15
Sun. 31	35	38	42	46	50	
16	17	18	19	20	21	22
Sun. 54	58	61	65	69	73	
23	24	25	26	27	28	29
Sun. 77	81	84	88	92	96	
30	31					
Sun. 100						

THIS calendar is issued in the hope that it will assist you to finish the first quarter of 1913 at least on a level with the quota line and as far above it as possible. If you secure each day the number of points indicated on the calendar, you will progress steadily and ideally toward 100% of your quota on the thirty-first. Just carry this card in your pocket during the month and check up on yourself occasionally. See where you stand with reference to your ideal. At all events and whatever else you do, make every effort to finish your first quarter with an average of 100% or better.

Below, under the various numbers representing the days of the month,

Smith, with a moderately good record received something like this:

"Mr. Smith: Your record of — per cent in February was only a little short of being a real top notcher. Just a little more effort in March and you will be among the quota getters."

Johnson, who was not quite up to his usual standard, was written a line like this:

"Mr. Johnson: We know that your February record of — per cent was not all that you wished it to be, but we have faith in your ability to make a big record in March and we hope you will get quota or better."

And the men who were clear at the bottom received this:

"Mr. —: We are just as sorry as you are about that February record of — per cent. One of the best ways to help us forget it is to come out strong with a big record in March. Will you do it?"

HOW THE MEN RESPONDED

In every case the blank space was filled in with the salesman's per cent, so that the message became absolutely personal to that particular man and showed that by no possible chance could it have been written to any other man or group of men.

Each of these cards was sent out in a separate envelope addressed to the man for whom it was intended. Two stenographers worked two days writing the messages and addressing the envelopes.

Naturally the comments were written with exceeding care but they accomplished very positive results: They gave each salesman an ideal he could keep before him every day, something to attain in each twenty-four hours. They gave each salesman a company standard by which to measure his work every day, every week and for the entire month. The card itself

was something he could place before his prospect and use as a personal talking point to close the hesitating buyer.

The general sales manager's comment showed each salesman that his record for the preceding month had been a matter of comment and comparison at the home office as his present month's work would be upon completion. This in itself was an incentive to greater effort.

Returns from the experiment were immediate, and continued all month. Salesmen whose poor records had been commented on wrote that they were "doing better" and would be "top notchers" by the close of the month if hard work would do it.

One man who happened to have a streak of luck in March wrote: "Quota calendar too far behind. Have already passed 100 per cent and so far ahead the calendar can't catch me."

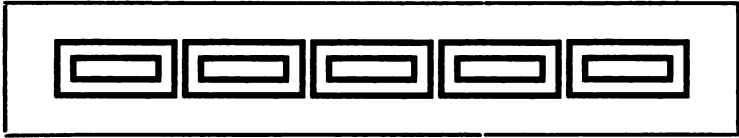
Another whose record had been very low replied:

"You may be just as sorry as I am about February but I am just as glad as you are that I have 110 per cent in March."

This indicated of course that the message had "gone home" and that it had been received in the kindly spirit in which it was meant.

It is safe to say that the organization was considerably enthused through this means of conveying to each salesman individually the confidence and interest of the man at the helm.

Consider well the proportions of things. It is better to be a young June-bug than an old bird of paradise.—*Mark Twain.*



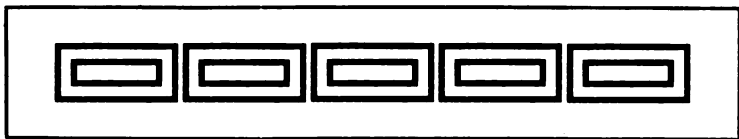
Honesty is the Best Life Policy

TRUE honesty is the essence of all character. It is a reflection of the sub-conscious mind and he who hearkens unto it will never go astray. No salesman can be a success until he is willing to follow the dictates of his own conscience. The golden rule has never yet given any one short measure and it never will. Honesty is the soil from which springs the beautiful flowers of Justice, Courage, Kindness and Loyalty. The business world pays well for these flowers and a man's success is in proportion to his care and cultivation of them.

Profitable and permanent patrons bind them into great bouquets of confidence and satisfaction.

Honesty is the tuning fork that puts the customer in harmony with the salesman.

IRA L. CASH.



Good Health as a Precedent Condition to Success

—By W. H. Tennyson

“Better than grandeur, better than gold,
Than rank or titles a hundred fold,

Is a healthy body, a mind at ease
And simple pleasures that always please;
A heart that can feel for a neighbor's woe,
And share in his joy with a friendly glow,
With sympathies large enough to enfold
All men as brothers, is better than gold.”

THE really efficient salesman in any line must be physically fit. If he is, this will not necessarily make him successful, but it is the first step.

Then he must be naturally fit, then spiritually fit (for a man needs moral calibre in order to sell goods), and finally he must have the will to do.

But his very first requisite is physical energy, and that is conditional upon good health.

The most precious possession in life is good health. The physical betterment of the race has received more attention during the past few years than ever before, and justly so. As a result the average length of life is slowly being increased, and it is undoubtedly true that great progress in this direction is still possible. The world is awakening to a realization of the benefits to be derived from eating only pure and wholesome food, from taking proper exercise, from correct breathing and sufficient sleep.

Each of us has just so much inherent energy. Whether or not it is possible for us to increase or diminish this is still a question, but it is certain that we can waste or use what we have.

HOW FOOLISH WE ARE

The biggest problem before the average man seeking for success in this

era of conservation and efficiency in how to eliminate waste in physical and mental powers.

Isn't it true that we mistreat and neglect our bodies as we would not think of neglecting or mistreating a delicate piece of inanimate machinery? With many of us it is very true.

We eat too much, and it takes energy in the body to digest this food. We drink too much, and we smoke too much. We breathe too little, so that we get an insufficient amount of oxygen. We exercise properly too little. We waste energy and creative power and physical vigor by late hours and foolish crimes against our bodies of one kind or another.

No, probably you don't do all these things, but don't you do some of them at least sometimes?

A certain student of salesmanship claims that fifty per cent of the lack of results can be traced to the lack of health. Business men and women are not sufficiently good animals; they do not pay enough attention to the natural laws of health. That is, men generally do not follow such advice as this from The Philistine: “Eat moderately, breathe deeply, exercise out-of-doors and get eight hours sleep.”

Weakness, physical weakness, is a negative force. If you are worn out, run down, sick, you show it. A sick man cannot be a successful salesman. He cannot secure the interested attention of his prospect; he cannot put vim into his canvass; his arguments somehow lack force; in short, he lacks energetic power.

When one is not well, too, one is inclined to be pessimistic; the world

loses some of its beauty. As a result enthusiasm is lacking, and the will and the inclination to be active are wanting.

And the four-square salesman, in order to be successful, must be optimistic, enthusiastic and active. Are not these necessary qualifications? You men "up against it" all day answer. Without good health they are almost impossible.

THE BENEFITS OF OPEN AIR

The salesman in the field has one point decidedly in his favor naturally. His work takes him constantly out of doors. Perplexities and troubles vanish most readily in the open sunshine. As Bliss Carmen so beautifully says:

"The benefit of out-of-doors is not that it takes us away from civilization, but that it restores us to ourselves. . . . Our anxieties are nearly all artificial, and are bred indoors in the stifling oppression of walls and roofs, to the maddening clangour of pavements, and a day in the open will often dispel them as a bad dream."

If your work is in the city, get out in the country for a day now and then in pleasant weather, and come back to the city refreshed. If your work is in the country, be glad these bright days, and breathe deeply.

To quote again: "A return to nature is a return to good nature. . . . To breathe deeply, to sleep soundly, to walk well, and to be unflurried and undespairing, to take from the bounty of the earth only so much as will serve our just needs—these are some of the things we learn at nature's knee, and forget in our greed."

But if we keep near nature, and carry on our work in the spirit of service, there are no reasons why these lessons should be forgotten "in greed." Modern scientific business

does not make its appeal so much to a man's greed as to his *need*.

MENTAL HEALTH

Not only does life in the out-of-doors strengthen the body, and tend to make us physically strong, but it sweetens the mind and fortifies the soul. A man need not be absolutely sick to be inefficient, but to be most efficient he must have a healthy body, a mind at rest, and the ideal of human service in his soul.

Yes, this sounds like a sermon on ethics, but it is hard common sense, and the teaching of modern science.

Health is wealth. In the great sum of things, not what we do but what we are really counts; for we cannot do well unless we are well. Not our enjoyments, our works, our deeds count supremely in the aggregate; but our capacity for one or the other. Our capacity for success is directly in ratio with our well being. We must be physically, mentally and spiritually fit for our great work.

Physical sickness very often results in mental sickness, and mental sickness very often results in physical sickness. We must keep our minds clear, directly and indirectly, for the professional man must depend upon his mind, upon his brain, for his life. The surest way to keep the mind healthy is to keep the body and soul healthy.

Good health is a precedent condition to great success. Look, therefore, to your bodily vigor and be strong. Conserve your energy and be healthy. Health is life. Live!

These be my guides, my messengers, my friends:
The silence of the forest's shadowy heart;
Not less the brooding, organ's solemn blare,
And kneeling multitudes' low murmuring prayer.

—R. W. Gilder.

Another View-Point of Opportunities Lost or Improved

—By H. E. Grant

TO GET all the good out of an author or an article, it is necessary not only to see in the writing, the point apparent—the main point laboriously explained—but to find those points subtly hidden, either missed inadvertently or left that way for effect.

Seek consistently, and these hidden lessons may be found in all our experiences—for writings are but the record of experience—though the difficulty is that we ignore our own as worthless, modest that we are, but expect instead always to learn from the experiences of others.

In a recent article the main point was well made—that a salesman might overstep the closing period, and, by indulgence in superfluous sales effort, lose sales he had otherwise made.

The article was under the title, "Does this illustrate one of your faults?" (*BUSINESS PHILOSOPHER*, March, 1913, page 159.) And in replying to this query, at least one reader remarked, mentally, "No!" What he had in mind was, not what the writer of the article would illustrate, but the fact that the salesman was written up as dishonest in his attempt to make the sale.

The article explained that "The piano in the old farm-house was somewhat 'tinpany,' and a piano salesman in a neighboring town discovered an opportunity."

AN ANALYSIS OF THE OPPORTUNITY

Let us analyze partly the opportunity as stated:

(1) A little girl to be loved and brought up;

(2) The little girl musical and ready for the piano;

(3) The piano now available is somewhat "tinpany";

(4) No monetary obstacles to purchase of new instrument.

Time was when to the writer opportunity just "happned." Something like the old ideas about religion; some got it, but others not only didn't but couldn't. If it "happened," Opportunity could come to me as it did to others more fortunate (whatever that may mean), and likewise if it *came*, it could also *go*. But in the light of later understanding we know that everyone can "get religion," and, similarly, Opportunity is for all; eternally existent and ever-present.

Opportunity consists in supplying a human need—that is, the honest brand. The other kind is the opportunity to do someone and is not of interest to real salesmen.

Opportunity lies hidden in the answer to a need, and may be discovered only as that need is met.

Our salesman seemed to get in wrong at the start, more so than at the finish.

Quite recently the writer had occasion to purchase a new piano, and progress with a green salesman, who had just quoted on one style, was rather slow. At this point a more experienced salesman was switched over to me, and, following a flourish of sales arguments, quoted, on an exactly similar piano, a price very much in advance of that previously given.

Cross questioning brought out the statement that it was due to a difference in the mechanism of the two pianos. Upon pressing the point and asking for this to be demonstrated, I quickly detected in the salesman's method of doing so a little piece of sharp practice which immediately lost him the sale. A higher priced piano was eventually bought elsewhere.

EDUCATE PROSPECTS TO A REALIZATION OF THEIR NEEDS

Opportunity does not consist in finding out how little your customer knows about your goods, and then working on that to the customer's disadvantage.

It does not depend, for instance, upon your playing badly on the "tinpany" piano, then beautifully on the new piano, and, should you do this, the possibilities are that it will not be necessary for you, in nine cases out of ten, to have to play "Annie Laurie" on the "tinpany" piano "with real feeling, and almost affectionately," in order to lose the sale.

Opportunity lies not in hoodwinking, but in educating.

The greatest appeal in salesmanship should be for a high standard of business morality — honesty, among other things.

With the four main points in the Opportunity as above stated, our salesman should have had no difficulty in effecting the sale.

Educate your prospects to a proper realization of their need, and then aim to supply that need.

Working along this line, it will not matter whether you play "Annie Laurie" first or last. And really, isn't this the main point in the story; that it was rather hard luck he should have chosen to play "Annie Laurie" of all tunes? He should have played

those unknown to the average farmhouse. Ask the salesman.

He had two things, at least, for which to blame himself if he wanted to: First, abuse of his competitor's goods; second, his hard luck (bad judgment, as he knew the circumstances) in the choice of tune.

We haven't touched much on the real point of the story, have we? — the necessity for knowing when to stop talking or demonstrating.

Be brief!

Yes. Anything else?

"A QUICK GET-AWAY" NOT ALWAYS GOOD SALESMANSHIP

Recently a sales manager explained what appeared to me to be an annoyed exit from a customer's office as "a quick get-away," and prided himself on this, considering it essential, especially after interviewing very busy men.

Mentally I made the following observation: "There is a brevity which is abrupt, an abruptness which is discourteous, and lack of courtesy causes disaster. Your own time is wasted as well as that of the busy business man."

In my estimation the interview was not ended, and I know that it never will be. The interview was, however, "closed," which is different. He has lost out.

Good work cannot be accomplished hurriedly.

Don't aim so much to be brief as to be concise, complete, honest, and, above all, realize that your opportunity lies not in doing someone for something, but in doing something for someone.

Opportunity will then occur more often, and the playing of "Annie Laurie," as an extra after the sale has been made, really will not affect the result at all.

Getting Better Service from Employes

—By Rupert C. Tapper

From an Address Delivered Before the Business Science Club of London,
by an Employe of Messrs. Hendrick & Jefferson of London

THERE are some still in existence who look upon the adage that "Honesty is the best policy" as a worn out myth of our fathers, a shibboleth, of use once upon a time but now relegated to the extremely old fashioned or the weak minded. The employe who does not give of his best to his employer and to those whom he is called upon to serve, is but a dishonest rogue, and succeeds in nothing other than to wreck his career.

Some of us hesitate a little over the principle of a twenty-four-hour-a-day service, and haggled over the idea that the employer has an lien over the hours not actually occupied in direct duties. And yet how clear it is that the best cannot be rendered where the physical powers are vitiated by excess in the hours commonly looked upon as our own.

The lassitude begotten by lack of proper sleep, physical powers undermined by intemperance of one form or another, mental abilities sapped by unhealthy excitement are all stepping stones on the road to failure. The individual who allows these things to interfere with his progress, is a fool to himself and lacking in the elements of common honesty to those who employ him.

It is interesting to note how this idea of full service is gradually gaining ground. It is but a short time since we saw a whole railway service temporarily held up by the effort of the employes to avoid this very demand, viz., that the company had

the right to say that a man should not occupy his own time in a way injurious to his physical well being.

But if the employer can demand this he must in common fairness give in return. He cannot take all and give nothing. Here again we have another aspect of man's dependence upon and responsibility towards man.

The man who looks upon his employes as so many machines out of whom he can grind dividends is equally with the slack employe, guilty of dishonesty. Service must be mutual. A keen and personal interest in his staff is essential if the highest results are to be obtained at all points. He must interest himself not only in their bodily comfort on his premises but off them. His best interests demand a cultivation of their powers physical, mental, and moral.

WHAT ONE ENGLISHMAN THINKS—
AND SAYS

The curse of commercial England is its inveterate conservatism, its hard and fast grip of the "Traditions of the Elders." All too frequently the eyes are blind and the ears deaf to any suggestions that would alter the methods instituted by the sainted dead.

Of all the nations of ancestor worshippers commend me to the loyal Briton, and that notwithstanding the fact that we believe in dealing very faithfully with the poor heathen who carries out the same practices perhaps a trifle more openly.

How seldom does a young man find that the wife of his bosom can make and cook such toothsome dainties as his mother, and his children think the same thing.

It is within the memory of living man that a prominent government office gave up the use of tally sticks, as used by the very early progenitors of our race away back in the time when paint and an occasional skin took the place of clothes. And this is typical of multitudes of so called progressive firms.

My work as a representative of Messrs. Kenrick and Jefferson, Ltd., takes me into a large number of offices every year, and in the great majority of them the system by which the business is carried on is so antiquated that it simply creaks. But our suggestions which, if only carried out would mean increased dividends in every case, are met so often with an almost insurmountable wall of age-long developed prejudice that at times one is tempted to despair.

Many of us have heard of the tale of the man who stood on London Bridge offering sovereigns at a penny apiece and although he worked industriously from sunny morn till dewy eve, he sold but two. Many a time has this tale come to my mind in my endeavors to extend a service, calculated from whatever standpoint it is looked at, to put money into the pocket of the patrons.

Obsolete methods, even though they are rendered venerable by years, are incompatible with efficient service. Loosely kept ledger accounts, delayed invoices and statements, illegible letters and doubtful deliveries are all militant enemies of the permanent profitable patron idea.

REFRESHING POWER OF PRODUCTIVE WORK

Further, a firm is demanding from its assistants a full and complete service, insisting that their entire powers should be brought into play, that they should develop in every direction, but how is this possible where the work they are called upon to do is badly and wastefully organized.

Carlyle in his essay on the value of productive work draws a skilled analogy. He describes a tract of country covered by swamp and morass, an evil spot full of miasmic vapors, of slime and of creeping abominations. Sometime, by some means or another a stream commences to flow through the center and so, slowly but surely drains away the evils and leaves in place of them bright smiling meadows.

So it is with the effect of work upon the constitution. It drains from the system all heaviness and lassitude. But—and here is the important point—it must be productive work.

Unproductive work is like so many whirlpools revolving upon themselves, effective only in stirring the depths and keeping in motion things that would be far safer if kept still. Productive work, on the other hand, is the stream, stirring up if you will, but at the same time carrying away.

How, then, can a firm carrying on their business in the all too common unscientific way of the present day, expect full development on the part of assistants engaged in so much unproductive effort?

The number of useless operations put into a simple proposition, the amount of work done twice or thrice, when by the aid of modern appliances, once doing would finish the operation, are so many means of turn-

ing potential business builders into slaves of routine, mechanical marionettes, incapable of broad views or large perspectives. As a consequence the parrot cry still keeps ringing out from every business, "Give us Men."

Deal with the individual, turn him

into a four square man, and the natural sequence is a business built on sound and progressive lines, giving, even as it takes; its end to make dividends, but to make them with clean, wholesome methods—four square business.

Don't be a Cuckoo Clock—Be a Salesman

—By J. G. Mills

WHAT a tremendous difference there is between a salesman who is only an "order taker" and the man—the artist—the genius—the Sheldon salesman.

The former is simply a clerk, an automaton, a cuckoo clock, a man with only brains enough to tell him at what time his train starts and stops; what time meals are served; what mail brings his expense check, and what the score might have been if "Bill Smith" had pitched. He knows about everything, to the smallest detail, except the goods for which he takes orders.

The other never bothers about meal time, train time, getaway time, the ball game, and a hundred other outside items. What concerns him is the firm he represents, the goods they sell—down to the finest point. His order book is of more concern than the menu card. If dinner is going to prevent a chance to sell Sam Smith, dinner goes a-glimmering.

He isn't taking orders. He is making men buy his firm's latest specialty. He is not a clerk; he can hardly be called a salesman. An infinitely better name for him is a "persuader," a diplomat, an ambassador.

He opens up new territory, introduces new goods, helps every merchant he calls on to acquire knowledge, larger profits, a better acquaint-

ance with what progress commerce is making in new ideas and inventions, what is going on today, what is sure to be tomorrow, lining him up abreast of the minute, never stopping, never thinking of other than his business.

This class of man is a mighty lock, connecting his goods with the merchant; if he finds him on a Lake Huron level, he locks his talk down from Lake Superior to meet him. If on the higher level, locks up to him, and find him where he may, whether he goes up or comes down, the result is always the same. He gets his goods placed on sale.

There isn't a salesman on the road today of this latter class that might not be sent to London, Berlin, Paris, Rome, or anywhere, as ambassador. He would soon learn what he did not know, and acquit himself creditably, with honor to his country. He doesn't know how good he is.

He is wholly without conceit, full of personal pride. He carries himself as a real man, knowing deep down in his heart that he must plan and work every second to keep his glory from departing. He knows that the law governing his kind is a sure and certain one. The other fellows are after him, and should he fall, this law is proven—it is as old as creation: "the fittest survives."

DR. SELDOM FOUND is a rare individual who greets each customer with a pleasant "Good Morning," or "How-do-you-do?" There is a merry twinkle in his eye and he literally beams with good nature. "The man with the hoe" or the man with the "dough" are all the same to him—he treats them all alike. His store has the atmosphere of home. Even the clerks seem to have absorbed some of his personality. He places confidence in them and they reciprocate by placing confidence in him. Mutual confidence tends to make it grow. He is continually creating a desire to serve by setting an example himself. He has a great memory for faces and names and speaks several languages. This in itself is a great builder of confidence. People like to trade at this store because the service is excellent, the goods are good and are always as represented. They feel that they get the square deal. He is captain of the good ship "Confidence" and is rapidly nearing the port of Success.

IRA L. CASH.



The Credit Man's Opportunity as a Sales Manager

—By S. Norvell

In The Hardware Reporter

SOME may smile when I remark that the *credit man* of every institution is in fact a *sales manager*. Every salesman knows how much the credit man helps or harms him in working up business. Therefore this little essay is on the credit man as a sales manager.

CHARACTERISTICS OF THE NEGATIVE CREDIT MAN

There are two kinds of credit men: One is the negative man and the other is the positive man. The negative credit man has an idea that his only function in life is to head off bad debts. He gloats when he kills an order. He "roasts" the salesmen because they send in orders from merchants who are not well rated. He prides himself upon the small percentage of bad debts he allows his house to make.

The negative credit man meets a customer with the manner of an inquisitor. Like David, he believes that all men are liars and he treats them accordingly. He is proud of the fact that he has no sentiment, does not believe in friendship, and deals only in facts and cold figures.

The negative credit man is a kill-joy. An atmosphere of gloom pervades his office. He is nervous and irritable. He has a high voice. He is a confirmed pessimist. Such men drive away trade. To meet them once, means "never again if I can help it."

The negative credit man is detested by the salesman and feared by the customer. He is *destructive*, not *constructive*. He is sand on the wheels of commerce.

POSITIVE CREDIT MAN A BUILDER

On the other hand, the *positive* credit man not only believes in facts

and figures, not only understands the weakness of human nature, not only looks for the occasional scamp in business, not only is "next" to the overconfiding traveling salesman, but with the wisdom of the serpent he combines the harmlessness of the dove. His milk of human kindness has not been soured. He believes that there is good even in the worst of us. He considers that it is not alone the function of the credit man to kill orders from merchants who will not pay, but he takes a broader and wider view of his field of usefulness. He knows that "Tall oaks from little acorns grow." He is a judge of character and he helps many good men, without much money, to get a start in the business world. He not only extends credit to these men, but he helps them with *advice* and with *warnings*. He acts the part of an adviser and friend to the customers of the house. His letters are written in a sympathetic, friendly tone. He may "call" a delinquent customer "good and hard," but always in the last paragraph of his letter there is something that takes the sting out of the cold facts he may have found it necessary to present. He is friendly with the young salesman. He points out to him his mistakes in extending credit. He not only *has*, but he *shows* that he has, a sympathetic interest in the salesman and also in the customer.

CHARACTER AND ABILITY ARE ASSETS

The positive credit man realizes that dollars and merchandise are not the only assets of a business. He is aware that *character* and *ability* are also assets, and nothing gives him more pleasure than to see some struggling merchants whom he has helped to get on their feet, prospering. His

office is not an icebox. He does not run a grouch factory. When any of the heads of departments wish information, he gives it to them quickly, accurately, and as if it were a pleasure to serve them. When a customer asks for an extension, he immediately writes him for a statement of his assets and liabilities, but he writes such a pleasant letter that the customer is not offended. He tells the customer plainly that he desires to help him, but that in order to do so he must, in a sense, be a partner in his business, and if he is a partner he is entitled to know all the facts about the business.

TEACHING, THE FOUNDATION OF ALL SUCCESSFUL BUSINESS

As I dictate these lines I have in mind two credit men. One of them is the *negative* kind, and I have described him just as accurately as I know how. The other is the *positive* kind, and I have also attempted to give his characteristics.

One of these men every day, unconsciously to himself, is holding back the business of his house.

The other man every day is increasing the sales and building up the good will of the business.

Credit men should realize that, as a basic principle, all successful business building is on a foundation of *teaching*.

A good credit man must necessarily be a *good teacher of credits*. He must not only keep his customer's account in good shape for his house, but he must use his influence and his experience to teach his customer in turn *how to be a good credit man in his own business*.

The positive credit man realizes that the best results in business can only be obtained by "consent." In this world we cannot "compel" people to do very much.

We can only oil the wheels of commerce by obtaining the co-operation and good will of those with whom we are doing business.

The positive credit man at heart loves his fellow man and he deals with him on a basis of sympathy and interest.

THE principles of costfinding are applicable to any and all conditions of manufacture. If this were not true, they would be simply rules and not principles. You would not hesitate to undertake a problem in mathematics which you had never solved before simply because you had not had identically the same problem in your previous experience. When you once understood the principles of the science, all problems to which those principles apply simply become a matter of systematic working out of details. The same is true of costfinding.

—ROBERT S. DENHAM.

The Philosopher Among his Books

THE EXCEPTIONAL EMPLOYEE. *By Orison Swett Marden. 12mo. Cloth. \$1.00, net; postage, 10 cents. Thomas Y. Crowell Company, New York.*

The great body of those holding subordinate positions to-day are using only twenty-five per cent of their real energy and ability, and a large number of them realize it but do not understand how to get out of their rut. This inspiring, helpful volume by one of the greatest optimistic writers in the world is addressed to just that class of employees, ambitious young men and women workers who are not willing to remain perpetual clerks or automatons, who are anxious to get ahead, who are determined with all their might to be somebody, to do something, to become *exceptional employees*. The author aims to touch the highest springs of such employees' aspirations, and no one, after reading the book, will fail to forge to the front.

THE PROGRESSIVE BUSINESS MAN. *By Orison Swett Marden. 12mo. Cloth. \$1.00, net; postage, 10 cents. Thomas Y. Crowell Company, New York.*

Pages packed with pointers for business men go to form this readable new volume by Dr. Marden, the main purpose of which is to show how the modern doctrine of efficiency applies to all lines of commercial life. The various chapters are full of the new theory in business on which so much stress is being laid, of making the utmost of every bit of capital invested, whether in plant, store, employes, or the employer himself. Special emphasis is given to the necessity for

thoroughgoing system, for co-operation between employers and employes, for eternal vigilance, for applying the knife where there is dry rot or deadwood, and above all for protecting one's good reputation.

JOHN O' JAMESTOWN. *By Vaughan Kester. Illustrated by M. Leone Bracker. \$1.35, net. The Bobbs-Merrill Company, Indianapolis.*

The importance of *The Prodigal Judge* and *The Just and the Unjust* both in literary achievement and in popular success has imparted an extraordinary interest to all of the writings of Vaughan Kester. This has induced the re-publication of *John O' Jamestown*, which on its original issue failed, through publishing accidents, to secure the circulation it deserved.

For *John O' Jamestown* is written in that easy, personal, wholly charming manner so characteristic of Kester's later stories, and possesses all of those exceptional literary qualities that made his later books so popular. But it reveals the author moving with sureness and finesse in a new sphere—the happy realm of historical romance—and offers a splendid illustration of Kester's wonderful versatility.

Lovers of beautiful, staid, old-fashioned Puritan English and readers of fiction who enjoy engaging romance written between the lines of history with which they are already familiar, will find rich delight in this spirited novel. It deals with other days and other ways, but so clearly and distinctly do the settings and characters appear to us that we seem to have been suddenly taken

back to live during the period in which the story is laid.

John O' Jamestown is a narrative based on the founding of Virginia. It is a story of Lord De la Warr, Powhatan, John Rolfe, Pocahontas and "Jack the Spaniard." One figure painted full length, dominates the canvas, however. It is John Smith, the hero of the founding of the colony, a figure of humor and courage, brilliantly real and gloriously alive.

THE PSYCHOLOGICAL ORIGIN OF MENTAL DISORDERS. By Paul Dubois, M. D. Author of "*The Psychic Treatment of Nervous Disorders*," "*The Education of Self*," etc. 12mo. Cloth. 87 pages. 50 cents, net; by mail, 55 cents. Funk & Wagnalls Company, Publishers, New York.

Dr. Dubois is well known in this country as the author of the "*Phyctic Treatment of Nervous Disorders*," the "*Influence of the Mind on the Body*," etc.

Like all of his previous writings, the present book is characterized by intelligent and careful discrimination underlying which is a persuasive humanitarian spirit.

The mind of Dr. Dubois is ever scientific, philosophic, and philanthropic, and he is also a master of literary art. His works appeal alike to the specialists and the general reader.

WAR. By John Luther Long. Illustrated by N. C. Wyeth. \$1.30, net. The Bobbs-Merrill Company, Indianapolis.

All the world knows *Madame Butterfly*, that tender, beautiful Oriental story of love and suffering. It is over a decade since John Luther Long wrote it, and this spring he has given us another and even more beautiful story of love—this time a tale of the western world—*War*, a romance of the rebellion.

But it is not a tale of shot and shell and the cruel vicissitudes of battlefields. It is not a story of long, weary marches or beleaguered cities. It is not a tragedy, nor yet a child pæan of flamboyant patriotism echoing with a call to arms or the clashing of sabers. It is not a war-drama in all its pomp and pageantry.

True there are stirring battle-scenes and incidents of unflinching heroism, yet the story remains a touching romance of the war between the states as its effects were felt in the countryside of the border—a romance tenderly retold by a quaint old German, Stephen Vonner. It is full of the pathos of a time that mingled the sorrow of dire disappointments with the consoling cheer of accomplishment. It is an anthem of earnest loyalty. It is a drama of rural Maryland with its ruddy hearths and rustic homesteads—the story of the love of two stalwart Northern brothers for the same beautiful, imaginative, courageous Southern girl, and of what happens when one loves one's enemy.

When Hallie Erminie Rives was about fourteen years of age, she submitted a manuscript to the critical attention of a Kentucky litterateur who was known to be something of a purist and withal a scathing critic. He read the story with the fine grown-up tolerance of the efforts of a mere school girl. He read it through from title to finis and then wrote the following note to Miss Rives, returning the manuscript.

"As an example of Spencerian penmanship, your manuscript is truly wonderful. As an example in orthography, I doubt if it has ever been equaled by one of your years. In grammar and rhetoric it is beyond reproach. But as a story it is a *nonest*. Go back, my girl, to your teachers and suggest that they teach you the secrets of cooking and mending and let your literary inclinations go on unencouraged."

So wrote the super critic, advising Miss Rives to "go back to the hoe and the plow; you'll never be a poet." Alas—prophets are waning in their power to give true forecasts, for to-day, as the author of *The Valiants of Virginia* and numbers of other great literary achievements, she stands as one of the most distinguished Americans in the field of modern literature.

The Business Philosopher

A. F. SHELDON, EDITOR

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On the Front Porch

Where We Talk Things Over

FOREMAN ROBINSON of the turret lathes had been up late the night before.

In fact, it was along toward morning when, having demonstrated to his own great discontent that three aces and a pair of queens can be beaten by four kings, he had cursed himself to sleep.

At the breakfast table, Mrs. Robinson's biting description of him as she saw him on that particular morning had been merely confirmatory of the evidences of her temper already presented by clammy eggs and lukewarm coffee.

Foreman Robinson knew better than to talk back to his spouse, so he had bottled up his waxing wrath.

Now, however, he was taking advantage of his monarchical rights in the turret lathe department, and relieving his surcharged and fermenting soul.

But with all his truculent brow-beating Foreman Robinson never for a moment lost sight of the fact that there were some men in his department he could not brow-beat. Although they might have been invisible to your eyes, the foreman could see the strong cords

that ran to men higher up and back again, binding these men to their jobs.

And so Foreman Robinson took out his spite and ill nature upon men who could not pull such strings.

One of these was Johnson.

JOHNSON had been in the shop for two years. He was young, strong, ambitious, faithful, loyal, a good workman, and growing better every day. He was a man who studied and thought about his work. He understood his lathe theoretically as well as practically. He had devised more than one method of eliminating waste motion and making higher speed.

Johnson was quiet, but had a certain force of personality that made his fellow workmen respect and like him.

There had been talk in the department to the effect that Johnson was in line for promotion, that it would not be long before he was "straw boss."

Foreman Robinson knew that the superintendent had his eye on Johnson, and that the day might come almost any time when, for

some one of his hot-headed acts, he would be superseded by the younger man.

IT WAS ABOUT the middle of the forenoon that Foreman Robinson was helping one of the men get started on a new casting.

"Johnson," he called, "go to the tool room and get me a wrench."

Johnson shut down his lathe and went. Returning, he handed his foreman a large monkey wrench.

Robinson took it, and for a moment seemed about to lay it mightily upon Johnson's head.

"What in the name of all that's stupid do you mean by bringing me a monkey wrench?" he bawled. "I told you to get a spanner."

"I beg your pardon," said Johnson, quietly, "you said a wrench."

"I'll have no back talk from the likes of you," roared Robinson. "Get to hell out of here. Go and get your time."

Johnson knew better than to protest to his foreman. He went direct to the superintendent

"Sorry, Johnson," said the superintendent, "but I've got to stand by my foremen in order to maintain discipline in the plant."

And so Johnson was fired.

NOW LET US see just what Foreman Robinson's grouch that morning cost.

In the first place, it cost the company two days of one man's time. Johnson had been drawing three dollars and a half a day, and with any kind of ordinary manage-

ment the company should have been making at least that much profit on his work. So that cost was at least seven dollars.

In addition, Johnson's lathe stood still for two days, and the company lost its interest on investment, and cost of floor space, depreciation, light, heat, supervision, and all other overhead charges that the machine ought to have been making product to pay. It lost also the profit on the machine's time.

Nor did the direct loss end there.

Because Johnson was not in his place, the orderly progress of work through the shop was disorganized. There were delays not only in the turret lathe department, but in other departments that depended upon it for their raw material—away out to the assembling room and shipping room.

Then there was a loss of half a day of Foreman Robinson's time while he was out hunting a man to take Johnson's place.

The foreman interviewed a number of men hanging around the gate waiting for just such an opening, but none of them were to his liking.

He telephoned to an employment agency, but the agency had no one on the waiting list who could fill the bill. Then Patsy Grogan, having heard by underground dispatches that Robinson was looking for a lathe man, sent for the big foreman to come to his saloon. When he arrived Robinson was introduced to Michael

Finerty, Grogan's "nephew," and because he had a past-due bar bill at Patsy's, Foreman Robinson hired Finerty without more ado.

GETTING FINERTY on the payroll cost the company valuable time in the paymaster's department, the accounting department, the employes' liability department, the tool room, and the identification department.

Finerty was new to the factory, he was not accustomed to the particular make of lathe used, he had never worked on just such castings before, he was ignorant of the regulations and traditions of the place.

So the company paid Finerty wages for a whole month while he was "learning the ropes," during which time he did not earn as much as he was paid.

During that month, also, his lathe was costing the company money instead of making a profit for it. The work spoiled and the tools he broke were other items of expense.

A great deal of Foreman Robinson's time, which could have been devoted far more profitably to general supervision of his department, was devoted to the instruction of Finerty.

Because Robinson did not have time to run his department as he should, and because Finerty's lathe was turning out only about half its full quota, the progress of work through the shop continued to be halted and disorganized, and there

were delays and consequent waste all down the line.

By the end of his first month in the shop Finerty had conclusively demonstrated that he was incompetent, indolent, careless, inaccurate, slow, and unreliable.

What was worse, he had also demonstrated that he was a disorganizer, a gossip, a trouble maker, and an incentive to discontent and rebellion.

The superintendent, who did not owe a bar bill at Patsy's, issued a positive order to Foreman Robinson, and Finerty was sent to get his time.

Finerty had been expecting this, and had prepared for it. So when he left two other men left with him.

Foreman Robinson was now confronted with the urgent need of hiring three men. The company was in for a new series of losses greater than those that had followed the discharge of Johnson.

But I will leave the rest of the sequence of events in the factory, for the time being, to your imagination.

LET US SEE what Foreman Robinson's "morning after" cost Johnson.

First, it cost him a week's wages while he was hunting another job.

As there was no other factory in the town where he lived, he was obliged to go to another city to look for work. That was a substantial loss.

When he had found work he was put to the expense of remov-

ing his family. His children were taken from one school and placed in another, thereby losing not only some of the ground they had gained, but also some of their interest in their studies.

Johnson had not been able to find a job running a turret lathe at once, but he had to get work, and could not wait for just the thing he wanted. So he took the first thing that offered, a job in an ice cream factory.

But meanwhile Johnson had suffered another loss far more serious than any of these.

He had lost some of his inspiration, some of his courage, some of his ambition.

"What's the use?" he was tempted to say to himself. "You go ahead and work hard, mind your own business, keep sober, study your job, get so you love your work, and then some foreman with a grouch, and for no good reason at all, yells at you, 'Get to hell out of here.'"

And so Johnson did not work with quite his former zeal in his new job. Besides, he did not like it.

There was something inspiring in making parts for a beautiful, strong, swift automobile. There was no inspiration in making ice cream "to be eaten by silly girls and sillier men who had nothing to do but loaf around and eat up the money their rich fathers gave them."

Furthermore, there was no future in making ice cream.

And so Johnson grew more and more unhappy, more and more

discontented, more and more discouraged. And the less happiness, the less inspiration, the less courage, the less ambition he put into his work the more poorly he did it until after a few months he again heard the words, "Go get your time."

This time it was even more imperative than before that Johnson get something to do. He had been so long away from his machine work that he was almost afraid to look for a job on a turret lathe. When he did apply he found that it was no recommendation that he had been working for nearly a year in an ice cream factory.

JOHNSON'S NEXT job, therefore, was mixing mortar and shoveling it into a wheelbarrow—a job he liked even less than ice cream making.

From that time on, Johnson's career was full of ups and downs—mostly downs. His income grew smaller, and as his income grew smaller his family grew larger.

The older children were taken out of school and sent to work, beginning their industrial life long before they were prepared for it, handicapped in the race.

The children did not have enough to eat nor enough to wear finally, and being ill nourished, ill protected, they did not develop normally either mentally or physically. Thus they entered life still further handicapped.

JOHNSON WAS a failure.

Perhaps he ought to have had more wisdom, more courage, more determination, more persistence.

Yes, he ought to have had all these.

But this is not a story of what ought to have been. It is a story of what was and is.

Johnson a failure becomes Johnson a malcontent, a rebel, a disorganizer in society, a trouble breeder.

And his children, ill nourished, poorly clothed, poorly housed, and poorly educated, become a greater burden and a greater menace than Johnson.

LET US NOW go back to the factory from which Johnson was first discharged, and follow the sequence there a little further. Every man in the turret lathe department liked Johnson, and every one of them knew that Johnson was fired because Foreman Robinson was a little jealous of his skill and personality, and had a bad headache and grouch.

And every man in the room felt the slackening of interest in his work that resulted from the knowledge that superior work might bring him that snarled, "Get to hell out of here," instead of a promotion.

WE ARE TOLD by those who have made a careful study of the subject that the average man in the average industrial institution is only twenty-five per cent efficient.

Would you expect the men in the turret lathe department to be

any more efficient than the average with the lesson of Johnson's discharge constantly before their eyes?

If the average man is only twenty-five per cent efficient, if he is making only one-fourth as much product as he might make, is it any wonder that the cost of living is so high?

Suppose the average man, throughout this country, were to begin to produce four times as much as he now does.

Prices might go down—indeed, they would go down—but how greatly the total wealth of the people would be increased!

THE STORY I have related is not a fanciful one.

I am telling it to you just as it was told to me, except for a change of names. It was told by a man who knew Foreman Robinson, Johnson, Patsy Grogan, and Michael Finerty, and had followed the case, not because it was unusual, but because it was typical.

HERE IS ANOTHER story that happened in a town only a few miles away from the one where the characters in my first story lived and worked.

The general manager of a big chair factory employing nearly two thousand men one day met, on a railway train, the advertising manager of a company making and selling steam radiators.

The man was well dressed, affable, wide awake, and knew radiators thoroughly. In the course of

a few hours' conversation he described some of his campaigns for the sale of radiators, and their results.

Every moment he talked the general manager of the chair factory grew more enthusiastic. Before they parted he offered the publicity man a position with the chair company.

But the advertising man was drawing a good salary, and liked his work, and he didn't care to make the change.

This only increased the chair-maker's eagerness.

The conversation ended by the radiator man's acceptance of the position at fifteen thousand dollars a year.

THE CHAIR FACTORY had a competent sales manager drawing five thousand dollars a year. He had been with the concern for six years. It also had a good advertising manager drawing ten thousand dollars a year. He had been there three years. So the new man was made sales promotion manager, and given direction of the work of both sales manager and advertising manager.

Now in the first place, that factory didn't need a sales promotion manager any more than the United States needs an emperor. So there was fifteen thousand dollars a year worse than thrown away.

How much worse we shall see.

Both the sales manager and the advertising manager, knowing that the new man was a supernumerary, and knowing that he was re-

ceiving as much salary as they two together, naturally resented his appointment.

Then it turned out that the radiator man was a radiator man, and not a chair man, as might have been expected by anyone but a suddenly and blindly infatuated general manager.

It also turned out that the radiator man, although a splendid advertising manager when he was nearly the whole advertising department himself, was incompetent to handle other men, as he had to do in his new position.

Finally affairs grew so intolerable that the general manager was compelled to let out his precious find. And it cost him seventy-five hundred dollars to settle with a sales promotion manager who had been in office only six weeks.

But that seventy-five hundred dollars was the least of the expensive losses caused by the general manager's error. Six weeks of friction, ill feeling, and incompetent management of the sales and advertising departments practically spoiled a season's business, and the chair factory was two more seasons a convalescent.

IN THE AUTOMOBILE factory where Foreman Robinson reigned in the turret lathe room, and in the chair factory were high salaried purchasing agents.

Each purchasing agent had a number of assistants, clerks, and stenographers. The purchasing department of each of these fac-

ories cost many thousands of dollars a year to maintain.

And yet the general manager of either factory would have scorned any suggestion that the expense was not justified.

In the laboratories of both purchasing departments, materials, fuel, lubricating oils, belting, and other commodities used directly or indirectly in the manufacture of the product were painstakingly analyzed, specifications setting forth in detail the requirements of each class of material were carefully drawn up, and nothing was purchased unless its analysis showed that it fully met all the specifications.

The same elaborate precautions were taken with reference to equipment.

In the automobile factory you would have been sent to the detention hospital if you had suggested that the foremen be permitted to select the materials used in their departments. And in the chair factory the general manager would have quickly sidestepped any proposition that he select any high-priced machine until it had been carefully examined by experts in the purchasing department to see whether it fulfilled all of the specifications for the work it would be required to do.

And as for permitting a foreman in the automobile factory to order a turret lathe thrown on the scrap heap because he happened to have a bad headache—well, just ask any factory superintendent what he thinks of that proposition.

NOW HERE IS the strange, inexplicable thing. Notwithstanding all their care in the selection of materials and equipment, and their utter recklessness in the selection of men to handle the materials and equipment, the management of both of these factories would tell you instantly that the efficiency, profits, and prosperity of any concern depend far more upon the men and women working for and with it than upon all materials and equipment put together.

I KNOW ANOTHER factory not far away from the two I have already mentioned.

In this third factory there is an employment department.

Just as the purchasing departments of the other factories—and of this one as well—have detailed and carefully drawn specifications for every item of materials used, so this employment department has detailed and carefully drawn specifications of the qualifications and experience required in the man or woman to fill each position in the entire organization.

Just as the purchasing departments have expert analysts who analyze all materials to determine whether they are up to specifications or not, so this employment department has expert analysts who know how to analyze men and women and determine their natural aptitudes, training, and experience.

Just as the purchasing departments have catalogs and price lists filed, indexed, and cross-indexed,

so this employment department has lists of applicants available, men and women for all kinds of positions.

Just as the purchasing departments have records showing the actual performance of different materials and equipment, for guidance in future buying, so this employment department has careful records of the efficiency, department, positives and negatives, special abilities and progress of each man and woman in the organization. These records are used to verify the work of the expert analysts, also as a guide in all dealings with the employe, whether in the nature of transfer, promotion, or discharge.

Just as everyone in the factory must send a requisition to the purchasing department when he wishes new material or new equipment, so every foreman and superintendent must send a requisition to the employment department when he wishes to fill a vacancy or employ new help.

Just as any foreman or superintendent in the factory must consult the purchasing department before scrapping any machine, so he must consult the employment department before discharging any employe. In fact, employes are not discharged by the foremen, but are returned to the employment department, and the employment department investigates the entire matter before taking action.

In addition to these functions, this employment department has supervision of all relations be-

tween employes and the company, including wages, working conditions, sanitation, differences between employes and their superiors, sick and accident insurance, social betterment, and education.

I DO NOT intend by these stories to insinuate that all inefficiency is due to haphazard methods of employment. It is not.

But I do not think I need to prove to any man capable of intelligent observation that a great deal of inefficiency and human waste is due to this cause.

I do not maintain that all employes in the factory where there is an employment department are one hundred per cent efficient. They are not. But I do not need to state to anyone who will give the matter serious consideration that the records show that employes selected and handled in the manner I have described are far more efficient and happy than employes handled as Foreman Robinson and the general manager of the chair factory handled theirs.

UNLESS YOU have looked carefully into this subject of employment you may not know how great is the human waste as the result of unscientific, haphazard methods. Even if you have studied this question you are probably more appalled at its enormity and its ramifications than fortified with definite knowledge.

I know an organization which hires twenty-six thousand men

every year to maintain a force of eight thousand. Can you calculate the loss to the company and to the employes where there is so much change and fluctuation?

I know another company employing a force of five thousand men and women. This organization is considered to be an unusually stable one for its size, and yet five thousand new names are put on the payroll there every year.

The employment manager of a concern hiring fifteen thousand people told me that he had carefully analyzed the process of putting a new name on the payroll, and found that it cost the company between seventy and eighty dollars for each one.

This same employment manager told me that numerically his entire force changed every year.

Suppose only ten thousand new names were put on the payroll each year. At seventy dollars each that would mean seven hundred thousand dollars — which would pay a seven per cent dividend upon ten million dollars capital.

THE HEAD OF the efficiency department of one of the largest factories of its kind in the world recently told me that if a man was doing work he enjoyed because he was entirely fitted for it, if he was paid reasonably fair wages, and received any kind of decent treatment from his superiors, in a very great majority of cases he would become permanent, remaining with

the organization year after year, and as long as he was able to work.

THE PITTSBURG & LAKE ERIE railroad hires all new employes in the lower grades, selecting them not only for their immediate work, but with a view to their continued advancement.

Every official on the vice president's staff has been with the road for from fifteen to thirty-five years.

Whenever a high position becomes vacant it is filled from within the organization.

All employes are kindly treated, conscientiously trained, and educated so that few need to be discharged, and an even smaller number resign.

And the Pittsburgh & Lake Erie railroad earns bigger profits per mile of road than any other in the United States.

I HAVE MADE my case.

I have demonstrated, if it needs demonstration, that the waste of human and monetary values through haphazard, guess-work methods of employing men and women is incalculable.

I have demonstrated that where scientific methods of employment, and of handling employes are used a large part of this waste is eliminated.

I have outlined a method already in use, and proving successful.

If you are an employer I need say no more to you. Your opportunity is clear

If you are an employe let me urge you to determine definitely and clearly for yourself just what kind of work you ought to do in order to be happy, efficient, and successful. Then stick with persistence, determination, and courage to that line of work until you win.

It is human nature—at least, in most of us—to imagine that opportunity beckons somewhere else.

In America this is especially true. Moving van owners and railroads grow rich on account of the nomadic, restless, variety-loving temperament of most Ameri-

cans. The household furniture of many families is worn out far more by moving than by usage.

It is one thing to get into a rut and stick there. It is another and quite different thing to take a straight path for a fixed goal instead of wandering hither and thither aimlessly.

Determine your natural aptitudes.

Make up your mind where your training and experience can be used to the best advantage.

Fix upon a high purpose.

Then stick.

And finish.

TRUE CO-OPERATION is the help you give and not the help you expect. The law of compensation adjusts all things, and he who serves well shall be served well.

No man co-operates for any good, who does not feel amply repaid by doing so.

You never can tell any one how to do things for you unless you know how to do things for some one.

—OSCAR JAMES VOGL

Some Things Your Will Can Be Trained to Do for You

—By Morton Mayne

OBSERVE the difference between a dog and a cat.

When a dog wants to go outdoors to bark at a passing fire engine he stands at the door, wags his tail, whines, looks at you with entreaty in his eyes, and wiggles all over with intense eagerness.

The moment you open the door he bounces out, never stopping to look, and perchance hurls himself straight into the jaws of some energetic, combative, and easily provoked enemy.

When a cat wants to go outdoors to attend a concert he approaches the door, carefully examines it, and if he finds it closed, sits down quietly and begins to request plaintively that he be let out. If the request is not quickly granted he may grow considerably eager. But no matter how eager he becomes, when you open the door he sniffs the air, cocks his head on one side, and carefully examines the vista, points his ears forward, alert for every sound, and then cautiously tiptoes out.

Some people go through life like a dog bouncing out of a suddenly opened door. Such people are of the class popularly called unlucky.

THE TALE OF THE UNLUCKY

A dog who hurls himself through a door into a hornets' nest would be very unlucky. You see the door was opaque. There was no way for him to see through it. He couldn't tell that there was a hornets' nest on the other side. He didn't put the hornets' nest there. It was just his cursed luck that it happened to be there.

And so there are people who always buy stocks on a falling market, and sell them on a rising market;

whose live stock takes sick and dies; whose crops are devastated by worms; whose houses and stores burn down; who spend time and money learning to add up three columns of figures at a time just before the boss buys an adding machine; who invest their all in a bicycle factory just before the bicycle craze collapses; and who sell out in Indiana and go to Oregon or California only to find hundreds of others of their profession walking the streets unemployed in the new El Dorado.

Some people need to train the will to act when it should act. Their worst failing is indolence and procrastination.

Other people need to train the will to delay action until the intellect has had an opportunity to investigate and deliberate.

But all people need to train the will to wait upon sound, practical judgment.

Because a man procrastinates is not proof that he is deliberating. Many people procrastinate, procrastinate, procrastinate, and then finally do the thing they are driven to do when more prompt action might have been taken with far greater deliberation.

PLAN YOUR WORK—JUST FOR LUCK

The man who plans a year, five years, or a lifetime ahead with a clear, definite purpose in view, and then plans all of his minor activities to further that purpose, is in no danger of leaping through some suddenly opened door into a hornets' nest.

The man who plans not only what he is going to do, but how he is going to do it and when he is going to do it, and then trains his will to

abide by his plans is in danger of neither procrastination nor undue, impulsive haste in action.

The man who plans all of his activities in an orderly manner can also, by training his will, keep his thoughts, his possessions, and his ideas in order.

ORDER

Order is said to be heaven's first law. Whether this be true or not, it is true that no man is well-disciplined for success who has not trained himself to obey the law of order.

Waste of time, waste of effort, waste of material, and waste of money bar the way to many valuable short-cuts against the disorderly.

Order lies not merely in the arrangement of things.

It is a state of mind.

A disorderly desk, shop, store, work-bench, or home would be but a slight handicap, did it not indicate a disorderly mind. The way to bring order out of mental chaos is to begin by ordering your thoughts and by your thoughts arousing and intensifying your desire for order.

At the same time, call to your aid the law of action. Spend some time every day setting the things of your work in order. And keep it up. In cultivating right desires, as in everything else, it is keeping everlastingly at it that finally brings success.

PRUDENCE

Prudence is another result of will training. Recklessness, carelessness, haste, inattention, are bitter enemies of common sense because they dash ahead without sound, practical judgment.

The perennial excuse of the imprudent is that he "didn't think." And judgment is impossible without thought.

Not that prudence is always slow. I was hurrying to catch a train in a taxicab. Suddenly a little child ran out in front of the machine. Instantly the chauffeur shut off his engine, applied his emergency brake, and threw the car sharply to the left across curb and sidewalk, saving a child's life. His was great prudence. He thought, felt, formed a sound, practical judgment, desired intensely, and acted—all in a fraction of a second. But he was able to do it only because of much previous careful thought and action. He was prudent in an emergency because he had trained his will to a prudent state of mind.

Nor does prudence lack courage. There is a wide difference between prudence and fear. If the chauffeur just mentioned had been fearful he could not have acted as he did. He might have been afraid to drive his machine over the curb.

In prudence are involved carefulness, accuracy, precision, forethought, and thoroughness. All are to be attained by will training through thought and action.

PUNCTUALITY

Punctuality is order applied to time.

The tardy man is always unlucky.

He arrives too late in the berry patch to get the biggest and ripest berries.

He is twenty minutes late when the boss is looking for someone to promote.

He makes the president of the company wait for him—which makes him unpopular with the Big Man.

He wastes hundreds of horse power of energy trying to catch up and to make up for lost time.

He turns up—if at all—when Opportunity has passed on and Nemesis is due to arrive.

TACT

In every activity of life you deal with people. And in your association with others, tact is indispensable.

Tact also is a state of mind. Its essence is a responsive will, guided by common sense.

Tact is based upon knowledge of human nature. It may be defined as thinking, saying, and doing the right thing, at the right time, to the right people, and in the right place.

Tact is rightly considered to be a gift. Yet it can be cultivated, for no normal man or woman wholly lacks the gift.

The cultivation of tact begins with a desire to be tactful. Most so-called tactless people are so because they care too little about people to take pains to be alert, to think, to study and act upon their intuitions. Those who ardently love people—not merely humanity, but living, breathing people—are usually tactful.

TRAINING THE WILLS OF OTHERS

Many readers of THE BUSINESS PHILOSOPHER are executives. Their success depends upon how well they can train and guide the wills of others. In other words, they must be able to maintain discipline.

Like you, other people act when their wills are urged to it by intensity of desire. Like yours, other people's desires are whetted by a clear realization of adequate rewards and penalties.

In any organization, success depends, to some degree, upon the efficiency of each individual unit, to a much greater degree upon harmony and team work of all units.

A baseball team of mediocre players, perfected in team work, can win almost every game.

The armies of Alexander, Charlemagne, Cromwell, Napoleon, and Washington were not composed of soldiers of unusually superior prowess as fighters. They met and routed much larger armies of more experienced and better equipped men. Their victories were due partly to better generalship and very largely to the spirit of the organization. And there is no stronger disciplinary power than this spirit of the organization.

THE POWER OF HARMONY

There is no stronger desire in any human being than the desire for companionship upon terms of equality. This, and not wages, is the supreme reward for efficiency. Banishment is the supreme penalty.

Solitary confinement will break down rebellion in an undisciplined prisoner when all other means fail. So powerful is this instinct in the human soul that many prefer death to disgrace or loneliness.

When there is no spirit of the organization—where discipline is left to the arbitrary, undisciplined acts of minor executives—where it is a case of every man for himself and the devil take the hindmost—where men can see no reward in being employed beyond their wages, and just as good wages are offered elsewhere—these men see but a light penalty in discharge. There is, therefore, but slight stimulus to their desire to act for the common good of the organization.

Where the spirit of the organization is strong, there is little need for rules and regulations. Every man is eager for the success of the firm. The workers, acting in the spirit of the hive, themselves drive out the drones by a concerted but perhaps intangible psychological discipline.

AN EXAMPLE OF DISCIPLINE BY THE GROUP

In a boys' school near Chicago the boys live in cottages—so many to a cottage. Being wise in boy-nature—which is human nature—the superintendent has, in many ways, fostered and encouraged a cottage spirit among his pupils. Each boy is intensely loyal to his cottage, jealous for its honor, its cleanliness, its orderliness, its good record in school standings and in deportment. And woe to the boy who, in any cottage, does what he ought not to do, or leaves undone anything he ought to do to advance the good name and fair fame of his little organization. He is so promptly and effectually disciplined by his fellows that he needs little or no attention from the authorities.

In every organization there appear, from time to time, wrong-headed, rebellious natures who will not play the game with their fellows. They are trouble makers. The disapproval of the hive does not drive them out. Upon such let the strong, resistless hand of authority quickly descend. For them there is only the outer darkness.

BUILDING AN ORGANIZATION

I have counselled you what to do to develop a healthy, harmonious, and ambitious spirit of the organization, to make employment with you desirable, and to remove quickly those who will not play the game and do not voluntarily leave. To counsel you how to do it is more difficult. Much depends upon conditions. But there are a few principles which apply universally.

A first-class locomotive cannot be built of parts designed for an automobile. Neither can it be built of locomotive parts which are defective—nor of perfect locomotive parts assembled without regard for their true places in the whole.

An efficient organization for a jewelry store cannot be built of men whose work should be track-laying. Neither can it be built of inefficient and deficient jewelers, watch repairers, jewelry salesmen, and accountants—nor of high grade employes if jewelers are placed in the accounting division, salesmen set to repairing watches, accountants to selling jewelry, and watch repairers to designing and making jewelry.

In creating an organization the discipline necessary to success begins with the selection and placing of employes—not after they are at work.

An organization in which employment is eagerly sought must, in addition, be built of material scientifically selected, only the fittest being chosen.

When the worker is fit for his work, when it is the work that he can do best, then is he happy in it—then he can throw his whole mind and soul into it—then is he most responsive to the spirit of the organization—then is he most efficient. Dr. Katherine M. H. Blackford has truly said, "A man is valuable for the thought, the psychical inspiration, and the happiness he puts into his work." A man who gives these richly needs very little discipline.

THE EXECUTIVE AN EXAMPLE

But discipline, and the spirit of the organization, which is the best discipline, begin with the executive. The armies of Germany were victorious because of Von Moltke. The Carnegie steel plants were successful because of Carnegie.

Selecting, placing, teaching, inspiring, uniting, rewarding, leading, and assuring the welfare and happiness of his employes through the training of his own will, the successful executive makes short-cuts, for his organization, to a realization of its ideals.

If the employes are to be trained to order, prudence, punctuality, tact,

and loyalty, their leader and teacher, the executive, must teach them by example.

A disorderly, slipshod, careless, inconsiderate management in factory or store cannot develop a working force that is accurate, painstaking, careful, clean-cut, courteous, and loyal, no

matter how modern, complete, and scientific the equipment. But a manager who, by self-discipline, has learned action according to natural law—who actually achieves, attains, and acquires what is truly desirable for and in his organization will maintain a discipline that will make equipment a secondary consideration.

Do You Know What Happiness Is?

—By Fritz Weber

THAT is the aim of life of every man on earth?

To be happy.

Some try it with money, some with love, some try to get admired from the public—possible and impossible ways are taken to get at what every man wants—happiness. Still, you will not find many who can declare to you quite openly that they are as happy as they wish to be—and still less who could tell you what they believe happiness to be.

The poor say that it is to be rich, the infirm to be healthy, the healthy to have no work to do, the rich to become a celebrity, and so on. Every man has his special happiness, and nearly always it is a mere illusion.

I do not pretend to teach people what happiness is, and not to give a definition which will claim to be the "alpha" and "omega" of the question. I simply state the result of my own experience; I believe it to be good enough, for I consider myself as being just as happy as I should like to be. If another one can say as much, I should like to see him—better not exclude her—perhaps we would become good friends.

My definition of happiness is absolute self-contentment.

Now, do not cry to heaven because I say self-contentment. I do not say this quite alone; I say *absolute* self-

contentment. *Absolute* is the very important word if you want to understand the definition correctly.

Absolute self-contentment covers even the most perfect religion. If you do something which you only think you would better not do, you cannot be absolutely at peace with yourself. And if you do not do something you think it would be good to do, you cannot be absolutely self-contented.

Most people think that not to do something bad is to be thoroughly good, and they never think that when they do not the good they could do, they are only half-way good. But even if they do not positively think it, they feel it, and they cannot be absolutely self-contented.

If you do everything you can possibly do to be good to yourself, and good to others, you will have no regrets and no reproaches to yourself! But, mind you! Do everything. As soon as you have left out one possibility to get at what you are aiming at, you have to reproach yourself with this one neglect, you will have to regret it. But if you do everything, and if in spite of this you cannot obtain what you wish, it is without doubt not your fault, and you can at least be contented with yourself. And to be contented with one's self is the keystone of happiness.

The Faithful Wife

OFTTIMES I have seen a tall ship glide by against the tide, as if drawn by some invisible tow line with a hundred strong arms pulling it. Her sails unfilled, her streamers were drooping, she had neither side wheel nor stern wheel; still she moved on stately, in serene triumph, as if with her own life. But I knew that on the other side of the ship, hidden beneath the great hulk that swam so majestically there was a little, toiling steam tug, with a heart of fire and arms of iron, that was hugging it close and dragging it bravely on; and I knew that if the little steam tug untwined her arms and left the tall ship, it would wallow and roll about, and it would drift hither and thither, and go off with reflux tide, no man knows where. And so I have known more than one genius, high-decked, full-freighted, wide-sailed, gay-penoned, that but for the bare, toiling arms and brave, warm beating heart of the faithful little wife that nestled close to him so that no wind or wave could part them, would soon have gone down stream and been heard of no more."

—OLIVER WENDELL HOLMES.

Service Extraordinary that Wins Success Remarkable

—By E. M. Zimmerman

THE very best motto for a traveling salesman is contained in just one word of seven letters, SERVICE. This word represents the sum total of the most powerful factors for the building up of a permanent trade following for any road man.

And strange to say, this gigantic club in the salesman's hands is very infrequently wielded in an efficient way to obtain the maximum results.

So many salesmen seem to think that calling on their trade and taking down their orders, is service. Undoubtedly this is service, but it is of a very elementary kind.

It's the kind of service that is entirely separate and unrelated to the salesman's regular work of selling his line that wins a trade following and cements the trade to the salesman so strongly that no house ties can ever break them.

Having had several years' experience in the piano business, a line in which competition is always at a white heat, the product all similar in major points, and prices of many makes averaging very close comparatively, the SERVICE club has been my greatest asset in winning and holding trade.

WRITING ADVERTISEMENTS FOR A CUSTOMER

Being constantly on the lookout for new sales ideas, advertising plans, business systems, etc., and passing them from dealer to dealer, giving the Iowa dealer the advantage of advertising tried out by an Illinois man, and passing on to a dealer in Nebraska a new sales plan successfully promulgated in Indiana, is service of the kind that builds and holds trade.

Personally aiding the trade in working out the details of these sales plans to suit the requirements of their particular locality; writing their advertising for them; giving them the advantage of the fund of knowledge you have picked up all over your territory from the hundreds of bright, aggressive men you call upon, builds up an everlasting friendship for the salesman that shows up in dollars on the order book.

Calling on one of my customers and finding him deeply engrossed in planning a sewing machine demonstration along an exceedingly unique plan, entirely original with him, I spent hours of my time in his office writing up the advertising for him, though sewing machines were entirely foreign to my line. This demonstration proved unusually successful, drawing large crowds, and resulting very beneficially.

I won him as a regular dealer for my line, and his everlasting friendship at the same time. Later, passing this same idea on to other customers, I was repaid many times in orders won.

Having the advantage of a little legal training has enabled me to render valuable service to my dealers along this line. As most of the piano sales are on time, through the medium of notes, lease contracts, etc., I have found the way to many a dealer's heart by helping him with his note forms and leases, writing his contracts, and performing service of this kind that meant an actual saving to him in attorney's fees.

MUSCULAR AID HELPS SELL GOODS

And one of the strongest points in this class of service is this: I go out

with my dealers, help them in closing their retail sales, and give them practical demonstrations of scientific salesmanship, new sales talks, new ways to get the pen in the prospect's hand and the signature on the dotted line.

And not being above exerting a little muscle in assisting a dealer in the moving of a piano, occasionally, wins their admiration and raises the figures in the order book.

This once gained an exceedingly good order for me. I was calling on one of my customers who is a furniture dealer. He had just sold a folding bed that was to be delivered in a flat that had an exceptionally steep, narrow stairway. He was anticipating the delivery of this piece of furniture with very great misgivings in re-

gard to difficulty and hard muscle straining.

I suggested to him that he use his piano trucks. We strapped on the trucks, and as the flat was only a couple of blocks from the store, I went with them. While the dealer and one of his salesmen handled the front end I took the back end of the folding bed, and we made the delivery much more easily than he had anticipated.

I won the dealer so completely that within half an hour after I had his signature to an order amounting to about four thousand dollars. And the muscle exertion won from the salesmen who helped us, "You are one hell of a good man."

The Waste of War

GIVE me the money that has been spent in war and I will purchase every foot of land upon the globe. I will clothe every man, woman and child in an attire of which kings and queens will be proud; I will build a school-house on every hillside, and in every valley over the whole earth; I will build an academy in every town and endow it; a college in every state, and will fill it with able professors; I will crown every hill with a place of worship, consecrated to the gospel of peace; I will support in every pulpit an able teacher of righteousness, so that on every Sabbath the chimes on every hill will answer the chimes on another around the world."—SELECTED.

Be Thorough and Prepared in the Way to Knowledge that is Power

—By H. E. Grant

MODERN works or methods have not evolved short-cuts to the highest altitudes in science. Patient and persistent study and application is necessary if you would reach these.

With business dealings, if you are willing to undergo the requisite training, take the added risks, and are not afraid to rise, it may not be necessary for you to plod persistently though slowly to the summit, but like the aviator, you may make opposition your servant, and so rise rapidly and easily to the clouds, and beyond, up to the highest altitudes.

But while true of business deals, this does not hold good in the acquiring of knowledge or scientific subjects.

A Steinmetz, having progressed sufficiently far into a scientific subject to make him pre-eminent, publishes his conclusions, and they are accepted as the standard on that subject. If you are interested you will read them, but the mere reading will not make of you a Steinmetz. Neither can we imagine that the reading will convey to you, unless you are an exception, all that the writer had in mind when he wrote upon that subject. Preparation is necessary. Whether it be opportunity or knowledge, you grasp either only in proportion as you are prepared.

The story is not new. A Newton sitting under a tree sees its fruit fall to the ground. "Why," he reasons, "does the apple take a downward rather than an upward direction, or why does it move at all? There can be no motion without force; the tree did not push the apple down. Where,

then, is the force that caused the descent?"

He reflects further, and his preparation, observation, and reasoning, reveal for those who shall come after, the law of gravitation, and the benefits which result from a thorough knowledge of its operation.

Proud indeed the distinction of having been the first to reflect upon a matter of such import, and to have found the reason for an important fact which had apparently escaped the inquiry of all preceding scientists.

Remember that it is less than one hundred years ago that the then rotted tree from which the apple dropped was felled.

Apples fell prior to the summer of 1666; the law of gravitation was the same then as now. Myriads had noticed the effect, but it was left to one to discover, through that simple event, the operation of a universal law.

Why?

Newton needed to know the existence of such a law in order to explain to his satisfaction other important happenings which he had been investigating, and his studies of the works of those scientists who had blazed the trail, made this excursion into an heretofore unnoticed by-path possible.

A HARD CLIMB THE ONLY WAY

That you see depends upon your dominant thought.

We in this day acknowledge our indebtedness to these early investigators, and still read the records of their findings both for pleasure and enlightenment, and for the foundations of our own research.

If you would understand, even in degree, the works of a Steinmetz, or the conclusions of a Newton, you must be content to begin at the beginning, and thoroughly master each successive step until your admiration ends in appreciation, and you are at one with them. There are no short cuts to the highest altitudes of science.

All they who lead—who draw the eyes of eager legions toward their works—have carried the cross. And unless you, too, are content to travel all the way the rocky uphill road to Golgotha, you will arrive merely as one of the rabble and cry, "Crucify Him," because you do not, cannot, understand.

The leaves of scientific books are not bound, as are Japanese works, in reverse order. As you read each page, commencing with the first, remember that each page must be mastered before turning to the next, for

only in this way may each convey to you its own interpretation. Incidentally, the earlier and elementary works should be first studied.

If you are not a science student you may at least take the lesson of this writing into your everyday life. The book is open to you. Today is a page, and its events must be met and mastered if you are to properly understand the page of tomorrow.

Some other has a better illuminated, more advanced page open but be content to master thoroughly your own. Had you done this in the past, today's page might have appeared brighter than it does. This sombre text, the common event interpreted and understood, may make each future page more full and complete.

The book is open before you, today is the page, and its events must be met and mastered if you are properly to appreciate the page of tomorrow.

COURAGE, that "firmness of spirit and swell of soul," must be ever present in him who would win success in the business world. It is the weather-cock that keeps our faces to the winds of adversity. It enables us to meet failure unflinchingly and to turn defeat into victory.

True courage is ever tempered by wisdom—"Be bold but not too bold."

IRA L. CASH.

Snappy Pointers on Business Building Methods

—By E. N. Ferdon

In The Business Builder

GETTING HELPFUL SUGGESTIONS FROM EMPLOYEES

IF every employer could know all the little points of loss about his business that his employes know, how many dollars he could save in a year. To put the same thing differently, how many dollars could be saved to any business if a good way could be found of inducing all employes to suggest methods for effecting savings here and there, no matter how small—savings of time, labor and material.

Any man who has worked through all the grades of a business knows how many times, perhaps as an office boy or a clerk or a worker in the shop, he has said to himself: "Why doesn't the boss change this or that; why doesn't he simplify this or that method of doing things?"

He didn't go to the boss and ask him. Perhaps the boss was one of those men, altogether too common in business, who, quite unintentionally at times, make themselves practically inaccessible to their employes as far as the reception of new ideas or suggestions is concerned. Or perhaps, as is often the case, the employe felt diffident about making suggestions to his employer, feeling such an action to be rather forward on his part.

At any rate he didn't go to the boss—he merely said to himself that if he were running things he'd run them differently. After which he let the matter drop.

His idea may not have been worth the time it would have taken to tell it. Too many ideas of this sort are based on insufficient knowledge of general conditions; they take into consideration just one screw in the machine and

forget that by removing that screw or changing it, the whole machine may be put out of gear. On the other hand, that idea may have been worth a great deal—in the saving of time, labor or material.

You can discard fifty useless ideas for every one you accept, yet the useless ideas injure you in no way, while the useful ideas, coming in one by one, at long intervals, each add a little more to the efficiency of the business, until at last the total of their savings finds a most conspicuous place among the credits when the yearly balance is struck.

I remember how a certain clerk in this business studied the workings of a job he hoped to have some day. It was another clerkship, but a stepping-stone to higher things. He quickly perceived that the job was being operated the way it had been operated when the business began. There were two or three methods he could suggest that would save a good deal of time and make far more accurate work. He did suggest them to his fellow clerk, but they weren't adopted. So he let the idea drop—the matter seemed too small to carry to anyone higher up.

A year later he got the position, put into effect the changes he had contemplated and saved the business, not a tremendous amount of time (and therefore money) but an appreciable amount just the same. Had his employer received the suggestion a year earlier there would have been an extra saving for that year; had this clerk been advanced to some other job, would the house ever have gotten the saving at all?

There are several big business concerns which, to the writer's knowl-

edge, make it worth their employes' while to offer suggestions for the saving of time, labor or material. It may be a quicker way of wrapping a bundle or a system for saving pencils, but it gets recognition and is adopted if found feasible. In the case of two concerns wooden letter boxes are placed at various points about the building, and when an employe has an idea, he or she jots it down in brief on a sheet of paper, signs name and department and drops the note in the nearest box.

A certain small amount, say \$1.00, is paid for every suggestion made and accepted. Also a certain number of cash prizes are awarded each month to those offering the best suggestions.

This method is perhaps better adapted to the needs of a big business than a smaller one, employing comparatively few persons. It may be open to the objection, too, that wages are paid every employe and that enthusiasm to rise higher should be the incentive to offer such suggestions.

However, remember that in the larger business the average employe never does make suggestions, and that if a way can be found to make him do so, the business is so much better off at very little expense. Furthermore it might be added that this remuneration does not, of course, apply to heads of departments, foremen and the like.

Also, there are ways to modify this method. Inasmuch as all of us are very desirous of praise and honor, nearly the same result might be achieved by publishing the pictures of the successful idea men and women in a monthly house organ or even by posting their names each month on a bulletin board conspicuously placed. Then, if money prizes were felt to be desirable, they could be

given in various amounts in the shape of a bonus at the end of the fiscal year.

But whether or not ideas are encouraged in this way, every employer should make it easy for anyone under him to make suggestions for effecting savings in the business. Nothing but encouragement should be given to those willing to think, in order to try and help the house save money.

No suggestion, however crude or foolish, should be scoffed at or made fun of in any way. If it is a crude suggestion, thank the one who brings it, and then explain carefully why it cannot be made use of. Never send away the man who comes in buoyant with his idea, feeling hurt and humiliated by the brusqueness of his turn-down or the ill-concealed levity with which it was received.

Rather send him away with that encouragement that breeds determination to "put one over" next time—that encouragement that comes from a knowledge of your sympathy of feeling and appreciation of what he tried to do.

I know business men to whom no suggestions of this sort ever come—yes, they do come, once perhaps, and those who offer them go away with a resolve never to pass through that ordeal again.

It is a literal truth to say that in any business there are few employes indeed who don't know something about the business that it would be good for the employer to know. But only that employer can hope to gain such knowledge who leaves open not only the door to his office but the door to his sympathy, understanding and encouragement as well.

GETTING THE CO-OPERATION OF THE HOUSEWIFE

The buying power of the housewife is great, but the power which she has

of influencing the buying of others—her husband, her relatives, her friends—is enormous.

A haberdasher who recently remarked to the writer: "I am spending quite a bit of money this year advertising to the wives and mothers of the men who trade with me," was merely offering concrete evidence of the fact that it pays to get the good will of the women, even when the appeal of your goods is to the opposite sex.

That which goes into the home interests the housewife—whether it be an ice-box or a supply of pens or the clothing on her husband's back. And when a thing interests her you can be absolutely certain that she'll take a hand in its selection, unless it comes in the shape of a Christmas present, and then she generally dictates her choice before the purchase.

Most men will tell you that they boss the office and their wives boss the home—and they aren't henpecked either. And just as it's good business to have the boss of any business establishment favor your goods, even where his subordinates may do the buying, so it's a mighty good idea to have the housewife favor your goods even if her husband's doing a lot of buying for the home.

I asked the haberdasher mentioned above just what he was doing to influence the good will of the women folks. Well, in the first place, he had actually bought a lot of beautiful little water color sachets, enclosed them in a nice envelope, and on the outside had the words printed: "This is for her, not for you—with the best wishes of A. L. Wright & Co."—and given them to his customers.

And those men took them home, too, tickled to death that Wright had remembered their wives and mothers.

Again, this haberdasher had arranged a card file showing the names and addresses of these women folks and he mailed them a dainty calendar at Christmas with a letter telling about Wright Company service, and several of them wrote notes thanking him.

Of course, he didn't neglect the men, but he did his best to influence the "boss" of the home.

When it comes to getting the good will of the housewife, where she has the first and last word (if she ever has anything else) about the article to be bought, when it is something absolutely within her own domain as supervisor of kitchen, dining-room, parlor, bed-room, attic—and all within them, including the children—then the matter is worth the most serious study.

Women are very susceptible to anything that adds to the beauty of the home.

They are susceptible to any gifts given them for personal use—particularly if the gift be both useful and beautiful or dainty.

Most women take a particular pride in their kitchen, and their culinary pursuits. They are always on the lookout for something to aid them in that department of their business. And because their allowance doesn't always go far enough to permit of their buying the various new devices prepared for the kitchen, they are pleased beyond measure when someone gives them a really useful device of this nature.

And last but not least, women are susceptible to attention shown their children, for their pleasure circles about that of the youngsters. So a gift to her child is a compliment to the mother.

These four susceptibilities of the housewife are the keys which the wise

advertiser plays upon when he sends her (1) a beautiful little advertising souvenir for her home, (2) a useful, dainty advertising gift for her personal use, (3) a labor-saving, useful, perhaps novel utensil for her kitchen, (4) an article to please her child.

And to strengthen the value and appreciation of any such gift, there comes to the advertiser's aid that psychological fact that lies behind womankind—the love of receiving something for nothing, of getting a bargain. Man has the same failing but woman has it pre-eminently.

The advertiser who remembers all this, will not merely try to influence a woman through bargains in the newspaper, or circulars sent to her home, or talks about the superiority of his service—splendid as these methods are in advertising. But he will also supplement this space advertising, this printer's ink publicity, this logic and reason, this bargain inducement, with an appeal to the personal side of the woman, through the giving of gifts for her own use, for her home, for her children. And as no one appreciates so much the courtesies of life as a woman, the advertiser will not only spend time in the selection of his gift—but, if he is wise, equally as much time, or more, in the giving.

Women may not have the ballot, but they're getting it—women may not own the purse, but they've got it.

A fellow manager of mine returned the other day after a two weeks absence from the city. The first thing he did was to take a walk through the plant to see how things were going. I was in his office when he returned, whistling a snatch of the latest comic opera and smiling cheerfully.

"It was a real pleasure going through the factory this morning," he remarked, "a real pleasure. For

everywhere I went I met only smiles and happy faces and heard only pleasant words. Not a single scowl or a bit of grumbling all the way round. I started out feeling a bit low spirited and now I feel happy as a lark."

Happiness breeds happiness. And the best of it is that happiness makes for better work and more abundant work.

You may always be sure that the man who gets so many smiles of recognition, so many friendly words of greeting, is he who radiates pleasant smiles and friendly salutations.

And the man who begrudges even the nod he gives to others is he who only gets nods in return.

When the sun shines all nature expands, offering the best it has; when steel-gray clouds cut off the sunlight and there's a chill in the air, all nature draws within itself.

You will find some offices, factories, and stores where good cheer radiates—where everybody is tuned to pleasant thoughts and smiles and cheery words. There is no place in one of these spots for the grouch or the grumbler—because no grouch or grumbler can withstand the contagion of it all.

There is one thing of which you can be sure regarding such a happy state of things—the contagion starts at the top. It begins with the boss; it radiates from him to the heads of departments, to the workers, to the sales force.

It pays to be cheerful and pleasant—every employer should remember that. It results in better work all down the line, often in more work, because the mind concentrates itself on a pleasant task—and no task seems mean to the one who keeps seeing the bright side of things.

Nor is a cheery, pleasant disposition in any way incompatible with the

position one in authority must assume over those below. A smile bestowed on the new office boy can cost you nothing—and it may make a more loyal office boy out of him.

Nor will such action ever hinder you in exercising authority. Genuine politeness and cheerfulness make it less needful to exercise authority—but make authority where exercised vastly more effective.

The one whose censure I fear most, and take to heart most, is sure to be the one whose thoughtful consideration toward me makes me jealous of his good opinion.

Familiarity with those under you has its dangers, but kindly interest in them offers only benefit.

The benefits of cheerfulness do not end within the business organization either. For a cheerful employer and cheerful employes and cheerful sales force can never help communicating the virus to those very necessary people—the customers.

What a well-spring of good lies in a cheery, smiling clerk who can make this bedraggled shopper forget the rain without or lead that one to feel that after all it isn't necessary to be disgusted because there are no more red neckties left, since a blue one will do just as nicely.

How valuable is that young lady at the phone who is never out of sorts, but always apparently happy and obliging, even under the most trying circumstances.

Put cheerfulness into your everyday business life—put it into your correspondence—put it into your sales talk—put it into your advertising.

It is a sunshine that will bring you greater crops.

ADAPTING NEW METHODS TO YOUR PARTICULAR NEEDS

Dear Sir:

Some time ago you were good enough to recommend to me several books and periodicals along the line of increasing business efficiency and offering business-building suggestions.

I have secured several of them and enjoyed them, but my business, which is the manufacture of paper novelties—flowers, lanterns, streamers, etc.—is naturally not mentioned very often in publications of the general sort. In fact, I have never seen an article mentioning any phase of it.

While I like to know what others are doing, I am primarily interested in what can be applied to my own business.

Do you happen to know of any publication that would offer suggestions for my business? I should appreciate a reply. Yours truly,

A. H. _____.

My dear sir, I am afraid I can't give you the name of such a publication. Perhaps there is some trade journal issued for your line of industry, but, if so, I don't know the name of it.

You say that in the publications you have been getting you have never seen a reference made to your line of business. What matters it if you haven't?

The methods of my competitors are fairly well known to me. I presume you, too, are fairly well acquainted with what your competitors do and how they do it—because, rightly or wrongly, most business men spend twice as much time as is needful in worrying over their competitors.

What I'm now particularly interested in finding out is what others are doing who are not my competitors, and how they are doing it.

I want to know how Smith, the insurance man, is solving his office problems; how Jones, the typewriter manufacturer, is marketing his product; how Brown, the shoe dealer, gets so much ginger into every one of his employes; how Black, the miller, is cutting down his manufacturing costs; what sort of advertising White, the successful banker, is using to bring in the business; how King, the wholesale grocer, keeps his account losses down to such a low figure.

My business is advertising specialties, but there isn't a successful method of increasing efficiency in the office, factory or sales force of any other business that doesn't interest me.

And yet why should I waste my time learning about these methods of business houses that handle an entirely different product from that handled by my house?

Because there is the chance that I can apply that method to my business. Not in its entirety, of course, but in its essentials. Every bit of business literature I read is read with one main object in view—to apply the successful methods of others, so as to increase the efficiency of this business.

Suppose a manufacturer is going to put up a new building costing several hundreds of thousands of dollars. If he is wise he will, before approving plans or specifications, take a trip about the country and visit the big factories in each city. He will note their good points and their bad points; he will forget that part of each structure which would be of no use in his business, but he will remember the particular point in each which might be incorporated to advantage in the building he is planning.

And when the new factory has been erected, you will find, not a copy of any other one factory, but an indi-

vidual building, adapted to the needs of the business it is intended to house, yet incorporating the good ideas which its owner brought back from his trip.

The man who cannot take a trip, who cannot study out successful methods and results at first hand, has the opportunity of reading about such things, assimilating what he reads, and applying it in the necessary form to his business.

If he cannot do that, then his reading on such subjects is a waste of time from a business point of view, for it is seldom indeed that two business problems are absolutely identical and calling for absolutely the same treatment.

Every patient who has a cold is not treated in just the same way by the doctor.

Do you remember Watt and how he watched the steam pouring from the kettle? He never incorporated a kettle in his steam engine, but he had perception enough to make use of steam.

Keep awake, my dear sir, to what others are doing, not only your competitors or your neighbors, but also those all over the world. And when you see and read what they are doing, ask yourself: "Where is the steam in this kettle that will help run my business to better advantage?"

USE YOUR OWN HEAD TO SOLVE YOUR PROBLEMS

Here's a formula that every young fellow ought to carry with him:

Worth = Accomplishment — Supervision

In other words, if you are doing seventy-five dollar's worth of work per month and it's taking fifty dollars' worth of supervision to see that you do it right, they you are worth to your employer just twenty-five dollars.

There are a good many twenty-five dollar a month men working for others; some of these are being paid fifty, sixty or more dollars and the majority of them are sore because the boss didn't raise their salary again the first of the month.

Because they labor nine hours a day they see nothing but the nine hours' labor, and quite overlook the amount of supervision they require from someone above, one hour of whose time is probably worth half a day of theirs.

If you are getting \$60 a month and every day you make enough mistakes, the correction of which uses up half an hour's time of somebody getting three hundred dollars a month—and you go to this same somebody often enough with useless inquiries to use up another half hour's time—why, you have reduced your worth to the house from \$2.50 per day to \$1.10 per day, because an hour of that somebody's time is valued at \$1.40.

So instead of getting \$60 a month you ought to be getting \$25 per month.

Did you ever look at the salary question from that viewpoint?

When a young fellow, dependent solely on the wages he can get, first goes to work, he must be paid enough to live, and employers recognize the fact.

But there isn't one fellow in ten going to work in an office, who at the start earns anywhere near what he gets in his pay envelope.

How long it takes him to become worth what he is paid depends on himself. He may be earning it within a month, or perhaps not for six months. It depends partly on the energy and enthusiasm with which he approaches the work and partly on what he saves the house by using his head to solve simple problems instead

of asking the manager, and by keeping his work free of unnecessary mistakes which his superior must look out for.

If every new clerk could know what a premium the manager puts on the man who never forgets to do what he's told, who, in other words, can be trusted, perhaps he'd pay more attention to this end of his work.

One of the greatest wastes of time forced on any manager is the constant attention to details that he finds cannot be trusted to his subordinates.

If you want bigger salaries, hunt around for ways of taking work onto your shoulders and off of the shoulders of those above you.

Every time you start for the manager's desk, first ask yourself: "Is it necessary for me to bother him about this matter?" If it is, then bother him by all means—don't do what you're not sure you are doing right. But if there's some other way of getting the information you want, if it's just laziness on your part, don't bother him—for five minutes of his time is worth half an hour of yours, perhaps more.

To the man who is young in years and business, who is earning enough to live decently, who likes his work and believes in its future, I would say: Forget for a while the matter of salary; strive only to be always worth more than is paid you. Think much of the work and little of its remuneration, for remuneration must come to the one who makes himself valuable to his house. Business men pay big money to those they don't want to lose, and in this category you will find only those who have made themselves valuable to the institution of which they are a part.

Don't try to bring the salary to you. Go to the salary.

Are You Getting Old?

By SHELDON LEAVITT, M. D.

Are you getting old, my friend?
Does your back incline to bend?
Are you looking to the end?

Do not falter.

What is age but ripeness, man?
Straighten up! You surely can;
There is gold still in the pan;
Keep on mining.

Someone spoke of you as old?
Someone said your feet were cold?
Someone said your days were told?

Did you say?

Does the saying make it so?
Tongues were made to use, you know;
Let the saying pass and go
To another.

Do they call your "grandpa," now?
Are some willing to allow
That 'tis time for you to bow
And take your leave?

Are you *feeling* any older?
Is your love becoming colder?
Pony up! You must be bolder,
Little man.

You are out if you *think* so;
You can stay or you can go;
Time runs on in ceaseless flow;
What say you?

Feelings count for more than looks;
You need not consult the books;
Stay, despite all hooks and crooks.
Say, "I will."

When you lose the manly art
Of forever keeping heart,
You will push the baby cart
Mighty soon;
Better whistle up your grit;
Better cudgel up your wit;
Better think a little bit,
Careless man.

It is very nice to find
That your progeny's inclined
Toward you to be very kind,—
Why, of course.

But when they begin to say
"Father's 'bout lived out his day,
And now we must smooth his way,"
That is hard.

When they see you moping 'round,
Ambling off as though you found
In your forces no rebound,

They infer

That your energies have run;
That your final victory's won;
That with life you're nearly done,
Don't you see?

It is not at all surprising
That there should be a surmising,
And a general uprising
'Mongst the folks,

When they see your spirit flag;
When they see ambition lag;
When they see your courage sag;
Don't you know?

Listen, while I tell to you
Something you w'd better do,
That the years may not hoodoo
You out of life.

*"Stick to life through thick and thin;
Let no moody devils in;
Be determined still to win,
And go on!"*

Don't let any kith or kin
Make you think you should begin
To take any canvas in

'Cause you're old.

Years count little with the strong,
Life is short or life is long,
We are right or we are wrong,
As we *think*.

The Questions of Socratic

By
Arthur W. Newcomb

THERE may be something in telepathy, but if there is all of our telepathic receivers had burned out and grounded connections that afternoon. If we had any of us felt the slightest subconscious warning, when that telephone call rippled out on the summery air, you may take it from me no one would have been permitted so much as to lay a finger on the instrument.

As it was, Fussberg swung in his swivel chair and picked up the telephone with the correct preoccupied air of a man who keeps his mind on his work until he hears the voice in his ear from the other end of the wire.

None of the rest of us was paying any attention to the call after we saw Fussberg take the instrument.

Did you ever hear a man's voice coo into a telephone, slimy with sweetness, his words delicious with deference, when you knew, somehow or other, that under the goo there were jagged and barbed rasps and spurs of profanity?

It was just that quality of fear and rage underneath the silkiness of Fussberg's dulcet courtesies that made every one of us turn from our desks and listen to the one-sided conversation.

Of course we all knew with the first word that Fussberg spoke into the transmitter that he was talking to a woman. A man never even curses a woman over the telephone in the same voice he would use in cursing a member of his own sex.

"Yes, Mrs. Brainard." "Yes, thank you." "Yes, we are all here."

"Why, certainly, you'll be most welcome." "No trouble at all, Mrs. Brainard. It's only what you richly deserve." "Thank you, Mrs. Brainard, thank you very much. We shall be proud and happy to have you come." "Yes, Mrs. Brainard. Thank you very much. Good bye." "Good bye." "Yes." "Oh, certainly. Good bye." "Good bye." "Delighted, I assure you." "You know that can't be true, Mrs. Brainard." "Oh, yes they will." "Thank you very much." "Yes." "Yes." "Good bye, Mrs. Brainard." "Good bye." "Good bye."

Fussberg hung up the receiver with the air of a man who had just volunteered to go down into a burning mine and try to rescue a crowd of entrapped miners.

TRAPPED

With one accord the rest of us reached for our hats.

But Fussberg was too quick for us. He catapulted himself across the floor and, standing with his back to the door, defied us.

"Only over my more or less dead and profusely bleeding carcass," he snarled. "Brainard is one of my best clients. If I lose him there'll be no new pussyfoot tires on my auto this summer. Brainard, with all his running around in small, complicated circles chirping plaintively at every step that he is the busiest man alive, still has time to get his main business policy, his social selling orders, and his proscription lists, at regular and frequent intervals, from Mrs. Brainard.

"Mrs. Brainard condescends to honor us with her effulgent presence

for a few hours this afternoon. She is going to explain to us how, although we are mere men, we can render her a little timely assistance in a job she has just now of adopting a new constitution and by laws for our sadly mismanaged and badly misgoverned universe. I told her that we should all be here, and that we should hold it a great honor to be permitted to assist in any little pastime like that in which she desired to engage.

"If you fellows want to do any joy riding with me this summer you've got to go through the ordeal of being highly honored with me this afternoon. In point of fact, you're going to stay here and bask in the radiant beams of Mrs. Brainard whether you want to or not. I'm willing to undergo martyrdom for those automobile tires, but I'll be carbureted if I'll go on the gridiron alone."

"You know, Fuss, I've got a most important engagement with Hardcastle this afternoon," began Wiggins.

"I know nothing of the kind. The most important engagement of your blameless but deadly monotonous life is right here in this well-known little office this afternoon."

I was due at a most momentous meeting of the Press Club Rhum Committee, but scenting a story, I decided to say nothing to Fussberg about it. Besides, I had on a brand new summer suit, and Fussberg is terribly reckless about personal property values when he gets excited.

COMMISERATION FOR BRAINARD

Wiggins started for the door, then seemed to be reminded of something, turned and asked, "Are you going to stay, Socratic?"

"Do you think I ought to neglect such an opportunity?" parried Socratic.

There was something in the way he said it that made us all sit back in our chairs perfectly satisfied to stay.

"Really you know," said Wiggins seriously, "I'm sorry for Brainard. Although he is frightfully inefficient, he does make a good deal of money. And yet, what that woman does with it is a puzzle. There is absolutely no indication either in their establishment or in their mode of life that they spend twenty-five thousand dollars a year. And yet everyone knows that somehow or other she does spend it."

"She spends it trying to economize," offered Fussberg. "You know how it is with the Brainards: They can't afford this and they can't afford that. They have to deny themselves here and retrench there. And so, while she is busy discovering new ways to save money her money gets away from her. Besides, it's not to be expected that one who is engaged in the important task of reconstructing the cosmos should give attention to such a microscopic and sordid detail as the administration of twenty-five thousand annual dollars."

THE VISITATION VISITS US

Further discussion of our imminent and eminent visitor was throttled by the staccato tapping of pointed heels and toes on the tiling of the hallway. We all whirled around to our desks imitating industry, schooled our faces to smile, and awaited the visitation.

The door opened and Mrs. Brainard undulated in.

I frequently contemplate with awe the marvelous art that enables some women, without any apparent effort, to encompass so much bad taste, inappropriateness, inconvenience, discomfort, extravagance, unwholesomeness, and shoddy cheapness in a few comparatively scanty articles of wearing apparel.

"I'm so glad to find you men all here," she began. "Your lives are so free, you have so many absorbing interests, you can come and go as you choose, and you are not chained in one place as we women are to our homes, that I feel very fortunate in having you all together this afternoon."

Mrs. Brainard spoke with the manner and intonation of an old-time "statesman" with a mane of long, black hair, a lie-down collar with a black string tie, and one democratically unmanicured hand thrust carelessly into the bosom of his Prince Albert coat.

"I have come to get your signatures to our petition to Congress to grant women the right of suffrage, to which she is entitled by the immutable decrees of the fundamental cosmic laws of justice, equality and liberty.

"Woman has been the slave and chattel of tyrant man long enough. It is time for him to recognize her rights as a human being, and to accord her equal privileges and duties with himself.

"Women can never attain their freedom, they can never secure the rights to which they are entitled so long as they have no voice in making the laws that govern them.

"Nor will the government ever be free from graft, corruption, extravagance, and oppression of the weak until the intelligent, liberty-loving, just, and politically uncorrupted women of this country have the right to the ballot."

I felt my throat turning to stone.

Fussberg's face was the color of cream cheese.

Wiggins and Socratic alone seemed to be bearing up.

WHY SHOULD WE ARGUE?

"We are quite agreed with you, Mrs. Brainard," Wiggins interrupted.

"We believe that women ought to have the ballot. I, for one, shall be very glad to sign your petition."

"You're a sensible man, Mr. Wiggins," admitted our visitor, handing over the petition to Wiggins, who signed it like a little man and handed it back.

"You, too, Mr. Fussberg," she granted, handing the paper over to the victim addressed.

"Oh, certainly, Mrs. Brainard," agreed Fussberg with a gulp, and trying his letter opener and his ruler before he finally got hold of his pen.

I signed the petition, and was glad to. To my mind, the existence of such women as Mrs. Brainard is sufficient argument for giving them all the ballot.

"And now, Mr. Socratic, of course you will sign. I hear so much about you through Mr. Brainard. Poor man, he considers you quite a wonder. He thinks you're a great fountain of wisdom, and I'm sure you must be very wise. If you are, you know that the future of our country and its womanhood depends upon equal suffrage."

JUSTICE AND EQUALITY

Socratic took the document and carefully read it over.

"Have you time to explain to me a little bit about your ideas this afternoon, Mrs. Brainard?" he asked deferentially.

"Indeed I have," she acknowledged. "I should be most delighted to instruct you regarding the great and glorious cause, our purpose, and the wonderful results that will follow."

"You are most kind, I am sure," avowed Socratic. "What is your principal aim in demanding franchise for women?"

"Our principal aim is justice; to

give to women an equal right with man before the law."

"What you wish, then, is that woman shall stand on an absolute equality with man in all things, is it?"

"Yes, that is just what I mean, that she shall have the same property rights, the right to receive equal compensation with men for equally efficient work, the right to her share of the world's work, the world's privileges, and the world's emoluments."

"Would it be your idea to extend to women the same moral rights as men?"

"Most certainly yes."

"In your mind, do women have the same moral rights as men now?"

"No, they do not."

"In your opinion is it the men or the women in human society that fix the respective moral rights and moral status of men and women?"

"Why the men pass the laws."

"Do men pass the social laws by which such things are determined?"

"Why, no, I suppose not. But that is not a question of political economy."

"It is a question of justice, isn't it?"

"Why yes, I suppose it is. But it is one which you do not understand, Mr. Socratic."

"Would you be so good as to explain it to me?"

"Oh, that is one of the inexplicable things, you know, Mr. Socratic. Woman has certain infallible intuitions. She can't give reasons for them, but she knows they are true."

"Then we cannot expect moral and social equality for women under the new dispensation when women are permitted to vote?"

"Women will get all the moral and social equality they are justly entitled to, Mr. Socratic. Your questions are entirely irrelevant."

SAFETY FOR THE WORKING WOMAN

"Ah, I beg your pardon. I merely wished to know. You said, did you not, that it is your purpose to secure for women equal compensation with men for equal efficiency of service?"

"Yes, that's our program."

"I presume, then, you are interested in the sad case of the girl who has to work nine hours a day in the factory, or eight hours a day in a store?"

"Indeed, we intend to see that she gets her just rights. We intend to see that she is properly paid, that her hours of labor are cut down, that her work is done under decent and sanitary conditions, and that she shall not be exploited by employers on the one side and white slave traffickers on the other."

"That is splendid. I presume you will also pass stringent laws in regard to the compensation of household servants, reducing their hours of labor, making the kitchen in which they work cool and comfortable, insuring that their housing conditions are sanitary and decent, and protecting them from their employers on the one side and white slave traffickers on the other?"

"Certainly. Most certainly."

"Is the situation of household servants now such as to cause the envy of shop girls, factory girls, and sales women?"

"No, I'm afraid it is not."

"And who is it fixes the hours of labor, compensation and working conditions of household servants?"

"Why the women do, of course. But that is an entirely different matter, Mr. Socratic, an entirely different matter."

CHILD LABOR

"I beg your pardon. I was merely curious to know. I presume, however, that the advocates of women's

suffrage purpose doing something to end child labor in mines, cotton mills, glass factories, and other institutions?"

"Indeed we do. Poor little things! Old before their time. Dragging out their childhood and youth working twelve or fourteen hours a day until utterly exhausted! Shortening their dear little lives! When we women get the ballot we'll put an end to all that."

"Do you know, Mrs. Brainard, that the willow plume you are wearing was constructed by baby hands in a one-room tenement where the father was dying of consumption?"

"Mercy, no! How should I know such things?"

"Do you know that the buttons on your gown were made in a factory where children from four years up work ten hours a day?"

"No, I don't. How do you know?"

"Don't you think that one who is vitally interested in putting an end to child labor ought to know what the children are making?"

"But that is a great deal of trouble, and I don't see what good it could possibly do."

"Just how long, Mrs. Brainard, do you think child labor would continue if all the women of the country would take the pains and trouble to learn what the children are making, who was selling it, and how to distinguish it from other commodities of the same kind, and then would refuse to purchase anything manufactured by children?"

"But what on earth has that to do with woman's suffrage, Mr. Socratic?"

"If women do not stop these abuses when they have it in their power to do so, do you think it likely that they could accomplish the result by voting

when they would have, all told, only about one-half of the votes?"

Mrs. Brainard was very thoughtful. "I had never thought of the matter in just that way, Mr. Socratic. These things seem so terrible that we naturally seek the most direct and effective method of dealing with them rather than any roundabout way. But there is something in what you say. I shall give it my very careful attention."

"Which, in your opinion, is the more direct way to accomplish a thing—simply to go ahead and do it, as you might in any of these cases, or to spend years in getting the ballot, and then other years in getting the men to help you vote to do the thing?"

"Well, I will think over what you have said, Mr. Socratic."

ADULTERATION AND SHORT QUANTITIES

"You said, did you not, that it was your purpose to put an end to graft and corruption, and to extravagance?"

"Yes, we women believe that we could attend to the housekeeping of government with far greater efficiency than do you men. There, at least, we are on our own ground. We have been compelled by tyrant man for many generations to limit our activities to the narrow confines of the kitchen. So we have learned something about economy of administration."

"Who was it, Mrs. Brainard, who bought all of the adulterated and short weight foods until the men were compelled to pass laws against their adulteration and punishing false weights and measures?"

"But the women couldn't be expected to know that the foods were adulterated, or the scales and measures wrong."

"Would a woman purchasing agent for any of the departments of the government be expected to know whether the things she bought were adulterated or pure, genuine or imitation, short weight and measure or full quantity?"

"Why yes, that would be her business."

"Do I understand, then, that it is not the woman's business to administer her own home efficiently?"

"But a woman can't have a chemical laboratory set up in her kitchen and analyze everything that comes into it."

"But if enough women wanted a chemical laboratory for that purpose in any town do you think they could get it?"

"But women—why—I don't see—ah—er—seems so absurd!"

Mrs. Brainard was rolling her handkerchief up into a tight little ball, turning and twisting it in her fingers, wiping the perspiration from her forehead and face, and gasping for breath.

"You see I am at a disadvantage, Mr. Socratic. You men have denied us women the right to engage in your political affairs. We therefore don't seem to have quite the facility in argument that you have. You have compelled us to keep to the home, and so we don't seem to be able to meet you in argument. It isn't fair."

STUDY AND TRAINING

"What will you do about this matter of public debate and argument when you have the ballot?"

"Why we will train ourselves for it. We will study and master those things."

"Do you study and master efficiency in housekeeping, in motherhood, and in the training of children?"

"Well, we're compelled to learn something about them. We have the work to do."

"Do you train your daughters for wifehood and motherhood? Do they enter these professions as well equipped in their technique as your sons do in the professions of law, medicine, engineering, the ministry, letters, art, and commerce?"

"I don't see what that has to do with the situation," stammered the poor woman.

"Don't you think that it is just as important that the child should have a strong, healthy, capable mother as that he should live in a country where there is a high protective tariff, or a tariff for revenue only? Don't you think that it is just as important that the child's mind be unfolded, developed, inspired, and instructed during its most plastic years by an intelligent, scientifically trained, and morally high-toned woman as that he should work only eight hours a day at his trade when he grows up? Don't you think it is just as important that a man should have a clean, comfortable, harmonious, beautiful, well managed home, and wholesome, nourishing food as that he should be taxed in accordance with any particular system of taxation?"

HOUSEHOLD ECONOMY

"Yes, all those things are important, but a woman can't do everything on a dollar and a half a week, you know. She must be economically independent, and her husband must live under industrial conditions where he can earn enough money to keep the home."

"Mrs. Brainard, I trust you will pardon me if my questions seem personal, but I am merely seeking information. Do you think that a woman who spends every cent of her hus-

band's income every year and has nothing to show for it is competent to manage or to help manage the economic and industrial affairs of a state or a nation?"

"I don't know what you mean, Mr. Socratic."

"I mean this: Do you know that while you paid three hundred and fifty dollars for the hat, gown, parasol, gloves and shoes you are now wearing you might have purchased an entire outfit in far better taste, far more beautiful, and even more fashionable, and one that would be more durable, for one hundred and fifty dollars?"

"Why, Mr. Socratic! The very idea!"

"Pardon me, Mrs. Brainard, do you think your husband would object to my talking to him this way?"

"No, it's all right to talk to a man that way, but—"

"Certainly you would not admit that women are less willing to listen to good counsel than men?"

"Good counsel, indeed! Insufferable insolence would be a better name. When you discuss women's dress you are entirely out of your sphere. You'll do well to keep to politics and business."

"In general, Mrs. Brainard, do you think that women have displayed any particular efficiency or any superior wisdom and mental alertness in the things they have been permitted to do in the world, like establishing the standards of morality in society, purchasing the family food and clothing, equipping the home, managing the household industry and labor, training children, and administering the family funds?"

"Well, really, what could you expect, Mr. Socratic, with women denied education for centuries?"

"And now that women have all the

educational privileges that men have how are they using them—to develop efficiency in their own particular part of the world's work, or to fit themselves for careers and vocations that have nothing whatever to do with the home?"

WHY WOMEN SHOULD VOTE

"Then you think, Mr. Socratic, that women ought not to be permitted to vote?"

"Have I said so?"

"Why you seem to think she hasn't sense enough."

"Do you think, Mrs. Brainard, that if the women were given the ballot they would take an interest in political matters?"

"Yes, I do, emphatically."

"Do you think they would really study economics and political science?"

"Why of course I do. They are studying such things now."

"And do you think that possibly if they were to study such things, and to learn something about them they might, in the process, learn something about the ordinary principles of efficiency in home management?"

"Why yes, I suppose so."

"Do you think that it might be true that through their study of such subjects, and the interest their studies and political contests arouse, the women might be inspired and encouraged to take a real interest in scientific management in the business that is peculiarly their own?"

"Well, I don't see why not."

"You think, then, that if women get the ballot our homes will be better managed, the money we earn will be more economically spent, our domestic servant problem will be solved, women will dress tastefully, comfortably, hygienically, and beautifully, and our children trained to become better citizens?"

"I should think that that ought to be the result."

"Well, if broadening woman's field of activity and interest, and giving her a little wider angle of vision upon life will make her more efficient as a woman, don't you think that there is your principal argument for woman's suffrage rather than your claim that the women would effect any very considerable reforms and economies in government?"

"Well, perhaps in talking to people like you, at any rate, Mr. Socratic."

PREPARATION FOR SUFFRAGE

"Conversely, Mrs. Brainard, what would you think of the proposition that all your women's clubs, women's suffrage leagues, equal suffrage unions and all the rest of the organizations working for women's suffrage drop aggressive propaganda for a while, attack these problems of scientific management in the affairs that are exclusively women's, and as a basis for argument in favor of woman's suffrage demonstrate the truth that when they are in dead earnest about a thing women can learn the principles governing it, and apply them in a way that will get worth-while results?"

"I'm not sure I understand just what you mean, Mr. Socratic."

"Well, to be frank with you as I would be with your husband if I were talking to him about his business problems, and to give you a concrete illustration of what I mean, why don't you, in order to demonstrate your fitness for helping solve our economic and political problems, solve the problem of your own household and wardrobe? Do you know that Goode Burdard makes only seven thousand five hundred dollars a year? You never hear Mrs. Burdard agitating for the ballot, do you? But, honestly, don't

you think she makes a far better showing in her home, on her table, in her family's dress, and in the money they have saved for investment than you do with more than twice as much, or perhaps three times as much?"

"Why, Mr. Socratic, I think you are positively rude and impertinent!

"What business is it of yours what I do with my money?"

"Besides, are there no men voters who are extravagant and short-sighted and unlucky in their handling of money?"

"Do you think it would be any assistance to short-sighted, extravagant, and unlucky men to have women of the same kind helping them settle the problems of government?"

THE DAWN

"Oh, Mr. Socratic, what's the use of my keeping up the bluff any longer? You are right, you are absolutely right. What we women do need is something to interest us, something to study, something to make us feel as if we had some really worth-while part in the work of the world. For some reason or other, a great many of us seem to have overlooked the vital importance of our own business. I don't know; perhaps we ought not to try to vote, but if you think that giving us the ballot would broaden our minds and show us how to work more efficiently, won't you sign our petition? If you will I give you my word I'll put in my time from now on studying the science of home management."

Socratic attached his signature without comment.

A few minutes later we were putting real sympathy and personal regard into our good bye handshakes with a woman who, despite surface inharmonies, had a heart of genuine goodness.

Heart to Heart Talks with Dealers on Selling Automobiles

—By J. H. Newmark

THERE are all sorts of prospects—no two alike. At the same time, there are natural laws which each man is susceptible to, and the purpose of this talk is to give you some things in which all buyers are interested.

The "eye" has always been the first sense to be satisfied. It does not make any difference whether a man is buying a necktie, a shirt, a suit of clothes or an automobile; if he is impressed with the appearance of the thing he wants, you have made a very important impression, so it is a good thing to dwell, for some time, on the appearance of your car. And on this first principle, dealers should make considerable headway.

The "V" shaped radiator is not only distinctive in appearance, but the shape allows additional radiation and therefore cooling surface. Some of you do not seem to appreciate that the German silver covering is more than a sixteenth of an inch in thickness. And don't forget that it is German silver all the way through and thick enough to have engraved upon it an owner's monogram, a crest, or any other identification mark.

The use of aluminum steps instead of the running boards has its important advantages. In the step construction, a number of thin metal parts subject to noise are eliminated, making the car a quiet one. Of course, all new cars run quietly, but it is seldom that quietness can be observed in a car that has been used for some time.

THE EFFECT OF ACTION

After you have passed the appearance question, it is advisable to get the prospect behind the steering wheel. This will start him on a new line of thought—he will think of mastering the car—it will allow him

to turn over in his mind the idea of running it—the exhilaration of driving—of making it go as fast as he wants to. While he is at the wheel, point out to him the size of the steering wheel and the handy position of the starting button—the sight feed—the electric light button, gasoline pump and speedometer.

Point out to him the comfortable riding position. Show him with what ease he can reach the emergency brake and the speed control lever.

After you have finished showing him the front seats, get him into the tonneau and have him test the cushions and the comfort of the rear seats.

If your prospect shows that he is interested in mechanical details, explain to him only such matters as he wants to know.

Aside from any questions he may ask you, it is well to point out the safety of the steering gear, the large braking surface and the advantages of the use of a double drop frame. Make it a point to tell him that it is almost impossible to "turn turtle," owing to the low center of gravity, and, for the same reason, skidding is virtually done away with. Safety is an important point to new and nervous drivers (reading of accidents, etc.), and sometimes this very thing will help close a sale.

After you have finished the mechanical end of your conversation, turn your attention to discussing exclusive features.

Nothing so pleases a man or a woman in these days of rivalry and when one wishes to have something different, than to say to him, "This feature is exclusive—you cannot find it on any other car made. This is really new, distinctive and original."

It is a safe bet that many 1913 cars can be sold to women by telling

them, in rather delightful tones, that they can put the family crest or their own monogram on the German silver radiator.

It is true, indeed, that many proposed sales are decided on little things. The writer knows of an instance where a six-sixty was sold on the spot because the woman liked the cut glass robe rail. You will do well to think of these little things. They should be played up when necessary. You are able to judge your prospects and you can usually tell just what will appeal in each case.

WHEN TO TALK PRICE

Don't talk price until you have to. Many salesmen have lost sales by announcing the price prematurely. Don't hurry it.

Get your man vitally interested first. Get some favorable comment out of him. Work him up to an enthusiastic point so you are sure he likes the car and has been duly impressed. Then the price will not have the same effect on him, providing he had a cheaper car in mind.

Don't you remember an instance when you have gone to your tailor and had him show you a number of samples. You found something that looked good to you, and the more you looked at it the better you liked it. And then you asked him the fatal question—the price. He told you and you were jarred. You asked for something cheaper. He showed it to you—and all the time your eyes wandered back to that "corker" of a pattern—that cost more—but you liked it. And you finally bought the dearer suit.

It is so with a certain class of automobile buyers—they find it hard to get away from first impressions.

So the point is, get your man interested first—and then the price when

he hears it will not have the same effect on him.

Talk quality. Talk details. Talk about the pains taken during each manufacturing step. About the three important tests of each motor—block test—road test, and finished test—talk about the numerous bearings, the many coats of paint and the infinite care taken in finishing each body.

And don't forget to say a good word about our tops, and they deserve it, for you cannot find a better fitting nor a better looking top on any car, regardless of price.

DON'T LISTEN TO THE WORD NO

These are the days when you must not take "No" for an answer. It is simply a prospect's way of putting you off.

And, by the way, do you know that after a man says "No," it is time to go after him hard—for then you can start to convince him—his mind begins working the other way. Many a man's mind works just like that—don't give up after a man says "No"; for many a car has been sold after a man has said that mean little word.

WHAT ONE MAN CAN DO

Emerson said that "an institution is the lengthened shadow of one man."

Your business—its appearance—the men under you—their method of work, their energy, their enthusiasm—all this reflects your personality—your energy—your enthusiasm, and your method of work.

Your organization will be just what you make it. It may be a big and strong one, or, it may be small and weak—all depending "on the lengthened shadow of one man."

So, awaken! Shake off the cobwebs. Make your personality count. Put yourself in the "king row." You can do it if you awaken in time. And, *your time is now.*

You are the business—you are the man on whom success depends. You can make it or break it. And, *you* don't have to break it.

Build up your organization if it needs building up, by setting a standard—by leading your men—by showing them the way—by surrounding yourself with men of a high calibre.

This is your banner year. Are you prepared for it? Do your men feel it? Are they of the proper address?

Your cars this year create a new market for you. Have you realized that? Are your men prepared to enter that market?

Listen, dealers: You are no longer eating "humble pie." Hold your head up. Instruct your men to do likewise. You are selling the most beautiful car in the world. Preach it every day. Instruct your men to do the same. Have them repeat it to every prospect that comes in the store—and, let the prospects carry away the same thought.

You will profit by it sooner than you imagine.

KEEP YOUR EYE ON THE BOY

The boy of today is the automobile purchaser of tomorrow—and is a power now.

Don't neglect him—when he asks questions, inform him, be pleasant to him, treat him like a "grown-up."

It is surprising the automobile knowledge stored in the average boy's head. He knows all about cars—especially if his father owns one, but even if he doesn't, the boy is keeping informed.

And when his father is ready to buy—the boy has his little say—and sometimes—yes, quite often—the son has the deciding word.

So, "get next" to the boy in the family—when he comes into your salesroom treat him with the same

courtesy you would bestow on the man with a check in his hand.

His opinion might count—you don't know how soon—so win him over to you.

WHERE TO LOCATE

If you were going to buy a forty-dollar suit of clothes, where would you go for it?

Some dark alley? Some second-hand store? Some side street? Some dinky, broken-down place? A store where the windows had not been washed in a year?

No, you would not.

You would pick out a place where you knew you would receive full forty dollars worth of suit, where the merchant was trustworthy. You would buy where the surroundings were good—you would buy as much reputation, location and service as you would clothes.

The same way with automobiles.

Have your place of business stand for the best principles. Have it stand for the best in the automobile world. Have the environment, the atmosphere, the salesmen, the general appearance, reflect a high product.

Your merchandise is judged by its location, by its store, by the general appearance of the place.

Your automobiles are judged by the men who sell them.

Your men reflect the car.

Your cars should be sold by the best men you can find. It means the maximum business for you if they are.

Don't mind what competitors say of your car.

If they have their hammers out, it's a good sign that they are worrying about it.

People don't knock about anything unless it worries them.

Knocking is a form of spite—knocking is a disease—a peculiar

mental condition. A good salesman should never get the habit.

It's bad—for it poisons the mind.

And don't forget, either, that the old saying, "Every knock is a boost," is still apt.

Knocking belongs to the Dark Ages—let it remain there.

I don't believe knocking ever got anybody anything. The moment you knock you belittle yourself—and what you have to sell.

Sell your car on its merits.

How a Cat Helped Make Pianos

—By Herman Schneider

IN spite of the warnings of history, we are rapidly dividing mankind into a staff of mental workers and an army of purely physical workers. The physical workers are becoming more and more automatic with the sure result that their minds are becoming more and more lethargic. The work itself is not character-building; on the contrary, it is repressive, and when self-expression comes, it is hardly energizing mentally. . . .

It should be noted that where the work is done under conditions which permit the operatives to talk, without interfering with their work, the rating is much higher than where such is not the case. When we walk, our habit cells control the action, but we can walk and think at the same time. This holds, of course, in automatic occupations. If the motions are not too rhythmic, both of the hand and the machine, and conversation is permitted and encouraged, the work is not nearly so repressive. In a certain mill, employing girls at strictly automatic work, the employes were placed facing one way, so that one operative looked upon the back of another; between adjacent operatives was a small partition. This mill had to replenish its entire force each year. This was changed to a round-table plan, which encouraged conversation. After this, the losses were normal.

In a certain piano factory a number of girls were employed to assem-

ble the mechanism which transmits action to the strings when the key is struck. Each girl attached a piece and was paid on the piecework plan.

These employes were the most discontented in the firm, and were constantly shifting to other occupations. Various means—such as rest-rooms and decorated surroundings—were tried without success. As a last resort, the foreman got a fine, big Maltese cat and placed it in the rooms one morning, before the girls arrived. This solved the trouble completely. The cat compelled rest periods, for every now and then it would jump into a girl's lap and take her attention from her work for a few moments, and in this way relieved the tension of the high speed and permitted the elimination of fatigue poisons at irregular but sufficiently frequent intervals. Every girl planned at home to bring something in her lunch-basket for the cat to eat.

When girls left this firm and went elsewhere, where there was no cat, they quickly returned. Production increased and peace reigned. The commercializing of a woman's home instinct for a cat probably energized the work ten per cent. It was found also that the introduction of the cat began to arouse an interest in the other betterment plans, which had originally failed.—*Herman Schneider, in "Factory."*

Hitting the High Spots

By Arthur W. Newcomb

WHEN our ga-lo-rious class was in its senior year in college we had a half-term condition to work off in order to deserve our diplomas. We were given our choice of a number of different topics we might study during that half-term.

We looked the ground over carefully, and in our multitudinous wisdom decided that the science of Aesthetics, or "Beauty," as we called it, would be about the softest snap of the lot.

So we spent six weeks studying "Beauty"—in the abstract, of course. Most of us considered ourselves expert judges of beauty in the concrete, although reference to my gallery of feminine photographs of that period sometimes harasses me with grave doubts.

When we began our study of "Beauty" it was with the idea that we would slide through just as easily as possible, and learn just as little as we could and work off the condition. Just what peculiar kink of economy it is that leads a college student to pay over his good money for instruction, and then take just as little instruction as he possibly can, I have never quite satisfactorily determined. Sometimes I think it is the fault of the student, and then sometimes I think it is the fault of the college.

But let's go back to our "Beauty."

Notwithstanding our determination to acquire just as little of the

science of aesthetics as possible, we found ourselves growing somewhat interested in it, and must have absorbed some by endosmosis if in no other fashion. Although several relentless years have passed since I studied "Beauty"—I use the word studied constructively or theoretically—I still remember some of the principles, and, strange to say, have found them useful in business.

WE ARE BEGINNING TO VALUE BEAUTY

Now there is a kind of vague idea pretty generally prevalent that beauty is a business asset, that, for example, women's clothes must be beautiful in order to sell; that there must be beauty in show windows, in signs, in posters, in ties and cravats, in furniture, in every other phase of merchandising if true success is to be achieved.

Some managers of factories have progressed so far that they understand that even in and around factory buildings beauty is a profitable investment.

Within recent years those who write and lay out advertising, booklets, catalogs, and other printed matter for the purpose of getting favorable attention, arousing interest, creating desire, and inducing action, or any of them, have concluded that that which is pleasing to the eye, other things being equal, is the most effective psychologically.

TASTE VS. SCIENCE

Now the ordinary individual, when he or she selects clothing, builds or decorates a house, lays out a garden, dresses a show window, arranges the interior of a store, or lays out an advertisement, is guided by what he calls his own good taste.

There is something peculiar about taste, to paraphrase the exclamation of the well-known old lady who kissed the cow.

At first blush it would seem that taste is only a matter of individual preference. A house with long, sweeping, rather simple lines, having balance rather than absolute symmetry, painted in two soft tones of brown, might be an expression of good taste in my eyes. But a house with short, complicated lines, turrets, dormer windows, chimneys, columns, and other ornaments, and painted bright red and bright green might seem to be the height of beauty in the eyes of some other man.

The other day I met on the street a young lady wearing a long, brick red chinchilla coat. On her head was a filmy straw hat decorated with chiffon and feathers in cerise and lavender. Immediately following her on her way down the street was a lady dressed in dark blue wool of fine texture, trimmed with black silk. She was wearing a small black straw hat trimmed with tan ribbon and feathers.

Now there isn't any question that the girl in brick red, cerise, and lavender selected that combination herself, and that she tried on the hat along with the coat, regarding herself long and intently in the mirror. So the inference would be that the rig was an expression of her taste. But inference would be wrong.

It has been my privilege to observe

a great many people in the throes of selecting clothing.

If the girl like the one in question were shown an outfit like that worn by the lady who passed down the street behind her, it would appeal to her taste. If she tried it on she would regard herself with satisfaction. Deep down in her heart she would know that she was dressed correctly. And then she would give up the quiet, inconspicuous raiment for something more gaudy and attractive—not as a matter of taste, but because her desire to be noticed, to attract attention, would be stronger than her desire for real beauty.

In the same way, very few people, in looking over a series of a dozen advertisements, one of them correctly arranged, and the others in various degrees of bad taste in arrangement, would fail to indicate which one was correct.

The reason why so many advertisements appear that are an offense to the eye is because either the man who laid them out is unable to express what he instinctively knows and feels, or is led astray by his desire for something freakish, something embodying a pet notion, or something requiring less hard work than would be necessary to do the thing right.

You see, the truth of the matter is that there is a science of aesthetics—that after all, human beings are more alike than they are different. The human body, the human eye, the human mind work according to certain fixed and definite fundamental principles.

PRINCIPLES OF BEAUTY

These principles can be learned.

For example, it can be determined with reference to color just what colors are most attractive for a person of light complexion to wear; just

how large the windows in any particular size and shape of wall space ought to be, what their proportions, and how arranged.

When I say just what colors a person of light complexion ought to wear, I do not mean that she should wear them all at once; and when I say just what size and shape the windows ought to be in a wall space of a certain size and shape, I do not mean that there is any one particular shape and arrangement that is architecturally correct, but that there are certain fixed and definite principles according to which any one of several architecturally correct arrangements for that wall space may be designed.

We see many hideous buildings, just as we see many hideously dressed people.

And yet there are extremely few people who are not inspired and strongly attracted to any building whose lines, arrangement of masses, and colors are architecturally in good taste.

Let us now desert the field of glittering generalities, and climb over the fence into the garden of specific particulars.

COMMERCIAL VALUE OF BEAUTY

Do you get the highly commercial and mercenary relationship between the following two propositions?

First, the first step to the sale in the mind of a prospect is favorable attention.

Second, the human eye tends to dwell with pleasure upon that which is aesthetically correct.

Of course you do.

And if you have studied advertising at all you have learned that in order to get favorable attention your advertisement must be attractive to the eye.

But have you learned just how to

make your advertisement attractive to the eye?

Do you know the principles underlying pleasing arrangement of lines, masses, and colors in advertising?

Or are you satisfied to be guided simply by your own "taste"?

I'll be frank with you and tell you that after reading through the advertising pages of half-a-dozen magazines I am convinced that you are guided by your taste, and that your taste is very much like that of the girl in brick red, cerise, and lavender.

A great many of you do not seem to know how to use what the artists call "balance" to make your advertisements hold together.

Many of you seem never to have heard of the artistic use of emphasis in driving home to the eye the particular point of your advertisements that is most effective.

Too many of you fill your advertisement with displeasing and unattractive, unrelated shapes.

I see thousands of advertisements in which there is no movement to lead the eye to the selling center of the page.

I see thousands of others in which there is movement, but the movement leads the eye away from the selling center.

Advertisements modeled upon the most monotonous and unattractive lines and figures are common.

Some advertisements are arranged without any reference to their optical centers.

In many cases that which ought to be the thing that the reader will see first, dwell upon longest, and remember most vividly, is so placed that it gets only secondary attention.

Strong, luminous, harshly contrasting colors are used where restful and harmonious colors ought to show.

Neutral tints are used where primary colors would be more effective.

Many times colors are shown as background or decoration that kill the things they are intended to bring out.

A BOOK WHICH TELLS HOW

These things are not matters of individual taste. They are based upon sound scientific principles. These principles have been learned by men who have spent their lives in experiment to determine what is most pleasing to the human eye.

I cannot tell you in the small space of an article of this kind what all of these principles are.

But I can tell you how you can learn them.

They are most attractively set

forth in a book by Frank Alvah Parsons.

This book is called "Principles of Advertising Arrangement," and is a report, handsomely illustrated, of a series of lectures by the president of the New York School of Fine and Applied Art given before the Advertising Men's League in New York.

If you want this book and will write to me I will tell you how you can get it.

You will find that it contains, incidentally to the principles of advertising arrangement, principles that can be applied to clothing, building, decorating, furniture, and everything else that can be arranged or colored so as to please the eye.

THE outsider, if he is efficient, can come into your plant and show you a great many things that you overlook every day in your business. You need the other fellow's viewpoint frequently, and it will pay you to get it at any reasonable price. The most expensive thing that you can have in your business is the opinion that you know all that you should know about your business.

—ROBERT S. DENHAM.

A Library for a Letter

MANY of our subscribers tell us that the *BUSINESS PHILOSOPHER* is indispensable and invaluable in their business.

We have letters from readers of this magazine saying that they owe their success to the BUSINESS PHILOSOPHER.

We want letters for this department telling briefly, concisely as possible, and concretely, just how you have made the BUSINESS PHILOSOPHER valuable to you.

If one idea gleaned from the BUSINESS PHILOSOPHER has enabled you to accomplish something greatly to be desired, write and tell us about it. Say what the idea was, and how it helped you to accomplish what you wished to do.

If your inspiration or instruction has come from an article or series of articles write and tell us about it. Say just what the article or articles were that helped you, just how they helped you, and what they helped you to do.

We want letters that are definite and specific. Generalities, while valuable in their way, are not what we are after.

Write your letter, or as many letters as you wish, legibly on one side of the paper, and mail them to reach me at First National Bank Building, La Porte, Indiana, by the first of August.

To the subscriber of the BUSINESS PHILOSOPHER writing the best letter we will award one complete Sheldon Business Library, as advertised in this issue of the BUSINESS PHILOSOPHER.

To the subscriber of the BUSINESS PHILOSOPHER writing the second best letter we will award a copy of Holman's "Ginger Talks."

To each of the writers of the five next best letters we will award a copy of "Speed Talks" by Albert E. Lyons, advertised in this issue.

To all others whose letters are found worthy of publication in this department we offer a copy of James Allen's wonderful little book, "As a Man Thinketh."

Announcement of the winners of this contest, together with their letters, will appear in the Business Philosopher for October, 1913.

ARTHUR W. NEWCOMB,
Editor, Hitting the High Spots.

How's Business

By H. P. Wartman

"How's business?" Just watch your man
And see him smile and say,
"Why business never was so good
As it is today."

"Of course, the weather's somewhat off,
And buyer's stocks are big,
But that's the time the boys, you see,
They just get out and dig."

And when I find a man that says
"My trade has gone to pot,"
I look him squarely in the eye
And say, "Well, I guess not!"

And pretty soon he comes to find
His viewpoint's wrong, that's all;
And all he needs is elbow grease,
And strength of will, and gall.

If times are good, we make them so;
If bad, we are to blame;
For, as we think, we talk and act,
And so, the moral's plain.

The optimist isn't really one
Who sees naught but the sun;
He knows the shadows just behind
Are there—for him to shun.

“That Man From Meyersdale” Teaches a Lesson in Salesmanship —By Gordon U. Mory

IT WAS on a Baltimore & Ohio train going from Cumberland, Maryland, to Pittsburg that this incident took place. Now they say that nothing ever takes place on the “B. & O.” but delays, but take it from me, boys, this did happen, and the conversation is as near verbatim as I can report it.

The coach I was riding in was quite crowded. In fact, the seat next to me was the only one vacant. A nicely dressed gentleman came strolling down the aisle of the car. He stopped in front of my seat. “May I sit down beside you, mister?” he asked.

“I replied, “Certainly, sir.”

He seated himself, and as the train rolled out of the station, “That Man from Meyersdale” said, “I suppose you are a traveling man?”

“Yes, sir—that’s what they say I am,” I acknowledged, and smiled.

“See that road over yonder?” was his next query.

I again replied in the affirmative.

“Well,” said he, “that is the National Highway. It starts at Washington, D. C., and the best part of it stops when it gets to Meyersdale. You know that is where I live. Do you ever make Meyersdale?”

“No,” I replied, “I never do.”

“Well,” said he, “what line do you sell?”

I told him.

“Do you sell anyone in Cumberland?” he asked me.

I said, “Yes.”

“Well, do you know how far Meyersdale is from Cumberland?”

“I have not figured it out.”

“Well, I’ll tell you, it’s a little over thirty-eight miles, and Meyersdale is

away ahead of Cumberland. It is noted for its fine residences. The most productive farms in the State of Pennsylvania are all within a few miles of Meyersdale. In Meyersdale, we have a fine new library building containing thousands of the best books. The people who live in Meyersdale are all proud of the fact—and they are always anxious to have strangers drop off at the town and look them over.”

So he went on telling me all about Meyersdale, giving me the names of merchants in my line, who would likely become customers should I stop off and call on them.

Finally “That Man from Meyersdale” said, “Have you a through ticket to Pittsburg?”

“Yes,” I admitted, “I have.”

“Well,” said he, “the conductor can fix it so you can stop over night anyway—and you can go over to Pittsburg early the next morning.”

“I thank you very much for your kind invitation, but I have a business engagement in Pittsburg for this evening and it would be impossible for me to stop over.”

“That Man from Meyersdale” then pointed out the various places of interest, and I noticed the nearer we arrived to Meyersdale, the more earnest and enthusiastic was his description. In fact, I had almost made up my mind to break my trip and stop over at Meyersdale until morning, just to take a look at the wonderful town. The enthusiasm from “That Man from Meyersdale” was contagious. It had caught me.

The train was slowing up for the station, and I remembered that “That Man from Meyersdale” had not told

me his business. As the conductor called out, "Meyersdale—all out for Meyersdale," "That Man from Meyersdale" was about to leave the seat, I said to him, "Mister, would you mind telling me what business you are in at Meyersdale?" He replied, "Why, certainly not. My name is Frank Mills. I am a proprietor of the only hotel in Meyersdale, and I take a special interest in looking after the traveling men. Sorry you are not going to stop over tonight, but the next time you come through this way,

arrange your trip so you can stop over. Say, mister, I have the best cook in the State of Pennsylvania, and she certainly knows how to prepare fried chicken to your taste. Good-bye, my friend, and do not forget to drop off and see me on your next trip."

As the train pulled out I wondered how in the dickens he knew I was fond of fried chicken.

I had been taught another lesson in the selling game.

Can you see it, too?

IT is the veriest of human fallacy and the acme of political frailty to longer contend that war between civilized nations is essential to national perpetuity. Just as there is a higher law than the Constitution, so there is a greater force than armies, navies and machine guns. It is the force of individual physical discipline commingled with the force of mind.

WILLIAM C. DEMING.

Humanitarian Methods of Dealing With Employes—Their Results —By H. Thorpe Kessler

THE time is not far distant when all modern business men will fully appreciate that "Men are valuable just in proportion as they are willing to work in co-operation with other men, but no man can do his best unless working with the right spirit and under the right conditions."

True appreciation of service rendered is not always evidenced by the size of one's pay envelope. To the enlightened workman of today there is something more alluring, more satisfying than money alone.

The welfare—moral and physical—of the worker is an asset to any business. It is real active asset and will net large returns if given proper attention. Proper attention means providing good working conditions.

Often we hear managers and officers remark about the lack of loyalty among their employes. The reason is apparent. They want and expect the workers to give the best in them and yet as little as possible is given in return.

The reason employes do not seem to appreciate their surroundings is that they have been given little to appreciate.

Recently the writer visited a number of concerns, known internationally, for the sole purpose of studying their organizations, systems and efficiencies. The last two words must not be confused—they are not synonymous. Harrington Emerson has aptly said that efficient methods are systematic but it does not follow that all things systematic are efficient.

While the practice of humanitarian methods is not new, the relation which

it bears to the employes presents a new meaning when one sees the wonderful results.

In a number of Cleveland institutions they have solved their help problems. One in particular caught my fancy as it is neither too large nor too small to illustrate the results obtained.

In the K & E Blouse Makers' factory at Cleveland where five hundred girls are employed one is confronted with the identical conditions which any manufacturing concern of their size has to handle. Their happy solution is the why of this article.

FOR MUTUAL BENEFIT

Six years ago a member of the firm and general manager of the K & E Blouse Makers took charge of the factory, including the office and other departments.

After three years of constant labor he had a nervous breakdown and since has been compelled to rearrange his work so that he can devote his entire time to direct supervision.

The fact that he is a Cornell man will not be chalked up against him. He is straight-forward, alert, sincere, democratic, and possesses a prodigious amount of good horse sense. This by way of introduction will enable you fully to appreciate the reason this organization has accomplished so much—why it is efficient.

The success part of this plant is partly centered in the service department. The efficiency of such a department is dependent on the service it renders, and the kind of service is dependent on the close touch in which

it comes with employees. This is only possible where there is the spirit of loyalty. It cannot be purchased. Lectures on this and kindred subjects to employees will go far amiss when there is no direct personal interest manifested by the management in the personal welfare of the workers.

The following divisions come under the supervision of the service department:

- Continuation School.
- Circulating Library.
- Lunch Room.
- Savings Bank.

An Employes' Loan Fund is also under consideration.

The continuation school used in the factory is now a practical solution of the problem which presents itself to employers hiring large numbers of girls or boys where education is compulsory to a certain age.

A SCHOOL FOR EMPLOYEES

In the state of Ohio a child under sixteen years of age who has not completed the eighth grade must attend school six hours a week. By introducing the continuation school idea into the factory, it presents the child with the same privileges and advantages of any school. On the other hand it is equally advantageous to the employer, as there is opportunity for him to cooperate with the teacher. There is also considerable saving in time to the employer which, if the school were elsewhere, would be lost while the child was walking from the school to the factory.

As far as we can learn, the continuation school in the K & E Blouse Makers' factory is the first to be started. Nearly one hundred employes are enrolled. Five classes are held each day. The work in the school is under the direct supervision of the Board of

Education. They employ the teacher and direct all the routine observed. This branch has been in session for several months and is considered a very successful venture.

The circulating library is a branch of the city institution. The books are carefully selected by the women in charge of the service department.

A rest room is maintained and is looked after by the manager of the service department, who is a trained nurse. Every attention is given employes who are injured or feel indisposed. During the month of October, 1912, one hundred and fifty-eight cases were treated. The close touch in which this department comes with the employe, makes it one of the most valuable departments of the entire organization. The general manager commented "we do not consider this a non-productive department."

At noon the manager takes any friends or business acquaintances to the lunch room and sits down with the employes. He buys checks and waits on himself the same as the rest. The service is on the cafeteria style: soup, tea or coffee and a bowl of crackers making up the supplementary lunch. It is carefully prepared and very methodically and economically handled. When the department started the managers spent a week directing and supervising the work. A simple lunch is sold to the employes at cost: soup 3 cents, milk 2 cents, tea or coffee 2 cents, and ten crackers 1 cent. So far it has been found to be a break even proposition. Much more could be written upon the work that has been done in this institution in order to make the hours more pleasant and agreeable, but suffice it to say, the entire spirit of this organization is based on the good sound business principle: "He profits most who serves best."

Back Pedalling

—By W. Daviess Pittman

ABOUT twenty-five years ago, when bicycles were much in vogue, I was the fortunate possessor of two good wheels, one of which was a "tandem"—built for two persons to ride; and many times have I enjoyed an outing with a fair one as a partner, on some long country ride.

In those days, no "good roads" commission had been busy, and the average country road was rough and either muddy or dusty—most of the time buried in six inches of dust, often obscuring a rock or other obstruction which would occasionally throw us off the wheel to be literally immersed in pulverized macadam or ordinary clay dust.

As I look back now, it seems to me the hills were longer and steeper than they are today; and certainly they were long enough and steep enough to test our strength and endurance.

I recall very distinctly one glorious Saturday afternoon—that is, glorious overhead, but quite warm, and the road a little heavy from a recent shower. For a partner on that trip I had a beautiful companion, and withal a delightful girl for such an occasion. We wheeled through Forest Park quite gayly, and then out on the Clayton Road; and I recall so well that as we approached a long, steep hill, I gathered myself together for a long pull, of course expecting the young lady to pedal hard enough to offset her own weight or a part of it at least.

Well, I thought I would never get to the top of that hill. I strained every muscle to the limit; I leaned 'way forward, pushing, pulling, puff-

ing, blowing, and sweating (I was going to say perspiring, but the word won't fit the occasion); finally I reached the top of the hill, and, exhausted, I stopped, and as I got off I turned to help the young lady off, with the little strength I had left. She looked at me, her lovely face wreathed in smiles—and looking as fresh as a daisy, she said (oh, so sweetly), "I was back-pedalling all the way up—you must be awful strong!"

According to the best rules for writing short stories, here's where we should stop, so you will never know what happened after that never-to-be-forgotten moment in my young life.

Now the moral from this story of the long ago is quite plain and easy to understand. It is this: We should work together; co-operate; not "lie back" and let the other fellow do all the work; and especially, we should assist him and not retard his efforts!

Since the date of that wonderful ride on the tandem bicycle, I have had a quarter of a century's business experience, and it is a fact, much to be regretted, that many of your associates and co-laborers are constantly "back-pedalling" on you, and not always with a smile on their faces, either.

Co-operation, team work, a "pull all together" is so very essential in order to show high efficiency, and this little story is told to point this moral.

And then I'm not sure that even dark days and rain have not something which sunshine and clear skies could not give us.—*Hamilton Wright Mabie.*

The Point That Is Right

TOO little or too much is not right. Either extreme won't do. You've got to find the point where there is nothing too little and nothing too much.

Just look up some points about yourself. Are your ambitions too low or too high? Are your desires below what you can do, or are they above the reach of your capacities?

If they are just right there is not much to be said—right is right and needs no comments.

But the question is: Are they just right?

Remember two points, and answer yourself.

Modesty to one's self is loss of power. The moment you admit to yourself that you are not up to a certain task, you paralyze your forces. Only few men realize that they are able to do something, and do it—they are the men of great success. Others see only their weakness, and are afraid of attempting anything. An unforeseen difficulty seldom stops a decided man; but difficulties planned out before one is certain that they exist will prevent a man from beginning.

Aiming too high brings deception, and deception is not just the thing to make life happy. Put your aim high up, but reach it by safe bounds. Don't expect to accomplish a prodigy in an hour or a day. Don't try to jump further than your strength will carry you—you never know how you will get up after a fall.

Never do too little; it means wasting your life. Never do too much; a break-down may have unpleasant consequences. But when you have reached one point, look out for one a little further; and always "keep on keeping on."

—By *FRITZ WEBER*

The Mental Machine and the Locomotive

—By J. H. Young

Assistant Sales Manager Keystone View Company

WHISTLER, the great painter, when asked what he mixed into his paints to produce such wonderful color effects, replied, "Brains."

Suppose we could ask of Shakespeare how he was ever enabled to give to the world the literature which is handed down from generation to generation and stands the test of time. Without doubt, he would say, "Brains."

Or suppose we ask Julius Caesar, Alexander the Great or Napoleon what made them the world's greatest military leaders. They would surely reply, "Brains."

Or suppose Lincoln could tell us how he, a poor boy from a log cabin in the backwoods of Kentucky, ever brought himself to be the greatest statesman of his time and president of his country, the secret would be brains.

And again, if we ask Thomas Edison, as an inventor, John D. Rockefeller, Andrew Carnegie or any one of thousands of modern successful men in business what is required to succeed in any line today, and we will get the same answer—brains.

The great difference between Shakespeare and his most illiterate neighbor, between Alexander the Great and his humblest private, between Lincoln and his early associates of the backwoods, between Rockefeller and his cheapest employee, lies not in the physique but in the brain.

In our references to brains, we mean the possession of the brain qualities of knowledge, tact, judgment, industry, enthusiasm and perseverance which come from training the intellect and daily using it. It has

been said that every man is worth just about a dollar a day from his collar button down, and what he earns above this amount is because of the use he makes of his head.

It seems that success is largely a matter of training the brain and learning to make the greatest use of it in the daily work. The degree of success which is attained will be measured by the extent of development.

A QUESTION OF DEVELOPMENT

A chunk of iron ore lies buried away in the heart of a mountain. It may be ore of a high grade, but in its present state it is worthless. Any value which it has is only potential.

But suppose we dig it out, clean away the dirt, wash it, smelt it, purify it, temper it into steel, mould it and fashion it into a locomotive and fill it with steam. It will pull a string of cars, weighing hundreds of tons, from New York to Chicago in eighteen hours.

The development of the mental machine or of the abilities is very similar.

A brain in the beginning is only a possibility.

Lincoln could have remained on his father's backwoods farm and lived and died nothing more than a mountaineer and a rail splitter

Looking about us we can find men whose talents have been sadly neglected, then ranging upward, there are others representing the various stages until we reach the most brilliant men of our times.

Many a chunk of good ore is never dug out and its usefulness is lost to the world. There are others who have had some degree of refining and

tempering, but when school days are over, study and mental development stop, and so their practical value may be compared to the ore which has been converted into cast iron, but was never moulded into any useful form and therefore it rusts in the scrap heap.

But no man of ambition will be satisfied with being a chunk of cast iron or a bar of steel.

Brains were meant to be used and to be of practical benefit to the owner and to the world.

Any brain which can not give to a man a high degree of efficiency in his line of work or can not produce something that is of value, or in other words, has no pulling power, is 2444—PHILOS. Cag 5-12 12--L wasted and no more lives up to its possibilities than the waste piece of scrap iron.

Today we demand of the man who lays any claim to education or mental development that his mental engine be connected with the drive wheels so he can make something move.

WHAT CONSTITUTES GENIUS

Salesmanship of all professions requires brain power, for selling is purely a mental process, moving men's minds, creating demand, awakening a desire, forming a conviction, influencing a decision, and yet there are many engaged in it who put very little more original thought into it than a ditch digger.

Some will say of the noted men whose names we have mentioned that this man was a genius, he had a higher quality of brains than other people.

So may the finished locomotive, tearing across the country at the rate of ninety miles an hour, be considered as a "genius" when compared to the chunk of ore. But analysis shows that the difference is purely one of development.

Too many men work without thinking and always will earn the minimum wage. Others think within narrow limits and can do fairly well what someone else teaches them to do. But the only man who ever gets there is the fellow who takes off the limits on personal thinking, who develops his mental machine into a locomotive, fills it with a purpose, fires it with enthusiasm and pulls wide open the throttle, which means hard work. But when this is done then clear the track—something is going to move.

There isn't much fun in being a chunk of ore or a rusty piece of cast iron, but when a fellow gets a full feeling because there is something powerful inside, when the steam begins to mount, the whistle begins to toot and the drive wheels begin really to go round, then a fellow knows that the price of preparation is only a trifle, and he can appreciate to the full what it means to be alive and to fill a man's place in the world.

THE reason why some men do not accomplish more or gain advancement, is, that they are short on knowledge, and are satisfied instead with their ability temporarily to hoodwink their employers as they short-weight the "service" doled out to customers.—H. E. GRANT.

Let Others Do It—But

—By H. E. Grant

THE successful man," someone told me, "that is, the successful man as the world measures success, is so because of his ability to get others to work for him."

But the remark is only relatively true, for while leadership or guidance of the efforts of others—and as a consequence a legitimate sharing also of their earning power—is essential to this type of success, yet at some stages, this idea of "Let George do it," may but make for indolence and an apathy which blinds the individual to his best interests.

This, then, is the reason for this record of experience; that it may perhaps enable someone to start off on the right foot and so not have to lose a pace as we did, in getting back into step on this march successward.

* * *

"Emma! The fire is almost out."

It slipped from my chum's lips in a naturally careless, indolent manner, and the inference was that Emma, a servant, should feed more fuel to the fire which had burned low in the open grate. Because the servant was around and that was her work, she alone should do it, although the fuel and fire-irons both were quite handy.

My chum was unconsciously contracting a bad habit. Here was work to be done, and immediately came the suggestion, "Let Emma do it," and Emma did.

It was this way. Many years later, we two emigrated to a new country and away from the outposts of civilization we found that poor quality, high prices, and, frequently, lack of supplies, prevailed.

My chum was in a position to remedy this, but instead he found fault with existing conditions, and suggested to others that they should import some-

thing better than the vile apology for tea we tried to brew; that they should bring cheeses out of the East to fill the demand which was ever greater than the local supply; build storage tanks for oil, and coal bunkers to provide sufficient fuel against the cold spell, with its ever recurring shortage, and so on.

The established merchants weren't doing it, but they ought to be.

His bad habit was at work blinding him to opportunity, and causing pessimism where optimism should have abounded. Seeing the need, he should have recognized the opportunity and grasped it. He should have carried out his ideas himself, and so have made his fortune.

Instead, he finally left the country in disgust and others, by remedying the conditions he had complained against, made comfortable fortunes.

And the tragedy is that I, too, figuratively speaking, merely echoed the sentiment, "Emma! The fire is almost out." And my fortune is not yet made, but my eyes are opened, and in the future, instead of grouching with the groucher, I will endeavor to see in the grouch the hidden opportunity.

Opportunity is ever something plus, and exists whenever something is minus. So see to it that you get the mathematically correct answer to the next problem of this kind.

I will.

Beckoning his skill with opportunity.

—George EHot.

If the wonderful world is great to you
And great to father and mother, too,
The devil tempts us not—'tis we tempt him,
killed, and as the death occurs off stage in
It is amazing from what a mere fraction
Concerning him, a man will dare judge the
whole of another man.

—George Macdonald.

The Sheriff's Deputy

—By F. M. PAULL

IN nine cases out of ten the sheriff has a “deputy.” He is the lack of knowledge which would allow the retailer to know which things to do first—the lack of knowledge which keeps him so busy doing the *wrong* things that he never has time to do the *profitable* things—to work out plans that mean more business and less expense.

He represents neglected opportunities—lost chances to do the big profitable things overlooked because the records do not show the merchant which of his efforts are most successful—does not allow him to know in which direction his real opportunities lie.

He is the dead stock which lies on the shelves, eating the profits the live lines earn—the idle dollars which earn *no* profits and cause the failure to grow.

He is the hidden leaks that do not come to the manager's eye but exist just the same—the dangerous leaks that could not exist in the face of accurate, search light accounting any more than darkness could exist under a glaring, high power street lamp.

He is the confusion caused by mixing methods of figuring profits, which more than half the two million retailers in business today are doing—the dangerous mixing of methods which

is the reason for the large number of failures among retailers every year

He is the failure to get the true picture of every detail of the business—the depending on unsupported “judgment” for guidance—the judgment without charted facts which is merely guess work—the effort to guess one’s self to success in competition with business men who know.

He is the not knowing—from records that can be compared with records of similar periods, a month, a year or five years ago—which clerks are the consistent producers, and which are satisfied to let the goods sell themselves.

And it all sums up to this:

It costs more not to keep and analyze accurate records than it does to keep them. Leaks and neglected opportunities are more expensive than bookkeeping. Every leak points an accusing finger at the accounting system in use—it must be wrong or the leak could not exist.

Success depends not half so much upon ability, as upon analytical reports which will enable the manager to do the right thing at the right time—to see his opportunities and to seize them.

The successful retailer is the one whose eye can always see the things it ought to see—whose accounting system gives him facts on which to base his management—who isn’t “making friends” with the sheriff.

Ideals and Ideas

BY ORVILLE ALLEN

THE best salesman is he who makes "the suggestion" at the psychological moment. His persuasion and argument then amount to an order. When the order is signed, the confidence you inspired has reached the climax.

A keen imagination, held in place with the safety of foresight, spells success in all undertakings.

If you don't learn anything and don't forget anything, how do you expect to make progress.

At forty, he made sport of how he used to fool the "old man" and, with the same breath, cursed his luck.

Watch that fellow who works at his work for steady diet and delves in "theory" on the side.

If you don't find more good than bad in this world, you had better make a thorough examination of yourself.

You will understand most people if you are simple and straightforward with them.

The habits you have is the track that you run on. You know what a bad track does for the train.

Confidence in today and tomorrow is what wins, not memories of the past.

Happiness is a by-product of intelligent activity.

In a corporation where the officers and directors see no farther than a dividend the employes see nothing but the clock and Saturday night.

After all, things have a way of coming right in this world for the fellow who accepts them cheerfully as they come.

Did you ever get so honest with yourself—and other people—that you would admit that you yourself were the cause of your failure?

You won't have many troubles besides the ones you bring upon yourself.

You can be altogether too exacting with other people, but it is almost impossible to be too exacting with yourself.

If you are prepared for the battle before you reach the field of action, the chances are that you will win

The Soul Quality of Genuineness

—By Jessie L. Bronson

NEXT to charity, human nature needs genuineness, that warm-hearted, healthy spontaneity of life which we may call *soul*.

God never sent a human being into this world without a soul, but, too many times, by a process of social gardening, the soul, the true and real personality is cultivated away, much as the florist by a process of cultivation metamorphoses the natural wild rose into the more varied and artificial beauty of its hot-house descendant, more widely admired perhaps, yet, to real lovers of nature, lacking the winsome grace and simple naturalness of its uncultivated sister.

Thus we see men and women, God's human flowers, in all stages of metamorphosis from simple, natural, spontaneous human nature as it came from the hand of God, to the warped, twisted, deformed specimens of humanity who seem to have forgotten that they ever had a real self, a God-given personality, to be kept in its simplicity and used for human service.

So we look out upon the world and we see its social devotees, its fashion leaders, its money-getters, its honor (so-called) seekers, and last but not least, in numbers at any rate, its business and household slaves, all too absorbed in their various occupations to remember that they have a soul-garden to cultivate, for whose cultivation they are responsible, and for whose fruit starved-natured millions are waiting, blind to the fact that they are but eking out a scanty existence in this world, feeding upon the husks when they might be enjoying the golden grain, *existing, not living*.

WHAT IS LIVING?

First a few things which it is *not*. It is not occupying a high position

socially, politically or financially; it is not obtaining the most votes for representative or sitting upon a judge's bench; it is not getting the wealthiest husband or the most talented wife; it consists not in wealth or position, fame or honor, nor even in happiness necessarily.

What, then, is it? It is loving, suffering, toiling, rejoicing; it is bringing one's own personality to bear upon other personalities; in short, true living consists in soul-touch, touching soul to soul for the love and congeniality and friendship to meet one's own need, and the nobler touching to meet another's need of love and sympathy and helpfulness.

We touch one another often enough with our elbows. The corners and angles of our natures are continually coming in contact, producing pain and discord and strife and a long list of evils. But the real soul-touch is lacking.

There are plenty of people who make pleasant acquaintances, but how few possess the qualities of a true friend, the unselfishness, the generosity, the fidelity which makes one, once a friend, a friend for all time. And yet one real friend is worth more to an earnest soul than a host of the pleasantest acquaintances.

HOW SOULS ATROPHY

Many people have a feeling akin to shame in letting their better natures, their real selves, be known and seen. Many times adverse circumstances help to foster this feeling, uncongenial surroundings, unsympathetic companionship, the lack of this very soul-touch, for which we are contending. Thus our souls, so sensitive, so delicately balanced and organized that like the night-blooming cereus,

they bloom not under the garish light of social sunshine, but reserve their beauty and fragrance for the quiet shade of loving and sympathetic hearts.

So, for one reason or another, the sensitive soul fashions about itself the shell of quiet reserve; the dull soul its shell of sluggishness, while the seeker for wealth or fame encrusts his soul in a shell of business interest and public opinion. These poor, cramped souls like nuts in their shells, gradually shrivel away till there is scarcely enough left to rattle when the shell is shaken.

God pity the lives and homes where suppression reigns and all that is sweetest and truest and best is repressed!

Many a life and many a home is but a farce.

Many a fertile garden is left untilled and noxious weeds and briars grow rampant where ripening fruit should be.

Human nature does not lack resources for good but its resources remain undeveloped.

A recent author has said: "There is in each human being a great deal of unmapped country, of which we have never dreamed, and many natures are never half awakened, either in evil or good."

TREASURES LOCKED AWAY

The poet says: "Thoughts shut up want air and spoil like bales unopened to the sun." Many of the noblest thoughts of the human heart die for want of expression.

Some one has said that, at some time in our lives, each one of us is a poet, but we honor no man with the *title* of poet unless he can clothe his poetic fancies in suitable language.

"Many great poems remain unknown because unwritten, and many great souls remain unknown because their door is locked to this world, and so they die with all their music in them."

If the gold were delved from the mine of the human heart, if the treasure locked in the vaults of human souls were spread out in the light of day, the world need not go hungry for human sympathy, there would be "bread enough and to spare."

What the world needs today is not more wealth, not more talent, not more labor, nor more martyrs even, but more earnest souls who recognize the universal brotherhood of man.

Think truly, and each thought of thine
Shall a world's famine feed;
Speak truly, and each word of thine
Shall be a fruitful seed;
Live truly, and thy life shall be
A grand and noble creed.

Our whole duty may be summed up in these words:

"Be but yourselves, be pure, be true and prompt in duty"; but let us see to it that we are ourselves, our best selves.

Having souls, let us seek to have strong ones, for "only by the strong are great and noble deeds achieved."

We must remember, too, that "great souls have wills; feeble ones have only wishes."

In a certain sense and to a certain extent we may be what we will be. As Shakespeare says, "Men at some time are masters of their fates."

WHICH DO YOU CHOOSE?

I believe there comes a time in every life when the soul, consciously or unconsciously, more often the latter, chooses between greatness and littleness, as God counts greatness, and God gives him his choice. If he

chooses greatness, God sets about the work of making him great; if littleness, he is left to search for the glittering sand of earthly pleasure wherever he may find it.

Thus we often see the shallow soul, the self-seeker, seemingly prosperous and happy, enjoying much of earth's rich things, while the noble soul struggles onward amid unnumbered difficulties, bent with the burdens of anguish, perhaps marking his footsteps with his heart's blood, for oftentimes the red-hot iron of suffering must sear the soul in its tenderest spots ere that soul is made ready for its ministry of compassion and helpfulness.

Hearts, like apples, are hard and sour
Till crushed by pain's resistless power;
And yield their juices rich and bland
To none but sorrow's heavy hand.
The purest streams of human love
Flow naturally, never,
But gush, by pressure from above,
With God's hand on the lever.

Milton tells us, "Who best can suffer, best can do," and the earnest soul who finds himself struggling amid difficulties, wearing the crown of suffering, and treading with weary feet a dusty highway, need not look with envy upon his world-honored neighbor who rides in velvet-cushioned cars, for "Suffering is God's tool to cut life into beauty."

The mark of rank in nature
Is capacity for pain,
And the anguish of the singer
Marks the sweetness of the strain.

Defeat instead of victory may seem to crown the toiler's efforts, but sometimes what the world calls defeat, God calls victory.

'Tis nobler far
To bear defeat than shine a star
In circled seat of rounded fame.

But—

Not all who seem to fail have failed indeed;
Not all who fail have therefore worked in
vain,
For all our acts to many issues lead,
And out of earnest purpose pure and plain
Enforced by honest toil of hand or brain,
The Lord will fashion in His own good time,
(Be this the laborer's proudly humble creed),
Such ends as to His wisdom fittest chime
With His vast love's eternal harmonies.
There is no failure for the good and wise,
What though thy seed should fall by the wayside,
And the birds snatch it! Yet the birds are fed;
Or they may bear it across the tide
To give rich harvest after thou art dead.

THE NEED OF SOUL WORK

Scattered amid the crowds of crippled souls we may point out, here and there about us, the simple, earnest people, some of them shining as planets in the human sky, the eyes of the world upon them, some as stars of the first magnitude, and the many as the lesser stars not visible to the naked eye of the world, but revealed only through the telescope of close acquaintance and loving companionship.

Humanity needs but one Frances Willard, but one Clara Barton, but it needs thousands of Marthas and Marys. We could not be Clara Barton if we would, but we can cultivate her spirit.

All the world lifts its voice in unison in calling Clara Barton great, but in what did her greatness consist? Not in her talent, not in her learning, not in her ability for leadership, else many others would be as deserving of the title as she. Great she was in natural endowment, but her crowning greatness consisted in her intense, helpful love which ever reached out to help and uplift humanity everywhere.

And the world is enriched today by many a humble soul whose life is to some other life what Clara Barton was to the Red Cross nurses—

their inspiration, their guiding star—because of the beautiful soul which illumines and transfigures.

If our work in the world is to stand the test of time and eternity, it must be *soul-work*.

One earnest worker has said, "When you bait your hook with your heart the fish always bite." A great truth in a nutshell.

No matter where we may work, if we are to accomplish anything real, anything permanent, our work *must*

be *soul-work*, we must give whole-hearted, not half-hearted, service.

Having once joined the ranks, we must not fall out by the way when the noon-tide heat of unpopularity or opposition comes on, nor allow the fog of indifference and cold-heartedness to chill our spirits or quench the fire of our love and sympathy.

Having put our hand to the plow, we must turn not back, for the promise is to "him that endureth to the end."

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IN the common round or trivial affair, intuition may be all that is needful for satisfactory accomplishment, but for the more complicated matters and for the affairs of others, we must, especially if called upon to advise, base our recommendations upon understanding,—that is, upon organized knowledge gained through systematic observation, experiment, study, and reason.—H. E. GRANT.

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Are there Any Questions

ASSIGNING SALESMEN'S QUOTAS

Is population a fair basis on which to assign quotas to salesmen's territories where the prospective buyers of the articles sold include all firms actively engaged in business?

POPULATION is not a fair basis for assigning quotas to salesmen's territories where the article sold is of the kind you mention.

In the ordinary town of from two thousand to ten thousand inhabitants, practically all of the business concerns in the town are retail establishments dealing only with local residents. In towns of from ten thousand to fifty thousand are usually to be found many factories, wholesale houses, and professional people doing business, not only with local inhabitants, but with people living at a distance. The larger the town, as a general rule, the more there are of these institutions which do not depend upon the local population for their business. In addition to them, of course, there are the regular number of retail concerns. It is safe to assume, for example, that there are just as many retail establishments in the city of Chicago, per thousand population, as there are in any little town of two thousand.

In the Eastern part of the United States it is probably true that there is a larger proportion of business houses per thousand population in the average town of ten thousand than in the average town of ten thousand in the Western part, where agriculture is the chief industry.

But the question, as a matter of fact, is not one of opinion, or one to be settled by guesswork. Why not take a city directory, or a telephone directory, from each of several representative towns of each class, as far as population is concerned, from various sections of the country, and count the number of business concerns in each, a job that would consume but little time.

For example, you might get telephone directories for ten towns of two thousand each in New England, ten towns of two thousand each in New York, ten of two thousand each in Indiana or Illinois, ten of two thousand each in Nebraska, ten of two thousand each in Georgia or Alabama, ten of two thousand each in California, and ten of two thousand each in Oregon. In this way you could average the number of business concerns in towns of two thousand for different sections of the country. Then do the same thing with towns of ten thousand, thirty thousand, fifty

thousand, a hundred thousand, and larger.

The expense and trouble of making such an investigation would be trifling compared with the value of exact knowledge thus obtained. Such information could be used not only in assigning quotas to salesmen, but also in many other ways in connection with advertising and selling problems.

SECURING AGENTS

Suppose that you are a district manager and were called upon to make the different towns in your district, what method would you use to secure the right saleswomen?—E. L.

A great deal depends upon what you have to sell, also upon the people with whom you naturally mingle.

The first and most obvious method is to advertise in the classified columns of the local papers, stating just what qualifications are necessary to handle the goods you have for sale.

If you mix well with religious people you can often gain valuable information from pastors of churches, secretaries of Young Women's Christian Associations, and officials in ladies' aid societies, etc.

If you can associate on good terms with newspaper men you will get much valuable assistance from local editors and reporters.

In small towns you will often find the postmaster a reliable source of information.

It is sometimes possible to have an attractive poster or announcement card in the window of the hotel where you stop.

Your problem is to get in touch as quickly as possible with those especially adapted to sell your goods, and particularly those who have had experience in agency work. That being

the case, you must get as much publicity, both printed and spoken, as possible, and at the same time talk to as many prospective agents as you can, making just as few calls as possible upon those who are not eligible.

It is therefore wise for you to take as much pains as possible with your advertising, first making sure that it is absolutely truthful in both statements and promises; and second, that it is as attractive as possible.

It will also pay you to spend a great deal of time preparing to meet your prospective agents. This time can be spent in two ways:

First, in learning all you possibly can about the prospective agents before you meet them.

Second, in making up your mind what you want to say to them, and how you want to say it.

After you have your agents, you should be prepared to give them every possible assistance and encouragement—but that is another matter not included in your question.

Difficulties afford heroism its opportunities. Blessed be difficulty.

What is to be the largest electric crane in the world is now in process of construction at Hamburg, Germany. It will lift 275 tons and has a reach of 250 feet.—*Chained Lightning*.

Publicize your business or your enemies will do it for you.—*John Lee Mahin*.

Strong men can well afford to be gentle—those who know can well cultivate silence.—*Hubbard*.

Snappy Tales of Men Who Make Writing a Business

—By Totolena Katt

Before settling down to lead the peaceful life of an artist and win fame and fortune by his efforts along this line, Frank Snapp, who illustrated the new comedy-novel by Earl Derr Biggers, *Seven Keys to Baldpate*, tried his hand at several more or less lucrative avocations. He was a cabin boy on a Mississippi packet, a wagon builder in a little Indiana town, a photographer, and attempted to be a soldier during the Spanish-American war. In this latter capacity, however, he succeeded only in fighting off malaria fever while waiting to be called to the front at one of the southern recruiting stations.

Under the Rose, one of the earlier novels by Frederick S. Isham, author of *Half a Chance*, *A Man and His Money*, etc., is being translated into Spanish. The translation of the delicious wit, which characterizes this story, will demand almost as great a master as Mr. Isham himself if the story is not to lose greatly the qualities which made the story so eminently successful in English.

The final statistics giving the comparative standings of the various books in the fiction field in the United States during 1912 show that of the first fifteen novels experiencing the greatest vogue, The Bobbs-Merrill Company published four; Harper and Brothers, three; The Book Supply Company and Houghton Mifflin Company two each, and Doubleday, Page and Company, The Century Company, Dood, Mead and Company, and Charles Scribner's Sons one each.

Readers of fiction who have been looking forward for the last six months or so for another Mary Roberts Rinehart novel are soon to have their desire gratified, for, it is rumored, a brand new mystery story by Mrs. Rinehart is to be published early in March.

And now even our author friends have been fired by the idea that "in union there is strength," and have organized a Scribes' Union. Chief among the writers who are active in effecting the organization through-

out the country are Will Irwin, author of *The Red Button*, and Gelett Burgess, who also writes mystery stories. Rex Beach, Ellis Parker Butler and Arthur Train are mentioned among the "instigators."

Horace MacGrath, author of *The Place of Honeymoons*, has a number of hobbies, among which are emeralds and Persian rugs. When in New York he is in his element and spends hours at a time strolling past the shop windows on Fifth avenue, between Forty-second street and Union Square, where he can admire the rugs and jewels on display. MacGrath also has the habit of stopping to admire the horses of the mounted policemen, and always carries loaf sugar in his pocket to feed them (the horses) whenever he is given the opportunity.

Lloyd Osbourne, who wrote *A Person of Some Importance*, and who was erroneously reported shot during the attack on the Plaza in Mexico City recently, has had an adventurous career. He was serving as American vice-consul at Apia, Samoa, when Robert Louis Stevenson lived there, and when the islands were torn by revolution. He traveled much with Stevenson, who was his step-father, and many of his tales of adventure are founded on actual events in which he participated.

BIGGERS ONCE TOGGERY CLERK

At a dinner given recently in New York city, Earl Derr Biggers, the young humorist whose first novel, *Seven Keys to Baldpate*, has just appeared, was called upon by some of the older members of the writer's fraternity present to tell how he happened to make authorship a profession.

"I'm afraid you would hardly believe me, if I told you," Mr. Biggers responded, "because I really started my career in the field of money-making as a haberdashery salesman. And there's a question mark after 'money-making.'"

"There used to be a little man in our street at home who ran a haberdashery store, and in Warren, Ohio, it was pretty

hard to run anything at all. But this little man ran the place so hard that it presently gave signs of a decided shortness of breath. The business was failing—fast. One day he employed a few Potashes and Perlmutterers from New York to come and sell it out for him. The little man knocked at our door one morning and asked if I would like to act as an extra clerk on Saturdays, when there was no school. I acted—one Saturday!

"Then the Hebrew gentlemen from New York took the little man aside—by that time they had him where he was asking please could he go away from his own store for lunch—and told him I wouldn't do. I was telling the truth about the goods—how most of it had come with the gentlemen from New York. I went away from there—rapidly. Many years afterward I was fired from a newspaper for telling the truth in my dramatic criticisms.

"It was about that time I decided to let truth remain crushed to earth—and become a liar on a large scale. And from that time on I have lied ambitiously—with what success the future alone will prove.

BIGGERS A FUNNY EDITOR

What a difference just a few months make.

Not more than a year ago Earl Derr Biggers, who wrote the new comedy-novel, *Seven Keys to Baldpate*, was editor of the humorous column on the *Boston Traveler* and *Herald*, making ribald fun of the literary notes that publishers sent him about the authors they were "pushing." Today Biggers is trying to persuade other editors that these same sort of literary notes are "what lend tone to a paper."

When in an especially poetic mood Mr. Biggers once penned the following "lyrical roast" on literary notes which later appeared in his column in the *Traveler* and *Herald*:

LITERARY NOTES

"Peter de Puyster Blottingpad,
Who wrote 'Marie, the Subtle Sinner,'
Does his best work when he has had
Plenty of artichokes for dinner."

"Mabel Redink, the 'Girl Dumas,'
Who mingles history with fiction,
Reads books on corporation law
In order to improve her diction.

"Smauel Gay, who's all the rage,
Because he has convulsed the nation,
Spends hours before a monkey's cage
Gathering loads of inspiration.

"Mildred McNeal, the poetess,
Sleeps on a book of Villon's verses;
Unkind remarks cause her distress,
And so do funerals and hearses.

"Thus is our sadness put to rout
by publishers—kind gloom dispellers—
Who send us cheery news about
The folks who write the worst best-
sellers."

Creation

By J. L. Wharton

God ordained that all creation is progress. To the grass of the field which today is and tomorrow is cast into the oven, He bequeathed a garment the like of which Solomon could not boast.

The birthright of each individual is might, dominion, and power—the possession of immortality.

If the plan of the creator be chosen, the ear attuned to the harmony of creation, man swings into the current of divine progress.

These be my guides, my messengers, my friends:

The silence of the forest's shadowy heart;
Not less the brooding organ's solemn blare,
And kneeling multitude's low murmuring prayer.

—R. W. Gilder.

The Philosopher Among his Books

THE LOVERS OF SKYE. By Frank Waller Allen. Illustrated by W. B. King. \$1.00 net. The Bobbs-Merrill Company, Indianapolis.

The Lovers of Skye is not a story for lovers of midnight mystery and baffling crime, nor yet a tale for those who find enjoyment only in that type of fiction that makes one laugh aloud. It is an idyll—a joyous, open-air love story, as refreshing as the morning breezes and as bright as the summer's sun—a romance that will make you smile with happy satisfaction and feel the thrill of abiding pleasure. Its gentle humor, poetic fancy and charming play of thought cause it to flow on as spontaneously as the beautiful Ohio along whose shores the story develops.

Cleverly the author draws a picture of old-fashioned southern village life in a little, almost isolated Kentucky hamlet (Skye) that had been laid away in lavender for almost half a century. Lives were uneventful within its gates. Convention and custom, to which the inhabitants salaamed in dignified submission, long since had stamped love-making with a mark of disapproval and countenanced it only at that frivolous period of life "when unhampered and inexperienced youth carried home from school a pretty girl's books."

But one day Hippolite Pac, son of the most straight-laced family in the community, revolted against the time-honored practices of his elders. When he saw the pretty face and figure of Eve Mulligan, the

Hoosier music teacher, whom he ferried across the river, and realized that he loved her, he cast convention to the winds, let propriety go hang, proposed to her, and with all the freedom of his nature, let every one in the village know about it.

Then came the renaissance! All the half-finished courtships in the community were taken up where they had left off years before. And Skye began to look up and pick up and make something of itself, for the fires of romance had been rekindled there.

A STEP ON THE STAIR. By Octave Thanet. 50 cents net. The Bobbs-Merrill Company, Indianapolis.

A tale that brings with it all of the spirit of the Easter season and at the same time furnishes food for earnest thought and contemplation is *A Step on the Stair*, by Octave Thanet.

The strange possibilities of life after death—the experiences of one who died but was restored to life—are set forth with a peculiar appeal in this strangely sympathetic little story. The central figure is a physician. He is stricken suddenly, sinks rapidly and dies. He undergoes the first experiences in life after death. He rejoins his mother, who died some years before. She permits him to take one step on the stair of the great unknown and explains to him the mysteries he beholds.

At the same time he is in full realization of all that is going on in the sick room, and even senses things that happen else-

where, of which, in his living state, he could not have been cognizant.

A Step on the Stair is a tale that possesses a marked touch of the psychic, yet it is full of the tender feeling of love and companionship. Written in Octave Thanet's inimitable manner, it brings comfort and consolation, and a ray of hope and faith beams from its pages. Wonderful sympathy, childlike trust and mother-love lend their appeal and make the reading of the story a thing of earnest pleasure and a benefit.

MAKING THE FARM PAY. By C. C. Bousfield. \$1.00 net. Forbes & Co., Chicago.

In this big, important book the author takes the farmer by the hand and leads him along thoroughly practical paths to success and larger profits. It is not a book of theory but tells just how to get the best results with the least labor and the least waste; it tells how to mix brains with the soil and get the most out of an acre.

Every phase of agriculture is considered—the raising of vegetables, fruit, flowers, poultry and stock. Intensive farming and diversified farming are ably handled. The care of the soil, the treatment of farm diseases, the use of by-products, intelligently meeting the market demands and selling at the best price are a few of the important topics which are treated with great care.

In reading this book we have been impressed with the author's large view of country life; he grasps the relation of farming to the entire life of the nation, seeing it not only as a practical farmer, but from the viewpoint of the statesman, the financier and student of affairs. By informing the farmer on the subject of market conditions he brings the producer and consumer closer together for their mutual benefit. By giving him the benefit of the latest agricultural developments and methods the author not only tells the farmer how to make more money but how to make his life more happy and comfortable, how to make the farm so attractive that his young people will prefer to remain there rather than seek the uncertain rewards of the city.

"COLLECTING BY LETTER." By W. A. Shryer. Two volumes. *Vellum de Luxe*. \$3.00. Business Service Corporation, 1126 King Building, Detroit, Mich.

Though the collection problem is almost as old as business itself, it is only within very recent years that any attempt has been made to determine the basis on which efficient collections rest.

The problem of getting money when it is due, of preventing overdue accounts from becoming difficult or hopeless to collect, of cutting down business losses due to bad debts, has engaged the attention of thousands of serious men for the past ten years. But most of these men have been working independently, and while as individuals all of them have discovered principles and methods of great value, there has not been until now any attempt to bring together the experience of all of these independent workers so that it would be available to all business men.

"Collecting by Letter," by W. A. Shryer, accomplishes this task. Mr. Shryer himself has spent many years in actual collection practice and has become the foremost authority of the country on this subject. But in addition to an exceptionally wide acquaintance with practical collections Mr. Shryer has studied his subject scientifically. His two volumes cover an amazing range. It would be hard to find a phase of collections which these books do not cover. There is something of value in them for every business man—even for the man who has made a pretty fair success of collecting himself.

From a practical standpoint all business men will be interested in the 250 forms and letters which have been chosen from the contributions of some 3,500 different men who are making a daily work of collections. These forms are not theoretical. They are on the other hand tested and proved money pullers. They can be used in any business with little or no modification.

"Collecting by Letter" deserves a place in every business office. Thousands of business men have long felt the need of an authoritative and comprehensive work on this important subject of collections. They have it in these volumes.

ONE OF THE MOST WONDERFUL WORKS
IT HAS BEEN MY PRIVILEGE TO STUDY—

So writes Mr. A. Sheldon of

“Power Through Perfected Ideas”

[A Study of the Qualitive Principle of Knowledge
as Applied to Human Development and Success]

By S. S. NEFF, Ph. D.

PRESIDENT OF NEFF COLLEGE, PHILADELPHIA

The work outlines an entirely new system of Qualitive Thought, the principles of which have been consciously or unconsciously used by the great minds of every age. The book is invaluable to the man who would improve himself and his business.

Brief Comments:

“Dr. Neff’s book ought to be read by every man who wants to be in the vanguard of social progress.”—*Elbert Hubbard.*

“It is quite a relief to find a book treating this subject in a practical matter of fact way.”—*Caxton Magazine.*

“Dr. Neff’s book has all the fascination of a new discovery, and all the future of a much needed science. When men and women know its merits and use, it will be read everywhere. I commend it without reserve.”—*Russell H. Conwell, L. L. D., President Temple University.*

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I SEE the day coming when
Man, with his Infinite Aptitudes
and Capabilities, joyously creat-
ing for Himself Good Things out
of the Infinite Resources of the
Universe, will live in a world in
which Youthfulness, Wealth,
Abundance, Peace, Progress and
Happiness will be supreme.

ARTHUR W. NEWCOMB

The Business Philosopher

A. F. SHELDON, EDITOR

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On the Front Porch

Where We Talk Things Over

IN THE BUSINESS PHILOSOPHER for April, 1913, I had a few words to say, amongst other utterances, upon the subject of efficiency of distribution.

In this talk on the front porch I want to discuss with you a little more in detail this topic of distribution.

If you remember what I said about it in the April number I shall be saved a great deal of repetition here. If you do not remember, then I recommend you to go back and get that copy of THE BUSINESS PHILOSOPHER and read over my remarks. You are far likelier to remember them if you do than if I repeat them here.

TAKING IT for granted, now, that you either remember that April talk or that you have just read it over, I can begin here by saying that there are just four deplorable results of inefficiency of distribution.

First, the producer receives too little for the wealth he creates.

Second, the consumer pays too much for the wealth he consumes.

Third, there is a great deal of wealth both produced and capable of production that either goes to waste or lies unused while people suffer for want of it.

Fourth, in many cases, the distributor does not receive a fair reward for his services.

INEFFICIENCY of distribution has two principal causes:

First, it costs too much to take the wealth from where it is produced, carry it to where it is needed, store it until it is purchased, and distribute it to consumers, collect money for it, and pay the producer and the distributor.

Second, in some cases distributors, through monopoly, combination, or special privileges pay too little to producers and demand too high profit for themselves.

EFFICIENCY OF distribution is based upon the same principles of efficiency in any other activity.

It is not my purpose in this talk on the front porch to point out to those engaged in the work of distribution the principles of efficiency and the manner of applying them. This I shall probably take up in a later number of THE BUSINESS PHILOSOPHER.

My purpose in this present talk is to call attention to the necessity for applying these principles for making distribution far more efficient than it is.

FROM THE standpoint of the distributor, there are two reasons for painstaking study and persistent effort to put distribution upon an efficiency basis.

First, in order that those who are engaged in the work of distribution may earn greater and more permanent profits.

Second, that those engaged in distribution may continue to conduct their business without interference from an outraged public.

AT THE PRESENT time the agencies of distribution in this country are for the most part unorganized.

We have the spectacle of a multitude of firms, corporations, and individuals engaged in this great department of the world's work, for the most part not only not aiding one another, but actually quarrelling and fighting among themselves.

On account of this condition we have a vast, complicated machinery in which the parts, instead of working in co-ordination, work in opposition, and in which there is a cumbersome, needless, and wasteful multiplicity of parts.

All too often combinations among distributors have not resulted in increased efficiency, and therefore better prices for producers and lower prices for consumers. It has resulted instead in a certain degree of monopoly which has enabled those thus combining to reduce prices to producers and increase prices to consumers. In many cases, notwithstanding this combination, inefficiencies have in-

creased so that the difference between what is paid to the producer and what is collected from the consumer has been made greater and greater until the breaking point was reached, and the combination proved a failure.

AS A RESULT of many causes which are world-wide, and among which inefficiency of distribution is very potent, the cost of living has increased until the whole world is aroused and demanding a reduction.

Just one example of how inefficiency of distribution increased the cost of living will suffice here.

According to this morning's paper, farmers selling in the Chicago market received from forty to fifty cents a bushel for new potatoes. At the same time, in the retail stores here, only a few miles from Chicago, potatoes are sold at five cents a pound, which, if my arithmetic is correct, means three dollars a bushel.

Now, somewhere between the farm and the retail store here, two dollars and fifty cents to two dollars and sixty cents are distributed for every bushel of potatoes sold.

I do not believe that the middlemen who handle these potatoes are making exorbitant profits out of them. I do not find upon observation that grocers and produce dealers are growing inordinately wealthy.

The railroads take their share for transportation, but the figures seem to show that the railroads

earn only a moderate dividend upon money invested in them. Furthermore, even if the profits of the railroads were too large, the freight charges on a bushel of potatoes from the farm to the retail store here would amount to only a few cents.

Since two dollars and a half disappear somewhere between the producer and the consumer, and since none of those who handle the potatoes seem to be growing unduly opulent, we are forced to the conclusion that a large part of this two dollars and a half is wasted somehow. It would seem axiomatic that any effective move to eliminate this waste in distribution would be acceptable to producers, distributors, and consumers alike.

The fact is that both producers and consumers are agitating for such a reform.

I DO NOT believe that those engaged in the work of distribution would welcome any change forced upon them by either consumers, producers, or a combination of both. There would be too great a likelihood that these classes, chiefly concerned with their own interests, would be unmindful of the rights and interests of the distributors.

It, therefore, remains for all of the agencies of distribution to reform themselves, to put themselves upon an efficiency basis in such a manner as to satisfy, as nearly as possible, the demands of both producers and consumers and

still conserve their own legitimate profits.

Notwithstanding this self evident truth, it is significant that almost every move made toward cutting down the cost of distribution, up-to-date, has been made by either the producers or the consumers.

These two classes have proposed three principal remedies, and have, in certain industries and certain localities, applied their remedies with varying success.

FIRST, THE producers have proposed that instead of turning over their product to the regular agencies of distribution they co-operate in marketing it themselves.

Second, consumers have proposed that instead of purchasing their supplies from the regular distributor they co-operate in purchasing them direct from the producer.

Third, both consumers and producers, in certain localities, have proposed that instead of depending upon middlemen they authorize the government, either municipal, state, or national, to gather up product from the producers and to distribute it amongst the consumers.

All of these three propositions, as I have stated, have received more or less thorough trial, and with varying degrees of success.

THE FRUIT GROWERS of California, Georgia, Michigan, and certain places in Wisconsin and other states have organized co-

operative associations for the distribution of their product to consumers.

Throughout the Middle West there are farmers' co-operative societies and co-operative elevators for the marketing of grain and other products.

In several different states and sections of states the dairymen have associated themselves together for the co-operative marketing of butter, cheese, cream, and milk.

In England, Germany, Belgium, Denmark, and other European countries, the dairymen and poultrymen are organized into great co-operative associations or societies.

This method of distribution is growing in favor despite occasional failures. Every year sees new organizations formed, and the growth and spread of those already in existence.

In Switzerland there are shoe factories and other industries which co-operate in marketing their product direct to the consumer.

This co-operative ideal amongst producers is spreading far more rapidly, perhaps, than most of us realize, and certainly far more rapidly than those engaged in distribution realize.

EVEN MORE widespread, perhaps, is the idea of co-operation amongst consumers.

In Minnesota and Wisconsin there are many co-operative stores

owned and operated by their patrons.

In California there is an extensive and rapidly growing chain of co-operative stores supplied by one great co-operative wholesale and jobbing house. These stores deal in practically everything the consumers purchase, from peanuts and candy to automobiles and farm implements.

In England there are hundreds of these co-operative stores, serving hundreds of thousands of people. These stores have their big wholesale and jobbing house. They also own factories of various kinds, and have their representatives buying for them in all parts of the world.

In Germany there are co-operative purchasing societies which own and control all of the machinery of distribution, including factories, ships, banks, and foreign purchasing agencies.

In Belgium, Denmark, Switzerland, and other European countries there are co-operative societies doing an enormous business in all of the necessaries, comforts, and luxuries of life. These societies are so powerful that they control the entire output of factories and other units of production.

Many of these consumers' co-operative associations also conduct a large business in the co-operative distribution of products manufactured by their members.

THE PLAN of making the gov-

ernment a distributor has been put into operation in many places.

We have municipal water-works, municipal electric light and power plants, municipal street railways, municipal markets, state employment agencies, state pawn-brokers' shops, and state insurance.

We have in the Canal Zone a railroad and an entire wholesale and retail general store business owned by the United States government. In Europe and other parts of the world we have government-owned railroads, government-owned telephones and telegraphs, government-owned insurance, and other examples of governments entering the field of distribution.

In this country there is a large and growing class of political economists who favor government ownership of railroads. Many of these thinkers, speakers, and writers are also agitating, year in and year out, for government ownership of all of the means of production and agencies of distribution.

THERE IS an intensely zealous and rapidly growing class of people in all parts of the world who propose that the people themselves, without reference to the government, should take over and operate for their own benefit all of the means of production and distribution.

NOW ALL of these methods, differing somewhat in character, and in the means proposed, really tend

to the one logical conclusion, which is to eliminate entirely from our social structure the distributor as an independent, self-directing factor, and replace him by a hired man, paid for his services and directed in his activities by the producer and the consumer.

WHAT HAS BEEN the attitude of the distributor toward this movement?

Has it been to increase his own efficiency so as to commend himself to the two classes between whom he stands?

To a certain extent, this has indeed been his attitude.

But, on the other hand, we find that he has taken steps to antagonize and to make more determined those who wish to eliminate him.

As I have already pointed out, a great many of our unorganized agencies of distribution have organized, not for greater efficiency, not for better service, not to eliminate waste so as to pay more to the producer and collect less from the consumer, but rather to force down the prices paid to the producer and increase the prices against the consumer.

When the great mail order houses, by carefully applied principles of efficiency, reduced prices, many distributors met the issue, not by increasing their own efficiency, but by attempting to legislate and black-list the mail order houses out of existence.

When parcel post was proposed

in order to increase efficiency of distribution, nearly all the regular distributors, instead of planning to make use of it to increase their own efficiency, fought it tooth and nail.

I WISH IT to be understood that in this talk on the front porch I am taking no sides on the vexed questions of co-operation, of government ownership, of public utilities, and socialism. I am not attempting to decide in this talk the question as to whether these methods are wise or whether they are for the greatest good of the greatest number in the long run.

I am simply pointing out the tendency of the times to those who are engaged in the great work of distribution.

I am simply warning them that, according to the law of service, according to the law of equivalency, they are leaning upon a broken reed, they are putting their trust in a false principle if they hope to maintain their position in the body politic as independent,

self-directing factors unless they meet this tendency by a thorough-going overhauling of their antiquated, cumbersome, wasteful machinery.

In order to do this they will have to look outside of the four walls of their stores and offices.

It is not enough that your individual business, Mr. Retailer, or Mr. Wholesaler, should in and of itself be efficient and give service.

The whole mechanism of which it is a part, and upon which it very largely depends for its efficiency and the quality of its service and its prices must be reformed.

When this is done—and it is a question for you decide whether it can and shall be done—then the producer will receive a fair price for his product, the consumer will purchase his supplies at a price which is fair to him, and because of these two facts, and your own efficiency and good service, your own profits will be increased and become more permanent.

ACCIDENTS

The first safety razor came into being as the result of accidentally breaking an ordinary razor. A celebrated make of shoes with representative stores in all large cities resulted from the enforced confinement of their promoter due to a railroad accident. Carelessly watching a woman looking in a drug store window gave the then druggist's apprentice the idea of pushing what is now one of our leading brands of talcum powder.

—J. W. FISK.

A New Profession for Young Men— Selling Statesmanship

—By Earle Welborn

IN the executive offices of a few very large manufacturing concerns desks are being placed for men who represent the modern way of doing old things. These young men, while polite, suave and anxious to please, don't always tell you exactly what their duties are.

They always have a familiar sounding title, but if you'll examine their correspondence you will find reference to tariffs, anti-injunction legislation, employes' insurance, and a hundred things apparently foreign to the business of making things for sale to the public.

These young men are the advance guard of a new statesmanship and a new salesmanship. They are the successors of the slow-moving legal departments, and the plausible but often tricky lobbyist, as well as the frisky press agent whose day is nearly done.

Their business is to mould public opinion and legislative action favorable to the interests of the manufacturer and those connected with him. Incidentally, their business is to increase sales.

The first evidence of their work was the awakening of public service corporations to the value of the printed page as a means of changing the public's attitude toward their service. Telephone, telegraph, gas, electric light, and street railway companies have carried out in all parts of the county educational campaigns, largely in the local press.

But, if personal appeal hits users of gas, for instance, why can't a big manufacturing concern, whose cause is just but misunderstood, reach prom-

inent people everywhere, and at the same time influence legislation? The feelings of prominent people in every community do influence national legislation if the light of this feeling is properly focused. And the new salesman is handy with this focusing stunt.

The corporation is not easily lead to this new point of view, because it savors strongly of politics, and the big boys have had quite enough of politics of the old sort. Muckrakers have made corporate politics unsavory.

PRACTICAL DETAILS OF THE WORK

But (the new salesman points out) we're not out for bribery. We're not to make big campaign contributions. We're simply going to talk plain common sense in a heart-to-heart manner and get people everywhere to help us, thus creating mutuality—good will—and while passing we'll get a lot of the best kind of advertising direct to the big men our magazine talk doesn't seem to touch.

All of which sounds so reasonable that he gets a desk and a dictaphone—under the discreet eye of the corporation counsel.

His first move is to get to know personally the senators and representatives from his district, and as many more as he can. Most of all, he gets to know their secretaries, so his letters later on will not hit the wastepaper basket before the legislators' brain cells have been marked with their contents.

He gets to know the great men's foibles, the days they may be "off color," whether their tempers are liable to be better in the morning or

the afternoon (so he'll know when to wire them), where they eat, who are their closest associates, their committees, etc. No detail is too trivial for the card index, because the salesman has learned that making a man a senator does not make him anything but a mere man—and the same man he was before. A headache makes a senator just as cross as it does a bricklayer.

He knows the Washington correspondents, and great editorial writers of New York, Boston, Chicago and other points of vantage. Views carefully explained to these men may result in printed words that will influence millions. You and I are being educated and moulded by these men every day.

A HYPOTHETICAL CASE

Suppose our salesman is employed by the maker of a high priced motor car—a car that only wealthy people can consider. A bill is brought up before Congress that may injure the industry at some vital point in its sales or manufacturing program.

The first step is to get a copy of the bill and have it analyzed by the cleverest lawyer available. Then a brief is prepared, carefully worded and printed and sent to the Congressional committee which has the bill under consideration. Mind you, this brief is not signed by the one concern—allies in kindred lines are called in to make it more imposing.

An offer is also made to the committee to have an expert testify before it and explain every detail.

Then thousands of copies of the bill, its legal analysis, and the brief are sent with an explanatory letter to manufacturers everywhere, asking them to write to their congressmen

and explain the investor's side of the question.

And they do it! You ought to see how some of these hard-headed business men who talk and write dry facts all day can rise up and dictate a letter that fairly sizzles!

Why?

Because unfair legislation is today threatening the very existence of tremendous business interests which have been built up fairly and honestly by the men at their heads. Legislators have in some cases been made to believe that the muckraking magazines represent the true national feeling. This is no criticism of the legislator—rather it is a criticism of the manufacturer for not sooner and more scientifically presenting his side.

And letters direct from these men of power and ability have five times the weight of the old-fashioned way of having the corporation's counsel prepare a formal, cold letter of reason to the solons. Of course, the counsel must approve all letters, but it's the business of the new salesman to see that the red blood stays in them.

ASSISTANCE TO THE LAWMAKER

All this preparatory work causes the busy lawmaker to pause and give thought to the proposed new law; and he is grateful for it. It is a fact that so many new things are up for passage, so many varying methods are used in urging legislation, that some plain, hard sense from prominent men carries weight and insures fair consideration. It is merely carrying the "square deal" a bit further, and if the manufacturer of today can't win fairly, he doesn't want to win.

The day the bill comes to a vote the congressman probably gets a few

dozens of telegrams from men in all walks of life, just by way of reminder—a final attempt to push over the manufacturer's viewpoint—the equivalent of presenting the order for the prospect's signature in ordinary salesmanship.

Briefly, this outlines the New Salesmanship in one of its phases. It takes away the crudity of the lobbyist; it gets direct action; it's honest; it's

fair for all—and it wins when it deserves to.

That's success.

And don't forget for a moment that this concerted action on the part of men of many interests with a common purpose binds them pretty closely to the motor car maker who started the ball rolling, and the sales department's books show the result of the campaign in four column figures, whether the fight is won or lost.

Success

By J. G. MILLS

You're looking round to find success?
 Don't go away from home;
 It's by your side where you are,
 You needn't go to Rome.

Perhaps it's playing hide and seek,
 And you don't know the game;
 Learn it then, and very quick,
 It's never slow or tame.

Ginger up! Keep on the move,
 Search every vacant spot;
 Hustle, brother, don't let up,
 Keep the trail hot.

Eyes of glass and leather legs
 Never found the prize;
 Get wide awake, strain every nerve;
 You will—that's if you're wise.

Work, and work, and then more work,
 It's only work that brings
 Success to every earnest man;
 Turns them into kings.

I am a Man

**An Auto Suggestion—(With Acknowledgments
to Rudyard Kipling)—By Andrew Deer**

For I can keep my head when all about me
Are losing theirs, and blaming it on me,
And I can trust myself, when all men doubt me,
But make allowance for their doubting, too.
And I can wait and not be tired by waiting,
And being lied about, deal not in lies,
And being hated, don't give way to hating,
And yet, not look too good, nor talk too wise.

And I can dream, though dreams are not my master,
And I can think, yet thoughts are not my aim,
And I can meet with triumph and disaster,
And treat those two impostors just the same.
And I can bear to hear the truths I've spoken
Twisted by knaves to make a trap for fools,
Or watch the things I gave my life to, broken,
And stoop and build them up with worn-out tools.

And I can make one heap of all my winnings,
And risk it on one turn at pitch and toss,
And lose, and start again at my beginnings,
And never breathe a word about my loss.
And I can force my heart and nerve and sinew,
To serve my turn long after they are gone,
And so hold on when there is nothing in me,
Except my will that says to them, "Hold On."

And I can talk with crowds and keep my virtue,
Or walk with kings, nor lose the common touch,
And neither foes nor loving friends can hurt me,
And all men count with me, but none too much.
And I can fill each unforgiving minute,
With sixty seconds' worth of distance run.
And mine's the earth, and everything that's in it,
And, what is more, I AM A MAN, my son.

Heart to Heart Talks with Dealers on Selling Automobiles

—By J. H. Newmark

WHY don't you think more?
Why don't you plan more?
Why don't you do more?

What are you waiting for?

Why don't you make your own path—why don't you create new avenues of business—why don't you claim and hold the position that your car entitles you to?

What are you waiting for?

Go out and make a big noise—noise like a champion—you have a champion car to sell. Go out and make the claims you have a right to make. Fight for the recognition which belongs to you.

You ought to be in the first row—are you?

It's a matter of progressive, energetic salesmanship. It's a matter of working every minute of the day. It's a matter of activity.

Fight! Business is a matter of mental "fistcuffs." Sharpen your wits and hammer away. Success rests with you.

What are you waiting for?

EDUCATED ENTHUSIASM

A WRITER on business topics makes use of the phrase "Educated Enthusiasm" as applied to successful business and salesmanship.

Just what does he mean? Let us interpret it.

We shall first divide the phrase and deal with the word "Educated."

"Educated" means knowing your subject very thoroughly—knowing the car by heart—and other details.

You cannot very well feel genuinely enthusiastic until you have a reason for it—that's where the "educated part" of salesmanship comes in.

And the reasons for it we have given you above.

Enthusiasm is the genuine feeling you should have after you have educated yourself on the subject and compared your product with others on the market. And this "educated enthusiasm" is so vital and so necessary if a salesman is to be a "top notcher"—a leader—a front row man.

And so "Educated Enthusiasm" means knowing your subject by heart, from every angle, and being genuinely enthusiastic over it because it represents to your mind (you being the salesman) the best product on the market.

It is simply a question of being "sold" on the proposition before you are able to convince others.

STUDY YOUR SHOW ROOM

BE PARTICULAR about the looks of your show room.

Watch the little things and watch them all the time.

Don't get a "spell on" and look after the cleanliness and appearance of the place for a week and then neglect it the balance of the month. Keep after it.

Keep the windows clean—wash them every other day if necessary—but keep them clean. You wouldn't think this suggestion is necessary, but it is, just the same.

Unless you are showing the motor, keep the hood down—nothing so detracts from the looks of a car as a hood sticking up in the air.

Change position of cars on the floor every little while—the same people are passing your place of business and they would notice this change.

Keep cars looking "in the pink of condition." Have the caretaker go over them often. Remember a prospect gets his first impression of the car by seeing it on the show room floor. You can see to it that this impression is right by having your cars look *right*.

Watch finger marks on body—dust on the fenders and spokes. Keep the nickel parts looking bright. Satisfy yourself that the cars could not look better.

Set a high standard for your show room and it is bound to help you in a general way.

KEEP IN SIGHT

THE POET who had humble lodgings on the top floor would never have been heard from if he had not fallen down stairs.

Don't look for such miracles.

Don't hide yourself and then expect to be a leader in your business.

You cannot do it. How are people going to know about the superior value of your cars unless you tell them?

YOUR SELLING TALK

Is YOUR selling talk systematic, or do you just ramble on in an aimless fashion.

You should have a concise story to tell. Let it be complete and thorough.

If you find a prospect sufficiently interested in hearing a long story, tell it to him.

Start in with the motor. Explain to him the important points of construction. Point out the advantages of the unit power plant system. Show him how power waste is eliminated by this method—how friction is eliminated—how poor alignment is eliminated. Show him how this construc-

tion tends to greater general efficiency and increased power.

Impress upon him the simplicity of the chassis and how it is divided into three simple units. The motor, clutch and transmission making up one, the driving shaft the second, and the differential and rear axle system the third.

Talk to him about the brakes. Talk to him about the double drop frame and how this tends to greater safety.

And, when you have finished with the mechanical end of it, lay special stress on the exterior, and when you talk body, body design and general appearance, you may broaden out as far as you like and make what comparisons you see fit. Go the limit. There is nothing better looking on the market. This is conceded by automobile manufacturers.

Impress upon your salesmen the importance of talking earnestly and of having their facial expression interpret their very language. The earnest man, when he talks earnestly, looks that way. Convey by your very manner and tone of voice that you really believe what you are saying.

You want to land on top. Start crystallizing sentiment for future sales. You can do that by advertising, and good salesmanship.

It is necessary that you let the people know what you are selling. You have got to hammer away again and again.

And, we shall tell you why.

You probably know, as well as we do, that there has been one common fault with automobile advertising, and that is this: Many automobile manufacturers have been making the same claims. You read several automobile advertisements and each one claims

the maximum of accessibility—simplicity, power and beauty.

There has been a sameness to these advertisements, and the result is that people are beginning to doubt these claims and have very little belief in them, and so no matter if you have "the best car in the country" you have got to tell them about it.

You must tell them about it time and again, by letter, by newspaper and by word of mouth.

Keep everlastingly at it. This is the thing to remember from now until spring. Get as many prospects as you can in your show room so that they can see the cars, and you are bound to interest each prospect.

WORK WHILE OTHERS SLEEP

WHEN YOUR competitors are idle, as some of them are at this time of the year, make it a point to have all of your men out on the firing line. Work harder than ever.

Organize yourselves into a club. Have daily meetings. Talk over each day's work. Exchange ideas—plans—arguments. Help each other. Encourage each other.

Make every day count. Make each day stand for some accomplishment. Let no day pass without show-

ing some results. Put your vitality and life into your selling campaign.

Do not under-estimate competition. Simply ignore it. Do not let anything or anybody interfere with you. You are selling the most beautiful car in the world. You are selling the best car made. Believe in these things and you will be able to impress others in your belief.

Fight hard for this recognition which belongs to you. Let nothing stop you.

Have your men go out each morning with the determination that they are going to win. Have them go out thinking success—that they are going to make the right impression—that they are going to be given the proper hearing.

Your men must be in the proper frame of mind. They must be optimistic. Think success—couple this with a complete knowledge and understanding of what you have to offer, and victory is yours.

Don't give up easily. Fight for business because it belongs to you. Fight for your rights because you are right. Bring every possible angle to bear on each prospect. Fight morning, noon and night. Fight until you win.

HANDICAPS

Robert H. Ingersoll, the millionaire "dollar watch" man, worked his way to New York on a cattle train with only \$10.00 in his pocket. The introducer of Mellin's Food was obliged to mortgage his home to secure funds to further its promotion. Eastman of Kodak fame was a small dealer in photographic supplies. Heinz started truck gardening and selling his products to neighbors. Are your handicaps worse than these?

—J. W. FISK.

The Celebration of the First One Hundred Years of Anglo-American Peace

REPRESENTATIVES of Great Britain, of Newfoundland, of the United States, of the Dominion of Canada, of the Commonwealth of Australia, and of the Municipality of Ghent, having been in conference concerning an appropriate celebration of the centenary of the signing of the Treaty of Ghent, which marked the end of the last international war between the British and American peoples, unite in offering to the governments and to the peoples of the civilized world an earnest invitation to take part in making this celebration in every way worthy of the one hundred years of peace that it commemorates.

We invite such co-operation to the end that it may be made clear and unmistakable to public opinion everywhere that the time has come when international rivalries and differences, though numerous and severe, may be settled without the carnage and horrors of war. Although it would be unreasonable to disregard the possibility of conflict arising in the future out of mutual or partial misunderstanding, yet we gratefully recognize that the chances of misunderstanding have been largely eliminated by the degree in which modern science has facilitated intercourse and accelerated communication. We are, therefore, encouraged to hope that the development of letters, science and the arts, of commerce, indus-

try and finance, of mutual knowledge, trust and good feeling on the part of those who owe different allegiances and who speak different tongues, may profitably absorb the energy of mankind, as well as offer opportunity for the display of the noblest and finest traits of mind and of character.

Great Britain has been a colonizing nation, and the United States has drawn to its population various and powerful elements from different countries and from under different flags. Therefore, a century of peace between Great Britain and her dominions beyond the sea on the one hand, and the United States on the other, touches directly both the interest and the imagination of every land to which Great Britain's sons have gone, as well as those of every nation from which the present-day population of the United States has been drawn. Such a celebration will not only mark the close of a century of exceptional significance and importance, but it will call attention to an example and an ideal that we earnestly hope may be followed and pursued in the years to come. What nations have done nations can do.

We respectfully request His Majesty's Secretary of State for Foreign Affairs and the Secretary of State of the United States to transmit this invitation, through the proper official channels, to the governments of the world, in order that both by the participation of governments and by the co-operation of men of good will in every land, this celebration may be so carried out as to mark not merely the close of the first one hundred years of peace between the English-speaking peoples, but the opening of what we sincerely trust will be a fresh era of peace and good will between all the nations of the world.

New York, May 10, 1913.

Analysis of a Diesel Engine —By R. Stansfield

<p>A As a Machine</p>	<p>a. Its Nature</p>	<p>1. A prime mover. 2. Suitable for any power supplying purpose. Is in use for electric generating stations, mill driving, marine work (mercantile and naval); runs on any crude or residue oil and, in a few cases, on tar. 3. Uses almost any liquid fuel.</p>
<p>b. Its Materials and Structure</p>	<p>1. Parts.* 2. Materials.* 3. Mechanism.* 4. State of perfection. Today's manufacture is in the direction of cheapness and greater power per cylinder. The principle of action is practically standardized.</p>	<p>1. Invented by Dr. Diesel in 1892.* 2. Rapid development in Germany. About thirty firms making reliable engines in 1912. 3. Recognized in England in 1900. Two English manufacturers up to 1911. Ten in 1913. 4. General adoption towards end of 1912. Engaging the attention of all internal combustion engine makers by 1913.</p>
<p>c. Its History and Development</p>	<p>1. Under many conditions cheapest power obtainable.* 2. Has to be well made to work at all, and hence lasts well.* 3. Attendance charges a minimum.* 4. Small floor space, hence low rents.*</p>	<p>1. To reduce running costs for power production.* 2. To ensure reliability.* 3. To secure greater radius of action or cargo space in marine work.* Makes vessels independent of coaling stations and enables them to buy fuel in the cheapest market.</p>
<p>d. Its Value as an Investment</p>	<p>1. Method of starting.* 2. Precautions to observe.* 3. Procedure after failure to start due to faulty driving.* 4. Repairs and offer of expert advice. The makers prefer to send experts when a breakdown occurs, and make no charge for this.</p>	<p>1. Comparison with other engines as to simplicity and accessibility.* 2. Comparison of economy with similar and other engines.* 3. Comparison of parts with those of different makes.* 4. Comparison of costs.* 5. Fuel supply.*</p>
<p>e. Necessity</p>	<p>1. Order and guarantee.* Repairs guaranteed against for twelve months unless necessitated by neglect. 2. Official tests.* Thorough unbiased testing is invited and the allowable margin on guarantee reduced to five per cent. 3. Payment on test results. Ten per cent on order, sixty per cent after accepting tests, thirty per cent after a further twelve months, or modified to suit conditions.</p>	
<p>f. Explanation</p>	<p>g. Comparison with Other Prime Movers</p>	
<p>B In Its Relation to the Customer</p>	<p>h. The Sale</p>	

THE ENGINE
AS A
PROFITABLE
PURCHASE

*For detailed particulars see following pages.

b1—PARTS

1. *Foundation*—Particulars of arrangement, concrete, etc., supplied.
2. *Foundation Bolts*—Instructions for fixing.
3. *Bedplate*—Cast iron, well cleaned to keep sand from lubricating oil.
4. *Barring Gear*—Double acting and simple.
5. *Crankshaft*—Turned from solid forging.
6. *Flywheel*—Solid disc, keyed. Any required weight.
7. *Air Compressor*—"Reavell" pattern. Three-stage quadruple.
8. "*A*" *Frames*—Massive construction to minimize vibration.
9. *Cylinder Liners*—Special cast iron for high temperatures.
10. *Connecting Rods*—Forged steel; machined all over; white metal and phosphor bronze bearings.
11. *Pistons*—Special cast iron; ground to 1-1000 inch; annealed.
12. *Main Bearings*—White metallated; ring lubrication; C. I. covers.
13. *Piston Rings*—Special cast iron; ground; even pressure.
14. *Lubricating Pumps*—Sight feed; single valve; no drip possible.
15. *Indicator Cocks*—Steel for high temperatures and pressures.
16. *Cylinder Covers*—In one piece; annealed special cast iron.
17. *Valves and Cages*

{	a. Exhaust	} Close grained iron seat in cage, and cast onto steel stems.
	b. Suction	
	c. Fuel—Direct lift; easy to pack and adjust.	
	d. Starting—Fitted to any required number of cylinders.	
18. *Vertical Shaft*—In two parts, connected by coupling; drives fuel pump and governor; enclosed.
19. *Gears*—Cast iron driving, phosphor bronze—helical.
20. *Camshaft*—In two parts, with coupling for four cylinders or over.
21. *Pedestal and Bearings for 20*—Cast iron, registered onto "A" frames, and bearings white-metalled; "Stauffer."
22. *Cams*

{	a. Exhaust	} Designed to reduce noise on engagement of roller.
	b. Suction	
	c. Fuel—Adjustable profile piece.	
	d. Starting—All cams chilled cast iron.	
23. *Gear Case*—With inner lip to prevent oil bath leakage.
24. *Footstep Bearing for 18*—Self lubricating and self aligning.
25. *Governor*—Horizontal; controls suction valve lift on pump.
26. *Fuel Pump*—Ample capacity; tested to 1500 pounds per square inch.
27. *Fulcrum Shaft and Columns*—Interchangeable and rigid.
28. *Valve Levers*—Crucible malleable steel; jointed for accessibility to valves.
29. *Starting Gear*—Controlled by single lever.
30. *Lubricators*—Controlled by check valve where necessary.
31. *Injection Air and Starting Air Bottles and Valves*—Steel forgings, tested.
32. *Valve Springs*—For 17a, b, c, and d, fully tested.
33. *Governor Springs*—Adjustable.
34. *Governor Control Gear*—Hand operated, free movement.
35. *Distributor*—Adjusted on test and locked in position.
36. *Piston Pin*—Special hardened steel, parallel fitting.
37. *Compression Easer*—Available in any position of the engine.
38. *Exhaust Pipe*—Cast iron.
39. *Silencer*—Cast iron; designed to avoid metallic "ring."
40. *Suction Pipe*—Silenced at inlet; free air passage.

41. *Fuel Tanks*—One for oil and one for paraffin, filters fitted.
42. *Cock and Valves*—Bronze.
43. *Air Pipes*—Thick gauge copper, solid drawn.
44. *Lubricating Pipes*—Copper.
45. *Water Pipes and Control*—Steel, accessible.
46. *Platform, Hand Railing and Ladder*—Neat and rigid.
47. *Full Set of Spanners and Special Tools*.

Reference works and periodicals: "Internal Combustion Engineering," "Engineer," "Engineering," etc. "Gas and Oil Engine Design," Gulduer. "Diesel Engines," Chalkley, etc., and catalogues.

Any more detailed description of parts is accompanied by reference to general arrangements and detail drawings. Prospective customers are invited to visit the works to see the processes of manufacture and the finished product in actual daily operation.

b2—MATERIALS

All bearings subject to high pressures white-metalled to ensure maximum bearing surface and coolest running.

Crankshaft and Connecting Rods of forged steel tested in every forging.

Piston Pins both mechanically and chemically tested before passing to hardening shop, and a part of each tested after hardening.

Pistons, Cylinder Covers, Valves and Valve Gages thoroughly annealed after rough machining to remove casting strains.

Cam Surfaces hardened by chilled moulds.

Connecting Rod Little End Bearings of a special grade of phosphor bronze to withstand high pressure and temperature.

Nuts in large sizes, potashed to avoid burring of corners with spanners.

Fuel Pump of close grained metal to withstand fluctuating pressure from 0 to 1,000 pounds per square inch.

All parts subject to full combustion pressure tested to *1,500 pounds per square inch* hydraulically.

Fuel Oils, chemically tested and heat value ascertained for each test.

All Parts undergo rigid inspection and no errors greater than one-half to four-thousandths of an inch (depending on size) are allowed on machined parts passed to engine.

Composition of Cast Iron kept secret—the outcome of many years' experience and laborious experiment.

b3—MECHANISM

Action similar to usual type of gas engine or petrol engine: A piston compresses air to 500 pounds per square inch, raising the temperature to about 1,000 degrees Fahrenheit. At the top position the fuel valve opens and the fuel oil, supplied by a fuel pump, is sprayed into the hot compressed air. The fuel valve is lifted by a lever actuated from a cam driven from the camshaft and vertical shaft. The spraying air is supplied at 1,000 pounds per square inch by an air compressor on the end of the crankshaft. The admission of the atomized fuel into the hot compressed air causes an explosion which drives the piston downwards, turning the flywheel and doing work. At the end of the power stroke the exhaust valve opens and the ascending piston drives out the exhausted gases. The following downward stroke is simultaneous with the opening of the suction valve and draws in a fresh charge of air ready for a repetition of the cycle as before. Starting is effected by means of compressed air stored in steel bottles, and arrangements are made whereby it is impossible to have both fuel and starting valves in operation together. A gear is fitted to the flywheel to bring it into the correct position for

starting. The speed is controlled by a governor, which cuts off or increases the fuel supply, and a further variation is possible through a hand-wheel which alters the tension of the governor springs. The air for spraying has its pressure regulated by a throttling valve or a blow-off valve on the compressor, depending upon circumstances.

c1—INVENTOR

English patents filed by Dr. Diesel, of Munich, in 1892. The first engine was made by the Augsburg Engineering Company in 1893, and the first engine beyond the experimental stage as recently as 1897. The inventor intended that his engine should run on coal dust, but he included oil fuel in the patent specifications and had, ultimately, to abandon his first idea in favor of liquid fuel.

His first engine was designed to work on the Carnot cycle—the most efficient means of utilizing heat known—but many modifications had to be made before a practical engine was evolved. This ideal cycle demanded an engine far too heavy and expensive for the power produced, in addition to other undesirable features.

The engine is thus remarkable as being an example of development from the direction of the ideal, instead of an improvement, suggested by science, from an old type of "practical" engine. It would be difficult to find a better example of the value of well-applied theory.

d1—ECONOMY

Its cheapness depends on available fuel supply, ground rent and cost of attendance, together with *small number of auxiliaries* and absence of boilers, producer plant, etc. These are more fully dealt with under section B; e1, 3; g2, 4, 5.

d2—MANUFACTURE

The compression pressure reaches five hundred pounds a square inch—nearly double that of any other engine—and many parts work under a fluctuating pressure reaching one thousand pounds per square inch. This necessitates the use of the finest materials and additional precautions are necessary due to the accompanying high temperature of almost three thousand degrees Fahrenheit (as in the gas engine). The fuel valve opening must be timed to within half a degree, and hence extreme accuracy of gear cutting and bearing alignment is essential.

To ensure the high compression pressure being attained it is necessary to grind the piston very carefully—an error of two or three-thousandths of an inch (a little more than the thickness of an evening newspaper leaf) being sufficient seriously to offset results. When an engine has once run, it may be relied upon to run well for many years, since every part has ample wearing surface, and means for taking up wear when necessary.

d3—ATTENDANCE

The absence of boilers and auxiliaries, such as producer plant, reduces the number of attendants to a minimum. Two men can look after two engines and a set of electrical plant in a station of 1200-2000 B. H. P. The cost of labor is dealt with under section B; g4.

d4—FLOOR SPACE

For the reasons outlined in d3 the floor space per unit output is very small. In extreme cases the fuel tanks may be put on the roof of the building, the fuel being raised by the compressed air supply.

B

e1—RUNNING COSTS

The small floor space, absence of auxiliaries, small demand for labor, wide range of available fuel and its cheapness, great economy of working, high efficiency at low loads, all contribute to its small running cost.

A most important factor in this respect is the absence of stand-by losses. The engine may be started up in thirty seconds on the coldest day without any previous preparation, provided it was stopped properly after the previous run.

e2—RELIABILITY

The small number of working parts and their interchangeability makes the engine extremely reliable. Any ordinary breakdown may be put right in a few minutes, and often while the engine is running on the remaining cylinders.

e3—RADIUS OF ACTION

For marine work the engine has its greatest field. It eliminates stokehold and stoker. Its small floor-space increases the cargo capacity. The use of liquid fuel permits odd corners being used for storage tanks, and the small volume taken by this fuel allows the shipping company to make a double journey on one fuel supply, and thus to buy in the cheapest market.

The marine Diesel Engine can be reversed from full ahead to full astern in twenty-seven seconds in a 200 B. H. P. tug, as compared with thirty seconds with steam power; and the other operations can be carried out with equal facility in either small or large sizes.

f1—STARTING

Bar round to just over top center on starting line and then close compression easers. See that the starting valve lever is in neutral position. Open air bottle valves and then pull lever into starting notch. After two or three revolutions on air the lever should be pushed into "running" position and the engine will quickly pick up to speed.

f2—PRECAUTIONS

Always open valve between compressor and bottles before starting.

See that fuel pump control handle is in correct place.

Always shut down on paraffin.

Flood fuel pump if the engine has been standing for some time, but *never flood the pump unless the overflow valves are open.*

Watch all the lubricators and do not over-lubricate the piston or the rings will gum up.

Grind in the exhaust valves once a month and air valves at least once in two months. Clean atomizer monthly.

f3—FAULTY STARTS

Test bottle pressure. Don't try the second bottle of starting air until you have carefully gone over the engine. Flood fuel pump. Read directions and see if you have omitted anything. If these are followed a second failure to start is probably due to a stuck pump valve. Try it. Before using the reserve air call in your chief. He will find out the point you have missed.

A printed sheet of concise directions is supplied with each set, varnished and framed to hang in the engine room.

g1—COMPARATIVE

The steam engine requires boilers, chimneys, pumps, often condensers, cooling towers or drums; and a boiler explosion, although at a lower pressure than starting air for Diesel Engines, is more dangerous due to the large reserve which is liberated from the water on the reduction of pressure. The air reservoirs are at constant low temperature—the boilers are at varying high temperatures and liable to corrode.

The gas engine requires a producer and has almost the same number and type of parts as the Diesel Engine in addition. Any leakage causes a nauseating smell.

In the Diesel Engine leakages are air leakages and can be detected by the gauges immediately.

The ordinary or semi-Diesel Engines require heating up by blow lamp at starting for five minutes or more, and cannot burn the same residue or unrefined fuel without difficulty and frequent cleaning.

Simplicity and accessibility compare favorably with any of the above types.

The steam turbine, although simpler, is liable to blading strips, has boilers like the steam engine, requires condensing plant, and is only more economical at the highest pressure with cheap fuel. (See g2 and 4.)

g2—ECONOMY

The efficiency of steam engines varies from two to twenty per cent of the total heat supplied as fuel. A margin of at least five per cent on the maker's tests—often as much as twenty per cent—should be allowed for comparatively unskilled attendance.

The steam turbine efficiency is about twenty per cent and fairly constant, provided the boiler performance remains steady and the superheat is kept constant. Both these depend largely on the work of unskilled labor and are hence very uncertain factors.

The gas engine reaches an efficiency of twenty-six per cent at full load, but the rating of gas engines does not allow of overload and their efficiency rapidly falls at lower loads.

The Diesel Engine gives out thirty per cent of the heat put in, as work, and this with unskilled attendance.

It has an efficiency of twenty-six per cent at one-half load and takes up to fifteen per cent overload for long periods without any diminution of efficiency below thirty per cent. Under special conditions—those for which the figures are usually given for other engines—it has reached an efficiency of thirty-four to thirty-five per cent. (See also g4.)

g3—COMPARISONS

The Fuel Pump. There is a difference of opinion among makers as to the relative advantages of

- a. One fuel pump to supply the whole system;
- b. A separate pump for each cylinder.

Those supporting the second system argue that a failure of one of their pumps does not shut down the plant, whereas a failure in plant on system "a" shuts it down. Admitting the necessity for using separate pumps for two-cycle engines and for four-cycle engines when the latter have more than four cylinders, there are other considerations for the remaining engines.

A three hundred horse-power engine of four cylinders at two hundred R. P. M. delivers one hundred thirty-two pounds of fuel per hour through its pump or pumps. This is equivalent to about three thousand cubic inches and the pumps make twenty-four thousand strokes per hour (when separate) or they deliver one half cubic inch per stroke; i. e., a volume equal to that of a cube of one-half inch side.

No pump gland can be so packed as to entirely prevent leakage, and a careless attendant may very easily allow the glands to leak very badly before he adjusts them. It is almost certain, then, that in the multi-pump system the distribution will become faulty due to the varying leakages, the extremely small delivery volume being seriously affected by such leakage. In the one-pump system, however, any leakage is controlled directly by the governor and hence the distribution to the cylinders is unaffected. It is granted that any pump failure would shut the plant down, but consider the result of a pump failure in a three or two-cylinder engine of the other type.

It is a feature of the Diesel Engine that it can take heavy overloads without knocking, and a busy engine-attendant would scarcely notice an overload even of fifty per cent unless he noticed the exhaust pipe through the windows. Should a pump fail on the multi-pump system in a three-cylinder engine each remaining cylinder has to take fifty per cent overload. It will do this for a few minutes and will then break down and probably require new cylinder liners and pistons. A two-cylinder engine would fail in a few seconds—before it was possible to attend to it, under one hundred per cent overload due to a pump failure.

Air Compressor. The air compressor is an entirely different type of machine from the engine proper, and special experience is required for its efficient design. For this reason it is preferable to use compressors made by a firm which specializes on such work. The "Reavell" compressor is not only fitted by some of the English firms but many German companies use it as well, and it is undoubtedly the most efficient compressor at present on the market.

The Fuel Valve. This part is of the direct lift type. The torsion type is not considered worth the extra multiplication of parts in engines below one thousand horse-power, as the slightly greater attention required in the direct lift type is fully compensated for by the greater accessibility.

The atomizer is of the baffle ring type. This pattern is perhaps not quite as efficient as the "injector" arrangement when the latter is new, but the difference is very small and the "injector" type necessitates the use of much smaller valve lift and there is a correspondingly greater error introduced by wear of the cam and variation of clearance due to temperature change.

The "injector" pattern can, however, be fitted if the customer requires it, although the makers consider it an unnecessary refinement.

The Fly-wheel is made solid for greater strength, but should the buyer wish for a split wheel this will be supplied. There is, however, always the danger of faulty fastening up after an overhaul when this is done by inexperienced men.

The exhaust and fuel *valve levers* are split to facilitate easy attention to the valves. The solid type fitted to some engines is cheaper, but often necessitates entire dismantling of the cylinder head to grind in a valve.

Lubrication. Forced lubrication is not recommended for small engines, as it requires an enclosed construction—more expensive—and is quite unnecessary if good ring lubricators be used.

Cylinder Cover. The cover is made in one piece. The practice of making it with a loose top is more expensive, introduces another joint, and is quite unnecessary if proper metal be used.

The Piston Pin is made of three parallel diameters, being keyed on the largest and locked on the smallest. The common practice of holding it down by a taper portion tends to distort the piston and is being rapidly abandoned for the reliable gas engine method.

g4—Costs

The following table by Captain Sankey shows the cost, independent of fuel, of the Diesel Engine and various rivals.

	Rated Power
Non-condensing steam plant.....a	270 B. H. P.
Condensing steam plant.....b	230 "
Overtypc superheated condensing steam plant.....c	230 "
Gas engine—pressure producer.....d	300 "
Gas engine—suction producer.....e	300 "
Oil engine.....f	300 "
Diesel Engine.....g	270 "

The figures are given for sizes of two hundred B. H. P. average load and occasional three hundred B. H. P. periods, and a run of three thousand hours per year is assumed.

Plant	Capital at 5%	Fuel Weight, Tons	Stores Labor	Maintenance Repairs and Depreciation	Total (Minus Fuel)
a	£125 (\$608.31)	1,022	£150 (\$ 729.98)	£250 (\$1,216.62)	£525 (\$2,544.91)
b	120 (583.98)	607	150 (729.98)	240 (1,167.96)	510 (2,481.92)
c	122 (593.71)	415	140 (681.37)	244 (1,187.42)	506 (2,462.45)
d	167 (812.74)	305	220 (1,070.63)	334 (1,625.48)	721 (3,511.75)
e	147 (715.41)	282	170 (827.60)	294 (1,430.82)	611 (2,973.43)
f	150 (729.98)	193	200 (973.30)	300 (1,459.95)	650 (3,163.23)
g	160 (778.64)	120	200 (973.30)	320 (1,557.28)	680 (3,309.22)

A steam turbine plant under similar load factor with average fuel price cannot compete with the Diesel Engine under a power of, at the minimum, 7,500 B. H. P.

g5—FUELS

The engine will successfully burn any crude or residue oil with a paraffine base; any of the usual burning oils; coal distillation by-products—tar or creosote oils if of uniform quality; shale oils; vegetable oils (such as Arachide oil).

Since the engine can utilize vegetable oils there is never any fear of permanent shortage of fuel supply, so long as land can be cultivated for the proper vegetables.

This opens out a road to the future of the proposition in the colonies independent of outsiders supplies.

The carriage of liquid fuel is clean and simple. There is no dust, and the liquid is transferred from tank to tank by air pressure at a rapid rate.

The engine is undeniably superior on or near the large American and Russian oil fields where the fuel cost is almost negligible.

h1—ORDER AND GUARANTEE

Any repairs for twelve months are free unless occasioned by neglect.

The fuel consumption is guaranteed as follows (with a five per cent margin for testing allowance) for an engine of three or four cylinders, each of seventy-five

B. H. P.:

Full load, .702 pounds, 1 K. W. hour, equals .460 pounds 1 B. H. P. hour.

Two-thirds load, .768 pounds, 1 K. W. hour, equals .502 pounds 1 B. H. P. hour.

One-third load, 1,029 pounds, 1 K. W. hour, equals .571 pounds 1 B. H. P. hour.

For smaller sizes a slightly greater consumption; and for larger, a smaller, is allowed.

The cooling water is guaranteed to be not greater than four gallons per B. H. P. per hour with a temperature rise of sixty degrees Fahrenheit between inlet and outlet.

Exact delivery dates are arranged with penalties for non-agreement (subject to strike clauses, etc.).

h2—TESTS

The sets are tested in the presence of the purchaser before leaving the works, and generally include fuel consumption trials at loads from one-fourth to fifteen per cent overload; a full load run of from four to twenty hours; governor trials and cooling water tests. Full reports are supplied relating to the test.

The governor trials can be arranged to give any required degree of governing—usually not greater than four per cent from zero to full load (momentary) with a final steadying at not more than two and one-half per cent above full load speed at no load.

Be Yourself

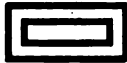
By W. E. FITCH

Perhaps you see in some one else,
The man you'd like to be—
Perhaps the garments that he wears,
Just suit you to a "T"—
Perhaps his wealth, his handsome face,
His air of sweet content,
Have made you want to copy him
And all these things pre-empt.

But friend, when God made you and me,
He made us to be men—
If Apes He'd wanted, Apes He'd made ,
And placed us in a pen—
He made us in His likeness;
To think, and act, and talk—
To have opinions of our own
And not in "circles" walk.

There is in us ability
To be just what we will,
But we must draw upon it, friend,
If we'd get up the "hill"—
We are just what we are because
We are content to be
Like brothers to those "hairy men,"
Who live up in a tree.

Read, ponder, think, reflect,
Select what's best for you—
Don't handicap with precedent
That which to you is true—
Then you're a part of "God's great plan,"
Nor bound by others' pelf—
You are a man, a noble man,
Because you are—yourself.



The Law of Diminishing Returns in Advertising

—By Henry Herbert Huff

UNFORTUNATELY, advertising is not a science—it should be, but it never can be because no human being is likely ever to exist who would possess the foresight and judgment necessary to make it a science. Science is exact—advertising can never be exact.

If advertising could be a science, we should have the good fortune to measure in advance the exact results that any certain appropriation would bring in any kind of a campaign. But this happy state of affairs can never be, however much we should like to have it so.

Mathematics is strictly a science. We are positive that two subtracted from twelve invariably leaves ten. The reason for this is that conditions governing the result are fixed. No matter where or when we attempt to solve a problem in mathematics, if the processes involved are carried out according to the rule of the science, the results will always be the same.

Every effect has its cause—that is Nature's law and she never departs from it. When an advertising campaign succeeds or fails, there are underlying causes—the result did not come by chance.

Therefore, we may conclude that advertising is a science, only that it is too far beyond us to understand. Like conditions produce like results, in advertising as in everything else. The only reason that advertising cannot be resolved into certain definite laws is that the conditions on which results depend are ever changing—not fixed, as in mathematics.

If conditions were stationary, one would need only to observe certain

laws to secure the desired results in an advertising campaign. But conditions are so varied and so changing that a perfect state is out of the question. Therefore, the best that can be done is to study conditions as well as possible and to apply the best methods that experience and intelligent reasoning can suggest.

Attempts have been made repeatedly to provide the art of advertising with certain definite rules, but this has proved discouraging because, no sooner had a rule been announced than a campaign has been brought out most successfully, following a course exactly at variance to the rule. The rule was of itself all right—the conditions happened to be right to bring success in an opposite way.

There is no guarantee of success in advertising—nor is it a mere gamble or chance. In truth, there is no element of chance involved. To go further—the element of chance does not exist in all the universe. Nothing comes by chance—these most peculiarly successful results come from the proper combination of circumstances. If the human mind were broad enough to foresee circumstances as they are and will be, there would be no such unexpected successes or failures in advertising.

Therefore, it devolves upon the advertising profession to study conditions. A knowledge of *what to do*, while much more difficult to obtain, is vastly more valuable than merely knowing *how* to do it. The mere copy producer isn't a shadow to the fellow who can tell what *kind* of copy is wanted. The advertising profession requires real prophets.

Advertising is not so very different from agriculture. What advertising is to business, air, sunshine, water and soil are to a plant. Similarly, agriculture may be classed as a "science" and, likewise, the agriculturist is never certain of the results to come from his labor. If perfect conditions were possible, results would ever be the same. But perfect conditions are neither possible nor probable. The soil may be too wet; the sun, too hot; or, other unforeseen circumstances come about to prevent an accurate forecast as to the results at the season's end. At least, maximum results are beyond human skill.

Let us now consider the possibilities of a law of diminishing returns in advertising, dependent on the state of conditions prevailing. Also, let us consider what conditions would be most favorable to produce the largest financial return.

It is a common remark that "the copy was tried out under conditions exactly like those where it had been a success, and yet it proved a failure." The explanation is that conditions were *not* identical, however much they appeared so. Indeed, in retail advertising, a difference of a few hours will produce varying results. There is a psychological "moment" and that is the ideal condition. A plan that was used one season will not prove exactly the same the following season, even though used by the same store and in the same manner as previously.

Condition Grade A	B	C	D
Returns.....	\$1.00	\$0.90	\$0.80
Condition Grade E	F	G	H
Returns.....	\$0.60	\$0.50	\$0.40
Condition Grade	I	J	K
Returns.....	\$0.20	\$0.10	\$0.00

THE LAW OF DIMINISHING RETURNS
IN ADVERTISING

By referring to the above diagram, one will have an imaginary conception of the workings of the law of diminishing returns. This law, of course, exists only in theory. However, it has some practical value in understanding the problems before the retail advertiser. Our application of the law is to newspaper advertising, but it could be used in general and magazine advertising quite as well.

Let us suppose A to represent ideal working conditions — more perfect than can ever exist. B will then stand for slightly less favorable conditions, and thence down the scale to K, which we shall imagine represents conditions so bad that no results are possible. Each dollar spent in advertising will then produce results equivalent to the amount beneath the letter indicating the state of condition prevailing. Suppose the conditions to be average, E or F; then, the efficiency of the advertising would be \$0.50 or \$0.60. Supposing conditions to be even better, entitled to grade C; then \$0.80 of every dollar spent in advertising would bring results.

The method in applying the law to any set of ads would be as follows:

The general average of quality of the ads to be tested will need to be determined first—that is, the percentage that they are better than or inferior to the average of other ads appearing in the paper. To illustrate, we shall suppose that the set of ads before us measure twenty-five per cent better (or poorer) than the average of other ads appearing at the same time. Let the quality of

the other ads be rated at F. Then we have the proportion, as follows:

$$\frac{\$0.50 + (\text{or } -) 25\%}{F + (\text{or } -) 25\%}$$

$$F + (\text{or } -) 25\%$$

In testing the quality of ads to be measured in efficiency according to this law, the points on which they will be examined will be somewhat as follows: Originality, Interest Creating, Excellence of Typography, Timeliness, Truthfulness, Convincing Quality of Arguments, etc.

But, you will inquire, what is the necessity of attempting to measure the efficiency of any set of ads in this manner and then putting them through the other process, also? My answer is that it is here that the law of diminishing returns comes into use. Rather a peculiar illustration, but it serves the purpose exactly—let me ask you if a dog can run more rapidly with a lead ball tied to his tail? You answer, "Certainly not!" Why, then, should we not expect the very best of ads to lose a fair proportion of their efficiency, if appearing with other ads in which the average of quality is lower? Why should we not expect the negative influence of bad advertising to act as a weight, pulling away the positive influence of good advertising?

In my opinion, the law of diminishing returns presents the most significant problem before the newspaper advertiser of today. It should have the best of everyone's attention. Every possible means should be used to raise the general efficiency of newspaper advertising, thereby increasing the value of every ad appearing in the newspaper.

We shall now discuss the more important negative and positive influences affecting the general average of efficiency of newspaper advertis-

ing of today. I think everyone able to judge from experience will acknowledge them to be the prevailing evils.

CONFIDENCE

Confidence very naturally comes first. No other element is so essential in advertising. Readers must have confidence in both the news and advertisements appearing in the paper. An editorial policy which demands careful attention to the accuracy of the news published and preserves loyalty to the best interests of the community will make the newspaper such as will hold the faith of its readers—and the faith of its readers in the news section will naturally extend to the advertising.

However, the advertising must be worthy of the readers' confidence. It is deplorable how largely the newspaper advertising of the present time is lacking in this particular. Indeed, it would be no exaggeration to assert that the prevalence of extravagant and unfounded claims in newspaper advertising is carried on so extensively in some localities that really truthful advertising, appearing simultaneously, loses twenty to fifty per cent of its efficiency.

The baneful effect of dishonest newspaper advertising is two-fold—discrediting the statements in the ads of reliable stores and making it necessary for reliable stores to enter somewhat into this policy of false claims, in order to save themselves. The truthful statements of the honest advertisers appear weak against the big bluffs of less sensitive competitors. It is surely an up-hill pull. Readers will learn and do learn what stores are to be trusted, but it is a slow process.

For some inconceivable reason, the American people appear to enjoy be-

ing "fooled." At least, they are never ready to make a lesson of the first time. As a growth of this tendency, one is alarmed to see dishonest advertising finding a permanence because the people enjoy thinking that they are getting more for their money than is actually true. In this manner, untruthful advertising is gaining in power in many cities, so much so that the general average of advertising is of this type. Whatever be the solution, it is safe to assert that the general average in the condition of the advertising in almost every newspaper suffers from lack of confidence on the part of its readers.

RESPONSIVENESS

Responsiveness we shall assign to second place. Really good advertising suffers a loss of one-fifth to one-half in its result getting power, according to the custom of readers to respond to these announcements. Two elements enter into the responsiveness of readers to advertisements—(1) custom and (2) interest.

In a community in which there has been no "live wire" store, there is not likely to be any well developed habit among the people to respond to newspaper advertising. The newcomer into such a community who attempts to use newspaper announcements to draw the buying public to his store will find a considerable portion of his advertising appropriation lost because the people have not acquired the metropolitan custom of "shopping by advertising."

From another point of view, responsiveness (or, rather, lack of it) is dependent upon the interest readers have in the advertising columns. If only country store "business cards" prevail, no one is going to read the ads very carefully and, because this custom was not developed, any new

advertiser with interesting ads will suffer a large loss in results before right conditions are brought about. According to the general average of interest getting qualities that the ads possess, the responsiveness of each individual ad will be largely dependent. Advertising must be interesting, afford information, attract the eye, convince and create desire on the part of the reader. Moreover, no ad must be allowed to go unchanged for any length of time.

Originality is a strong factor in influencing the responsiveness of readers to the ad. In a community where the special sale, conducted in the modern way, is unknown, the first sale of such character will produce more excitement and more response than succeeding ones. After a while, the idea becomes old and loses its effect. Enthusiasm is an important factor in the success of a sale. Often two large sales, purposely planned to come together, will create greater response to both merchants than if each sale were advertised at a different time.

MAXIMUM SPACE AND DIVIDED ATTENTION

Maximum space and divided attention will next receive our consideration. Both have direct effect on the result getting qualities of any newspaper advertisement.

The size of the space to use in retail advertising is governed by the possibilities of returns that the merchandise offers. Unless care is used to employ large spaces only when there is something very special to offer, the extra value of the larger space loses much of its proportionate greater pulling power. Consequently, advertisers are compelled to use even larger spaces to get attention to the unusually important event and at that do not obtain the response they should.

The "craze" for large space has become a fad and, while a good proposition for the publishers, diminishes the pulling power of space in general.

It has been a prevalent custom among less progressive merchants to fill a costly space with items that could not possibly bring profitable return. The use of large spaces recklessly accustoms readers to look for large spaces always and, consequently, diminishes the value of small space, used in proportion to the result possibilities of the merchandise offered. Therefore, we must consider the maximum use of space (use of space beyond the point where it will offer returns in proportion to the increased expenditure) as having an injurious effect on all well conducted publicity.

The rule of divided attention is as old as the world—the more there is

for the eye to look at, the less each individual object will be observed. Applying this rule to newspaper advertising, we must conclude that each ad, in an edition carrying an abnormal amount of advertising, must divide attention with the others and have its pulling powers lessened accordingly.

It is much to be regretted that the law of diminishing returns cannot be brought to a point where it can be used in a practical way. We know that such conditions exist. We know that they impair the result producing qualities of all good advertising appearing simultaneously. The best that we can do is to improve our own advertising as much as lies within our power and to help to raise the general standard of efficiency of advertising in the community.

TO operate a manufacturing business without adequate records of where the time is used, is as foolish as to operate a credit store by trying to guess at what your customers get rather than make records at the time they get the goods.

—ROBERT S. DENHAM.

Keep Running

AS long as a drop of blood keeps running in your veins, keep running, too. Stopping means death—any form of death. It means death of happiness, and life without happiness is not worth living.

Keep running if you want to feel happy. Keep striving after some ideal. The pleasure of one accomplished success won't last very long. You must always have something fresh that keeps you going.

The harder you strive, the fiercer you struggle, the more contentment you will get. There is no glory in winning a battle where there is no defense. Easy success does not give you real, true contentment.

But when you have fought the battle with all your strength and all your power, when you have attacked boldly all reverses, mastered perplexing situations, surmounted harrassing difficulties, then you feel that you have a right to be proud of your strength, of your tenacity, of your final success. You feel happy.

But do not stop when once you have done a great thing; strive on for more. Life is a battle, and only fighting can give you pleasure. Looking on is not living. You cannot feel the right happiness unless you are an active member of manhood, and you can be that only by fighting for good and progress.

And never stop; there is plenty to be fought for,—the human battle has no end. The moment man would stop struggling upwards would be the return to barbarism, the death of "man." If that is true for manhood, it must be true for an individual, for me, for you.

A man never has finished his career, never has fulfilled all the duties of life. He must go on always and never stop—that is the only way of getting life's value, and its full and true enjoyment.

Simplicity, Thou Art A Jewel!

(In Agricultural Advertising)

—By Jerome P. Fleishman

SOME advertising reminds me of the story of the unlettered merchant who commissioned an advertising agency to prepare some advertising for him.

The first "copy" was sent to him for his O. K. He looked it over carefully, thought of the \$50 the agency was charging him for it, and wrote back:

"dere sur

"Yure advertisement is here, and i want to say that i don't think it's wurth much money it sure aint wurth no fifty dollars i found lots of wurd in it i know myself you cum and get it yours to command

"john jones"

Unless advertising copy prepared for them contains a lot of high-sounding words—and, in many instances, a bit of deliberate exaggeration and simon-pure buncombe—merchants there are aplenty who will turn it down.

They want something "strong," "original," "clever," or "striking."

Nonsense!

The kind of advertising that will sell a hat to *me* is the kind that tells all about the hat in a sincere, straightforward way, gives the price and perhaps an illustration of the hat, without the introduction of a silly-awse fop under it.

Now, isn't it the same with *you*?

When you want a raincoat, will you read through a history of the origin of pyramids in order to find out that the Sphinx doesn't wear one because rain can't harm that worthy, but that *you* should wear one for a diametrically opposite reason?

Of course you won't.

Neither will I.

Nor will the other fellow.

Well, then, what's the use of highfalutin, beating-about-the-bush adver-

tising?

I give it up.

It has always seemed perfectly clear to me that, in order to *pay*, advertising must *sell* what is being advertised.

Of course that is perfectly obvious to *you*, too.

But there must be a lot of folks in the world who aren't so all-fired sure of it.

Else why so many advertisements that sputter and spit and fizz and make a lot of noise and—peter out?

I think I know the reason.

It is this:

Lots of advertisers, when it comes right down to the preparation of copy, get mental stage fright—they lose sight of the fact that their composite audience is made up of individual units—that the presentation that appeals strongly to the average unit is more than likely to appeal strongly to the aggregate of units—

And so they shoot over the heads of the individual units.

They become grandiloquent.

They argue.

They plead.

They affirm.

They reiterate.

They claim every good quality in sight—

Losing sight completely of the fact that John Jones, down there in the first row, and Sam Smith, half-way back in the orchestra, and Bill Brown, away up in the gallery, don't quite "get" all of that grandiloquence, and, after a little while, are pretty certain to reckon it a bum show and let it go at that.

What Mr. Grandiloquent Advertiser has got to learn and put into practice is the gospel of Simplicity, which means that he has got to:

Tell the plain truth—

Tell it simply—

Tell it interestingly—

Tell it fully—

And then shut up.

Watch the vaudevillians. They've got anywhere from ten to twenty minutes in which to *get* favorable attention, *arouse* real interest and *create* a desire for more.

They've got to cut out the non-essentials and hit the high places.

So have you, Mr. Advertiser, if you would have people read and heed your advertising.

I don't believe in big words.

I don't believe in "brag" or exaggeration or false claims.

I don't believe that, in this enlightened day, you can fool *any* of the people for very long.

People who are prospective purchasers of your goods want the *facts* concerning those goods.

They don't want wind.

They don't read it.

They won't respond to it.

Stick to the simple life in your word-pictures.

Better have ten people read your advertising and grasp it than ten hundred give it absent treatment by reason of its general up-in-the-cloudishness.

If you persist in elaborate verbiage you may be as little understood as was the doctor by a boy at a country inn. This is an old yarn, but it illustrates my point. Driving up to the inn one evening and throwing the reins to the boy, the man of medicine said:

"Here, young man, stabulate this tired quadruped. Apportion to him an adequate supply of nutritious element. And when the aurora of the morning sun is breaking over the oriental horizon, I shall reward you with a pecuniary compensation for your kind and amiable hospitality."

The boy looked blank, and, calling back to the inn, said:

"Hey, boss, there's a Dutchman out here 'at wants to see yer."

The Salesman and The Terms of Sale

—By Daniel L. Van Hee

THE salesman should patiently and persistently try to educate his customers in modern methods of doing business.

The interests of the buyer and the seller are mutual.

Business is service, therefore, "He profits most who serves best."

The question has been asked: "Do salesmen recognize the terms as being as much a consideration as the price they ask for their goods, and *do they make their customers understand that they are?*"

Good salesmanship requires that a salesman should have a complete

knowledge of the terms of sale, and also a knowledge of the policy and methods of his house with regard to credits and the collection of accounts.

The sight draft has been used in the machinery of the collection department for many years, and seems to have survived regardless of the fact that for some time it has failed to do satisfactory work.

The salesman has always contended that the sight draft is a "business killer." The credit man will have to admit that it has lost its grip as a "money getter." Then why continue this method of collection?

If a customer says to the salesman, "Your house returned my check" or any similar complaint, the salesman should be prepared to ask, "What did you try to do?" and show him where he did not fulfil his part of the agreement.

Has not modern business progressed to a point where it should adopt a policy that will give equal rights to the seller as well as the buyer? Should not the terms of sale be just as important a consideration

in the sale as the price of the goods, and who but the salesman shall make the customer understand that such a clause exists in every contract or sale?

Salesmanship nowadays is recognized as a profession, and unless he is to be classed as an "order taker" the salesman, to be worthy of the title, must not consider he has successfully performed his function unless the sale results in profit and satisfaction to both buyer and seller.

Which Kind Are You?

—By Jessie L. Bronson

THERE are yet a few people left in the world who are old-fashioned enough to expect yes to mean yes, and a promise to be a promise. These people sometimes get as genuinely disappointed as the unsophisticated maiden lady in the story who built up a romance out of the "Yours truly" of a business letter.

It does not do, in this day, to take a person too literally. An "I will do thus and so" may mean anything from a genuine purpose and sense of obligation down to the most convenient method of disposing of your questioner—quite often the latter.

This is not necessarily a sign of intentional or even conscious dishonesty, but merely a natural result of the shallow spirit of hurry and unrest into which the American people have drifted.

The man who makes a promise does not stop to consider the matter. He makes the promise on the spur of the moment, then either forgets all about it or considers the pressure of opposing circumstances sufficient excuse for breaking it.

But the result is disappointment for the literal individual who expects the

promise to be kept; uncertainty to the more sophisticated; inconvenience all around, and deterioration for all concerned—a weakening of faith in human nature on the part of those disappointed and inconvenienced, and a softening of moral fiber on the part of the one breaking the promise.

There are, of course, cases where circumstances, totally unforeseen, prevent the fulfilment of a promise or an engagement. Oftener, however, the doubt, at least, can be foreseen.

Better, then, not to make a promise at all unless the intention and expectation of being able to keep it are very strong.

But, having promised, let every effort compatible with reason be put forth to keep it. A promise should be regarded as sacred.

When the word of mankind ceases to be of any value, there is no stability anywhere in the world of man. The very foundations of family, social and political life will totter.

It were high honor to have it said of you: "His word is as good as his bond. He always means what he says, and he always does as he agrees."

**I believe that no man
can create Wealth for
Himself out of the In-
finite Resources of the
Universe without at the
same time creating
Wealth for Others.**

ARTHUR W. NEWCOMB



Hitting the High Spots

By Arthur W. Newcomb

THIS talk of mine will reach you in the height—or depth—of the vacation season.

When people are off on their vacations (I know from experience) business articles seem dull and prosy and uninteresting.

About the heaviest kind of reading anybody wants to attempt during vacation is light fiction.

About the heaviest kind of plays one wishes to attend during vacation are farces, light comedy, and musical comedy.

It is difficult to be interested in anything when you are relaxing, resting, recuperating, and recreating.

So you retain your interest only in that which is after all the most interesting, fascinating, compelling, entrancing, and otherwise absorbing topic in all the universe, namely, human beings.

That is why you read fiction—because it deals with human beings.

That is why you attend comedies—because they portray, more or less faithfully, human affairs and human emotions.

And I suppose if the truth were told, the reason why you are interested in people is because people are reflections of yourself, of your affairs, of your thoughts, of your imaginations, of your disappointments, of your loves—and other emotions.

All this explains why I shall make this vacation talk about people.

IT TAKES ALL KINDS TO MAKE A WORLD

People generally can be divided into a very great many classes.

These lines of division—or we might say planes of division—run in all directions through the great human mass.

For example, people may be divided as to age—those above thirty and those below thirty. This gives us a great horizontal plane of cleavage running through the entire mass.

Again they may be divided into two great divisions, male and female. This would give us a great vertical plane of cleavage at right angles to the first.

Another division into married and unmarried would run a plane of cleavage vertically through the mass, but at right angles to both the other two.

And then divisions of race, nationality, education, refinement, efficiency, speed, accuracy, aptitudes, habitat, experience, size, weight, color, form, proportion, structure, consistency, texture, dress, religious belief, political affiliations, and other considerations would run irregular and most complicated planes of cleavage in all directions.

When we meet a man we naturally try to pigeon-hole him—that is, to assign him to the tiny place in the great scheme of human arrangement where he belongs.

Every now and then we amuse ourselves by making a new classification, and thus redistributing the whole mass of humanity in our minds, each unit to take his place on the side of the division mark where he belongs.

And so I shall try to interest you for a little while this delightful August afternoon by dividing all humanity into two great classes.

A SIGNIFICANT CLASSIFICATION

This division is made on the basis of different points of view toward life and the universe in general.

The first class in this division is a large one, but I am glad to say, is constantly growing smaller. The second class is a small one, but, Glory be! It is growing larger.

In the *first* class are those who believe that the *wealth* of the universe is *strictly limited* so that there is *not enough to go round*.

The *second* class consists of those who believe that the *wealth* of the universe is *infinite*, so that there is *plenty to go around*, and then *plenty to spare*.

The first class of people believe that the only way for them to get more wealth is to take it away from somebody else.

They believe that every rich man is rich because he has taken wealth away from somebody else.

Some of them believe that since there is only a fixed amount of wealth in the universe the only fair way to administer it is to set up various kinds of restrictions, so that each person will have approximately an equal share with every other person.

The second class of people—believing that the resources of the universe are infinite—see their opportunities for gaining wealth, not in exploiting other people, but in devel-

oping, conserving, and making the most of the great latent wealth everywhere.

They believe that no man can create wealth for himself out of the infinite resources of the universe without at the same time creating wealth for others.

They believe that all individual effort to develop and make available the hidden riches of the infinite should be not restricted, but encouraged.

This great division of the people of the earth into two classes cuts through practically every other plane of cleavage. We find people of every age, sex, color, creed, political party, race, nation, education, social position, commercial rating, occupation, and physical condition in both classes.

About the only plane of cleavage that seems to coincide with this one is that which divides humanity into those who are youthful—no matter what their years—progressive, unwearied and happy on the one side, and those who are aged—no matter what their years—hide-bound, weary and miserable, on the other hand.

HOW THE TWO CLASSES GET THEIR LIVING

It is interesting to study these two classes and their characteristics, their methods, their mental processes, their emotions, and their dispositions.

As a general rule, those in the first class—that is, those who believe that the resources of the universe are limited—depend upon graft, upon special privilege, or upon plain stealing, of which the other two are but variations, for their incomes and fortunes.

Those of the second class—that is, those who believe that the resources of the universe are infinite—depend upon service for their incomes and fortunes.

Those of the first class, jealous of their limited possessions, have something-for-nothing as their ideal in business, in politics, in social relationships, in their pleasures, and in all the other relationships of their lives.

Since they are weary, their one great purpose in life is to get as much as possible of everything desirable with the least possible effort and expense.

If they belong to the employing class they believe that the only way for them to succeed is to pay their employes just as little as possible and still retain them on the payroll. They give them the lowest possible minimum of wages, of working conditions, and of social betterment.

Consistent with their belief in the limited resources of the universe, they hold that the aptitudes and capacities of men are limited, and that they can get only so much out of their employes.

They expect little.

They pay little.

They get little.

HOW THE TWO CLASSES DO BUSINESS

Merchants of this class adulterate their goods.

They substitute cheap, second-rate or third-rate and adulterated goods for first-class, pure goods.

They refuse to exchange goods, or to give money back.

They give as little service as possible.

As a general rule, their places of business are dark, forbidding, unclean, and disorderly. The chilly, constricting, and contracting atmosphere of their limited, pessimistic philosophy is manifest in their persons and their surroundings.

Some there be, of course, who, seeing the success of the second class through cleanliness and beauty, simu-

late these things, but it is a mere varnish of gilt used as a bait.

Those of this class who are workers limit their output, give a minimum of service, and give that minimum grudgingly. Being old, hide-bound, weary and miserable, they work without inspiration and without gladness.

All members of this class throw their tiny souls not into their work, not into splendid, joyous, creative effort, but into the harsh, sordid, joyless struggle to get something-for-nothing.

HOW THE LIMITED CLASS TRY TO REFORM US

Some of this class brand themselves with the label of reformers. They want organizations and the government to step in and provide, out of the limited wealth of the universe, guarantees of support to the weak, the inefficient, the lazy, and the improvident.

Over against these self-styled reformers, by strange but perfectly natural paradox, are those who resent government interference with their exploitation of their workers and their customers; who demand special privileges in the exploitation of lands, mines, forests, water powers, and other natural resources; who want special subsidies from the government in the form of exemption from taxation and tolls, and high tariffs upon the things they manufacture and sell.

It is interesting to trace the effects of this limited point of view in the business policy of those who hold it, and of the effects of these policies upon their business.

EFFECT OF LIMITED VIEWPOINT UPON RETAILERS

Here in the little town where I am writing this there are a great many retail stores.

Let me cite two as examples of the two different points of view. In one the proprietor thinks that he cannot succeed in business unless he weighs the paper, the bones, and the trimmings with every pound of meat he sells. When he slices up a pound of bacon for a customer he always slices up the rind with it to make it weigh a little more. When he drops a piece of beef on the scales he always drops it hard and then quickly snatches it off at the moment when the scale pan reaches its lowest notch. If he thinks he can get away with it, he always figures six times nine is seventy-two in making out the sales slip. Unless you go to the market yourself and actually point out what you want, he sends you as poor and stale a piece of meat as he dares. You have to take good care of your receipts because he occasionally takes a chance on your having forgotten that you paid him, or upon your having lost your receipt, and sends you a second bill.

He contends that he has to do these things in order to make a living.

And yet, with all his efforts, he makes only a bare living. Furthermore, his trade is growing smaller instead of larger, and eventually the sheriff will get him.

Being old, hide-bound, weary and miserable, he looks it. He scowls instead of smiles, and his misery and weariness are in his voice.

EFFECT OF LIMITLESS PHILOSOPHY ON A RETAILER

Not far away from him there is another retailer.

This retailer believes in the infinite wealth of the universe. He is youthful, progressive, unwearied and happy.

He gives you full weight, with a little added for good measure at times.

It is safe to telephone your order to him, because he always keeps on hand the very best and freshest goods, takes care to learn your individual preferences, and to choose goods for you that will satisfy.

His bills are accurate, and his system is such that you do not need to worry about your receipts.

His smile reflects his happiness, and his voice is full of the gladness and joy of living. He loves his business; he throws himself into it. He seems to strive to invent new ways of giving good service.

Since he knows that there are infinite resources in the universe and in people, he does not worry about his profits.

This man's trade is growing. Only a few months ago he had to build a big addition to his store to accommodate it.

He is growing wealthy, and has recently built a beautiful new home.

FARMING UNDER A LIMIT

A few miles from this town there are two farmers, representatives of these two great classes of humanity. One belonging to the first class does as little work as possible on his farm to get the crops off it. That is because he is old, hide-bound, weary and miserable.

His one great ideal in running his farm seems to be to put just as little as possible into it.

His horses are scrawny, and their sides are like wash-boards.

His own home is little, dark, ill-ventilated, crowded, unlovely. It has needed a coat of paint for the last five years. The roof leaks, and he has been using makeshift efforts to keep out the rain.

His barn, sheds, fences, drains, and culverts, of the cheapest possible construction to begin with, are cumber-

some, inconvenient, inadequate, tumbledown, and patched up with all kinds of ugly, inefficient, makeshift repairs.

A brook runs through his farm, and through all the years he has been on it he has thrown manure out of his stables into this brook to be floated away, thus saving him the trouble of hauling it out upon his more and more exhausted fields.

His farming implements are crude, ill-cared-for, out-of-date, and inefficient. As much as possible, he borrows farm machinery from his neighbors.

Since his philosophy and his imagination are limited, and he, poor man, is weary, he plows shallowly, is stingy with his discing and harrowing, does as little cultivating as possible, and lets his hoes rust from disuse.

When this man hauls hay to market it is full of weeds and thistles. If possible, he weighs himself with the hay, and then stands on the ground when the empty wagon is weighed.

The grain he sells is full of rape, cockle, chaff, bits of straw, and small pebbles and clods.

When he thinks he can dodge the inspectors, he sells as much water and salt as possible in his butter, puts water in his milk, and fills the bottoms of his berry boxes and apple barrels with small, green, wormy fruit.

When he sends stock to the market he makes them drink all the water they can. Just before he sells poultry he fills their crops with corn and oats.

This man is poor and growing poorer.

He is rebellious against society as it is organized, grumbles that he is

being exploited for the benefit of the predatory rich, and holds that he must fight the devil with fire. He says that the only way he can make a living is by the dishonest methods he uses.

This man overworks his wife, denies her the simplest conveniences in her kitchen, and allows her only a few dollars a year for her clothing.

Since he holds that human capacity as well as the resources of the universe are limited, he refuses his children educational and other advantages, and demands that they shall spend their days in manual labor on their poor and shrinking farm. As a result, his boys and girls leave the farm for the city as soon as they are well into their teens.

FARMING WITHOUT A LIMIT

This man's neighbor believes that the possibilities of his farm are unlimited, pursues the exact opposite course, and willingly and gladly gives his farm all he can of capital and of work.

His home is large, beautiful, modern, and equipped with every possible convenience, comfort, and luxury.

His farm buildings, fences, drains, culverts, etc., are new, well built, and efficient.

His farm animals, receiving an abundance of scientifically chosen food, care and love, are young, whatever their years, well fed, well groomed, spirited, and eager for their work.

He not only gives back to the land daily all of the manure from the stables, but he has studied the character and the possibilities of his soils, and feeds them an abundance of commercial fertilizer.

He has taken pains to acquire exact knowledge as to the most efficacious

quantity and kind of plowing, pulverizing, harrowing, rolling and cultivation.

When he hauls hay, grain, butter, eggs, milk, cream, fruit or other products to market they are of the finest quality, clear of all adulteration, and presented in the most attractive arrangement, condition, and packing possible.

His farm implements are of the latest and most scientifically efficient kind. They are scientifically cared for, and kept in repair.

This man makes work as easy as possible for his wife. Believing in the unlimited capacity of human beings, he studies the best methods, and liberally provides for the best possible education for his children. He encourages them to cultivate and express the very best there is in them.

This second man is growing wealthy. His farm is a social center, and even his grown-up children remain on the farm learning from their father the principles of efficiency, and his youthful, optimistic, joyous, progressive and unwearied philosophy.

You can trace the influence of these two opposing points of view or attitudes of mind in the personal lives of people. The old, hide-bound, weary, unhappy class of people carry their something-for-nothing ideal into every activity and relationship of life.

DIFFERING POINTS OF VIEW IN PERSONAL LIVING

They are the people who, somehow or other, seem to think that they can swindle God Almighty Himself.

They violate the laws of health in their work, in their manner of life, in their pleasures and indulgences,

and somehow or other hope to escape the penalty.

They seem to expect to gain strength from stimulants and peace from narcotics.

Such people expect to receive courtesy, justice, kindness and consideration from others while giving none of these things.

A very large proportion of unhappiness in the married relation is due to this aged, limited, selfish, hide-bound, weary, miserable mental attitude.

Husbands are exacting of patience, forbearance, gentleness, kindness, love and fidelity from their wives, and strive to give just as little as possible of these very things themselves.

Wives are exacting of leisure, fine clothing, amusement, funds for social climbing, and deference from their husbands, but stand a jealous guard over their own giving into the marital partnership.

Both husbands and wives, believing as they do that the good things of the universe are limited, strive with all their might to give just as little as possible, and to get just as much as possible in return.

THE TWO CLASSES AS STUDENTS

In the schools, colleges, and universities, students of this class, because of their weariness, are attempting to get all the education possible with the smallest expenditure of time and effort. They do their studying not gladly, joyously, and liberally as out of unlimited capacity, but grudgingly and meanly, as if they had but scant supply and it might easily become exhausted.

So our educational institutions are handing sheepskins every year to thousands of prematurely old, hide-

bound, niggardly, weary and miserable graduates who are only moderately schooled, and scarcely educated at all.

The other class of student—the youthful, progressive, unwearied, joyous kind—whether in great endowed universities, studying correspondence courses in their rooms at night, getting their education by actual doing in the great world of work, inspired by their philosophy of unlimited resources, aptitudes, and capacities, are giving of themselves lavishly and are becoming truly, broadly, liberally educated.

RELIGIOUS LIFE OF THE TWO CLASSES

Even in their religion these two great classes of people express their fundamental philosophy.

The religion of the first class—the limited, old, hide-bound, weary, miserable class—is a religion of dolefulness, of restriction.

According to them, good people are narrow, unhappy, solemn and uninteresting.

For them, goodness consists in negation, in not doing things, in intolerance, and in severity.

Such people, believing in the strictly limited resources of the universe, deny themselves and others as much as possible.

They pay their preachers starvation salaries, maintain their churches on an unlovely, niggardly, poorly heated and lighted, and badly ventilated scale.

To those of the second class religion is a joyous, happy, expansive, creative influence in their lives.

According to them, to be good is to be youthful, generous, tolerant, active, efficient, interesting.

For them, goodness is positive and consists in doing.

Their churches are not like tombs, but are centers of good cheer, activity, companionship, love, beauty, wealth and service.

They believe that "the laborer is worthy of his hire," even if he is a preacher, so they pay liberally, not as to an object of charity, but as to one who renders high and noble service in return.

HOW THE TWO CLASSES FINANCE

People belonging to the first great sad, weary class are oftentimes niggardly and miserly in their administration of finances.

Feeling that the resources of the universe are limited, they skimp and scrape; they eat cheese parings, and save the candle ends.

They buy cheap goods, hire cheap help, and live in cheap homes.

Their one great cry is, "I can't afford it."

People of the second small but growing class are liberal in their administration of finances.

Realizing that they draw their supplies from limitless sources, they know that there is more wealth in an hour's creative work than in three hours of scraping, skimping and grasping.

They know that insufficient food means inefficient work. They know that cheap, unlovely clothing and cheap, unlovely homes are the causes of cheap, unlovely production.

They are wise enough to know that it is a lie to say, "I can't afford it;" that the true cry should be, "I am unwilling to pay the price."

THE TWO POINTS OF VIEW IN OUR NATIONAL LIFE

So in everything these two classes of people express their mental attitudes.

It is because of the limited, niggardly, hide-bound, weary, miserable point of view of the first great class that professional politicians infest our municipal, state and national governments—politicians whose ideal is to get as much of political power, influence and wealth for themselves for as little real service to the people as possible.

It is this point of view that impels the manufacturers and distributors of battleships, naval and military armament and supplies to foment war among the nations.

So long as this class is in the majority, and therefore in the ascendancy, we shall have war; graft; governmental, industrial, agricultural, commercial, religious and personal inefficiency; oppression; extortion; exploitation of the people; greed; dissipation; intolerance; industrial strife; domestic infelicity; dishonesty; crime; slums; social unrest; artificial panaceas; and, in general, every possible manifestation in human affairs of a scramble to get and keep each for himself as much as possible of a strictly limited supply of good things.

WHEN THE LIMIT COMES OFF OUR MINDS

When the second class of youthful, fresh, vigorous, courageous, joyous, progressive, unwearied, unworried, limitless people are in the majority and in the ascendancy—well, I leave it to you to paint the picture.

Only bear in mind that our farms, even those now under cultivation and with only our present knowledge can be made to produce four times as much as they do now.

That the men and women in our great factories, if they were scientifically selected for their work accord-

ing to only present knowledge, and scientifically trained and directed according to methods now in use, could manufacture four times as much as they do now with less effort and less fatigue.

That our present means of distribution, if brought up to an efficiency basis already attained in some places, could market the wealth of the world at one-fourth the present cost.

That our schools, colleges, and universities, if methods now known and a spirit already expressed were to be introduced, could educate our boys and girls far more effectively than now in one-fourth the time and with one-fourth the effort and expense.

That our municipal, state and national governments, by the use of methods already in use elsewhere, could serve the people far better than they do now with only one-half the present expense.

And that in every other phase of human activity similar efficiencies could be introduced.

It is because the first class of people is growing larger that I look forward confidently to better and better days.

It is because of this passing over of people from the first class to the second that I believe that the human race was made to be eternally youthful, eternally hopeful, vigorous, progressive, unwearied and happy.

And it is on account of this belief of mine that I see the day coming when man, with his infinite aptitudes and capabilities, joyously creating for himself good things out of the infinite resources of the universe, will live in a world in which youthfulness, wealth, abundance, peace, progress and happiness will be supreme.

Salesmanship

—By John Horace Lytle

SALESMANSHIP is applied psychology. And what could be more interesting than applying a science to business? Possibly none of the sciences have been developed to the marketable value of Salesmanship.

High class salesmen are possibly the best paid brain workers in the world. In fact, this should be so— for salesmanship forms the rockbed foundation of almost any business. It is one thing to produce something—but it is fifty times as hard to sell what you have produced.

I have just received word that a certain firm is rumored as going to the wall. They have what has been conceded to be a splendid motorcycle. But they haven't been able to sell it. Some "salesman" will come along and take over that business and make money out of it, as sure as fate.

A prominent automobile manufacturer has said: "The supply has caught up to the demand; it is now necessary to *sell* automobiles." He meant, it is now necessary to create a new demand from new sources. That this is a possible accomplishment is one of the highest tributes to salesmanship.

The rapidity with which automobile trucks are coming into use is one of the sources of the new demand. By means of good salesmanship this is being accomplished—by showing the consumer how much of both time and money he can save by using automobile trucks.

Trucks were made before the supply had caught up to the demand for passenger cars. *But the sale of trucks hadn't been pushed.* When they got busy to sell trucks, the market began to develop, and we are just beginning to find what a great market it is—and

all due entirely to salesmanship.

Prof. Scott has said in his great book, "Influencing Men in Business": "You must not only convince the prospect he ought to act; but must present the proposition so that he will want to act. We put off the things we know we ought to do, but not the things we want to do."

To make him want to act, as well as know he ought to act, is the function of salesmanship.

Do you realize what you owe to the salesman?

Do you realize that he has, in nine chances out of ten, more to offer you than you have to offer him?

Take, for instance, the salesman who sells you a warm winter overcoat for \$30. If you had to go through a "twenty-degree-below-zero" winter without that coat, would you part with it for double the figure paid—or triple it? Doesn't the coat, then, mean much more to you than the mere \$30 possibly could to the salesman?

I cannot understand why more people do not thus appreciate the salesman in his true light—as one having a service to offer—something you need and cannot do without.

All modern progress is due to salesmanship. The telephone was invented by one man years ago; but thousands of men have been *required to sell the service*—and they're not only still selling it, but are having just as hard work as they ever did. Without salesmanship, *we would not today be using telephones*—in spite of the fact that the invention was made years ago. After the invention, the *telephone had to be sold.* So we owe *the use* of the telephone to salesmanship. And the same is true of almost every other necessity.

Persistency

Br J. G. MILLS

Keep everlastingly at it,
Persistency always succeeds ;
Keep your mental machinery moving,
Talk to the world with your deeds.



Keep everlastingly at it,
Not with spasm and spurt,
Drive out the last vestige of fear,
The Conqueror's spirit assert.



Keep everlastingly at it,
With purpose steady and clear,
The fields are white with the harvest,
The time of the reaping is near.



Keep everlastingly at it,
Be the journey ever so long ;
Listen ! the reapers are singing,
Press forward and join in the song.

Fact and Wisdom About Success in Business

(In The Business Builder) —By E. N. Ferdon

OVERWORK IS WASTE

ANDREW CARNEGIE has said that one of the things not to do, if a person wishes to succeed, is to overwork.

Overwork sooner or later means ill-health and ill-health has killed or stunted the chances of men without number, on the road to prosperity.

Of course, there are hundreds of men who will tell you that work never did kill a man—that only worry applied to the work will do that.

But they're wrong—at least in the way they express the idea.

Work during normal working hours never killed a man—in fact, it has kept many a man from committing suicide. But work during normal working hours is an entirely different matter from work all day and well into the evening, with quick lunches in between times, and insufficient rest at night.

Perhaps there is worry inextricably involved in such overwork, so that in a sense the worry is what breaks the man down; but in that case no continuous overwork is free of worry, so after all it's the work that kills.

A BAD HABIT

Overwork is essentially a bad habit to get into, bad for an individual and bad for a business. It can only point to two conclusions: either there is too much work to do for those who are doing it or there is too little work done in the hours when it should be done.

If the first conclusion is right, then more help should be secured without delay. If the second conclusion holds good, and no improvement is shown in due course of time, then *new* help should be secured.

When a man starts in to do twelve hours work a day instead of eight or nine, he keeps ahead of the game for a week or two, and after that he's only doing eight or nine hours work in twelve. In other words, keep a man on a twelve-hour shift long enough and you'll soon be getting only an eight or nine hours work out of him anyway. The rest of the time is lost motion, due to weariness and brain inertia.

The factory that starts working overtime at the beginning of a rush season, increases its normal output at the start; but keep up the regular overwork night after night for a few weeks, and the increase will get less and less till it takes a day's work plus overtime to get out a normal output.

Then, because of the very fact that it takes eleven hours to get out an ordinary nine hours work, the manager feels it absolutely necessary to continue night work, whereas he might just as well cut out the overtime and return to the regular hours. In a week's time he'd be back at normal output again.

From the point of view of the individual, overwork injures health, and, therefore, business efficiency.

From the point of view of the business, overtime brings up the percentage of pay roll to output (in the case of time workers), largely increases mistakes and spoilage, and generally reduces efficiency.

There are many business houses that look with disfavor on any overwork in the office, except for some very special reason. They want a day's work done in a work day, and are inclined to ask questions when overwork becomes the habit of any individual.

Sometimes, you know, overwork at night spells underwork during the day, because of overindulgence the night before.

A MISTAKEN POLICY

Personally, I have little time for the salaried employe who will never work a minute overtime unless told to do so. There are occasions when the stress of unforeseen events make an evening's additional work almost imperative, and the right sort of employe will jump into the breach at such a time without question, expectation of special commendation or even the suggestion of his superior.

On the other hand I have as little sympathy for the employer who, because of a desire to save extra clerk hire, allows a more or less continuous routine of overwork in his office. Such a course betokens not only a mistaken idea of economy, but is an actual drag on any business, a most fruitful source of mistakes, a most efficient smotherer of ideas for the good of the business.

I have often thought that if only all the merchants in every town would get together and really decide to close up shop at six or seven each evening, instead of keeping open till ten or eleven, they would not only lose few, if any sales, but their business would gain enormously because of the time left them for refreshment of body and mind and the clearer, more active brain consequent upon it.

Work as hard as you can during normal working hours; learn to concentrate upon nothing but the labor at hand. Such work cannot hurt—it will benefit.

But have a definite time for quitting work, for opening the mind to the world without, for play and laughter, rest and sleep.

This is what makes hard workers and active thinkers; and they are the ones who build big business today.

“Gee, I Like It”

HERE'S a little story that was told to me last summer, told to me in the sitting room of an old farm house where I had made my headquarters for a two days' fishing trip.

It was alternately drizzling and pouring outside, so I had elected to stay in the cozy sitting room and cut out fishing for the day. So had another man from Chicago, an elderly, grizzled man, who owned a large business and who had come up for a week's stay with a single companion.

The latter had gone forth in the rain, however, right after breakfast; and as we looked over the stretch of meadow and across the lake, we saw his row boat just appearing from behind a far point, after a full morning's sport.

“There comes a real fisherman,” I remarked. “Any man who goes out in weather like this must be an enthusiast.”

“He is,” said the old fellow, propping his feet up on a chair and laying his half-burnt cigar on the window sill. And then he added: “I don't believe much in the recipes for success that some fellows hand out, but inasmuch as this story is not about myself but my companion, why there may be some reason for it. Besides, I'll let you draw any moral you want.

A BOY WHO LIKED HIS JOB

“That chap is my general manager and has charge of a factory employing upwards of a thousand men and women. Yes, he looks young for the job, but years don't always make the wise man nor lack of them the fool.

"I recall perfectly the day he came to us in answer to an advertisement for an office boy. He wasn't much to look at, and I don't suppose I'd have noticed him at all if I hadn't happened to go to the mailing table to buy a few stamps for personal use. He gave me the stamps and took a dollar bill.

"Don't wait for the change, sir," he said. "I'll bring it over to you right away. Your time's pretty valuable, I guess."

"A short time later he brought the change into my office.

"I wish you'd count it, sir, so you'll know it's right," he said.

"I counted it and it was right.

"How do you take to your new job?" I asked, as he started off.

"Gee," he answered, enthusiastically, "I like it."

"Naturally I didn't see much of him after that, except in an occasional sort of way, but about a year after, as I went by the filing desk, I heard a 'Good morning, sir,' and discovered him behind it.

"Hello," I answered. "Have they put you at a new job?"

"Yes, sir. Been here a week."

"And how goes it?"

"Fine, sir. I certainly like this sort of work."

"He went along rapidly enough, up through the various positions found in a big office. Then the next thing I knew they had put him down in the stock room, as an assistant on the books.

THE MAN LIKES HIS JOB

"I discovered him there one day, and he wouldn't let me go till he had explained to me a new system he was trying out—a system for accurate stock keeping.

"You seem to enjoy this kind of work, my boy," I remarked when he had finished.

"His eyes brightened. 'Well, sir, I haven't found any work in the house that I enjoy as much as this.'

"Did he mean it? You bet he meant it, every word of it."

The old fellow borrowed a match from me, lit his cigar and drew on it two or three times before he continued. When he did begin again, I noticed that there was a touch of pride in his voice, the sort of pride a father unconsciously betrays when he remarks to an acquaintance that his son has just had a big raise.

"I watched the boy carefully after that. I saw him go up steadily, not too fast, but always up. Finally he became assistant superintendent, then superintendent, and just a few weeks ago when our general manager retired, why the place just naturally went to Sam."

"Do you know," he remarked, "it wasn't a week after he got the position before he came hustling into my office one morning, bristling with enthusiasm over some new plan of his, and after we'd talked it over, I remarked: 'Well, how do you like the position of a general manager, Sam?'"

"And he came back with the very same phrase I had heard almost twenty years before from the office boy—'Gee, I like it.'"

The door opened and in burst the subject of the story, wet but enthusiastic.

"You ought to have been with me," he exclaimed. "Got a fine mess of bass and pike. Feel hungry enough to eat three farm house dinners. Gee, I certainly like this sport."

"Well, hustle up and change those duds before dinner," said the old man, and then, as the door closed, he turned smiling to me:

"Confound it, man, do you wonder he's general manager at thirty-two?"

SUCCESS, honor, fame—magic words these, that make the fiery blood of ambition surge to your brain. But forget not, they are effects, not causes; the reward for initiative, patience, industry—dreams endowed with life, vague desires vitalized, hopes struggled for. It is the inexorable law of compensation; he wins the prize who pays the price. —KUHN.



Problem of Rural Youth and Their Recreation

—By Rev. F. J. Milnes

ONE of the gravest problems of our times is to hold the country boy on the farm. It is fundamental to the nation's manhood. Our statesmen of tomorrow are going to come from the rural ranks of youth. If we cannot keep these boys contented to remain at home during their formation period, at least, we may well despair of preserving the moral standard of American civilization. Having had some opportunity of making observations in social service work in the city, I can say without hesitation that the hope of American statesmanship lies in the country home. Here, if anywhere, are the forces that shape manners and morals. My work in the cities consists largely in establishing clean and wholesome places of amusement as substitutes for the questionable resorts where our young men now spend their leisure hours. But I regard no feature of this work more important than inducing parents of the tenement class to leave their factory employment with meager existence, move their families to the country and give their boys a chance. The big obstacle which such efforts encounter is the high price of land and the real estate sharks who can always be relied upon to take unjust advantage of such families. If I had some way of getting them in touch directly with the farm owners who wish to sell their places, ranging from \$500 to \$3,000, on easy terms, especially down east where land is cheaper than it is here in the middle west, I believe I could be of greater service to humanity.

Be that as it may, it is the purpose of these lines to stimulate greater ef-

fort to keep the boys on the farm whom we have already there. To do this, however, will require something besides the ding-dong of duty and the customary deluge of don't's. "All work and no play" makes Jack not only a "dull boy" but a migratory boy. Mere disciplinary agencies are inadequate to secure the highest development of his majesty, the modern boy. This is illustrated in the activities of church, school and state. But it is especially apparent in the greatest of all institutions, the home. Parents who punish and restrain most usually have the worst boys as a result. Certainly there are no statistics to show that a boy is good in direct proportion to the severity of his parental chastisement. A boy is normally a lover of play. It is a part of his nature. Prohibit his games in his rural community and you only drive him to the city. But you cannot suppress the play instinct. It is as fundamental and irresistible as the instinct for food. That being true, a play room in every home is as important as a dining room. When parents wake up to this scientific principle, they will have taken a serious step toward keeping their boy at home. A boy is a boiler of playful energies. Suppress those energies and there is danger of an explosion. Juvenile depravity is usually a mere lack of outlet. Supply that outlet, and the result is moral salvation. Such is the function of games. They afford a diversion of the life-force from sordid getting and possessing gratifications to something healthful and humanizing.

Were I to build a new home, I would plan a commodious billiard

room in which I would place all manner of indoor games and attractions. Hither I would instruct my son to invite his friends to spend their leisure hours. This would be a splendid substitute for the "down town" resorts and "hang outs" where so many of our young men squander their time. I also believe that this is the cheapest and most effective means of checking the present cityward drift of our country boys. I have questioned dozens of young men here in the city as to why they left their country homes, supposing, of course, that it was for some sort of larger business opportunity, but the usual reply is "too dead for me," "nothing doing," referring, not to business, but to recreations for their evenings and off-duty

periods. If our farmers would install billiard tables in their homes, they would conserve the energies which their boys and hired men now consume in walking to town at the close of a hard day's work, to play this magnetic but innocent game. Billiards is the most scientific and beautiful of all indoor games. If it is sometimes found in undesirable surroundings and is attracting young men there, it is all the greater reason for placing the game in clean, wholesome surroundings where its magnetism will change the direction of the young man's drift. Give the boys their favorite games at home and you will have taken a real step toward the solution of one of the gravest problems of our civilization.

Backing Up Conclusion with Proof

—By Orville Allen

MOST of us reason from conclusions. Of course we know that it is the wrong way—that is, if we have ever looked into a book on logic—but nevertheless we do. Perhaps it is from habit, or it may be because so many people have reached so many conclusions, some of which are right and many wrong, that it keeps the rest of us busy investigating to see if those conclusions are right or wrong.

I'll confess I am in this "most class." Sure I've read a few books on logic, in fact studied them, but even so, I do not reason many times according to the rules laid down for logical reasoning. Instead, I take the conclusion and set out in search of truth to see if the conclusion is right or wrong.

We have had the following con-

clusions for a considerable time: We can't do ourselves an injustice without doing injustice to others, and we can't do ourselves a good without doing good for others.

It seems to me I can remember when those conclusions took root in my mentality, and not wanting anything but truth to take root and grow, I have been busy for some time searching for truth to prove whether the conclusions were right or wrong. I am not quite sure I have enough proof, but I have made some favorable observations which I want to tell about in this article. Maybe you have been working on these same conclusions, and these observations will mean a little light for you.

In a western city, a salesman had broken all records for the house the twelve months he had been in the ter-

ritory. The house was well pleased with his showing, but of course encouraged him to get more business. On a visit to the house he told the sales manager there was more business to be had in his city but that it was a physical impossibility to see any more trade. If he only had an automobile so that he could cover more territory—see more possible buyers—he was sure that he could get more business. His record was good; in fact, better than any other man ever in the territory, so it didn't take much of a sales talk from him to convince the sales manager that an automobile would mean more business.

He received the automobile, but its association seemed to develop an uncontrollable desire for a continuous joy-ride—and the things that went with it—instead of a desire to get more business.

After six months with the automobile and less business each month, the sales manager showed up in the city to investigate. He found a much different representative both mentally and physically, than he had ordered the automobile for six months before. Also he found many bills for gasoline and upkeep against the salesman's car, almost to the value of the car.

It didn't take the sales manager long to make a decision, however. He put a new man in the city, and arrived at the conclusion that he had ruined a good salesman by allowing him an automobile.

The new man in the territory has made good. He has the business back to where the other salesman had it when he was given the car for assistance. And the new man needs an automobile and is the type of man that would be pretty sure to use it to get orders, and not for joy-riding purposes.

But when he put the proposition to the sales manager he didn't even get as far as favorable attention. In fact, he got very unfavorable attention and was given to understand that he would get all the business he ever got for that house without the assistance of an automobile. The first salesman not only spoiled a mighty bright career for himself, but he put an awful damper on the man who followed him.

Another salesman handling a specialty of international reputation on which it was necessary for the local office to give service and keep the customer sold for twelve months after the salesman got the order, found that the district manager and the local office did not give that service.

But he worked persistently and conscientiously for the better part of a year and secured some business, though nothing like what he should have gotten with the same effort if the local office and the district manager had performed the service necessary to hold the business and incidentally build more business for him.

He did, however, present his proposition to many prospective customers in such a way that he created a desire in their minds for it, though many of them failed to buy on investigating the service. But by putting forth his best efforts on the proposition, under the handicap of an inefficient local office, he gained the favorable attention of many business men in other lines. And when he finally decided to give it up for some other proposition, he had many offers from responsible firms.

He is now making much more money in another line and his business life is more congenial because he is working with an organization which

is rendering his customers service.

And here is another thing that salesman did. He made things pretty easy for the man who followed him on the specialty proposition, even though that man is working under the same inefficient local organization. The new man finds many prospects

with a desire for the proposition already developed, and it is an easy matter for him to close.

As I said, I am not quite sure that I have sufficient proof for the conclusions, but it seems to me that with these and a few other similar observations, I am gaining light.

Consider Appearances for They Count

—By Chas. C. Nixon

DO appearances count? Verily they do! For instance:

Let your whiskers grow for three or four days and then let a stranger or a distant friend appear in your presence; you know that at once you feel a deep sense of gross carelessness with a resulting deeper sense of personal unfitness within yourself!

Put yourself in the unbecoming, uncouth raiment of the laborer. Don his cap. You'll be astonished at the result. View it in the mirror, and you'll mighty soon begin to think that clothes do go a long way towards making the man.

A life insurance solicitor, neat in all other particulars, is careless about his teeth. It cost him the loss of a five thousand dollar application that I know of, and, probably, a great many others because of the offense given by his unkempt, dirty, brown teeth.

Three porters in a small city met the stranger-traveler at the depot. Little difference could he see in favor of one as against another. The three buses they managed were all of the same construction, but one had recently been decorated and trimmed. He chose this bus. It took him to a good hotel—not to the best, as he had anticipated.

Did you ever notice how you can size up a business man by the appearance of his desk? When you find one with papers all awry, all confusion, bank on it there is something wrong with that man's way of thinking. How different it is from the big efficient executive!

Do you realize what even the appearance or suspicion of your keeping "loose" company would do to you in the estimation of people whose opinion really counts? Even the appearance of such a thing would damn you for time to come.

How poor an impression you get of a man you meet when he cannot look you straight in the eye! It is all in the appearance. But what a difference in the impression over what it might otherwise be!

It is remarkable how we are judged by little evidences showing lack of good breeding! Uncouth manners, especially at the table—soup taken with a sucking noise—oh! you know the rest—but this all goes in the classification as appearances.

Neatness and personal tidiness. My! how these do count! It'll pay you to be thoughtful of these things. They all have to do with appearance. And appearances verily do count!

And oh, how mercilessly we are sized up by the appearance of our clothes! The head of an important

men's clothing and haberdashery establishment whom I saw wearing a badly frayed collar while on duty, fell immediately in my estimation from a place he never can again regain.

If you have any doubt about your hat as to its becoming you, or of your need of a new one, get a new one by all means! Six days after acting on this advice a young advertising solicitor in a small city was interviewed by a representative of a metropolitan daily. He made the right impression and got a dandy job. It might have been different had he been wearing the old hat, although not shabby in any sense, but slightly out-of-date.

Take it even with the farmers, and

personal appearances count for much. An institute speaker came onto the platform and said that he was "only a farmer." His clothes were seedy. His knees were bagged. Those in the audience, although they themselves were farmers, took him at his word! He thereafter wielded little of the favorable influence, which he had it within him to carry.

As a matter of fact, we are all judged and placed largely according to our appearances. Let us stand aside and see ourselves go by. Having noticed weak places, let us set about to strengthen them, for big and sure will be the reward. The good things all go in favor of the best appearances. That is why you should always put your best foot forward!

Squeezing the City Tenant *Saturday Evening Post.*

CONGESTION of population was the subject of a recent exhibition in Gotham. One exhibit consisted of a bell, with this legend beneath it: "Every time this bell rings land values in New York advance a thousand dollars." The bell rang every five minutes. Sales of choice land parcels at a valuation equivalent to twenty-five or thirty million dollars an acre were mentioned—all leading up to the conclusion that, based on the average rental of a three-room tenement, about one-third of the average factory worker's income goes for rent—in other words, to support the enormously enhanced market value of urban lands that accrues to the benefit of the landlord.

Buildings are now taxed at the same rate as land. Thus, if you tear down an old, noisome, ramshackle

tenement worth five thousand dollars, and replace it with a well-lighted, ventilated, sanitary structure worth thirty thousand, a grateful community immediately raises your taxes. Even in crowded Manhattan, over seven thousand parcels of land lie vacant, being held by speculators for a rise. By way of remedy it is proposed gradually to lower the tax rate on buildings and raise that on land until the former is only one-half of the latter; but prudent landlords generally require the lessee to pay all taxes on the land.

There is a growing problem here that will have to be solved before many years. Landlords will not be allowed to sit on the city's neck—with both hands in its pockets—indefinitely.

T



O safeguard peace we must prepare for war—I know that maxim; it was forged in hell. This wealth of ships and guns inflames the vulgar and makes the very war it guards against. The god of war is now a man of business, with vested interests. So much sunk capital, such countless callings, the army navy, medicine, the church—to bless and bury—music, engineering, red-tape departments, commissariats, stores, transports, ammunition, coaling-stations, fortifications, cannon-foundries, shipyards, arsenals, ranges, drill-halls, floating docks, war-loan promoters, military tailors, camp-followers, canteens, war correspondents, horse-breeders, armorers, torpedo-builders, pipeclay and medal vendors, big-drum makers, gold-lace embroiderers, opticians, buglers, tent-makers, banner-weavers, powder-mixers, crutches and cork limb manufacturers, balloonists, mapists, heliographers, inventors, flying men and diving demons, Beelzebub and all his hosts, who, whether in water, earth or air, among them pocket when trade is brisk a million pounds a week.

—Israel Zangwill.

About Will Training and Character Building

—By E. Kirkbride Miller

DO YOU realize that you either weaken or strengthen your will power every time you make a decision to do or leave undone any task?

We hear a person say he "feels better" because he did such and such a thing, but the point we wish to make here is that he should feel his weakness just as strongly every time he fails to act according to his best judgment.

Proper exercise of our will power is the greatest element affecting our success in business and in all walks of life.

Think this over—realize it is so, and that "it's up to you" to develop this character-building power.

We are told and may believe that every human being possesses the element of will. Hence there is no legitimate excuse for any of us either to be discouraged at our own appreciated weakness, or if we already feel that we have a will of our own, to have such little *power* with it.

Will power is essential to character.

Character is equally vital for permanent success.

Therefore, the sooner we realize that character is a "completely fashioned will," and start in to exercise that power of choice and action that is ours in everything we do, the better and quicker will we materially develop our character.

TWO SIGNIFICANT WARNINGS

We make a choice—a definite, particular choice—every time we do, or leave undone for some other time, that small act which builds or weakens the structure of our will power.

I call your attention to two thoughts in reference to that statement:

First, that the greatest moral victories are oftentimes subsequently lost through the stolen march of a desire or impulse once successfully subdued.

Second, that it is an extremely dangerous policy to adopt old Rip Van Winkle's maxim, "I won't count this time," even as a reward for victory.

You may not count it, and you, as individuals, may honestly think that you are not doing yourself any harm in "treating yourself," so to speak, by not again doing some disagreeable thing, as a reward for having just done it.

You may argue, and many of us *have* argued, and fully convinced ourselves, that it was quite within our power to accomplish a specific act, or resist a temptation; and with that comfortable realization, sincere in itself, have acted in the matter precisely as we wished to without a knowledge that we were weakening our will power.

Let me tell you something which all of us may never have appreciated in its just importance, but a statement which you may accept as authoritative—that whether *you* count it or not, it *is* being counted, none the less. Down among your nerve cells and fibers the molecules are counting it for you, to be used against you when the next temptation comes.

In strict scientific literalness nothing we ever do is entirely wiped out. That fact makes our construction a very fortunate thing, as we can store up muscle as well as weakness, and we may become saints in the moral world and authorities and experts in

practical and scientific spheres by so many separate acts and hours of work.

THE POWER OF HABIT

Too much emphasis cannot be put on the continuous exercise of the law of habit, as it is the greatest factor in the training of the will. Its importance can be very accurately shown in comparing the training of two children.

We are not born with will power, because, as infants, we have no will to exercise.

One child is trained to be honest and truthful, until it becomes a habit with him to tell the truth, to do right instead of wrong.

Mental effort diminishes as we force a duty to become a habit.

This is the child who, by the time he has grown to manhood, will have stored up in those previously mentioned nerve cells and fibers real power to resist temptation, and to accomplish the many duties that confront him requiring an exercise of the will. He is the man who, finding someone's purse at a baseball game, for instance, returns it at once to the ticket office, pending inquiries from the owner.

We have known people, most probably those other boys who did not form correct habits when young, who would be able to consider such a find, if no one saw them pick it up, as a personal gift, when, from a moral point of view, they knew just as well as the person who returned the purse which was the right and which the wrong thing to do.

Whether the second person would keep the purse is not the entire point we would make. It is the principle that even if he did not, it would require an effort on his part to return it, while in the first case the act of returning the purse would be largely a matter of habit with, of course, later self-approval.

THE VALUE OF AUTO-SUGGESTION

It would seem to us that auto-suggestion, assisted by personal pride, should be of great assistance in the forming of helpful habits.

Tell yourself it is quite within the limit of your power to do a certain act every day for a month—ring up a few minutes before eight in the morning instead of a few after, for example—and see that you do it every single day for the whole month without a break. Commission yourself to live up to some resolution of self-denial, and feel genuinely ashamed of yourself if you fail to do so—that is the way to build will power.

The boy who regularly deposits at a savings bank a very little each week, perhaps, is the man who has a bank account later on when he needs it. And in character building, let me say, we must not balance our account every night by allowing a relaxation of our efforts, or we will have very little to our credit at any given call.

One of the best means of strengthening one's character, including the development of will power, is to go through life doing—and doing cheerfully—the many things that come our way, which, for one reason or another, we "don't want to do."

LET the sunshine of your heart beam upon the roses of your endeavor and nurture them to perfect expression in the gardens of the world.—GERTRUDE CAPEN WHITNEY.

Training the Memory for Success in Selling

—George H. Eberhard

DAILY contact with business executives and workers and the study of what they overlook or attempt to do that is wrong leads one to believe that the lack of an educated and carefully exercised memory is the main source of their difficulties.

The memory is the keeper of the experiences of the past and the result of the experiences of others as recorded by reading about them or listening to their recital. We cannot utilize these impressions or thoughts unless we can recognize them as the basis for the operation of our reason.

To retain our memory it is vital to keep it active and well employed. Necessary facts or data must be interesting to be retained.

"If reading be foolish without remembering—memory being the only treasurer of knowledge—those words which are fittest for memory are likewise most convenient for knowledge," said Sir Phillip Sidney many years ago, and that is my point.

What does the average business executive or worker read with interest and a desire to understand?

Does he show a willingness to search out the facts or principles back of every business statement, reference or phrase he does not comprehend?

How many listen and reflect or speak with due consideration of what they attempt to say?

It may be inherent in human nature to be continually absorbed in newspapers edited to please the prejudices or opinions of the readers, or magazines innumerable, of conversations about the petty or personal things of life, without a degree of doubt, caution or

scrutiny worthy the name to guard against filling the memory with plain "junk" or "bunk."

You may say that a feeling "That it doesn't matter," prohibits a permanent impression on the memory record. Suppose we admit this to be the case, then, who can change the depth on the mental record when something of real value is flashed before the perception of the mind?

If many things read, heard and said make no permanent impress doesn't it create a habit of mind that does likewise with the things worth while?

What a petty, almost useless treasure of images of all sorts perceived by the senses are preserved in the average man's mind.

Henry James said, "While there can be no improvement in the general or elementary faculty of memory, the one who thinks over his experience most and weaves them into the most systematic relationship, will be the one with the best memory."

An educated memory depends upon an organized system of associations, only continued study, reflection and above all, active expressions can accomplish this result.

Don't worry the memory. Educate and exercise it in a trusting way. Review the things you must know and mind. It will do its work when called upon.

If you desire to improve as a salesman, record and remember all the names of the buyers, the executives, the salesmen and the office boys you can meet. The boy of to-day is the buyer or manager friend of to-morrow. Learn your customer's hobbies,

his hopes and his aims. Inform yourself and use what you learn to build closer acquaintance, understanding and confidence.

Know your goods, your prices, the business history back of your line and the trade you sell to. Use your memory to grow bigger and better—not entirely for ball scores, fight news, scandal, cafe prices, graft witness testimony and other somewhat “immaterial junk.”

If you are copy writer, an artist

or other worker in the advertising field, remember to write carefully and thoughtfully even your personal letters. Draw nothing carelessly. Use your memory to prove the detail of all you do. Select your words to concisely express your thoughts and then check them back by analyzing every line or word. Develop an accurate, comprehensive memory in the day's work.

It pays—in satisfaction, reputation, good work and dollars.

THE thing that's called enthusiasm is wonderful when it is harnessed and curbed. Unchecked, it is a brother to fussiness and a cousin to frenzy. Often it exists entirely through ignorance, and only experience may teach the childishness and shame of it.

THOMAS D. GOODWIN

Be Relentless in Keeping Your Account with Honor

—By Neil M. Clark

IN YOUR private books, keep an account with Honor. Business men of today are learning that they must keep track of the little items of expense, for the trifling leaks in a short time become big ones; and economies practiced in small affairs show results in the big sum total of Profit and Loss.

So with individuals! Many men consider themselves strictly honest because they have never been known to *cheat* a customer or business associate. Yet I know that not a few of those men chuckle gleefully and think they have done something pretty good if they can manage to escape giving the streetcar conductor a nickel!

Keep an eye on these little things that go to swell the sum total of your character, the only kind of profit and loss that has anything to do with the divine soul in you. The man who is absolutely honest pays his bills and takes his gains. He does not cheat, and he never deals long with other men who do.

You may think the streetcar fare is something no one will ever know about: something that can do no harm to anybody, or to yourself.

Stop and consider!

You *are* harming *two* parties—the streetcar company and yourself.

Do you realize that the railway company makes its profit from nickels? Have you the right to deprive any man of the lawful profit on his investment? If you do it, are you not cheating? Is not that the very essence of cheating—to deprive another of lawful profit on an investment?

You may say: "But this profit that the streetcar company is making is not lawful! It is outrageously large!"

Perhaps it is.

But so long as the citizens of your town permit the company to operate, under franchise, cars on your town's streets, and charge five cents for every person who rides, it is your bounden duty in the code of Honor, to pay *your* five cents whenever you ride.

The streetcar company always gives you the privilege of not riding, if you choose. You may buy an automobile or a bicycle, or hire a carriage. If you can't afford that, and have to ride, pay your nickel like an honorable man. *Fight* the streetcar company; but don't *cheat* it!

Besides, you harm yourself.

Nobody, probably, will ever know that you have cheated the conductor out of your fare—nobody but yourself.

But *you* will know it. When you think about it, you will feel that it wasn't quite square. And you can't help thinking about it, consciously or unconsciously.

It will put a wrinkle somewhere in your face or brain, and every wrinkle means that you are a bit older—*not* wiser—and have lost some of the buoyant elasticity of youth. You can't conduct your business quite so well, you can't look your friends in the eye quite so searchingly, you can't outwit the cleverest of your competitors quite so easily, as once.

The wholly successful business man is honest all through. You want to be "wholly successful" above everything else in the world, don't you?

Then join the ranks of the men who are honest with everybody, even themselves. Keep your accounts with Honor straight, and don't let a single leakage weaken your character reserve when you foot up the totals at the end of the year. Pay your streetcar fare every time! Do the

thing that your heaven-born impulse tells you is *right*.

Nobody may ever know anything about it—nobody but yourself. But you will discover that it is a wonderfully fine thing to have an unlimited credit account with yourself!

Pointers From a Subscription Solicitor

—By Walter Jack

GEE, but those newspaper men are a crazy bunch."

This was what one salesman remarked to another as they passed down a row of farm paper men at a state fair, and I guess I was one of the bunch to which he referred. Some of us were talking live stock advertising with breeders, some were telling the farmer why he should take every farm paper on the map, and some why he should eliminate all others and take theirs.

There is a bunch of us fellows. Some of us are salesmen and some aspire to be salesmen. Although we do not carry big sample cases, we do peddle brains even if some of us don't look it.

The chief difficulty in our business is that there are too many papers that take on irresponsible representatives, grafters, men of poor appearance, and they ring in polished iron knives, fountain pens, glasses, and other dead weight stuff that allows the business to be prostituted.

A paper that wants standing, whether it be a business magazine, a trade journal, a technical publication or a daily newspaper, should employ genuine salesmen to represent it. It should look after men that will command the respect of a prospect, and

men who can talk intelligently on subjects which the paper covers. That is the duty of the management toward the subscribing public.

Train the men on the talking points of the paper, insist on their personal appearance being right, and school them in Sheldon principles, for in no other line of salesmanship can Sheldon principles be more directly and effectively applied than in selling a newspaper.

The salesman must cover the ground quickly. He must meet a man, gain his confidence in a minute, recognize a point of contact, rub elbows over this, and then get the order.

It may look easy to sell a paper, but I had as hard a fight selling a farm paper to one man as the salesman by my side who was selling a manure spreader to another, and we each pocketed our orders with the same degree of vacuum in our systems.

However, don't class us all as peddlers. We receive good salaries, and we have our own problems, which require tact, business acumen, and a keen knowledge of the principles of salesmanship.

And our work is an educational campaign, too.

A Scientific and Practical Method of Selecting Employes —By Guy C. Boulton

ONE DAY last winter I stood in a large, comfortable room in the office building of one of the big factories of the Middle West. Seated on benches and standing in groups about the room were a hundred men. Some of them were apparently of the roughest type of common laborers. The others graded up to a fine looking young man whom I engaged in conversation, and who told me that he was in the advertising business.

A door opened from an inner office, and a quiet, businesslike young woman stepped out. In her hand she carried a slip of paper at which she glanced from time to time as she walked about the room, frankly and pleasantly speaking to men here and there amongst those waiting. Each man, as he was spoken to, rose and walked into the inner office from which the young woman had appeared. I followed them.

In this office I found two desks forming a kind of barrier, behind which sat the businesslike young woman and a quiet, kindly, pleasant-faced man. Along the walls facing the desks was a row of chairs in which the men who had just entered the office sat.

One by one, the men were called to the desk, asked to fill out a blank, and engaged in a brief, friendly conversation by the pleasant-faced man. At the end of this conversation, as a general rule, the interviewer wrote something on a blank, folded it up, sealed it in an envelope, and handed it to the man with whom he had been talking. Whereupon, the bearer of the envelope left the room.

Occasionally someone would be sent on his way without an envelope.

All this time the quiet, businesslike young woman seemed to be writing busily on work of her own, although I noticed that she glanced at the men talking with her team-mate from time to time as she wrote.

Within a few minutes all the men brought into the room had been sent out again either with an envelope or without. Then the young woman picked up a slip of paper, walked out into the waiting room, and brought in another group.

I soon discovered that the slip of paper the young woman carried was a list of vacant positions in the factory. By carefully observing the applicants in the waiting room she was selecting those best fitted by natural aptitudes and training to fill the several vacancies.

The pleasant faced man had before him a similar list, and so well did he and the young woman understand each other that he always knew, out of all the men she brought in,

which ones she had selected for each position. In other words, they had standardized the requirements of each position or class of work in the factory, and had determined upon a standard type of man for each, recognizable by some external characteristics mutually agreed upon between them.

Her writing, during the interview, was an analysis of the applicant's qualifications, for record.

What I saw on that winter morning was part of the superficial machinery of the first plan ever devised and used in actual practice for the scientific selection and assignment of employes in industrial and commercial institutions.

THE WASTEFULNESS OF OLD METHODS

I had seen a great deal of the old method of "hire and fire." In other words, I had seen foremen and superintendents hire men by instinct, by guess, at random, and "first come, first hired," in the forlorn hope that out of every five one might prove to be efficient enough to retain.

I know how expensive that method is.

In one factory I studied a few months ago I found that twenty-six thousand men were hired every year to maintain a working force of eight thousand. The employment manager of another large factory told me that it cost, on an average, from seventy to eighty dollars simply to put one man on the payroll.

Mr. Harrington Emerson tells me that his studies show the average man not more than twenty-five per cent efficient, and largely because not fitted for his job.

The seventy to eighty dollars it costs to put a man on the payroll, and then discharge him for incompetence, is therefore only a very small part of the waste of the old method. Nor is the employer's loss so great as that of the men who are thus hired and "fired."

A few such experiences either take all of the ambition, self confidence, and inspiration out of a man, and make him a dull, listless failure, or fill him with discontent, resentment, and hate.

Either way, it is a most appalling waste of precious human values.

The employment plan, a part of whose workings I had witnessed on that winter morning, originated in the brain of Dr. Katherine M. H. Blackford, who says her ideal for everybody is, "The right man in the right job, under the right boss."

THE THREE FACTORS ANALYZED

Dr. Blackford bases her plan upon a careful analysis of these three factors: the job, the man, and the boss.

She and her assistants analyze the job by careful observation of its elements, and by careful records of the characteristics of men most efficient in it. In this way, they determine just what qualifications are required in each place in the organization. These requirements are written out, classified, and indexed. They are thus at the very finger tips of those delegated to select and assign the men.

The man is analyzed upon the fundamental proposition that everything about him indicates his natural aptitudes, his training, and his habits.

Dr. Blackford began the study of human nature thirteen years ago. Her purpose was to determine whether the inherited and acquired characteristics of people manifested themselves definitely and uniformly by external signs, and if so, to determine what these signs were, and how to interpret them.

In her studies and research she has traveled all over the United States and Canada, studied men and women wherever she could find them, whether in offices, factories, schools, churches, hospitals, penitentiaries, asylums, dives, drawing rooms, or elsewhere.

She has also made a tour of the world, and studied the different races of mankind in eighteen foreign countries.

In her files she has detailed records of her observations of fifteen thousand individuals. She has also summarized and classified data of her examinations of about fifty thousand more.

THE ELEMENTS ANALYZED

"My conclusions," she told me, "are not guesswork, nor are they based upon superficial observation. I have not accepted one of them as final until I have verified it in not only hundreds, but thousands of cases, and verified it not in one way alone, but in every possible way. For example, we have used psychological tests in connection with our work, but the more we use them, the more convinced do we become that they are good only for purposes of verification. For example, external signs by which I have been guided in thousands of cases indicate that a certain applicant is a most accurate judge of proportion. We put him through the psychological tests devised by experts for determining this qualification. In every case, he tests high. In the same way, we analyze a man as having quick reaction time. Psychological tests verify our conclusions."

"What are the external signs by means of which you determine the aptitudes and training of men?" I asked.

"They are precisely the same indications by which we determine the character and use of everything, animate or

inanimate," was the reply. "If you will stop to think a minute, you will see that we know things about us by their texture, size, color, form, structure, consistency, proportion, expression, and experience or use. It ought to be clear to anybody that a man with fine hair, fine textured skin, finely chiseled features, and fine textured hands is by nature fitted for mental work, or for handling fine materials, and that the coarse textured man is fitted for the larger, heavier materials and kinds of work. It is equally obvious that a small, slight man was never intended for work requiring weight and brute strength, and that a big, corpulent man ought not to be selected for work requiring suppleness, and agility.

"Any careful and observant employer of men and women for different kinds of work will tell you that it is not wise to engage blondes, especially of the extreme type, for patient, sustained action, continued attention, concentration, and dependableness. They will tell you that, as a general rule, they are disappointed in the employment of brunettes for work having in it a great deal of variety, the meeting of many people, publicity, and travel.

"A symposium was recently published in a newspaper in which employment managers of telephone companies, employment agencies, hotels, and other concerns fully agreed upon this distinction between blondes and brunettes. In my own experience I have found railway superintendents and executives in factories who had made these same observations on their own account.

"And so I might go on down the list of the nine elements I have given you, and show you in each case how simple and how easily understood are the indications. The difficulty, when there is any, comes in the interpretation of the mutually modifying indications of all nine. It is in the various permutations and combinations of these nine elements that all of the infinite variety of human character is effected. To interpret the net result of them all requires keen observation, calm, unprejudiced good judgment, and considerable practice."

A PRACTICAL TEST OF THE METHOD

After witnessing some of the doctor's analyses of men and women, and verifying their accuracy—an accuracy which seemed almost uncanny—I found myself pestered with the question whether this wasn't, after all, some kind of clairvoyant power, and not really based upon physical observations at all.

So I went out and watched the work of the businesslike young woman and the pleasant-faced man again.

These are two of Dr. Blackford's assistants. The man has been associated with her work in various capacities, and at intervals, for about eight years, the young woman for three years. Both of them have been trained for the work they are now doing by the doctor herself.

As a test, I had three assistants in this department, and Dr. Blackford herself, write out their analyses of a number of different men and women. I took care that none of the four should know that analysis of these individuals was being made by anyone else, or that their analyses were to be used for comparative purposes.

I then assembled all five sets and compared them. Their similarity was so close and so striking as to amount almost to identity. All differences that appeared were of minor importance. In no case did they amount to disagreement, arising rather from the fact that some of the analyses were more complete than others.

As a further verification of the work of this department, I examined the records of those selected and assigned by Dr. Blackford and her assistants, and found that less than one per cent of them had been found inefficient. In interviews with both executives and the rank and file of the organization I found almost unanimous satisfaction with results. Many of the employes, seeing the results of changes made for others, came to the employment department and asked to be analyzed and reassigned.

ANALYZING THE EXECUTIVE

The third factor in a man's fitness for his work, namely, the boss, is yet to be considered. It is well known that the efficiency of any man depends upon those with whom he works.

A foreman will drive some of his men to discontent, hostility, and often open rebellion, while others will swear by him, and attain high efficiency under his direction.

A worker will fail almost utterly under one executive, and perform magnificently under another.

Analysis of every executive shows the kind of men he can best use. This analysis is based upon a great many observations. It may be entirely unscientific, as some critics have complained, but the criticism does not seem to disturb Dr. Blackford, nor the management of the factories where she has installed her employment plan, because in every case the results have justified it.

I was shown the records in one organization. Following changes in the executives, as recommended by Dr. Blackford, there was a welcome increase in efficiency in every department where such a change was made. In one case this efficiency increase amounted to over four hundred per cent, and resulted in a doubled output with less than half the labor expense.

Naturally, since Dr. Blackford installs her employment plan in commercial and industrial institutions already established, a large part of the work done is in the nature of readjustment, reassignment, and survey of all of the relations between employers and employes. An employment department thus installed receives, and gives careful attention to, all complaints, to differences of every kind between executives and subordinates, to working conditions, sanitation, educational work, social betterment, sickness and accident benefits, loans, and all other factors in the relationship between the firm or corporation and its employes.

A WOMAN'S WIT AND SYMPATHY

One unique feature of this adjustment work impressed me. Practically all interviews with the men are handled by the businesslike young woman whom I first mentioned.

Because she is businesslike, because she is sympathetic, frank, and possessed of a woman's ready wit, and because she understands human character, she wins more fully the confidence of the men than a man could. Or perhaps it is because men have formed the habit of telling their troubles to mothers, sisters, sweethearts, and wives that they are more willing to confide in a woman than in a man.

Perhaps it is because she is a woman, too, that she is able to reprimand them and set them right when they need it without causing offense and resentment, as most men would.

At any rate, this young woman has had remarkable success in dealing with the manifold grievances, quarrels, and complaints of a working force of twenty-five hundred men, many of them foreigners who can scarcely speak English, and others engaged in the roughest and most common labor.

It is time that the business and industrial world should approach the whole question of scientific selection and assignment of employes seriously. Dr. Blackford claims to have originated a plan for doing the work. To substantiate her claims she has put it into actual commercial practice, and is succeeding.

The Philosopher Among his Books

THE MAKING OF THOMAS BARTON. By Anna Nicholas. \$1.25 net. The Bobbs-Merrill Company, Indianapolis.

Those who have had the pleasure of reading Anna Nicholas' stories and sketches of Hoosier life in *An Idyl of the Wabash* have at once been struck by the appealing note of sympathy and understanding which marks the author's work. Again in these new stories, published under the title *The Making of Thomas Barton*, Miss Nicholas brings the same forces into play, although her horizon has been extended and she now presents little tales of everyday life, not only in Indiana, but—everywhere.

Those who read *The Making of Thomas Barton* are bound to be captured by the author's style and will look forward with interest to more of her work—fiction that is near to life.

Having been actively engaged in newspaper work for many years, Miss Nicholas has been a close observer of the dramas of the day, the big and little tragedies of life, the comedies and the farces. And in these stories she tells of them. She accepts them for what they are worth; she neither overdraws or underestimates their value. Her tales ring true, and in their quiet simplicity and evident sincerity remind one of those fascinating stories that Mary E. Wilkins wrote.

THE UPPER CRUST. By Charles Sherman. Illustrated by Arthur William Brown. Jacket by C. Coles Phillips. \$1.25 net. The Bobbs-Merrill Company, Indianapolis.

This is a tale of prevarications, complications and explanations, the rollicking ro-

mance of a masquerading young millionaire and his mother's winsome housekeeper. His unfortunate incognito and her efforts to keep up a deception concerning her own identity get them both into hot water. Before they know it they are "up to their ears" in love, out beyond the ropes in a whirling pool of thrilling adventure. The water is deep and the bottom rocky, and only by the greatest effort do they reach the shore, minus their disguises, revealing themselves as they really are—Algernon Van Rensselear Todd and simple, every-day Molly O'Toole.

Every element of popularity that it is possible for a story of this type to possess is found in *The Upper Crust*. It is fresh in plot. It is bewildering to the very end. It is delightfully told. The dialogue is bright and snappy, crammed with keen and quotable sayings that are wholly new and original. The situations are humorous and still serious. The characters are vividly delineated and do not tax the imagination of the reader. The story is not overdone nor yet underdone in any particular. It's done to a turn, *The Upper Crust*; it's crisp and spicy, with the fun oozing out all around like sugar syrup.

If Not, Why Not

By Jessie L. Bronson

WHAT would you think of a thirsty man who would sit down and pray agonizedly to his Maker for water instead of getting up, turning the faucet, and drawing a glass?

When the electric lights go out in your house, you don't curse Karma. You look for a break in the circuit.

If you are not getting your share of good things from the Almighty, it's time you were finding out why.

There are three requisites to opulence: infinite supply, open conduits, and an empty receptacle. The Almighty attends to the first item; the other two are your business.

Empty yourself of selfishness and greed; keep your mind open to suggestions from the Absolute. Eliminate the worry and fear that are putting dampers on your mental and physical conduits. In short, clear away the debris of your character, and you will receive.

"Prepare ye the way of the Lord, make straight paths for His feet."

"Empty vessels are the ones thou fillest evermore."

Many people go through life bumping their heads against the wall of Fate because they are either too indolent or too thoughtless to look for a gate.

Get the eyes of your mind well open, then you will find that gate.

"Where there is a will there is a way."

Be Thorough and Prepared

By Fritz Weber

DO YOU think that the job you are doing is just the thing you were born for? Are you satisfied that it is the best you could possibly do? Do you get from it the contentment which would make of yours a happy life? Have you reached the same height that your ambitions reached?

Probably not. You have looked forward to much more, and what you actually have is but a poor fraction of what you hoped to get. But why don't you get it?

Do you pretend that there is something absolutely impossible to surmount which prevents you from reaching your aim? Just answer a question: How often do you say, "I would do it if——" and how often have you said, "That is how matters stand, but I am going to do it anyhow"?

It is not the great difficulties that check your progress; it is the slight inconveniences. You shrink back because your friends would laugh, and people would call you a fool if you should make once a bold attempt for the better. You will be called a fool as long as you say you could do something out of the ordinary: but do it—the laughter will quickly turn into admiration when the solid facts of the realization of a project lay before those who tried to make you ridiculous.

You wish to live happy, do you? And you wish to get the full value of your life? Well, then, don't stop in the old mud-pool because you might have to face new troubles in getting out of it. You can overcome these troubles if you just will. There are not many difficulties for the bold. They disappear when you attack them with decision. They look big only to those who fear.

It is worth your while, anyhow, to try to get up on a higher level—even the regret of failure in the attempt would be less than the remorse of not having done anything to find your chance.

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as the crowning
work of creation. I have an
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to do and be just as he wills
—not in his perfection but
in his perfectability.

—SHELDON

The Business Philosopher

A. F. SHELDON, EDITOR

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On the Front Porch

Where We Talk Things Over

ONE night several years ago I was tramping over a country road on my way to visit relatives who lived eight miles from the railway station.

I had never been there before, and the way was strange.

I had inquired about the road of the taciturn little man who was station agent, baggage man, yard master, telegraph operator, express agent, and bureau of information. But the country was an exceedingly hilly one, and the road twisted and turned upon itself with such writhings and forkings that eventually I lost contact between the curt directions given men and anything I could see in the semi-darkness.

It was getting late, and I was eager to reach my relatives' home before they retired.

So I pounded on the door of a farmhouse and finally brought a sleepy but exceedingly obliging yeoman to the door.

"Oh, you want to go to Hal Perkins', do ye? Wall, naow ye come to jest the right place to ask your way. I've knowed Hal Perkins ever sence he wuz a tow-headed freckle face at the deestrek skule, an' our famblies

have visited back and forth ever sence, an' I know the way to his place like I do the palm o' my own hand. Some relative o' Hal's, be ye?"

I replied that I had the honor of being Hal's cousin, and after listening to and trying to show my appreciation of family gossip I finally succeeded in inducing my loquacious informant to return to the previous question.

"Oh, yes, that's jest what I wuz goin' to tell ye. Naow ye go down the road here—the road that runs out in front o' the house—'bout two mile. The road runs pretty tolerable straight 'bout that fur, an' ye can't miss it. Then on the right-hand as ye go down, 'bout two mile from here, there's a big white house, two stories an' an attic. You can easy tell it because it's square-built an' got a hip-roof, bein' the only house in these parts that has one o' them fancy kinds o' roofs. Then agin, ye can tell it 'cause o' the row o' Lombardy poplars standin' along in front of it, alongside o' the road. I never did see any sense in plantin' aout Lombardy trees. They haint any shade to 'em; they don't bear no fruit, an' they

haint no good for firewood, so pluck 'em out sez I, fer they cumber the earth.

"But there they be in front o' this big, white, square-built house with a hip roof. Ye can't miss it."

"Yes," I said, "I think I shall be able to identify that house without any trouble. Is that where Hal Perkins lives?"

"No, that aint it. Jest wait till I tell ye. Ye go down the road past that house 'bout a quarter of a mile, I should judge. There ye come to a road that forks off sorter kitterin' to the right. It runs down past th' saw mill, over th' bridge below the dam, then turns right sharp to the right an' runs across the valley to Dog Holler. Now that aint the road ye take. Ye jest keep right on straight fer 'bout a mile."

I WILL NOT worry you with the other interesting descriptions I took pains to learn from my new-found friend of houses that *were-n't* the one I was looking for, and the roads that I *was not* to take.

After I had finally learned just how to reach Hal Perkins', and was tramping down the road in the starlight, I laughed to myself over the great pains the man had taken to tell me where not to go.

Since then I have told the story a great many times, and other people have laughed.

It seems very funny—when applied to so simple a thing as finding one's way. And yet most of

our preachers, economists, moralists, philosophers, reformers, and poets spend most of their time in telling us what not to do instead of giving us clear, definite, detailed directions as to just where we should go and what we should do.

One reason for this is that it is far easier, after having seen a man wallow in the quicksand, to tell him that he ought not to have walked there than to tell him beforehand where he ought to have walked.

It requires much less mental activity and constructiveness to point out mistakes, foibles, vices, errors, and inefficiencies than it does to give definite, positive directions for action.

Therefore, since mental laziness is an almost universal affliction, we have always had far too much of the "Thou shalt not," and too little of the "Thou shalt."

It is so simple a truth that it scarcely needs the telling that the man who is busy doing what he ought to do will need no commandments or warnings against doing what he ought not to do.

THE FOREGOING is presented partly as a suggestion to those who would teach and guide their fellow men, and partly as an introduction to some further remarks I have to make on the subject of efficiency in the distribution of the world's wealth.

In my talk on the front porch for August I pointed out some tendencies which, in my opinion, threaten the very existence of the

distributor as an independent, self directing factor in our economic mechanism.

I attempted to show, also, that these tendencies were the result of inefficiency on the part of the distributor.

This inefficiency is both individual and collective. In other words, many of the individual units in the machinery of distribution are inefficient, and the whole machinery itself is inefficient.

In that talk I threatened to have something to say later about the application of efficiency principles to the problems of distribution.

I MIGHT VERY easily fill this entire magazine with descriptions of the inefficiencies in this department of the world's work, but there would be no particular nourishment to anyone in it. It is only too obvious that there are inefficiencies, and while perhaps many distributors do not know where they lie, the serious problem for every one of you is not so much to find your mistakes or have them pointed out to you as to find the right way or have it pointed out to you.

THERE ARE in the mechanism of distribution, as I have pointed out, two kinds of inefficiencies: first, inefficiency of individual distributors; second, inefficiencies of the whole mechanism of distribution.

In order that we may have clearly before us just exactly what

it is we want to do in this problem of distribution, let me see if you all agree as to what, in view of all the facts, the ideals of the agencies of distribution should be.

I have thought of a few of these ideals. Perhaps you may be able to think of more.

Here are those that have occurred to me:

FIRST, TO gather up all of the available wealth of whatever form, tangible and intangible, produced by the world's producers.

This means that efficient distribution would put an end to the rotting of fruit, grain, and vegetables on the ground on the one hand, and the utter waste of commercial, mechanical, literary, artistic, and other human talent on the other.

Second, to carry, with as little waste as possible, all the wealth gathered up to those who desire to use it.

Third, by means of advertising and salesmanship, to teach people about the existence and desirability of various forms of wealth, and thus to create new demands for the abundant and various resources of the globe.

Fourth, to turn over to the producer enough wealth in return for what he produces to insure him a fair profit upon his investment of capital and labor.

Fifth, to sell to the consumer at a fair price.

By a fair price I mean a price in which as little as possible has been added to the original cost to pay for waste and inefficiency in distribution, and one in which also only a fair profit to the distributor is exacted.

Sixth, to make a fair profit above price paid to producer, plus interest on investment, salaries and wages, and all overhead charges.

These may not be all of the ideals of efficient distribution, but they are enough to keep us busy for the present.

IN ORDER to attain these ideals the individual distributor needs first and fundamentally good health, both physical and mental. The task he has undertaken is no simple one. It is one in which mere routine following of tradition will not answer. It is one requiring hard work, sustained effort, and great energy and endurance on the part of one who is every moment in the pink of condition.

The whole machinery of distribution lags, halts, becomes clogged and obstructed, and is in a dilapidated, rattletrap condition, because, among other things, so many individuals in all departments of the work are sick and weary.

THE SECOND necessity for individual efficiency in distribution is intellectual ability.

By intellectual ability I mean that development of mental alertness, clearness, energy, and persistence which gives you keen, ac-

curate observation, sound, practical judgment, good reasoning powers, a retentive and reliable memory, and above all, an active and vivid constructive imagination.

THE THIRD requisite for attaining these ideals in distribution is reliability.

As I use the word, reliability, unlike charity, covers not a multitude of sins, but a multitude of virtues.

To my mind, reliability means not only honesty and trustworthiness in the old-fashioned sense of the words, but it means also the new honesty.

In the old-fashioned sense of the word, a man is honest who does not carry away for his own use the money or property of others; who does not lie, and who pays his debts.

The new honesty means absolute fair dealing both with one's self, with others, and with society as a whole.

Besides honesty, reliability means a desire to serve, hope, faith, justice, courage, kindness, loyalty, cheerfulness, enthusiasm, self confidence, and above all, a genuine love for humanity.

I might give a talk on every one of these qualities and show their great importance to any man in any position or handling any line who desires to become efficient in distribution.

But I will leave you to think about these and pass on to further requirements.

THE FOURTH requirement of one who strives to attain these ideals of efficiency is action.

By action I mean a trained and disciplined will which enables a man to act promptly, decisively, energetically, continuously, and persistently upon his knowledge and judgment, his memory, his imagination, his feelings of reliability.

This same trained and disciplined will should control and direct action.

I HAVE BEEN doing my best to teach men and women the basic importance of these four requirements in seeking success in any line of endeavor.

Oftentimes men have said to me, "Oh, cut out the Sunday school talk; cut out the preaching; cut out all this self discipline stuff, and tell us definitely what to do to make more money in our business."

It is this spirit that is to blame for a very large part of the inefficiency of distribution from which the distributors themselves are the greatest sufferers, and as a result of which they now stand in danger of annihilation.

Of what possible advantage would it be to any man to tell him how to make money in his business if he were to lose his health, or to die before he could carry out the directions given?

How can a man follow directions or apply principles in any kind of work so full of variables

and changing conditions as distribution if he lacks intelligence?

Would it not be a waste of time to tell any man how to succeed if he hadn't the courage, the enthusiasm, and the self confidence necessary?

Of what possible use are the most carefully prepared instructions to a lazy man, to a procrastinator, to one who is indecisive, to one who gives up at the first little difficulty, or to one who is reckless, careless, irresponsible, and impulsive?

ONE OF THE most serious flaws in our present machinery of distribution is the fact that so many men attempt to become salesmen, retailers, wholesalers, promoters, and executives of all grades without making the necessary preparation.

It is useless to expect any organization or group of organizations to be efficient when they are composed of grossly inefficient units.

Even the efficiency of the most efficient man in such an organization is hampered, handicapped, and rendered largely ineffectual by those with whom and through whom he has to work.

And it is true that the average man, even when found in places of high authority, is grossly inefficient. He is notoriously unob-servant, and it has been said that he would rather lie down and die than take the trouble to think.

These qualities of endurance, ability, reliability, and action are

qualities essential to efficiency and success in any calling. They are universal requirements, and ought to be cultivated by every man, no matter what he intends to do.

BUT THERE are additional requirements, special aptitudes, and results of special training you need if you desire to make a great success of any one of the various phases of the work of distribution.

And the first step for you to take in the development of these special qualifications is to determine what are your own natural aptitudes—in other words, what is the niche in the great business world you can best fill?

THE MAJORITY of men and women accidentally fall into their occupations and professions rather than choose them. Many of them are pushed in.

A boy enters a store because his father happens to have a "pull" with the proprietor or manager; or becomes stock boy in a wholesale house because that is the first job he finds open when he is ready to go to work; or he becomes sixth assistant shipping clerk in a department store because a friend of his has a job in the same store.

Many boys, and even men, not only begin their life's work in this haphazard and altogether inefficient manner, but change it from time to time for no better reasons than these.

The inevitable result of such methods is an appallingly high percentage of misfits and unfits in

the whole business world, of which the department of distribution has its full share.

Obviously, there are three remedies for this:

FIRST, PARENTS and teachers should have a practical knowledge of the science of character analysis, and be able to give children and young people competent guidance in the choice of their work.

SECOND, IN the absence of such guidance young men and women, and even older men and women, ought either to study the science of character analysis and thus be able to determine for themselves what they ought to do in life, or they should consult with those qualified to advise them.

THIRD, EMPLOYERS ought either to ground themselves in the principles of character analysis or keep on their staff someone who is able to use it and select and assign their employes scientifically.

NOW, THERE are so many different phases of the work of distribution, each requiring its own special aptitudes, that this talk would stretch itself into a week's monologue if I were to try to tell you about all of them.

But either you or your advisors ought to know what they are for yourself; for the particular kind of work you have to do; if you

are an employer, for each one of your employes.

Of course when you find out, as you will, what particular aptitudes are required for the line of activity you are best fitted to follow you will not rely upon the fact that you have these aptitudes naturally, but will go ahead and develop them, and keep on developing them.

ALL OF THE foregoing refers to your own personal qualifications.

These are fundamentally important.

The highest efficiency and success are impossible without them.

But there is a technique of business in general, and a special technique of every particular kind of business and position in the business that is to be learned.

Some of the principles of business technique are general and universal; others, as you might expect, are specific and particular.

Some of the general principles I can state for you. It would be too big a job to try to tell you all the specific and particular ones.

Some of these general principles I shall endeavor to present in my talk on the front porch in THE BUSINESS PHILOSOPHER for October.

The Cost of War to Peaceful Nations

SINCE the beginning of the war in the Balkans there have been business failures in Austria amounting to over \$16,000,000, exports to the Balkan states have fallen \$20,000,000 in three months, and debts to the amount of over \$18,000,000 remain unpaid because of the war. The industries of the country have suffered a serious set-back. The loss to the machine factories has been over two and a half million dollars, and the demand for textiles has decreased by a third. This inflicts an especially severe injury upon Austrian prosperity, since the textile manufactures are the most important in the country and employ 350,000 workers. It is not surprising that Austria wishes to see the war with Turkey ended and get back her market in Servia, Bulgaria and Montenegro.

Musty Mutterings

For the Benefit of Salesmanagers

By IRA L. CASH

A GOOD sales manager must possess the knowing, feeling, and willing powers of the mind to a marked degree.

He must have ability, reliability, endurance and action.

He must be fired with a desire to serve.

He must be able to develop a cohesive selling force.

In addition to being able to plan and push, he must be able to take hold and pull.

He must be a human shuttle that weaves a lasting business fabric.

He must be a ministering angel, a Good Samaritan, a goat, a bumper.

He must know the problems of the salesman from actual experience.

He must know the business thoroughly—the kind of customers his men are meeting, and he must know how to sell goods.

He must be able to keep the selling force well in hand and under his thumb.

He must be able to recognize merit in the selling force and he must encourage it.

He must be a guiding hand—not a driver.

He must have a ninety horse-power six-cylinder will of his own.

He must be tactful, broad-minded and to the point—like a tack.

He must temper a business training by a manner diplomatic.

He must be able to give orders, gently but firmly, and in a way that they will be understood.

He must be long on sympathy—short on gush.

He must be “armed so strong in honesty” that negative actions “pass him by as the idle wind, which he respects not.”

He must be able to arbitrate matters.

He must have justice and courage in large quantities.

He must ever keep in mind that “confidence is the basis of trade.”

He must “hitch his wagon to a star,” then load it up with determination.

Good sales managers should be what most sales managers aren't.

Figures, an Adjunct to Selling—By Milton Bejach

Vice-President and Sales Manager, The Alliance
Rubber Company, Alliance, Ohio

THE Titan Company, doing business all over the United States, with a sales force of several hundred, pushing, crowding, fighting for business every day in the year; with an advertising department spending thousands of dollars in clever, clean, attention-compelling ways, was, in spite of all its activities in the sales and advertising departments, operating without profit.

One analysis after another, by auditors, efficiency men, sales wizards and advertising wizards, each of whom introduced a new method of handling factory, accounting, selling and advertising, brought no relief in the form of profits that later would take the shape of dividend checks. Something was wrong with the institution, but no man had found the trouble.

The Titan Company was getting as much business as its competitors, so far as could be learned. Its factory was operated as efficiently as most successful plants are operated. Its men were happy and contented. It had no labor troubles.

Out on the road its salesmen were healthy, happy, ordinary chaps, each of whom produced the required number of orders. In the aggregate, these orders equalled the amount of business done by the Trojan Company, the Cyclops, and the one or two other big concerns in the same line.

THE HIGH COST OF SELLING

It is true the Titan Company had more men on the road, but that was a matter of pride with them. The president and the sales manager often congratulated themselves and each other on the fact that they had

a hundred more men than any of their competitors.

"The more men we have, the more closely we can cover the country," they told themselves. "The more men, the better service we can give our customers."

This was the line of thought in those days when the accounting department had not laid on the president's desk a dozen sheets of statistics, showing the high cost of selling, and the shrinkage of the margin on the right side of the ledger.

On the days when the accounting department presented its pessimistic reports, the president's room was blue with sulphur, the sales manager's life was a burden, and the advertising manager considered changing his job; because the president, like a good executive, kept his subordinates informed of the course of the concern, whether it progressed or was taking a retrogressive path.

Each departmental executive sought the answer to the riddle, MODERATE SALARIES—AND STILL NO PROFITS

"Why are we not making money?"

The president's salary was not exorbitant, nor was the wage of any of the others. The sales manager knew of two other concerns willing to pay him more than he was drawing each year, but he held on, out of a sense of loyalty, and because he thought that ultimately the concern would work its way out upon the high road where dollars were picked up at every step.

The advertising manager, a younger man, was given his head pretty well, was not interfered with in the conduct of his department, and ex-

cept on the days when the pessimistic reports were brought in, was as happy as any man can be, whose business it is to spend something more than a hundred thousand a year on black ink and white space.

The cost of manufacture was reasonable, the salesmen were not overpaid. And still the concern showed no profits.

THE PRESIDENT MAKES A DISCOVERY

One Saturday morning the president's wife took an early train for the seashore, and the president, rising early, had time to spare over his coffee and first cigar. He read the newspapers carefully, he told himself, but this morning he had so much more time than usual, that he found himself wandering among the market reports on hogs, beef on the foot, grain and ores. Then he found a two hundred-word item, dated New York City, which was a resume of the week's activities in a dozen lines of industrial endeavor.

"Here's a bet I've overlooked," he muttered, and read the item again.

"Now, why don't someone with the time and facilities get up a weekly item forecasting the activities in these same lines of business?" he asked himself.

On his way to the office he asked himself the same question, over and over again.

"George," he called to the sales manager as that individual passed his door, "I've got the reason why we have not made any money this week, if next month the accounting department shows we operated at a loss," he jokingly remarked.

"Seems to me you're doing considerable guessing on that point," was the sales manager's jocular reply. He was on intimate terms with The Old Man, and knew that the boss

liked to be treated as one of the boys in the office, or one of the hustlers on the road.

"I'm serious about it. Read this," and The Old Man passed the newspaper clipping across the desk.

"What's that got to do with our stuff?" asked the sales manager. "We don't sell hogs, wheat, cotton, iron, nor build houses in New York, Chicago, St. Louis, Cincinnati, or San Francisco."

WHY NOT A FORECAST?

And though The Old Man had one end of the knot that was worrying the whole institution, he was half led to believe he had been wrong, that he had seen a mirage, instead of the real thing that was to lead his house out of the desert of Unprofit and into the green fields of Dividend.

He dismissed the sales manager, and turned to some other work.

That afternoon on the golf links the same question, "Why don't someone, with the time and facilities, get up a forecast of business conditions?" occurred to him again and again. He played badly and soon ordered his caddy to carry his sticks to the clubhouse. There, over a glass of charged water and a cigar, he mulled the matter over again.

THE FORECAST FOUND

A banker friend found him there, and it was just a minute or two later that the president of the Titan Company learned that the banks get weekly letters forecasting financial conditions in all parts of the country; that big bond and investment securities concerns make it a business to furnish this information; and that an Eastern organization furnishes a forecast for manufacturers, jobbers and merchants, that more or less accurately—mostly more than less—tell

its subscribers what will happen next month in every part of the country, and why the things forecasted are to take place.

Better than the forecast, it tells what is really going on in all the big cities and furnishes a colored map that, at a glance, shows where business is good, where better than normal, where bad, and why good, normal or bad, as the case may be.

With this information, and the address of the statistical organization, it took just five minutes to send a telegram ordering the forecast, the figures, and the maps for the Titan Company.

THE PRESIDENT'S DIAGNOSIS

On Monday morning the president and the sales manager had a heart-to-heart talk in The Old Man's office. After a few minutes, the advertising manager was called in, and then the credit man was summoned.

"We've been asleep at the switch, boys," began the president when the sales manager, the advertising manager, and the credit man were comfortably seated and puffing at banquet size cigars.

"We've been running the factory as economically and efficiently as a plant can be operated. I'm convinced of that. We've been doing a lot of business without profit because we did not know where to go for business where the going was good. We've been getting business in all parts of the country, when we should have stayed away from certain sections."

CROSS-EXAMINATION

"Where's Rogers now?" he asked the sales manager directly.

"In St. Paul," was the answer.

"Why?" was the president's next question.

"He's due there. He makes it every two weeks, you know."

"How's business there?"

"Rotten; nothing doing."

"Costs more to get orders now than it did last year, from the same place, does it not?" followed up the president.

"Sure it does."

"Why not stay out of there for a while until business picks up and things are normal again?"

The sales manager was silent.

"Spending anything in St. Paul papers?" he asked the advertising manager.

"Usual amount," the chief of the ink-and-white-space department replied.

"Notice any decrease in business from that town?"

"Yes, but it's the salesman's fault, not the advertising. The same copy is making good in other places."

"All right, all right, I know that," soothed the president.

"How are collections in St. Paul?" and the president turned to the credit man.

"About fifty per cent below normal. I've shut down on a lot of people. I'll show you the list."

THAT "HIGH COST" AGAIN

"Never mind about that now," said the president. "I think we have hit upon the reason for not making any money. We've been spreading our energies too much, working too hard in a section where we could not possibly make any money, and not hard enough in places where we have a fighting chance to show a big profit."

"We are getting as much business as any other people in our line," spoke up the sales manager.

"Do you know what it costs the others to get it?" asked The Old Man.

"Cannot very well find out."

"Until you do, I'd suggest saying nothing about getting business. Until you know what it costs the others to sell a dollar's worth, you cannot make a fair comparison."

"Tomorrow morning let's all meet here again. I'll have some figures and maps that may tell us something." This was the signal for the three to leave the room.

"Maps and figures on hogs, wheat, cotton, iron or building, I suppose," muttered the sales manager, who took the interview very much to heart.

THE FOUNTAINS OF PROSPERITY

The three met with the president the next morning and he had maps and charts and figures on his desk to prove his contention. Before he got fairly started, the sales manager interrupted with, "What's the iron business, the hog market or the cotton crop got to do with our business?"

"Cool off a bit, George, and I'll show you," answered the president.

"Forget this business for a minute. Forget that you are the sales manager. Assume that you are head of a department store in Pittsburg. You will admit, I suppose, that the trade of your store depends upon the condition of business in Pittsburg. You will admit that if you could know what conditions would be in Pittsburg for the next year, that you would be in the way of making money.

"What are the leading industries in Pittsburg?"

"Iron, steel, cement, coal," the sales manager answered.

"Do those industries depend upon conditions in Pittsburg, or on conditions in all parts of the country?" asked the president.

"They depend on conditions all over the country."

GENERAL CONDITIONS

"All right. Now we're started. This department store of yours, then, depends, not upon conditions in Pittsburg, but general conditions. The conditions in the Northwest and the Southwest determine whether or not the railroads in those distant territories will be double tracked, necessitating the ordering of steel rails from Pittsburg. The crops of the great Central West affect the business of its great cities, which in turn settles the question as to whether or not new structures will be erected during the coming year, which in turn influences local Pittsburg conditions. The prosperity of Pittsburg is dependent on the prosperity of the country as a whole. Tell me what the conditions outside Pittsburg will be and I will tell you what the conditions in Pittsburg will be," the president read from a pamphlet.

THE REMEDY

"I think it's time to reduce the advertising in St. Paul," spoke up the advertising manager.

"Let's see what the conditions are in that state," said the credit man.

The president turned to the maps and charts. "Business below normal, crops poor because of drouth," read the president.

"That's why we have not had business from there lately," said the sales manager, as though he had discovered a new continent.

"That's why collections are poor

and failures frequent," said the credit man.

The result of the conference was this:

The sales, advertising, and credit departments govern their activities by the figures that show whether it is or is not profitable to do business in certain parts of the country at certain times.

When other parts of the country

experience a boom, which the figures show as a thermometer records the temperature, the activities of the sales and advertising departments center there. The credit department is more ready to extend credits where business is good, and less ready where conditions are below normal.

The answer to these changes in activity is reflected in the dividends declared by The Titan Company each January and July.

IT IS our love for any task that begets earnestness, fidelity and enthusiasm, and these are the kinds of weapons that make victory sure. Hence it is really love that conquers success.

—*Sheldon.*

The Prospect of an Anglo-German War

IN MANY German and English books and newspapers it has been assumed that a war between Great Britain and Germany is inevitable at some time in the near future and some on both sides are urging that the sooner it comes the better. On this question President David Starr Jordan, of Leland Stanford Juion University says:

“There is not a shadow of grievance which separates England and Germany. Nothing that one has done has injured the other. Nothing that could hurt the one could help the other in the least. There is nothing but this matter of the Dreadnoughts and the speed-mad rivalry of those who see nothing in international politics save the chance to hurt one another. The two nations are in a state of mental war of the acutest type as England and France, England and Russia, equally without reason were a generation ago. It takes only an untoward accident to turn that into physical warfare. No one doubts that the greater the armament the greater the danger on both sides.

“No great war, however ruinous, however deadly, whatever its havoc of murder, sorrow and debt could settle anything. It could only leave a legacy of future quarrels, the germs of future wars. Each war propagates its evil brood. Most of the many wars which have cursed the earth, have found their origin in other wars, have given birth to still others, and so on to the end.

“We do not believe that either England or Germany can break the bonds of civilization and rush to fight the other. But in establishing this belief we do not count the German army nor the British navy as factors in the side of peace. It is for them that war today derives its risk of ‘suddenness.’

“Armies and navies are counters in the game of diplomacy. In the foreign offices which control them there is no force for peace. The impulse for peace must come from the people, from their sense of common decency and common interest, from their growing hatred of the system which turns peaceful nations into military powers, from the needs of commerce and of finance and from the paralysis of debt which already makes continued war all but impossible.”

The Positive and Negative Aspects of Sensitiveness

—By H. E. Grant

ARE you sensitive? Does that sensitiveness hinder your progress?

Let us recommend a remedy and then talk the matter over.

A REMEDY

Eliminate from your sensitiveness that part which is cowardice, then, realizing that the other part is an asset, so cultivate it that in future it shall contribute to your success.

ALLEGORY

It grew in a garden—this sensitive plant, so carelessly and thoughtlessly sown—apparently out of place. Unsuitable to the soil, it soon became dejected, unsightly. It seemed to hold back affrighted at times when it should have developed and become established. Then the sun became too hot also, and with the high winds, withered it. Watered freely it grew rapidly but sickly, and if not watered it stopped growth and drooped limply.

Do you understand the language of leaf and flower? Lean lower. It says that this world is altogether too hard a place in which to live. Contact with the elements causes disaster, yet not to come into contact with them is to court that oblivion called death.

A dead plant, like an inactive one, has no beauty and but cumpers the ground.

Let some other and more useful plant be sown, for I am too sensitive and but occupy a position which rightly belongs to one hardier, older and more seasoned. Let me go.

Must we, then, in hot, dry places, have nothing but the cactus and its kind? Not so. This condition met

by a master mind produces a Burbanked plant and this sensitiveness is made to serve. All things acclimated are actually more beautiful or more prolific; certainly more useful. We need variety and the new.

And now to the point. It certainly behooves all sensitive salesmen to be Burbanked. Don't you think so?

LOST THROUGH COWARDICE

Just the day before yesterday there were certain calls you should have made but did not. Someone kindly analyzed the case for you and explained that you suffered from Aboulia. Then you thought hard, declined to accept the high sounding name of the dis-ease and came to the conclusion that, expressed in terms more common, it meant that you had lost ground, lacked courage—were a coward.

YOUR SENSITIVENESS SERVES

Because you were sensitive, this feeling of cowardice and the sense of shame it engendered spurred you to renewed effort, so yesterday you started outboldly, determined to interview the president of a large corporation, or perhaps on a round of residence calls, yet at the door you again turned tail and fled.

Always it seems that the things which shall benefit us most meet with the greatest opposition from ourselves.

You went out into that vacant lot or into the back alley and fought it out with yourself; maybe called yourself hard names and went and tried again, but—oh, those butts!—you seemed to know now what you had

felt all along: "Yours is too sensitive a nature to engage in this selling game." Alas! You will give it up.

Even as your sensitive nature seems to destroy, so now it again brings you about-face and is seen to be constructive. There is a slinking fear there of the unknown and over against that, because you are sensitive to these things, there is a stronger fear you are not doing your duty. There is a question of honor—your integrity. You were instructed to make this call, or at least, the firm looked to you to make it and so you return again and literally force yourself into the presence of the one you would interview.

Performance follows close upon the heels of Purpose conducted by Confidence and Courage, and heralded by Enthusiasm.

ANALOGY

Hard by a pond we watch two boys at play. Each has built a raft and the launching takes place. One boy chooses the shallow end and his effort is great but to no purpose for the depth of the water is not sufficient to float his raft. There is little fun for him because he fears to venture, and the raft but wallows as he stands on the bottom of the pond and pushes. But he never gets started, and so does not arrive.

The other boy, upending his raft on the bank at a point where the water is deep, lets it fall in with a splash, nor cares for consequences. Yelling joyfully he leaps aboard and the impetus given the raft because of his exuberance of spirits, urges it to the opposite side. Unconscious of any effort, bright-eyed and happy, he has arrived.

Such is the value of a purpose,

backed up with courage, confidence and enthusiasm.

YOUR FURTHER EXPERIENCE

Once started on that interview you found everything so different from your pictured fears, and having overcome your surprise at the unexpected reception, you remember the purpose of your call. The subject is one regarding which you are enthusiastic, you are a specialist, the desire to serve rises within you, and as step by step you carry the prospect's mind along the track of your own thought and make your understanding his also, you reach a point when—but we anticipate.

Even if you are sensitive, was that first step—hesitancy—necessary, or to be excused? Is there not a saner way and more certain?

ANALYSIS

At any time you fail through fear, your thought is never of the manner and method by which the desired end shall be attained, but is full of the dread of failure or the possible rebuff. Get your thought right.

Did you ever take time to consider that whenever you neglect to make a call because of fear, it is your cowardice that rebuffs you and makes failure possible? For it is indeed true that the only failure is the man who has nothing to attempt and therefore accomplishes nothing, or, who, having plans to carry out or work to be done, neglects absolutely to endeavor to accomplish either.

We should never be so eager to imagine the outcome of effort as to concentrate only on that, but rather to work in the present moment to that end desired—determined to be thorough rather than hasty or haphazard.

Salesmen of the sensitive type are inclined to be superficial.

Instead of wasting time in dread, why not find out all you can about the prospect you are to interview, his habits, interests, or requirements, and then measure up your knowledge about your goods and determine whether it is sufficient to insure a successful call.

If you take time carefully to scrutinize your clothing and appearance beforehand, you will have nothing to fear later in that direction, and you can also take time to see that your card-case is filled, pencil sharpened, and so on.

You cannot pour anything into a vessel already full. Get into the habit of making plans completely and then act quickly in an endeavor to carry them out. Preparation will so occupy your time that fearful thought will find it hard to get an audience, and having literally to thrust yourself into the presence of prospects, whether prepared or otherwise, will soon be a thing of the past.

YOUR EXPERIENCE CONTINUED

You had rapidly reached the point where your prospect was to be converted into a customer.

How did you know that you had reached that point? The psychological moment was detected certainly, but how?

We set to wondering. Would the cactus class of salesman so readily have seen the necessity for providing terminal facilities and so have closed the sale? What is the percentage of sales made by sensitive salesmen (once they get started) as compared with the other kind?

Apparently you sensitive salesmen

have nothing for which to pity yourselves except your self-pity. Be glad!

Dr. Hartland Law says that "sensitiveness is a sixth" (shall we say seventh or eighth) "sense," and if this is so it should be cultivated, not rejected, and made a matter of pride instead of the shame you feel.

The cactus salesmen say with the ancient wise ones, "Let all prospects be as one prospect with thee, and that one easy." But sensitive salesmen not only know but feel also that each prospect is different in temperament and fine points of character. To educate sensitive feelings that these finer shadings may be readily detected, is the part of wisdom. Pushing this one step further, he learns readily to detect the psychological moment and so close the sale.

But remember that sensitiveness alone is not sufficient. We must be Burbanked else our sensitiveness will surely sicken others as well as ourselves.

You employers of men, has yours been the habit of rooting up these sensitive salesmen? If so, this article is on your behalf as well as theirs. Be a Burbank!

In future, instead of weeding out, why not cultivate this species and watch their growth. Incidentally, your growing sales as well.

Given all the dope, proper encouragement, and at the outset sufficient supervision, this type of salesman will prove a find. It is more than possible, when comparisons are made, that the cactus brand will have to travel hard in order to stay the pace. Only, don't let your competitors "discover" this first. Give the sensitive salesman a chance.

Mr. Salesman, are you sensitive?

Then don't be ashamed of your sensitiveness—cultivate it.

YOU are all right. You, I say, are all right if you will only just bring out the almighty all-right-ness. The conviction you must work on is that every normal individual has within him the seeds and roots of the positive qualities. It is absolutely in your power to make these seeds grow and flourish.

—*Sheldon.*



The Child's the Thing —By Newton A. Fuessle

George W. Sweney's Plan to Give Crippled Children
New Lives for Old—In The Mediator

CRIPPLED and deformed children are all but ignored, despite the growing wave of activity on behalf of the conservation of human resources in this country. Yet here is a phase of modern life, involving an enormous economic waste, which should not longer be overlooked. There is a forlorn army of deformed children in the United States, broken-spirited and hopeless, which, under the present system, can look forward to being nothing but an economic burden to the community.

George W. Sweney, of Marion, Ohio, is the author of a notable plan for a nation-wide string of pediatric hospitals for the correction of the deformities of crippled children of poor parentage. For nearly twenty years he has devoted himself to the care and feeding of infants, and lecturing to nurses, covering a territory ranging from Rochester, N. Y., to Montgomery, Ala. This work has brought him into close contact with the deplorable lack of facilities for the correction of deformities.

THE PLAN

Minnesota was the first state to make even a start in this work. New York and Massachusetts followed. But even in these states the efforts have been merely desultory, while west of Minneapolis and south of Baltimore there is said to be at the present time no system whatever of comprehensive nature for the care and treatment of such children.

The plan which Mr. Sweney is promoting, and which is meeting with enthusiastic co-operation, pro-

vides for the establishment of at least one such hospital for every state. They are to be non-political and non-sectarian in control. Each is to have two directors from every accredited medical college in the state, and every alumnus of each college is to have one vote for such directors. Thus the vital interest and co-operation of every physician in the state will be assured, ranging from the cities to the remotest cross-roads.

It is estimated that funds aggregating \$96,000,000 will be required to provide and maintain adequate hospital facilities for the correction of the deformities of such children. The astonishing success through orthopedic surgery in curing and improving deformities of children has hitherto been confined almost entirely to those parents able to pay for the long and patient treatment necessary. The plan of Mr. Sweney will bring such aid within the reach of the poorest.

THE MENACE OF TUBERCULOSIS

Tuberculosis of bones and joints is common in children, and treatment generally must cover a year or more. The vital importance of institutions where this work can be carried on is apparent to every physician who makes the rounds of charity families. Yet hardly anywhere are means provided for the care, nursing, feeding, and operations upon such sufferers. Very few general hospitals are provided with orthopedic equipment.

A large percentage of such cases show the deformities to be due to tuberculosis, and are often contagious. At Minnesota's State Hospital

for Indigent, Crippled, and Deformed Children, founded in 1897, three-fourths of the cases treated are tuberculous diseases of joints. Yet children thus afflicted, in nearly every locality, go on their crutches to public schools, and expose whole roomsful of pupils to the contagion.

These deformities are, as generally supposed, largely hereditary. Over seventy-five per cent are caused by diseases contracted by the child itself, rather than being hereditary, present at birth, or the result of an injury. A child with such a deformity may readily transmit it to others, according to the report of the New York Orthopedic Dispensary and Hospital.

This is a phase of the subject of crippled and deformed children which seems to be largely ignored by public authorities. On the one hand is the menace to their companions in allowing these children to go to public schools or remain in their homes, and on the other hand, one perceives the terrific injustice to the deformed child itself by neglecting to provide hospital facilities for its restoration to normal, or at least the amelioration of its troubles.

The astonishing prevalence of deformed children, and the menace of contagion to those normal at birth, is revealed in the reports of the New York Hospital for the Ruptured and Crippled. In one of its recent annual reports, attention is called to 5,021 new cases, of which total only 212 were deformed at birth, and the rest of the cases in many instances due to contagion.

Dr. Arthur J. Gillette, as surgeon in charge of the pediatric hospital of Minnesota, in one of his reports said: "Any physician will testify to the immediate relief from excruciat-

ing pains of hip and joint diseases when the weight and pulley or brace is applied, and how soon the jerking and painful respiration of the child, suffering from hunchback (a tuberculous disease of the vertebrae) is relieved on application of the plaster cast or the spinal brace. The child often drops into peaceful slumber after the appliance has been adjusted."

The country doctor is particularly hampered and utterly unable to furnish such sufferers relief, because of his lack of expensive orthopedic equipment. Every brace must be especially made to fit the particular deformity.

Even the progressive state of Minnesota has no place for incurables of this kind, lacking the accommodations and funds, while the states of New York and Massachusetts, where this work is carried on to a large extent, do not begin to be able to fill the requirements.

AN ECONOMIC PROPOSITION

The hospitals to be built under the George W. Sweney plan will all be located outside of cities, somewhere in rural places, and will all have large sun parlors.

Here the patients will be free from the noise, dust and smoke of the cities.

The idea of Mr. Sweney is to combine in these state hospitals the results of the successful experiments worked out in this country and abroad as to the handling of deformed children. Munich was the first city to approach the problem intelligently, doing so in the 1830's, but American communities have been slow to follow.

Mr. Sweney's proposition is an economic one, pure and simple. It is

not a matter of sentiment, or of loose and deadly charity. Society has no right to let deformities impair economic usefulness, if there is a ghost of a chance to establish the child on a sound and normal basis.

At present, almost throughout the country, the plight of the unmoneyed cripples is hopeless. The long and tedious treatments by skilled operators are in most cases entirely out of reach. They are hopeless burdens to themselves and to society. Restoration of the unfit to normal is the demand of the times. This is more important than strings of libraries or heavily endowed universities. Philanthropists have been blind to one of the most important demands of the times. Thus argues George W. Sweney. Every state has its jails and penitentiaries, and these are beginning to make an attempt to restore to normal the moral deformities of convicted offenders. But hardly a hand is beign raised to remove physical deformities of innocent children.

SCHOOLS FOR THE DEFORMED

New York and Chicago are working out the idea of special schools for deformed children, so that normal children need not be exposed to contagion from these tuberculous influences. Special rooms and classes are set aside in these cities for such children, who are also furnished with transportation to and from the school.

Mr. Sweney is a conservationist, and a novel sort of mediator. He

resembles Robert Mantell, and is an actor, but not of the theatrical kind. He is an actor in dramas far more important than those of the histrionic stage. He is playing the role of helping to save the lives of the country's children. He is the tallest man in every crowd. But the stature of this gentle giant does not stand in the way of his bending over and attending to details that the ordinary efficiency experts overlook entirely. It is a curious thing that the tallest man in the crowd should have chosen a career that takes him constantly among the smallest mites of humanity. He is known to the medical profession in many states. He is pointed out as the man who is telling the country what to do for its deformed children.

The middle initial of George W. Sweney's name stands for "Washington." That may account for the fact that his first professional impulse was a boyish patrotic one. As a youth, he was hot-fotting it after an appointment to the Naval Academy at Annapolis, where he wanted to let Uncle Sam perfect him in the barbarous art of blowing up the fleets of our national foes. But his father, in his day one of Ohio's noted surgeons, dissuaded him from this plan, and the son finally chose the career of saving life instead of destroying life. And that is why mothers in many states point him out today, and say, "That is the man who saved my baby's life."

URGED by an intense desire to accomplish, knowledge knows no let or hindrance, but ignorance hinders and falters "failure," or "impossible," where honest endeavor has already writ success.—H. E. GRANT.

IT IS a fact of thundering significance that many of the men who have risen to be superintendents, managers and proprietors of great stores, began their career by sweeping out the stores of those very establishments. Ambition is in some sense sacred, the yearning to advance in the world, is only another form of the possession of excellence. The thirst for excellence is the "Voice of God in Man."
—*Sheldon.*



Cutting the Guess-Work Out of Retailing

(A Chapter from "A Better Day's Profits,") —By A. M. Burroughs

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"Then and there I decided to govern *my* business
from *positive knowledge* rather than from *guess*."

THE owner of a little drug store in San Francisco decided that there must be a reason for his store's remaining small while other stores were getting big.

He set himself the task of finding the reason; of finding why it wasn't paying him; of finding what he needed to know to make it pay him the big profits he knew it ought to pay him.

He found the reason: Now instead of *one little* drug store he owns *seventeen big* drug stores.

Now he owns a fine automobile and a fine home. His check is good for anything he wants—he is making all kinds of money.

The United Cigar Stores Company, with its hundreds of stores and millions of capital, started from an "analysis" of one little cigar store in Syracuse, N. Y.

If the owner of that little cigar store hadn't looked for and eliminated the weak places, he would never have built up the wonderful chain of stores which he now directs.

He asked himself what he needed to *know* about the business to eliminate the *blunders*; to make every move count for *bigger profits*.

WHAT THE RECORDS SHOWED

By making his records show him what cigars *had sold*, he was soon able to buy cigars that sold *better*.

By making his records show him what cigars *had not sold*, he cut out the bad buying—the stocking up of cigars that he could not *sell*.

He found out how many smokers passed his store every day. Then he moved his store to a corner where *ten times* as many smokers passed it every day.

He made his records show which of his clerks sold the *most* cigars at the *best profits*. Then he studied the *methods* of the *best* clerk and got more *like him* and less of the other kind.

He studied the attitude of his clerks towards the smokers who *came back*, and towards those who *didn't* come back. Then he changed the attitude of the clerks so that *nearly all* smokers came back.

He counted the seconds necessary to serve each smoker at the rush hour. Then he cut off half the seconds with little tricks of shortening steps. He arranged his display cases and his boxes so each clerk could reach every box from where he stood.

He counted the steps each smoker had to take inside the store. Then he arranged his display cases to cut out every unnecessary step.

He made it possible for each smoker to get a cigar while waiting for a car, hurrying to work, or to keep a business engagement.

The best cigars, the best clerks, the best store, all managed in the best way, laid the foundation for a chain of a thousand stores—for a corporation of many millions of dollars.

And the man who analyzed himself and his opportunities in that lit-

the Syracuse store, now directs that chain of a thousand stores.

WHEN HE STOPPED "WONDERING"

A grocer in one of the suburbs of Boston was having a pretty hard fight with competition. The big Boston stores and two or three other live stores in his own town were getting the lion's share of the business.

For eleven years he floated along, "wondering" how he could make more money.

At last things began to get so warm that he began to wake up and do more than just "wonder."

He decided he *had to find out why those big Boston stores were coming out into his territory and taking away his business*, while he was rapidly sliding down hill into the waiting arms of the sheriff.

These investigations were a revelation to him. He found that he was not the only retailer in danger of bankruptcy. He found that *ninety-five per cent of all retailers were just barely existing* and being gradually forced out of business, while a bare five per cent were really succeeding.

Then he began to study the methods of the five per cent who were succeeding. He found that those stores didn't use the hit or miss *guess-work* methods used by *unsuccessful* retailers.

They were running their business from *positive knowledge*.

"Then and there," he says, "I decided that I would govern *my* business from *positive knowledge* rather than from accepted customs.

"I first asked myself what I wanted to know and decided as follows:

"Which lines show a profit and how much?

"What does it cost to obtain that profit?

"Are my clerks earning more or less than I am paying them?

"Are there any leaks and, if so, where?

"My bookkeeping system, which I thought was the *real thing*, didn't answer these questions, so I resolved to have one that would."

He got a system which gave him—is now giving him—the information he needed.

Then he found out how his business really stood. He learned what he needed to know to make himself a big manager.

He was able to bolster up the weak places, cut out the lines which were showing a loss, increase the lines which produced a profit, drop the clerks who were no good—to *do the things which paid*.

A WINNING BUSINESS POLICY

The following is the business policy on which he made his appeal to his customers:

"First. We know how to buy. The buying is divided among four from whom we expect, not theory but *actual* results. They must make good.

"Second. Our accounting system is simple but accurate and with a *positive mechanical* audit. It gives us the information which, combined with our skilled judgment, enables us to stop leaks and losses and handle a large volume of business at an exceptionally small expense. And we have no slow accounts or bad bills.

"Third. We send no clerks out for orders. Do you realize what that saves? Telephone service is better and decidedly cheaper. We are glad to call you at your convenience.

"Fourth. Our delivery system is so arranged as to eliminate idle or half filled wagons. Deliveries made

on regular schedule with *full* loads—not empty baskets, but real sales.

“All this means a saving of several thousands of dollars yearly. This saving we *deduct* from our selling price. We do not ask *you* to pay for bad bills, unnecessary and expensive

methods or false motions. Why should you?”

Why, indeed?

Right business methods always appeal to Americans: this grocer has made his *method* of doing business pay for itself by advertising him.

Ideas and Ideals

By Orville Allen

THE MAN who develops his talents of salesmanship dictates the size of his salary check.

When man comes to know that his health is really his greatest asset—health of mind and body—he is more valuable to his firm and himself.

Did you ever check yourself up to see how much time you waste on the monotony of self-indulgence.

There is only one kind of disappointment to remember—that is the pleasant one.

The stream of life is fed with the springs of success and failure. It is simply a question which spring has the greatest flow and what you do to develop natural resources.

It is not because we haven't brains that we are not successful, it is because we do not nourish and use them.

Simply because you have had years of experience is no reason you are fit for the job higher up. What do you know of “the why” of the successes and failures of other men?

He failed to make good because excuses didn't interest the boss.

You will find that you will have considerable luck if you are prepared to use it.

Take things as they are, then work consciously and persistently for the way you desire them to be, and your ideal will move upgrade.

You will find a few men who will tell you a thing can be done and many—a great many—who will say that it can't. The “few” do and the “many” don't in every walk of life.

It is just as reasonable to assume a thing can be done as that it cannot. It is all according to your real desire.

Did you ever notice that the unique sales plan always has its joker?

WHEN you are forming a high ideal, don't forget to make it practical. Aim at genuine results. Covet wisdom, covet truth and covet money enough to be on the sunny side of easy street when past middle life. Never get old. Stay young till you die. —*Sheldon.*



Bad Dreams and How to Cure Them

A Symposium.—From Square Deals

LET'S talk about 'Nightmares,' " said the appointed Symposiarch.

"Odd topic for live business men," said Merriman; "but you yourself begin."

"Well," answered the Symposiarch, "we all know that nightmares are not realities, but dreams in which one has a sense of powerlessness in facing a terrible thing. A speech is sometimes said to weigh like a nightmare on the chest of an orator till he gets on his feet, when he promptly overcomes it.

THE SALESMAN'S NIGHTMARE

"What is the salesman's nightmare? I should say the fear of failing to make a sale, or the frightful prospect of having to end a day with a blank order book. How are these nightmares to be dealt with?"

"Let the salesman be optimistic," said the voice of The Innocent, "and the nightmare of failure will disappear like mist before the rising sun."

"Better let him stay at home that day," shouted The Commercial. "If he goes out under the influence of such nightmares, he is courting disaster."

Optimist: "He shouldn't have taken his business to bed with him. His bedroom door should be locked, barred and bolted against intrusion of nightmares."

"The best antidote for such nightmares," said Festy deliberately—his motto is *Festina lente*, so we call him Festy—"are Physical fitness and Mental alertness."

Observer chimed in: "If the goods

carried are above reproach as regards quality, and are supplied by a firm with a high reputation, the salesman who suffers from nightmares of this kind, provided his health is perfect, should commune seriously with himself as to his exact mission in life, as it is certainly not that of a knight of the road, and he should switch over on to the right track at once."

CAUSES AND EFFECTS OF NIGHTMARE

The Symposiarch: "Analyzing the cause of physical nightmares, we find them to de bue to indiscretions in eating or drinking, or to one's health being below par."

"Yes," said Johnny Forward, who was in a sarcastic frame of mind, "and I think you will agree that nightmares do not always leave a bad effect. Picture a commercial traveler, who during the day has had to take 'pot luck,' and the stones he has had to eat instead of bread end in a 'nightmare.' Beads of cold perspiration stand on his brow as he sees the pure white pages of an order book without a single entry being turned over. The terrible situation wakes him; his eye lights on his coat hanging behind the door, and, fully returned to consciousness, he realizes that in the breast pocket are the duplicates of a goodly number of sheets he had posted to the house. He shakes hands with himself that it is but a dream; it acts as a tonic; he is a salesman; he lies down again with a happy smile, murmuring as he again falls into slumber, 'Never let it be said,' etc.

"At the same time" (said Johnny, assuming for a moment a tone that

suggested a return to earnestness), "there is no doubt that dreams have an effect on a number of people, and they get to believe they are real things. You have possibly heard of the man who, relating his experiences in this connection, remarked: 'I went to bed and dreamed I was asleep, and when I woke up I was asleep sure nuff.' Was this a nightmare?"

The Symposiarch disdained to take notice of Johnny Forward in this flip-pant mood, and went on gravely: "The nightmare of failure, or fear of a failure, in salesmanship is frequently due to one's lack of enthusiasm, to imperfect knowledge of the goods offered, to limitation of determination, persuasiveness, personality, tact, and lack of power to sense the psychological moment for closing a sale."

REPUDIATION OF NIGHTMARE MEN

Colonel Wake-'em-up: "The loss to a firm by a man subject to such nightmares from such causes may be almost incalculable. He may fail where he could have initiated a new progressive and profitable article for years to come. Trade that might have been forthcoming, with its profits, from a good salesman, has been thrown away, and might mean thousands of pounds of a loss in a few years. The loss in pounds, shillings and pence is not all: the all-round influence is wrong, and might, in some instances, create a wrong impression on the employers as to the marketable possibilities of their goods. Poor service such as this is too dearly bought, and such a salesman should step aside."

Surefoot said that for a salesman to be haunted by the nightmare of failure was, to his mind, the clearest indication that he was a failure, be-

cause he did not possess confidence in himself, which was the great essential quality, not only of a salesman, but of any other man who would be successful.

Anthony Ishtauv also looked severely on nightmares as the outcome of self-conscious inability, fear of responsibility, and lack of faith in one's own judgment.

Tom Premier thought a wholesome dread of failure was good, but to allow it to degenerate into a nightmare was almost fatal to success.

IMMUNE FROM NIGHTMARE

Johnny Forward said he knew people so constituted that they were no more likely to get nightmare than "Weary Willie" would be to hustle. "I knew a man," said he, "who went out a two-days' journey as a relief. On the third morning he came to the office and the proprietor asked how he had got on. 'Splendidly,' was the reply. The employer asked for the orders. He had a blank order book, but was happy to say he had made quite a number of good impressions! Now, 'Vat ve vant is orders.'"

PREVENTIVE MEDICINE FOR NIGHTMARES

Gibson Self-help urged that if physical nightmares could be avoided, so could the others. He would not let a thought of failure enter into his calculations. The chief sources of worry were not real, but imaginary evils. Worry magnified small troubles into great ones. His prescription was the cultivation of equanimity and cheerfulness. Even when the sun is not visible, it is in the heavens.

Tom Candid agreed with this. The fear of failure, in his opinion, was not so frequently due to lack of enthusiasm, or imperfect knowledge of the goods offered, etc., as to wrong thinking and the lack of hopefulness of outlook. The would-be successful salesman must be an optimist—always looking on the bright side.

"Hear, hear!" interrupted The Innocent. "A bright smile and cheery manner will win a welcome that a solemn or sour look and stiff demeanor will never get. A salesman should never enter an office or warehouse in a timid, hesitating way. He should consider he is selling the finest goods on the market for the best house in the trade, whose honor he has to uphold. He should go about his business with an air of confidence and manly self-reliance." Here The Innocent, like Silas Wegg, "dropped into poetry," and quoted:

"If you gently touch a nettle,
It will sting you for your pains.
Grasp it like a man of mettle,
And it soft as silk remains."

The moral in these lines, he said, with general approbation, applied to a great many of the problems and difficulties met in everyday life.

Tom Candid was then allowed to finish his interrupted speech: "A man may become successful by hard work, but he will accomplish more if he loves his business. Enthusiasm is one of the chief requisites, and if a man possesses judgment, memory, truth, faith, enthusiasm and loyalty, and is energetic and has the courage of his convictions, he must meet with success."

REMEDIAL ADVICE

With regard to the depressions after failure in making sales to a

possible "prospect," the Symposiarch counselled a searching of one's heart and mind in as thorough a manner as railway disaster or calamity is inquired into by the Board of Trade. The findings should result in elimination of weaknesses and the strengthening of selling talk so as to make a further failure impossible.

The Optimist remarked: "I always advise young salesmen to cultivate the habit of taking, say, half-an-hour each evening, after the day's work has been completed, to go through all the calls made that day, and to ask themselves, Why did they fail with Jones? Why did they succeed with Smith? and to wring from themselves an answer."

Tom Premier: "Self-analysis is a useful and profitable exercise at all times for the commercial traveler."

Amicus: "In many cases more useful knowledge is obtained from a failure than from a success."

BLANK ORDER BOOK BOGEY

The Encourager: "With reference to the blank order book, this, of course, is experienced by the most aggressive salesmen at times; and if a man feels that he has put forth his best efforts, and that he has done all possible by making his calls at the right time, and by utilizing all possible opportunities, I do not feel that he should fear nightmares, as it sometimes happens that a man has put forth his very best efforts during the day he draws a blank. These experiences go to make success all the sweeter, and no real worker should be discouraged thereby."

Tom Premier: "This nightmare only visits the superficial variety of agent. The man who is earnest and thorough in his work fears not the blank-order-book bogey."

Surefoot: "A salesman should never allow the thought to enter his head for one moment that, as the result of a day's hard work, he will not make a single entry in his order book."

Festy pleasantly reflected that while trouble was magnified by anticipation, success was made more sweet by the same courage-giving process.

Merriman remarked that nobody had "owned up" to the nightmares.

PHILOSOPHER'S ENCOURAGING STORY

The discussion was brought to a close by The Philosopher, who counselled perseverance in face of the

blank order book prospect, and backed up his advice by the following story: "I remember a traveler telling me that on one occasion he had worked very hard up to about five o'clock without taking an order. He was then near his home, and was much tempted to knock off. However, he persevered, and at his next call he got a good order, and the same thing happened at the next two calls. He then made up his mind to go on until he made a failure, and he got eleven orders in his book, and finished up at about 8 p. m. tired, but happy, having by perseverance turned a bad-seeming day into a very good one."

NET proper suggestions be hurled at our fear, anger and worry until every vestige of them is destroyed.

—*Sheldon.*

A Psychic Alphabet of Success

By Sheldon Leavitt

All things are possible to him who believeth—that is, all reasonable things.

Be enthusiastic.

Courage is the Corner Stone of Success.

Doubt saps the strength of Will.

Energy, eternal Energy. Have it.

Faith in your own ability and in the outcome of your efforts. Cultivate it.

Give yourself a daily push along the lines of your desires and purposes.

Hold steady, or even push harder, when things look unpromising.

Inquire into your competitor's methods, but follow your own head.

Join hands with successful men.

Keep out of ventures that you don't know much about.

Listen for the Undertone of Business.

Make a good record in every position.

Never mind hard work. It does no harm, if the bearings are kept oiled. But stimulants won't answer for a lubricant.

Overcome all your fears by courageously facing them.

Put thought and purpose into all that you do.

Question every new proposition in detail.

Rely upon yourself always.

Solve your own problems.

Train both mind and body to obedience.

Use your powers if you expect to develop them.

Visions of achievement are in order. The castle in the air precedes, and ushers in, that on the earth.

Will should be as inflexible as iron.

Xcellence is attainable only as the result of struggle.

You can win the series even if you lose some individual bouts. So never be discouraged.

Zealous endeavor always counts.

YOU who love the "Area" idea—

You who are interested in witnessing the culmination of it in the Sheldon Commercial University—

You who have longed to see the establishment of a real Business Chautauqua at Area—

You who believe that there is room for real reform in the scholastic period of education, and who believe that the Area idea, practically applied, is the key to the situation—

You who have boys nearing the age when they will "go away to school"—

And you boys grown tall who have seen twenty-five to forty summers, but who are climbers and would like to take a three months' respite from the whirl and brush up in the philosophy and science of business—

Watch for the October number of **THE BUSINESS PHILOSOPHER**—

And in the meantime be as patient as you can.



Sundry Reflections of a Stenographer on Her Work

—By Anna H. Dillon

I STARTED out with a grievance, which was indeed a sad thing to have. Whether such grievances as this was are capable of being remedied may be an open question. Yet the remedy which has arrived with time and experience has wiped away the sore spot.

I was obliged to learn stenography in odd moments in a law office. Perish the memory of those, my pioneer days! I had to make the best of an improvised shorthand, while struggling as best I could with its text-book at odd moments. My employer was a believer in self-made men and women. He scorned the business college. Being a relative, he would not hear to a business college course for me. This was my grievance.

These self-same self-made men may well take issue with the training schools as to what constitutes the best preparation for the business world's workers; although the great prevalence of schools for this purpose in our present day makes me feel that my protests against subjection to the old way were well founded, at least.

Discounting what may be said or argued pro and con on this subject, experience, broadly speaking, ever has been and ever will remain the great teacher. The force of experience, moreover, is work. The training "course" is itself an experience over a given time, a repetition and reiteration, day after day, of essentials learned each preceding day in an ever increasing development of one's capability.

ADVANTAGES OF PRACTICAL WORK

The student who gains experience under odds is correspondingly strengthened by surmounting any hindrances to the end in view. In other words, the student who works will find his way ahead, no matter under what circumstances he gets his training. His work will be easier, even under trying difficulties, than that of the student who, with teachers and tuition to help him, and because of not liking to work, avoids it.

Both might, if unsatisfied with their lot in life, be equally called grouches, the one rebelling against an absence of superior education, the other against that very assistance, which, to himself, appears as an oppressive compulsion.

It is a strange, contrary thing—that view point of ours!

It teaches us, nevertheless, that our outlook upon life, and our success, whether we have assistance or not, depends first and foremost upon ourselves, upon our sincerity in effort. Else why is it that that other person over there who has the very thing which we think indispensable to ourselves is equally dissatisfied with his "advantages"?

It is true that our training should be standardized; that is, that it should be brought to a recognized point of excellence. The business colleges are a factor to that end; although even they cannot make either Ripleys or Morgans at will.

Stenography may not be one's choice of profession. It was not mine. We do not all choose our pro-

fessions, though many are so fortunate (if such is always a fortunate thing) as to do so. It is odd that those who do are frequently the very ones who advise their younger friends not to go into that one profession which they had themselves chosen, and, at the start preferred to follow.

THE HOPEFUL ELEMENT

No, I am not a pessimist, nor do any observations of perversity in human nature or life make me so inclined; for mistakes will occur in the best regulated universes the same as the "best regulated families."

Ephemeral failures, temporary at worst, are simply guide posts. To know one's congenial activity, and to realize success is mostly a matter of steadfastness.

To come back concretely to my subject, stenography faithfully followed, no matter how we come into it or why, may well prepare us, though we know it not, for something else hoped for or even dreamed of, if we are really fitted to receive it. And we will know it when we are. Stenography teaches, moreover, mental activity, accuracy, carefulness, and a host of other enduring qualities that cannot fail to uphold one in any other profession.

It is with some pride, now, that I notice the stenographic profession covering probably a larger field of endeavor among business women than does any other. It stands between the independent and the dependent professions, requiring more general intelligence than do the trades, and yet not permitting of that freest initiative which the employer enjoys—or under which responsibility he may be bowed, if he be not fully equal to his task.

WHY NOT A STENOGRAPHER?

I knew of one young lady, who being fond of pretty clothes, to the extent of over-bedecking herself in the offices—she a stenographer—remarked that she could not bear to dress in officious-looking clothes for fear she would be marked, on the street during her lunch hour, as a stenographer.

What a distressing thing for her to be so classed! And what a come-down it must be for the stenographer herself to be classed as a stenographer!

After all that may be said or thought, either by those who are in or those who are out of this worthy profession, and what with the annoyances of employers who, sitting with their backs turned or pacing up and down the floor or looking out of the window, expect the stenographer to hear every word they dictate and faithfully and truly record it, or who give her a day's work to do in a couple of hours—never having been the stenographers themselves to appreciate your demurrer to the impossible; what again with the pleasant side, the meeting and making of business friends, and even social friends among those who see and recognize your worthiness in your refinement and ability—be it innate or determinedly cultivated; what with the sense of being an integral part of this great business world upon which the social and artistic worlds themselves depend for their very continuance; there is a feeling of pride than anyone can know who creditably adds one part to the vast daily impress of the typewriter key or script of pen points, millions of which hourly leave their records of the world's business history; its business activity vastly

accumulated. You are a part, a necessary part, of this world's vitality, or of the ever surging means upon which its vitality depends.

Better and greater than all else, for yourself, is the inner satisfaction of having been a victor in that work which has claimed you as its exponent, whether in the first instance by uncontrolled chance or by deliberate intention.

Up here, at the place I am talking about—"at the top"—there is

plenty of room, and as I verily believe, so much satisfaction that there is no room left for the entertainment of grievances. Not that I feel at the tip-top by any means; but I know this, that I have left my grievances far behind, in the mists of temerity and tender un-wisdom. I enjoy my work, and am pleased with the weekly means of sustenance tendered me by my satisfied employer.

The Cosmic Law

By J. G. Mills

AN ACORN fell upon the ground;
 A trifling little thing.
 But where it fell an oak tree stands,
 Where songbirds nest and sing.

A seed was lost, and found its way
 Into a garden fair;
 It grew into a beautiful flower,
 Perfuming all the air.

A woman sang an anthem sweet
 About the heavenly way;
 The boy that heard it is a man;
 He sings the song today.

From the acorn came the oak,
 The seed brought forth the flower,
 The anthem that the woman sang
 Brings blessing every hour.

God's laws control the universe,
 Things both large and small;
 Cause and effect through all the parts;
 Infinite love in all.

Here's a Great Opportunity

By Arthur W. Newcomb

SPEAKING of the use of your leisure time, consider for a moment the big rewards you reap for pursuing some one definite, intellectual hobby through a score of years.

Although you may have but ten or fifteen minutes a day for it, you will find that the conscientious use of this time will be like laying up small sums of money at compound interest, and you will be overjoyed and amazed to find how great is the influence of such a course upon your intellectual and moral life.

The result of your study and meditation, growing and multiplying as you increase in moral stature and intellectual grasp, will, in a few years, make you a master in that one field.

I could multiply instances of men who have done this very thing. The names of half a dozen, at least, ought to occur to you in a moment's thought.

The time is yours. The opportunity is yours. What will you do with it?

Hitting the High Spots

By Arthur W. Newcomb

Disciplining Employes

IN THIS department of THE BUSINESS PHILOSOPHER for June of this year I told the story of George Lewis, an efficient executive.

Amongst the other excellencies of George Lewis as described was his discipline. He was said to be able to "cut a man up something fierce, and yet do it like a father."

One of the elect of the earth who shows his high standing amongst men by reading this department writes for details. He wants to know a little more definitely just how George Lewis managed to administer caustic castigation and receive for it loyalty and gratitude.

My reader pays me a high compliment when he even suspects that I may be able to throw any light upon so vexed a problem.

I am writing this to express to him my modest but grateful appreciation.

I admit the difficulties in attempting to accomplish what has been requested.

Had I been asked to describe the process of removing the dermal integument from the domestic feline the task would be comparatively easy, the operation being purely a material one, the elements of which, while suffering certain variations, yet remain essentially constant.

But when it comes to taking the hide off a man in small, complicated

strips and still leaving him comfortable and happy after the operation, there are so many cryptic psychical elements involved, all of which are subject to puzzling degrees of variation, that any hard and fast rules would fairly bristle with exceptions.

As I write, the man at the other desk suggests that there is just one rule that always holds good in such cases—that good old rule, "You never can tell." This seems to indicate that the Frenchman was right when he said, "All generalities are subject to exceptions—including this one."

YOUR OWN MENTAL ATTITUDE ALL-IMPORTANT

Far and away the most important consideration in disciplining your employes is your own mental attitude.

I have seen executives make a success of discipline by the use of sarcasm, which is almost never excusable. It is like a surgeon's knife, and should only be used in cases of extreme emergency. And yet, because of their own kindly intentions, and their ardent desire for the very best results with their employes, these rare executives used the dangerous weapon successfully.

I have known other executives who were able to curse and abuse their

employes ferociously—to all outward appearances—and yet because they were so genuinely kind at heart, were able to hold the affection and loyalty of their employes, and maintain splendid discipline.

Neither of these examples is given for the purpose of recommending the methods cited, but rather to show that despite such unfortunate methods those who used them were able to succeed because of the right mental attitude.

Discipline should never be undertaken while you are angry, or when you are grouchy, or when you feel pugnacious.

The whole purpose of discipline is to construct and upbuild. The whole tendency of anger and grouchiness is destructive and down-tearing.

It goes without saying that discipline should never be undertaken in a spirit of revenge or retaliation. Such a spirit has absolutely no place in the relationship between employer and employe.

I need hardly say, also, that neither the man nor his work ought to be criticized merely for the purpose of demonstrating your authority or your critical ability.

ONLY ONE MOTIVE FOR DISCIPLINE

There is one reason, and only one, for a heart-to-heart talk with an employe about his shortcomings, and that is to help him, to encourage him, to stimulate and inspire him, and to counsel him in such a way as to make him more valuable to himself and to you—more valuable because he is more efficient and happier.

THE MIND OF THE OTHER FELLOW

Next to your own mental attitude in administering discipline comes the

importance of understanding the kind of man with whom you have to deal, and his mental attitude.

If you are dealing with a man of coarse texture and rather dull sensibilities you will probably find it necessary to hammer him cordially over the head with verbal clubs at first in order to wake him up and set him to thinking.

You may even have to batter his thick skull to pieces in order to get to his inner self. When you have done this, if you have done it in all kindness, you will find him ready to take advice, and grateful for your constructive suggestions and encouragement.

If you are dealing with a man of fine texture and keen sensibilities you will have to be careful of his feelings. Deal with him by means of suggestions rather than direct statements. You will find it advantageous in many cases to make these suggestions in the form of questions, making him talk and bringing him around to the right point of view.

THE SELF-EXCUSER

Occasionally you will have up on your carpet a man who has the deadly and enervating habit of excusing himself. Sometimes such fellows are exceedingly ingenious and clever in framing excuses, and you have to be on your guard lest they beguile you.

When you get a man like that before you hit him, hit him hard when he makes an excuse, hit him where he lives. The more excuses he makes the harder you must hit him, until he begins to realize that making excuses doesn't get him anywhere, doesn't bring him anything worth having, that there is absolutely no nourishment in it for him, and that so far as you are concerned excuses

not only do not go, but get him into the mire deeper than ever.

Of course you understand that all this putting of the excuse maker down where he belongs must be done in a kindly way; that is to say, with a feeling of kindness and a real desire to serve at heart.

THE EGOTIST AND THE VIOLET

Some men are so full of conceit, and so self satisfied that their egotism has to be hammered out of them before they can be dealt with successfully.

Other men lack self confidence and need to be encouraged rather than criticised. Let such men understand that you have confidence in them; that you believe they can make good; and not only that, but that you expect them to.

There are men who will respond more readily to an appeal to their love of approval than to anything else. You can gain far more by complimenting such men, giving them just praise, and indicating by suggestion how they can win more praise than by criticising what they do.

These are only a few of the types. It is your business to study men and learn all you can about them. Find out what is the best way to appeal to different types of men.

THE PLACE FOR WISE COUNSEL

Making sure that your own mental attitude is right, and adapting your methods to the different types of men with whom you have to deal, the next step is to learn how to counsel men wisely to overcome their negatives.

It is not enough to tell a man that he is forgetful. Unless he is tremendously stupid he probably knows it. It's not enough to tell a man he

is careless. The fact is forced upon his attention all too often. The important thing is to tell men how to overcome their forgetfulness, carelessness, and other bad habits.

Of course it is necessary, by some means or other, to make a man understand that his negatives, whatever they are, very seriously interfere with his efficiency and his chances for success.

Many an employer, through inadvertence or indolence, or even through lack of backbone, permits his employes to go on growing negatives and developing inefficient habits until they become useless to him and have to be discharged. He might have saved himself and them great loss if he had kindly, considerately, but very frankly pointed out the tendencies of these destructive habits at their very beginning.

THE POWER OF GOOD EXAMPLE

It ought not to be necessary for me to add to all this that if an employer or an executive wants his discipline to be most effective he must rely more upon good example than upon any kind of precept, no matter how tactful.

If you would have employes of large Area, increase your own Area.

If you would have employes of high efficiency, cultivate and increase your own efficiency.

If you want your employes to be honest, truthful, loyal, kindly, and harmonious, develop your own positives of honesty, truthfulness, loyalty, kindness, and harmony.

To get rid of worry, you must be able to distinguish real troubles from commonplace difficulties.

DR. PUSH, in *Tips*.

Habits of Mind

By Neil M. Clark

WHAT are the common thoughts of men? Walking into a cheap restaurant, a thin, screw-faced little man sidled into a seat at one of those long tables where a single waitress serves a dozen people. The noon rush was subsiding, and nobody was left at the table selected by the little man.

Somebody had left a nickel for the waitress beside one of the plates. She was away for a minute, and the screw-faced fellow had an eye for business. He slid into the place where the nickel was, turned around to see if anybody was looking and slyly slipped the nickel into his pocket!

That man had a peculiar habit of mind.

A newsboy at a corner stand left his papers for a minute at a lull in business to run into the drug-store nearby. A perfectly good-looking man came along and picked out a paper. He had a penny in his hand, but when he found the lad was not in sight he walked off with the paper and put the penny back in his pocket.

That man also had a peculiar habit of mind.

Dishonesty—that was the habitual mental attitude of both those men. One of them was willing to steal a nickel from a tired waitress when he thought he wasn't going to be caught. The other groveled to the devil in himself for a penny that belonged to a newsboy.

Conscience was not a consideration with those men. The highest principle they knew, like the dog after a bigger dog's bone, was, "Don't be caught!" The thought of taking a penny or nickel would not even have occurred to a man with a right habit of mind.

But the common thoughts of many men are the thoughts of dishonesty. They think in terms of cheating. From morning till night they do not rise to the highest that is in them—to the spark of God; they grovel to the devil. They think evil, eat evil, sleep evil; and the slimy words that slip from their tongues, the looks that fall from their eyes—whether they wish or no—all speak the cheap little brand of dishonesty that is in them.

Men are born with the possibilities of rising to all the things that are highest. Many men aspire to the highest. Why do so many thousands fail to attain it?

Simply because the common thoughts of their minds smell of earth instead of heaven. From minute to minute they dwell on the insignificant things, the evil things.

And in so doing they have the world-wide illusion of a tomorrow, forgetting the eternal fact that no man possesses or can possess tomorrow; forgetting that if tomorrow does come, it will be nothing more nor less than the child of today.

Oh! the fresh glory of today! Of now and here! The joy simply of being alive now and having a task to do! The infinite pleasure of pure thoughts, noble aspirations and full-blooded deeds! The great happiness of possessing today to the fullest possible extent!

Tomorrow—if you must think of a tomorrow—will inherit today whatever today may be; and it can be nothing more, nothing less, than the sum of all today's thoughts—if good, good; if evil, tomorrow's thoughts will bear the burden of today's evil.

An unhealthy thought becomes a memory, and breeds a host of little thoughts like itself.

I have been angry for days at a man who told me a filthy story. I wanted to forget it, to purge my mind of its rottenness. But somehow it lodged in the cells of my brain, and would keep recurring to me every now and again.

How, then, must the brain be filled in every nook and cranny with such stuff when it is the daily, common habit of thought! If some men's brains were taken from their heads and shaken out, the resulting stench would be intolerable to decent folk.

Yet such a shaking-out every now and then is the very thing we need. After you have been in a close room, which is thick with tobacco smoke, how good it seems to go out into the open and fill your lungs with long draughts of sweet night air! Sometimes, often, you should give your brain the freedom of noble thoughts.

Two thoughts cannot have lodgment in your consideration at the same time; you must choose that only the good thought shall be with you; that the rotten, evil, mean little thoughts shall be banished. Then, tomorrow will inherit in you a nobler kind of man.

If your common thoughts are of filthiness or dishonesty, your brain is diseased. You need to sun yourself in a purer, nobler atmosphere. You need to change your habit of thought.

Hold the reins on your brain. It is an idle creature, with the instincts of a vagabond; and unless you watch it, guide it, control it, it is sure to wander off into forbidden fields: that is, unless you have already held the reins so long that your thoughts have habituated themselves to staying in the right paths.

I often think, how much better a world we should live in, could all men and women only be induced to read each day, with complete understanding, a truly beautiful and noble poem.

What is the value of reading Shakespeare, Tennyson, Scott? It is simply the value of being able to associate with a nobler kind of mind than the ordinary.

These men had a noble habit of thought, coupled with the gift of beautiful expression. They inspire us; for a time, at least, lift us from the commonness of our thoughts, the low level of our daily life, to the plane of themselves.

Think you evil thoughts lurked long in their minds? No! Such thoughts found no welcome, no warming hospitality, and perforce they fled. Otherwise, their masterpieces of prose and poetry could never have been written.

And we, who often nurse these guilty thoughts—perhaps unconsciously: if we would rise to the plane of such men though only for a few minutes each day, it would do much to change the evil habits of our minds. It would be like spreading the fragrance of a precious rose through every hour and minute of the day.

The common thoughts—if they are noble throughout the day, and from day to day and year to year—how shall the *man* be otherwise?

"Keeping Afloat"

—By J. R. Worden

Of the Burroughs Adding Machine Company

GEORGE SMITH had been a sailor—a *good* sailor, too, in fair or stormy weather.

He knew what *to* do when the barometer went up or down.

And he knew what to do when the schooner sprung a *leak*.

He knew that pumping *alone* wouldn't keep the schooner afloat *long*—that he must *locate* and *calk* the *leak*.

But George got tired of "sailing" and went into business—bought a retail store.

Everybody said he would make good—because George was a *hustler*.

And things *did* look good for a while—there was lots of business.

But he worked so hard at everything, from doing the buying to sweeping out and running errands, that he never had time to read or think, or to pay any attention to the course he was steering, and there never seemed to be any real *net* profits—there were many *uncalked* *leaks*.

Every morning he opened the store at six thirty—"pumped," perspired and *guessed* till evening—he was a *worker* all right.

But the bank balance grew less and *less*.

George got worried—set the alarm half an hour earlier and stayed half an hour later; went home all in; came back the same way—and "pumped."

But he couldn't pump hard enough or guess *close* enough—the business kept getting nearer and nearer to Davy Jones' Locker.

He knew *something* was wrong—work didn't seem to bring results—

the trouble was somewhere else—but where?

And George had to confess he didn't know.

Then it was that he went to a friend, a shrewd, successful, business man, and told him the whole story, and the friend said:

"George, if your *schooner* was leaking, you'd know what to do—pumping and *guessing* wouldn't keep her afloat *long*. You knew *that* years ago. So, why do you expect it to keep your *business* afloat? *Locate* your store leaks and then *calk* them."

George analyzed that idea—"schooner leaks" and "store leaks"—in a little while he saw the point and it opened up a brand new line of thought.

Then he questioned and studied the methods of other business men.

Many of these he found to be in the same "boat" as himself—just "pumping" to keep afloat—but the really *successful* business men seemed to be taking life easy.

That looked strange to George until he got under the surface—then he found the reason.

As he had known his *schooner* from fo'castle to rudder, so *they* knew their *business*—they were *business* navigators, who knew from *figures*, instead of from *stars*, just where they were *each day*.

George now has a growing bank balance.

No, it didn't start at once. First he located leaks—and found so many he wondered how he kept afloat as long as he had. The he started to *calk*.

And as he had calked with oakum the leaks in his *schooner*, just so he calked the "leaks" in his "water-logged" business with *figure facts*.

He graduated from "cabin boy" of the store to "skipper"—to man-

ager, and "figure facts" is the "oakum" that now keeps his business "water-tight"—makes it easy to keep on an even "keel"—easy to manage—and bring safely into the port of Business Success.

THERE is no happiness in mere dollars. After they are acquired one can use but a moderate amount. It is given men to eat so much, to wear so much, and to have so much shelter, and more he can not use. When money has supplied these, its mission, so far as the individual is concerned, is fulfilled, and man must look further and higher. The greatest good a man can do is to cultivate himself, develop his powers, in order that he may be of greater service to humanity.

—*Marshall Field.*

Environment—Master or Servant

—By W. R. Vermillion

IT IS true that environment is a factor in the molding and shaping of every character, but is it an iron mold that shapes every character whether that character will or no? In fact, environment is the strongest factor in building every character, but there have been, are, and will be characters that have taken, are taking, and will take control, to a large extent, of environment, and have made, are making, and will make it the handmaid of achievement.

Can the ordinary mind conceive of Lincoln, as a boy, as president of the United States? Did environment shape his character in an iron mold? Did he not make environment his servant, take advantage of her whims and make her lead him up the ladder of fame?

Is there no way by which we can overcome this supposed inevitable law of environment? Let us see.

Thought is the force, the control, of the human entity. Every thought that arises in the mind comes from a suggestion, either from without or from within. The observing power of the mind gathers in the materials for thought and classifies them. This classification is systematic and orderly.

The senses furnish the mind with all the materials upon which it has to work. When these materials are gathered in the will sets in motion the thought machinery and a comparison of events and things begin to take place. From the time this comparison begins until the end of life, or as long as the individual is conscious and health remains, it is kept up with ever increasing vigilance and acuteness, the mind becoming more and more exact in its operations as the years go by.

If the individual ever grasps the idea that his thought, and not his body, constitutes the controlling force, then he bursts the bands with which environment has bound him, turns the cart about, harnesses environment to it and makes her drag the self-imposed burden he has been carrying.

Every normal man is capable of being taught. What he actually knows is just what he experiences. He can be directed how to gain experiences, and it is in the application of these and his own experiences that he learns and grows. Then, if he knows right from wrong, is it not possible for him to avoid applying to himself those experiences which make for his undoing? Is it not possible for him to apply only such experiences as he desires to acquire as part of his character? Is it not possible for him to so train his will that it will permit only such things to take place in his mind as he desires to take place there?

Science has declared that the ways and laws of nature are uniform and harmonious. Nature constructed the mind and fixed the laws by which it must operate. A great many of these laws have been discovered and tested. They prove that a man can direct the activities of his intellect in any direction which he desires.

This being true, is there any absolute law that forces one to submit to conditions? If it is true that the individual is capable of directing the activities of intellect and body, is it not true that he is thereby enabled to adapt himself to environment instead of permitting environment to shape his destiny?

Whether or not the individual will exercise his God-given right to control his own thought and activity is

the most vital question presented to him during his short habitation of this mundane sphere, and the extent to which he does exercise this right determines the amount of good or evil he achieves while he walks among men. However, when he consciously exercises this right the good will transcend the evil.

It is not the purpose of this article to minimize the law of environment. It being one of nature's laws, it is fixed, eternal, and would never have been wrought except for our good. Let us, then, not admit that it will bind and fetter us, but let us declare it to be one of the great principles by which we are permitted to pursue and achieve the best and most coveted gifts.

Rumors

By V. L. Price, in Tips

HAS it ever occurred to you what a large percentage of business mistakes are caused by allowing rumors to influence action?

Stuffing the ears of men with false reports keeps them from hearing the truth.

And if there is one thing above all others that men in business need today, it's the truth.

We, in business, hear this and hear that; having confidence in those who tell it to us, we believe it, and the beliefs thus formed influence our acts.

Any change of policy, plan or action in business is a serious matter, one to be dealt with cautiously and intelligently.

Yet it is a fact that most things of this kind are done under the influence of rumors.

The source of rumor is hard to detect, and even when we are able to find it out, it's next to impossible to correct it.

The only thing to do is to be the master of it.

To make oneself immune from it by cultivating an appreciation of its dangers and uncertainties.

It is true that all rumors are not false, but, nevertheless, it is a profitable practice to hold one's ears when someone starts a sentence, "It is rumored."

It is far better to discredit all rumors than it is to try and pick out the true from the false.

If men in business could make up their minds to deal with facts instead of fiction, they would find, through it, the most effective way of correcting a big proportion of the competitive evils of the day.

Sedentary Travel

AN IMPORTANT and unexpected effect on the universal popularity of motion pictures is the promotion of a better understanding between different nationalities. Millions of people in all parts of the world attend these shows daily and become familiar with the actual life of foreign lands in a more effective way than by books and pictures and with almost the vividness of actual travel. In half an hour's time and for five or ten cents one can see the streets of London, Pekin, Paris, Melbourne, St. Petersburg and Honolulu, just as they are every day. The cinematograph speaks a universal language and tends to promote international friendship by introducing to each other the widely separated members of the human race.

Imagination

—By Fritz Weber

WHETHER you turn to good or whether you turn to bad, the cause of it will always have been imagination.

A man's test is action. Action is the outcome of thought. Thought is the result of imagination. Therefore, imagination is the main-spring of everything you do.

Any wish, any desire, any ambition you have is the product of your imagination. Desires and ambitions will push you to action. Action will lead you to success.

Whatever you do, good or bad, little or much, humble or great, you owe it to your imagination. Train your imagination into proper channels, and you will have well directed your life.

Imagination is the guide of the criminal as well as it is the guide of the genius. It leads the safe-breaker as well as the minister. The only difference is the direction it takes.

All your other capacities simply co-operate with your imagination. Imagination alone will be nothing to you if you have not the gift of action. The gift of action will be little if you have no imagination. Self-initiative is the power that makes men and lifts them out of the crowds. Imagination is the creator of initiative. Action brings the results.

Some men have a wonderfully fertile imagination, but nothing else. They dream in broad daylight, but never wake up to do something. Some men have just a little imagination, but they make the best use of it; they stick to an idea once they have got it, work it out, make it produce something. They make a success of one idea, while many waste a thousand.

Train your imagination.

Train yourself to select thoughts that are worth considering.

Train yourself to give such thoughts proper attention, to work them out, to get results from them.

Don't only dream.

Don't sleep away your life.

Imagine as much as you can, but make use of your imagination.

Don't just think; also do. Doing is more than thinking in the long run.

A thought flies away without leaving any trace, even for yourself. Action brings forth something substantial.

Imagination alone may drag you down.

Imagination combined with will, grit, perseverance, clear judgment, co-operating with them, will lift you up, and there is no limit on the upward way.

To see things is imagination, and when you can see possibilities, get hold of them, and never let go till you have realized them.

Don't let action kill imagination. Always keep it well alive; but be most careful never to let imagination kill action—it would mean destroying the best of your value.

“If you are satisfied with old-fashioned methods of doing business, you must also be satisfied with old-fashioned *volume* of business. Your live-wire competitors—the men who refuse to guide their ship of business by the rust-eaten compass of trade traditions and old-fogy methods—are getting some of the business that is justly yours. The world ‘do move,’ and the merchant who would succeed must move with it or get out of the way.”—*Jerome P. Fleishman, in The Baltimore Sun.*

My Platform

By A. F. Sheldon

I BELIEVE

THAT we are living in a scientific age; one in which all lines of useful effort are rapidly becoming reduced to a scientific basis.

THAT we are living in an age of the survival of the fittest.

THAT it means more to be fit today than it did ten years ago.

THAT it will mean more to be fit ten years from now than it does today.

I BELIEVE

THAT we are living in a commercial age, and that commerce or business is a science.

THAT science is organized knowledge or classified common sense.

THAT a profession is a science practiced and that commerce in all its branches is entitled to rank with the professions.

I BELIEVE

THAT the science of business is the science of service.

THAT he profits most who serves best.

THAT the success of any institution is the sum of the successes of the people engaged in its service.

THAT no house is greater than its representative and that every one connected with the house is its representative.

THAT a house is known by the customers it keeps.

THAT both the getting and keeping of customers depends upon the efficiency of its representatives.

I BELIEVE

THAT my efficiency depends not alone upon what I *know* but upon what I *am*, and that what I *am* depends upon my *success qualities*.

THAT among the greatest of success qualities are judgment, memory, faith, initiative, earnestness, enthusiasm, honesty, loyalty, thoroughness, accuracy, decision, and action.

THAT I possess these and other success qualities and can develop them to a higher and yet higher degree.

I BELIEVE IN EDUCATION; AND

THAT the term education means the education, the drawing out, the unfoldment, or development of my success qualities.

THAT this process of development is continuous.

THAT my education did not end with school days, but that it goes on through life.

THAT it is accomplished through **NOURISHMENT** and the **USE** of the qualities one is seeking to develop.

In View of This, the Declaration of My Belief, I Therefore Resolve,

THAT I will do everything within my power to help in the work of elevating commerce or business to rank with the professions and to be at all times a worthy member of that profession.

THAT I will fit myself for a greater and more efficient service through a constant effort to develop my success qualities.

THAT I will do my work at all times the best I can.

THAT I will plan, as intelligently as I can, for efficient service, and then work my plan.

From Other Philosophers

Being some things we wish we had said first

EVILS OF MISREPRESENTATION.—Selling goods at a fixed price that represents profit to your house is salesmanship, but the man who is constantly cutting prices and seeking ways and means by which he can secure orders by manipulation and misrepresentation, contrary to the rules of his house, is not a salesman, and he will not only prove a disappointment to his customer but to both his company and himself as well. Never misrepresent your goods; when it becomes necessary to do so it is time to quit the business, or secure another line that does not require misrepresentation. We all make mistakes, but the man who persists in making them is either a fool or dishonest. We are employed to represent our Company, not to misrepresent it. If you are right you can prove it; if you can't prove it the chances are you are not right.

C. V. Oden in "Typewriter Topics."

THE SALESMAN'S CREED.—I believe in the goods I am selling, in the firm I am working for and in my ability to get results. I believe that honest goods can be sold to honest men by honest methods. I believe in working, not waiting; in laughing, not weeping; in boosting, not knocking; and in the pleasure of selling goods. I believe that a man gets what he goes after, that one order today is worth two orders tomorrow, and that no man is down and out until he has lost faith in himself. I believe in today and the work I am doing, in tomorrow and the work I hope to do and in the sure reward which the future holds. I believe in courtesy, kindness, in generosity, in good cheer, in friendship and honest competition. I believe there is an order somewhere for every man ready to take one. I believe I am ready—right now!

—*Furniture Industry.*

THE BEST IN EDUCATION.—To have enough of the practical in your education to enable you to earn a good living, and enough of the purely cultural to enable you to enjoy life; to learn the bread and butter art that will enable you to be useful to others, and to master such of the scholarly pursuits as will make you fit company for yourself; to be never alarmed at the prospects of poverty nor overwhelmed by a consciousness of mental decay; this is the true and best in education.

—“*Business Monthly Magazine.*”

SO-CALLED “FAILURES.”—Failures are stepping-stones to success for strong hearts determined to persevere. Napoleon failed as an essay writer, Shakespeare as a wool merchant, Lincoln as a storekeeper, Grant as a tanner, but that indomitable something in the heart of purposeful men did not permit them to brood over their failures, but gave them courage for other attempts. If you have failed don't stop to make excuses, any more than when you win you stop to count victories! Keeping eternally at it, through stress and storm, through bitterness and defeat, brings a man at last to the place where success crowns efforts.

—“*The Pilgrim.*”

IN THE RANK AND FILE.—While every young man should be ambitious to aspire to the leadership of his fellows, it is a fact that all cannot be at the helm, for some have to serve in the ranks. If there were none faithfully serving in the ranks, leaders would not be needed. One fact should be forever in the minds of all young men—there is just as much honor in faithfully serving in the ranks as in the leadership. The leaders could not accomplish anything worthy of note if their subordinates did not do their allotted share of the work that has to be done faithfully, for a faithful worker gets the credit that is due him, whether he is in the ranks or in the lead.

--*Spare Moments.*

The Average Man

THE average man is a bull-headed egotist in the sense that he is not willing to admit that the other fellow knows anything worth considering in relation to any given proposition. Let any man in conversation with another man, make a statement in regard to a matter of business and he is immediately contradicted in a more or less offensive manner *depending upon the degree of refinement* of the man who contradicts.

No one can fail to appreciate *how true* this is if attention is given to the course of conversation between the men they meet at railway clubs, in hotels and in all places of business. This stupid and dogmatic mental attitude of the average man explains why it is *so difficult to maintain an organization* which may be relied upon to *work together* in a sensible and harmonious manner, and also accounts for the decadence and disruption of almost every business enterprise soon after the death of the man who built it up.

Each and every member of this staff *must constantly* bear in mind that conduct savoring of bull-headed obstinacy or any lack of *proper consideration* and *politeness* in dealing with each other in the conduct of this business is strictly prohibited.

One prominent Chicago business house has gotten out the above card in illuminated lettering and had it posted throughout its departments for the guidance of its employes.

The Philosophy of Business —By A. F. Sheldon

With Special Reference to Certain Universal Principals
as Related to Sales Management

Outline of Address given by Mr. A. F. Sheldon before the Meeting of the
Sales Managers' Association of London, on May 15th, 1913

PHILOSOPHY IS THE SCIENCE OF
EFFECTS BY THEIR CAUSES

WHILE the term "business" is generally confined to commerce, we would call attention to the fact that the universal principles which constitute the philosophy of business in the sense of commerce are applicable to that wider sense of the term "business," namely, "busy-ness"—human effort—useful accomplishment, whatever form the accomplishment may take. It is well for us to realize clearly the basic fact that we are living in a reign of law.

In the realm of physical nature we know that every effect has its cause, every cause its effect.

The reign of law is just as exact in the mental world and spiritual world as it is in the physical world. The former are possibly more difficult of discernment and application than are the latter, but they are none the less exact. Successful accomplishment in the field of human effort known as Sales Management is not a matter of luck, any more than it is in any other line of effort.

It is a matter of the conscious or unconscious obedience to certain fundamental and universal principles which, taken as a whole, constitute what may be termed the philosophy of busi-

ness, the law of cause and effect in the realm of human effort.

Tonight we are to consider a few universal principles of human effort as specially related to the duties of the Sales Manager. From one viewpoint, all the comments which I shall have to offer tonight may be grouped under three general headings:

(1)—*What he should do.*

(2)—*How he should do it:* this to be followed by brief suggestions as to

(3)—*What he must be, or gradually become,* in order to accomplish his true mission.

WHAT HE SHOULD DO

First of all, he should realize that he, more than any other one man in the institution, represents one of the four grand divisions of the business with which he is connected.

All of the departments and sub-departments of a business house as a whole come under one of the four general classifications or grand divisions.

(1)—*The Executive,* generally represented by the board of directors, the men who direct the course of that particular ship of commerce, and who in such a large way are responsible for its

arrival or non-arrival at the port of successful accomplishment.

(2)—*The Financial*, the part which provides the funds in the way of original capital, loans, funds for extension, etc.

(3)—*The Manufacturing or Providing* department, the department that either makes, or buys at wholesale, or provides in some way the goods which the house as a whole disposes of to the buying public.

(4)—*The Sales Division*.

Secondly, along with the realization of this fact, he should clearly see the basic principle of inter-dependence.

He should know to a certainty, and as certainly as he knows that 2 plus 2 is 4, that of all the grand divisions not one is dependent, neither is it independent, but that they are all grandly inter-dependent.

The most exact analysis will, I believe, make clear the fact that in one sense the four grand divisions of the business should really be articulated, united, cemented into one harmoniously working Sales Division. In time it will be clearly seen that the true relationship of each of the other three grand divisions is that of being the best possible servant to the Sales Division.

This is true by reason of the fact that, commercially speaking—that is, from the standpoint of £, s. d.—the object of the existence of the institution is to sell its product at a profit.

Deep students of the philosophy of business are well aware of the fact that the reason for the existence of the institution is the universal principle of service. But the facts remain that it cannot be of permanent service unless it makes a profit.

And again I repeat it, that, commercially speaking, the purpose of each of the four grand divisions, working in harmony, is to see to it that the product of the institution is sold at a profit.

In order to promote this thought and feeling so that it permeates the whole institution, there must emanate from the Sales Manager the spirit of helpfulness from his special division, until it reaches and influences each of the other grand divisions. When this spirit bears its full fruition, then, and only then, does the Sales Manager, who is the heart of the circulatory system of the whole business organism, reap his greatest rewards.

The facts are that the Sales Manager, like everyone else, reaps as he sows. If he sows, and sows long enough and earnestly enough, and tills the ground of each of the grand divisions carefully enough, **with the right kind** of thoughts, words, and deeds, he will reap an abundant harvest of service from each of the other three grand divisions, and the business will gradually become articulated and centered upon its prime commercial object, the sale or distribution of its product at a profit.

Again, one of the most important things which the Sales Manager must do is to realize that just as water can rise no higher than its source, so the efficiency of those who are looking to him in the Sales Division proper for leadership, can rise no higher than his own efficiency, in the broad sense of that term.

If the heart is weak, the whole circulation of the body is weak, and it will inevitably be found that if the heart of the sales division is weak, then there is a weak sales department. Indeed, the whole organization will be vastly weakened.

It is a fundamental fact that any given business house with a weak sales division, unless the weakness be corrected and strength developed, is destined to certain decay and dissolution.

Another thing that the Sales Manager must do is to realize that a man in his position must be a general and an organizer.

We are all probably more or less familiar with the type of man whom we meet now and then, who, having made a great record on the road in the form of large personal sales, falsely reasons that because of that fact he would make a great Sales Manager.

We find now and then one of this type who has used some of his salesmanship power to the end of selling his services to the house for which he has been selling goods, persuading them to use his services as Sales Manager.

Now and then such a man makes a very great success as a Sales Manager. Now and then, also, we have made the acquaintance of executives who have been guilty of spoiling a good personal salesman to make of him an inefficient Sales Manager.

The Sales Manager without field experience is badly handicapped. If he begins his duties as Sales Manager, handicapped by this lack of experience, he should, by all means, begin to acquire field experience by working with his men. He should not spend all his time at the desk.

But no matter how much field experience he has had, or how successful he has been as a personal salesman, he is destined to ultimate failure in the capacity of Sales Manager if he lacks, or will not develop, the qualities of leadership and genius for organization.

Those who have investigated the subject deeply state it to be a fact that ninety per cent of the people of the world are thirty per cent inefficient, and that ten per cent are totally inefficient. Personally, I believe these figures are very conservative. If ninety per cent of the people are only thirty per cent inefficient, it seems to me that it would follow that ninety per cent of the people of the world have seventy per cent of their latent efficiency qualities developed—or, to put it in another and possibly more accurate way, that each has all of the efficiency qualities developed to as

high a percentage as seventy per cent.

As a matter of fact, science proves that the average man develops less than ten per cent of his brain cells, and very much less than fifty per cent of his physical efficiency.

As to the statement of authorities to the effect that ten per cent of the people of the world are totally inefficient, I take it that the statement means this: that ten per cent of the people in any given organization make so many errors, and that these errors are so expensive that the firms which employ them would make more money by doing away with their services entirely. In other words, that their services would be expensive if they worked for nothing and boarded themselves.

However, a very great school of scientific investigators in the realm of certain phases of business science, state absolutely, and without very great probability of successful contradiction, that the inefficiency of the men working in the manufacturing department of the business is very much more the fault of the management than of the men.

I believe it to be an absolute truth that if there is any body of men in the world who need to look into the looking-glass if they want to find the fellow who is to blame for their trouble, it is those of us who belong to the five per cent.

By this statement I mean that five per cent of the people of the

world employ the other ninety-five per cent. Being an employer, and having in my employ, directly and indirectly, a great many people, I believe I run no serious risk of offense with an audience as progressive as the members of the Sales Managers' Association must be, when I make the statement that I agree with the disciples of scientific management who make the statement fearlessly, that the inefficiency of which the five per cent quite loudly complain is more the fault of the five per cent than it is of the ninety-five per cent.

And I say, without fear of successful contradiction, that the statements of Taylor, Emerson, Brandise, and other leaders of the school of what may be technically termed Scientific Management, apply with equal force to Sales Management, and that the reason why more salesmen do not produce more business, more sales, dates back in final analysis to faulty management, unscientific management, blind management, rather than management guided by the application of law and principle.

It is high time for the average Sales Manager, the manager of that which, in the broad sense, is the most important of the four divisions of any given business, should do his work in accordance with universal principles, rather than by the catch-as-catch can system of wrestling with the affairs of business and the duties of his position.

For the last thirty years, Mr. F. W. Taylor, of Philadelphia, has been doing actual practical experimental work in the field of scientific management, as related to factory, or what is termed in the States, shop management. Harrington Emerson, of New York, as well as Mr. Taylor, and Brandise, of Boston, have all written most ably upon this theme. They are not theorists, they are practical men who have demonstrated in a very large way the truths which in the last two or three years they have been giving to the world in written form.

It seems to me that they have turned the searchlight of exact analysis upon the problems incident to the making or manufacturing end of the business world, until they have reduced it to what might almost be termed an exact science.

The principles which they have discovered, when thoroughly applied, are resulting in wonderfully increased efficiency in the production end of the business that has a manufacturing plant.

While it requires a considerable degree of thought and effort and adaptability to apply these principles to the problems which confront the Sales Manager, I venture the suggestion that if the truths which these men have arrived at are really laws and principles, which I believe them to be, they may, through the art of adaptation, be applied to each grand division of the business, and with profit to all concerned.

While in one evening's discussion it is manifestly impossible to treat the subject thoroughly, we may briefly mention some of the discoveries of the writers whom I have mentioned on the problem of scientific management.

Fred W. Taylor may justly be credited with the honor of being the father of the scientific management school of thought. He can hardly be called a theorist, because for years he has practically demonstrated and applied that which the thoughtless may be pleased to label theory. As many of you doubtless know, he is obtaining splendidly practical results.

The object for which he strives may be said to be *high wages and low total cost of production*.

This is a consummation devoutly to be wished in the sales division. If every salesman on any given sales force could double his number of sales, then each could make more money, at a less reward per sale, and the profits of the institution would be greater.

A very brief summary of the principles of the leaders of thought on the problem of scientific management may be stated as follows:

According to Harrington Emerson, the first principle is that of "*A clearly defined ideal.*"

The Sales Manager who does not have a definite, clear-cut ideal as to the amount of business which he expects his force as a whole to materialize, is running

his train in the dark without a headlight.

He must go further than that, and create for each man on the staff a clear and definite ideal.

One reason why this principle of scientific management is vitally effective in the sales organization, is because of the necessity of enthusiasm, and two things are absolutely essential for the generating of enthusiasm—first, a clear and definite ideal; second, a well defined plan for the execution of that ideal.

Right here is where the second principle of scientific management comes in—namely, *common sense*.

Some Sales Managers, gifted with an over-development of the imaginative quality, do not use common sense in the standardizing of ideals. In hiring his men he leads them to expect too much. He seems to think that it is good management to give the salesman a quota which he knows he can never fulfil.

The second principle of scientific management, common sense, needs a very much more lengthy treatment than we can possibly give it in the limited extent of time at our command.

The third principle of scientific management is that of *competent counsel*.

It has doubtless been the lot of almost everyone here to meet with Sales Managers who were so inflated by their appointment to the position of Sales Manager that

they were quite convinced that they did not need the counsel and the help of anyone, not even the Managing Director.

In every institution there should be, as there is in many, a round-table council made up of the heads of each of the grand divisions, and oftentimes the heads of some of the sub-divisions. There should be frequent meetings of this council, and the principle of competent counsel should not stop with the meetings of the chiefs of the staff. The broad-minded Sales Manager, the broad-minded Managing Director, and the broad-minded man at the head of any division of the business should be broad-minded enough to seek the counsel of specialists in various phases of business efficiency.

I know one well-known firm that prides itself on its reverence for precedent to such an extent that an expert in any branch of business efficiency hardly dares to approach the institution for fear of being thrown out bodily. This firm built up a great reputation in early days, principally on account of the quality of its goods. One of its leading competitors, who is making rapid headway, told me recently that on his knees he thanked God every night that this once great, and in many ways still great firm, is as it is. He is extremely thankful, from a business standpoint, that this firm so persistently refuses the counsel and assistance of specialists in various branches of business efficiency.

The fourth principle of scientific management is that of *discipline*.

A sales force undisciplined is like an army without a general—it soon becomes a mob.

The true Sales Manager, however, is an artist at holding the whip without using it. His men come to keep appointments promptly, and all that, because they love to do so, not because they are commanded to do so. Someone has wisely said that you can keep a vicious dog from biting by muzzling him, but that does not change the nature of the brute.

Many a vicious dog, however, has been rendered harmless through proper training, principally through the administration of love and kindness and general helpfulness. True discipline is born of true education. The true Sales Manager maintains a good discipline, but it is the discipline of love for the leader rather than fear of him.

The fifth principle of scientific management is the *fair deal*.

The true Sales Manager so educates his men that they will neither lie to him nor for him. It is a pretty good motto which reads thus: *Any man who lies for me would lie to me.*

The principle of the Fair Deal must extend from the house to the men on the firing line, and from the men on the firing line to the patrons of the house.

The Sales Manager who expects the men on the firing line

to give the house a fair deal, and expects them always to give the customer a fair deal, without giving to the man that which he expects them to give, is doomed to disappointment.

The sixth principle of scientific management is that of having *reliable, immediate, and adequate records*.

The Managing Director, and the Board of Directors, as a whole, should provide the Sales Manager with a sufficient staff to enable him to observe this vital principle in scientific management. There is a lamentable absence of reliable, immediate and adequate records in almost every sales division.

Very much could be said on this point, but we must pass this and others with but brief mention, for lack of time.

The seventh principle of scientific management is that of

Despatch.

Right here is one of the rocks upon which thousands of salesmen founder, and go down failures. And the fault is less with them than with the management. The average Sales Manager is not equipped with a sufficient number of assistants to enable him, through the application of principle number six to direct thoroughly each man to bring about the principle of despatch in the work. The salesman does not see enough people in the day, and the reason is very often because he is not properly instructed from

headquarters. His work is not thoroughly enough systematized.

The eighth principle of scientific management is

Standards and Schedules.

The ninth principle is

Standardized Conditions.

The tenth principle is

Standardized Operation.

The eleventh is

Written Standard Practice Instructions.

Every Sales Manager should have an office large enough, and a staff at his command of sufficient size, to enable him to determine and make the proper standard of schedule for each man, and properly to standardize conditions through proper advertising, general and local, and properly to standardize the operations of each man on the staff.

This all takes time, money, and energy. Above all, it takes thought of a constructive kind. But it pays, and pays handsomely, in increased efficiency per unit on the sales force.

The twelfth principle of scientific management is that of

Efficient Reward.

This is much more easily arrived at in the sales end of the business than it is in the manufacturing or shop management end. It is easily solved through the commission basis, or possibly better than that by a salary, traveling expenses, and a small commission on each sale.

According to the best authorities on this problem of scientific management the guiding principles of scientific management,

which, of course, is nothing more or less than organized knowledge pertaining to management, can all be reduced to twelve in number.

It would not seem to be an insurmountable or an impossible task for the Sales Manager to regulate his department in accordance with these universal principles, which apply to every business in the world. This is with the proviso, of course, that he has back of him a progressive board of directors headed by a progressive managing director.

We see clearly that the day of rule of thumb methods in business is rapidly passing away, and that we are living in an age of science.

HOW TO DO IT

As we delve more deeply into this problem of scientific management we find that the shop or manufacturing plant that is operated in accordance with these principles is blessed with a planning department, which is the heart and center of what is termed true functional organization. It has—

- 1.—A Gang Foreman.
2. A Speed Foreman.
- 3.—An Inspector.
- 4.—A Repair Boss.
- 5.—Order of Work and Routine Clerk.
- 6.—Instruction Card Clerk.
- 7.—Time and Cost Clerk.
- 8.—Disciplinarian.

Personally, I believe that the time is coming when every Sales Manager, as the gang foreman of a body of salesmen, will have at his command, working under his

general direction, a cabinet of assistants in the planning room of his division—that is the sales division—whose position and functions will correspond to that of the eight in the list of people just mentioned.

With a small sales force one good man or woman may be able to perform two, three, or even more of the functions above enumerated. With a very large sales force the expense incident to the employment of eight people as assistants in the sales division, whose duties correspond to those of the speed foreman, the inspector, and so on, would be justified, and would, I believe, be made to pay big dividends on the necessary investment. As it is, in all too many cases, the Sales Manager in charge of even quite a large force has no distinct realization of either the twelve principles of scientific management, or of the eight things necessarily done if the twelve principles are carried into successful execution.

To sum up the above we might state as follows:

What the Sales Manager should do is to put into execution in the course of his work twelve principles of scientific management.

How he should do it is by clearly systematizing the work of those in his division—his assistants—in such a way that their duties fall under the eight general classes above mentioned.

WHAT HE MUST BE

A word in conclusion as to what he must *be* in order to do this.

First of all he must be a practical idealist. Someone has said that the most practical thing in the world is an ideal if it is only put into execution.

Secondly, he must be an educator. He must realize that the duty of a Sales Manager, or of anyone in the employment and direction of others, does not end with the handing out of the pay envelope. He must take a real interest in the development, growth, unfoldment of his whole staff.

To be a real success, he must be a humanitarian in the real sense of that term. Above all, he must realize that the final function, the real object of the institution which he has the honor to represent, as the head of that important division, the sales division, is that of true service to its patrons. He must keep his eye on the Q plus Q plus M of the institution as a whole—that is upon the Quantity and Quality and Mode of the Service of the house to all its patrons.

He must be consummate in generalship, an artist in tact, a harmonizer of all the grand divisions of the institution as a whole. I know full well that this is setting a high standard for the Sales Manager, but I know that there are such men, and it has been my privilege to meet some of them.

THE DISCUSSION WHICH FOL-
LOWED

An interesting discussion followed Mr. Sheldon's address. Mr. Craven made a query as to the moral basis of "speeding up," in reply to which Mr. Sheldon said that the logical result of scientific "speeding up" was more work for more pay for more men in fewer hours per day. He illustrated by an example from Boston. A merchant trained up his typists to handle his letters effectively. Then he found he could divide his daily post into three bundles. One required personally dictated replies—number two, he handed over saying, "write this man so-and-so"—and the third pile the typists could handle with no instructions. He soon found he didn't need so many typists—and the spare ones were passed on to other merchants who needed efficient help, at bigger salaries than he had been paying them.

A second illustration was of an efficient clerk who accused an idler of having his hand in other people's pockets. If the idler, as well as the efficient man, had put in a whole day's work the business done would have been bigger. There would have been more money for paying bigger salaries. So the slacker was robbing his fellows.

Mr. Walbrook emphasized the need for sympathetic management of salesmen and the stimulating effect of competition among members of a staff. He mentioned a

very interesting scheme he employed, of getting each salesman—on the basis of the finished year's work and former years—to estimate the coming year's sales in his territory. Prizes were given to the men who exceeded their estimates. He also testified to the value of interdepartmental monthly meetings, where men who would not tackle the Managing Director often brought out very successful suggestions.

Mr. Hahn, of Weingarten Corsets, said he believed in personally helping his salesmen, both in the field, and by giving them extra knowledge of their goods and the advice based on one's wider experience. He believed in giving them a liberal fixed salary—so that they could keep their homes in comfort—always with the knowledge that good business meant a bigger check than the ordinary.

Mr. Jenkins, of "The Times," said he believed in getting a little profit on each of many sales rather than a big profit on each of a few. To get volume of trade you must advertise so as to assist the salesman by spreading abroad knowledge of the product and by securing inquiries. He emphasized that the "square deal" involved consideration of the rights of the Wholesaler, and the Retailer, as well as of the workmen employed and of the Customer.

He emphasized the value to the salesman of knowledge of the inquiries his house was handling. If he could say to the retailer,

"Here's an order you should have handled," he gets attention and interest right away, which is a long way towards the order.

Mr. Braven prophesied the passing of the Salesman and the small tradesman in the near future. He anticipated a complete revolution in distributive methods, and the growth of the big combine and trusts movements.

Mr. Sheldon, in summing up his replies, referred first to records. The main thing was to map out a suitable set of records and then see that they were efficiently kept. It was no use playing with records. He thought the "no record, no pay" system was a good idea which could well be applied to salesmen.

As regards "speeding up," that did not consist in strenuousness, but in the conservation of energy—not in wearing yourself out trying to do a fearful lot of work in next to no time, but in finding out the quickest, easiest and best way of getting through your day's labor.

He believed that no house which did not advertise was giving its Salesmen a square deal,

and that to advertise without keeping proper records of the results was not giving the mediums used a square deal.

Records are intended to show results and a Salesman's records should show the *profits* he earned—not merely the goods sold, as all lines do not carry equal profit.

Speaking of the born salesman, Mr. Sheldon said that he needed training lest he should overtax his natural powers. But most men had the elements of salesmanship in them, which could generally be developed, although it was absurd to imagine that training would make a salesman of any and every man.

Finally, he emphasized his optimism—his belief that good will triumph over unfavorable conditions, and his wish to fight always for the improvement of working conditions for his fellow men. As regards truth in business, he agreed with Marshall Field that "The man who lies to sell goods is a fool." Apart from any question of right or wrong, on the law of averages it would take too smart a man to keep up the lie.

THE October number of THE BUSINESS PHILOSOPHER will contain the most important article ever published in its columns. Mr. Sheldon has just returned from Europe and is preparing an announcement of far-reaching importance to the educational world. Watch for it!

Getting Religion

THE considerable decline in "going to Church" by the younger generation is a matter of great concern to the older folk.



¶ But, why "go" when you can be there all the time. Your Church should be the World. And the Gospel it needs to-day is —Efficiency.



¶ Some years ago, I found this Gospel of Efficiency, at its best, in what may be called The Sheldon Science of Human Efficiency.



¶ Since then it has been an every-day religion with me.

S. GORDON HYNES

*Joint Founder and late Honorary
Treasurer of The Business
Science Club of London, England*

London, England
August 12, 1913

Philosophic Advice to Salesmen

—By J. G. Mills

WHEN you go out in the morning look just right. Have your shoes shined, face shaved, clothes pressed, shirt and collar immaculate, finger-nails white, and be sure to brush your hat.

When the man you are trying to interest looks you over, and finds nothing objectionable about your person, it will be a much easier task than you may think, to get him coming your way.

Be very careful in regard to what you eat and drink during the strenuous hours. In talking earnestly to your man, it is sometimes necessary to get mighty close to him—face to face. *Keep your breath sweet*—disregard for this may cost you a sale, perhaps your firm a good customer.

Don't eat onions, dressing, and other foods that carry positive flavors. A salesman once lost a car load

order from a buyer because he had been eating bananas. The man he was trying to sell didn't like them. Above all, never chew cloves. In short, do not handicap yourself unnecessarily.

Avoid the discussion of politics and religion. You are a salesman, not a clergyman or a politician. Take a leaf out of their book; push your own business as insistently as they do theirs, and your salary will be larger next year.

Do not "gorge" at your mid-day meal. Eat enough for sustenance—no more. Don't clog the boilers; steam is what you require. Keep the fire hot and the steam coming so long as you are seeing men, and making sales. Don't bank the fire and let the steam go down until you have seen your last man.

THE arch of the bridge between temporary and permanent success has a keystone that is inscribed thus: "Do things and do them first." Demosthenes, 1500 years ago, summed it up in one word: *Action!*—EDWIN HALLECK WHITE.



The Secret of Success

By Sheldon Leavitt


FEELING wearied by unavailing effort, an ambitious artist laid down his brush.

ALL day long he had worked on the face of an ideal child, unable to depict the light and beauty of the object as he saw it in his fancy.

IN vain he returned again and again to his task. Then, weary and sad, he fell asleep in his chair.

THEN came the Spirit of Beauty which had inspired him to the task, took up a brush and wrote above the portrait, in color that turned to sunlight, and this is what he wrote—"F-A-I-T-H."

HE of the heavy heart awoke with a start and his eyes at once fell on the shining letters. "I believe," he exclaimed, with animation; and then he fell to his work, and, with confident strokes and intuitive blending of color, he painted in with ease all that his fancy had depicted.



The Philosopher Among his Books

THE NEW TENDENCY IN ART. *By Henry R. Poore, A.N.R. Net, 75 cents. Doubleday, Page & Co., New York.*

This is a discussion of the three new schools which have recently been developed, *i. e.*, Post Impressionism, Cubism and Futurism. Probably no art exhibition in the history of painting was more largely attended or called forth more comment from the public and the press than the recent exhibition of examples of these schools; hence any work that throws some light upon them will be more than welcome, especially to the laity who have yet to grasp the full significance of some of the weird and grotesque drawings that are catalogued as works of art. Mr. Poore is both artist and critic and he discusses his subject with authority and leniency so that the reader feels as if he at least understands these new tendencies in art even if he does not appreciate them sufficiently to give them preference over the works of older masters. The text is accompanied by many illustrations from the works of leading exponents of the new art.

PARROT & CO. *By Harold MacGrath. Net, \$1.30. Bobbs-Merrill Co., Indianapolis, Ind.*

Here is the story of a man who takes upon himself his twin brother's crime and becomes an exile for ten years only to find that there was no crime, that the money was replaced the next day, and that his banishment caused sorrow rather than benefit. It is an original theme handled with the author's characteristic skill. The scenes are laid in the far East, where the hero, always accompanied by a parrot, wins the nickname which gives the title to the story. Romance, of course, does much toward developing the plot, for fate crosses the hero's

path with that of an American girl traveling for diversion with her maid, and this girl is no other than the fiancé of the twin at home; and seeing the resemblance between her lover and the man with the parrot, she at once desires an introduction, with the inevitable sequel. The book is charmingly illustrated with pictures in color by André Cataigne and in black and white by Arthur William Brown.

THE AMBITION OF MARK TRUITT. *By Henry Russell Miller. Net, \$1.35. Bobbs-Merrill Co., Indianapolis, Ind.*

This work gives the live drama of the American capitalist in contrast to the socialist and humanitarian. The characters include a society woman and the woman who gives herself for love to the man whose ambition centers in a great steel industry run on his own ideas. Marriage, divorce, and the triumph of love against great odds, which nearly ends in a double tragedy, make a story of power and purpose dealing with present-day labor problems and containing a character at once pathetic and repellent, who brings about situations that teach a steel king true values—the real life values—and brings happiness out of a past clouded with regret. It is a capital story, strong and modern in theme, with scenes of tense interest in its development of a man's steady rise to power through obstacles seemingly insurmountable. It is a book men will enjoy.

FORTITUDE, *Being a True and Faithful Account of the Education of an Adventurer. By Hugh Walpole. Net, \$1.40. George H. Doran Company.*

This is the story of a man who even as a child learned the great lesson of success,

"'Tisn't life that matters! 'Tis the courage you bring to it"—a lesson he never forgot, supplementing it with a philosophy of his own that it is wise to stand with one's back to the wall and strike out if one would hurt others without being hurt oneself. The scenes open in Cornwall, where the dull, hard life of the child is like the bleak coast and the gray hills. Then he is sent to school in Devonshire, where he fights a hard fight alone, makes a few friends and many enemies, and learns the ways of evil without being contaminated. Courage—that was his religion, the name of his God. Courage helped him to bear his mother's death, to endure his father's beatings, and finally to defy parental authority and seek the land of the great Adventure. Love enters into our hero's life and with it comes much tragedy and the final return to the Cornish coast, to his father and to his boyhood's dreams. His adventure had lost him everything, but the courage with which he had met life had developed a man. "Fortitude" is a wonderful book; the scenes are graphically described, the characters drawn with a force and vividness that make them living human beings, and it chants a new song of the meaning of life.

THE BOY SCOUTS AT THE PANAMA CANAL. *By Lieut. Howard Payson.*
50 cents. Hurst & Co.

In this book we have the latest addition to the author's well-known and justly popular Boy Scout Series; and while the earlier books were of absorbing interest, the setting of the present story makes it exceptionally thrilling. The story opens with a motor accident and a narrow escape to a pig which results in a most unpleasant altercation between the fair young motorist and the owner of the pig, but to the girl's rescue come three Boy Scouts, and their chivalry results in their trip to Panama, where they see all the marvelous workings of this great engineering feat and share in many strange adventures calling forth much self-reliance, courage and endurance. The book is cloth bound, and excellently illustrated.

PRICE MAINTENANCE. *By Thomas A. Fernley.* Price, \$2.00 per copy. *Business Book Bureau, Mercantile Library Building, New York.*

Contains matter of exceptional interest and value to the general manager, sales manager, treasurer, credit man, salesman and all who are concerned in the management of businesses and the sale of merchandise.

The success of the author in his previous writings on business topics affords ample assurance of a book invaluable to every business man, be he manufacturer or merchant.

This book is brim full of valuable, profit increasing information gathered in correcting unprofitable conditions and suggests practical remedies for such unprofitable business.

The book has just been published and is now ready for distribution.

Nations have not made so much progress in adjusting their contentions, though the court of arbitration has been conceived, partially established, and in a limited way applied. In time, however, a great international tribunal will pass upon the differences of governments just as courts of law sit in judgment upon rights of individuals and render decisions which become the law of the land. The awards of such a tribunal will be final, and its decisions duly codified will become the accepted law of nations. Let the newspapers of this nation consider this question in earnest, and the press will be reinforced by every minister of the gospel, by every teacher of the young and by every mother in the land. Then, instead of battle flags, and war drums, silent tombs and enduring pension rolls, we shall build an altar where love and fraternity will kindle a peace as undying as "Persia's fabled fires."
—WILLIAM C. DEMING.

Principles *and* Practice of Advertising

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325 Pages

of advertising principles collected from advertising experience and arranged in sequence.

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Every chapter is followed by a set of questions enabling the reader to fix the subject in his mind. There are

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The Sheldon University Press
LIBERTYVILLE, ILLINOIS

What Is Your One Great Desire?

By Arthur W. Newcomb

- ☐ The thing you want—what is it?
- ☐ No matter what it is—pay the price and you may have it.
- ☐ But will you be happy with it when you get it?
- ☐ You have seen men seek Wealth, Fame, Honor, Position, Achievement, Attainment. You have seen them pay high prices for these things—and make the purchase.
- ☐ But you have seen men who had Attained, Achieved, and Acquired much—men with gaunt cheeks, gray heads, trembling hands, and great, hollow eyes that ached with Weariness and Disillusionment.
- ☐ When finally you have paid over the Price—that for which you have labored a lifetime—and received the object of your soul's longing, will you too look out upon a World without Sunshine?
- ☐ It is your most serious problem.
- ☐ Why pour out your best for bitter fruit?
- ☐ There is no permanent satisfaction or happiness in anything—material or otherwise—*Outside of Yourself.*
- ☐ Wealth is good.
- ☐ Fame is good.
- ☐ Honor is good.
- ☐ Attainment and Achievement are good.
- ☐ But all of these—and all other External Things, seen and unseen, are only incidental to the One Great Ideal of Human Life, which is:
- ☐ A Spirit—Within—having the Power to enjoy All These Things—or to be Happy without them.

The Business Philosopher

A. F. SHELDON, EDITOR

VOLUME IX

OCTOBER, 1913

NUMBER 10

On the Front Porch

Where We Talk Things Over

THERE is nothing mystical about efficiency.

It is not to be attained by way of any secret formula, possessed only by efficiency engineers.

Neither are its principles quick and easy short cuts to achievement, placing hitherto unattainable things in the hands of the lazy and the incompetent.

There were efficient men and women centuries before even the word efficiency was heard.

There are thousands of highly efficient people today who do not suspect that they are adepts in any particular art or science.

You, and all other people of normal intelligence in civilized lands, are familiar with all the principles of efficiency. They are current in the speech and writings of all nations, in the form of proverbs or mottoes.

TAKE THE TWELVE principles of efficiency propounded by Mr. Harrington Emerson, the highest authority on the subject today. For every one of them we have a "saying" in common use.

Here are the Emersonian principles:

Ideals.

Common Sense.

Competent Counsel.

Discipline.

The Fair Deal.

Records.

Plans and Schedules.

Despatching.

Standardized Conditions.

Standardized Operations.

Written Standard Practice Instructions.

Efficiency Reward.

And here are twelve common sayings among us that express, in spirit, the very same ideas:

"Be sure you're right, then go ahead."

"Use your head and save your heels."

"Young men for war; old men for counsel"; and "In a multitude of counsellors there is safety."

"He that ruleth his spirit is greater than he that taketh a city."

"As ye would that men should do unto you, do ye even so unto them."

"Put it in black and white."

"Plan your work—then work your plan."

"A stitch in time saves nine."

"Preparation saves perspiration."

"A wise man changes his mind often—a fool never"; and "Knack and skill beat main strength and awkwardness."

"Put it in writing"; and "Follow instructions to the letter."

"The laborer is worthy of his hire."

I DO NOT NEED to fill several pages of my valuable space to convince you that these are sound principles, or that there is much to be gained by living up to them.

Neither do I need to weary you with a long harangue to the effect that you do not live up to them—that very few people do.

It is easy enough to repeat these sayings.

It is no very hard matter to go even deeper into the subject and learn what Mr. Emerson has to say about the twelve principles.

But to analyze each of these and understand all it means takes thought—and thought is hard work. To make a definite and practical application of these principles to your own life and occupation takes even more thought—and is even harder work.

IT IS EASY enough to talk about ideals. But to fix definitely and in detail upon your own One Big Ideal in life—and all your little ideals—is a big task. And it is one that few people ever accomplish. With the most of us the saying is only too true: "I don't

know where I'm going, but I'm on my way."

MOST PEOPLE think they have common sense—and they have.

The uncommon thing about common sense is the use of it.

You would think, for example, that common sense would tell any man that to run his business by guess work was a good way to ruin it. And it does. But nine men out of ten still run their business by guess instead of according to exact knowledge. The trouble is that it requires thought to obtain exact knowledge, and most of us would rather fail in business than take the trouble to think. And, by the way, to use your common sense means to think.

THE WORLD is full of competent counsel. There are experts and specialists upon almost every imaginable subject. The libraries are full of books in which the most accurate and painstaking information and counsel is set forth. Some of them contain the wisdom of the ages.

Then, there are trade journals, technical magazines, periodicals that give you the very latest counsel of the best and most experienced minds in your particular field of effort.

May I also pause to remark that there is THE BUSINESS PHILOSOPHER?

It is easy enough to get competent counsel. Many people get altogether too much of it. I know some of most excellent in-

tentions who spend a great part of their time in pursuit of it. Such people take all kinds of courses of reading and study. They are so enthusiastic about the good advice they get in this way that it amounts almost to monomania. But they never do anything with it. To put competent counsel into practice takes thought.

And thought is far harder work than listening to lectures or reading books and magazines.

We attend conventions and learn from the biggest successes in our particular lines of business how they made good. But we go home and continue to do business in our old, lame, inefficient way.

It is easy enough to listen to the other fellow tell how he did it. But it takes thought to apply the results of his experience to our own problems.

And thought, as I may have remarked before, is such hard work that most of us try to get along without it.

YOU KNOW PERFECTLY well what Jones ought to do in the way of self discipline. You know his faults. And you know how he might overcome them, if he would only take the trouble.

You also know how Jones ought to discipline his children—especially if you have no children of your own. You'd just like to see any child of yours attempt the capers by means of which the Jones children make merry and mischief.

You probably have some definite ideas about how Jones ought to handle his help. You wouldn't have a man like Jones' head salesman in your employ five minutes. And if your help talked to you the way Jones' people talk to him, you'd have the whole kaboodle of them out in the alley on their way to the outer darkness before they knew what had happened to them.

But, after all, what particular form of profit is there for you in all this positive and infallible knowledge about Jones and his affairs?

Wouldn't it be efficient to put in all that mental and nervous energy in disciplining yourself, your own children, and your own employes?

The other day, in Boston, a friend of mine went into a well-known stationery store and asked about a particular kind of inkstand.

The automaton behind the counter said, "Yes, we have them; but I've been selling goods in this line for twenty years, and I don't believe I've sold six of them."

After some search, he found the article inquired for—a more or less complicated contrivance. He confessed that he did not know how the thing worked, or what its special advantages to the user were supposed to be.

My friend had read advertisements of this inkstand. He was interested in it. He wanted one. And he had almost made up his mind to buy when he inquired.

But he walked out of the store with his purse tightly closed.

Do you blame him?

Have you people in your store who are no better trained than was this automaton?

Do you buy expensive goods for your shelves and then neglect to train your salespeople in knowledge of them and selling talks that will sell them?

Is your idea of discipline merely to sustain your own authority and preserve your own dignity and exact conformity to certain arbitrary rules? Or do you discipline your people never to forget for a moment that the customer is king?

It is easy enough to criticise others.

But it takes thought to discipline yourself and your associates into efficiency.

And no harder work has ever been discovered than thinking.

I WISH SOMEONE would rise and explain the almost universal human failing of expecting to get without giving an equivalent. I'll take off my hat, bow my head, and admit, freely, that it passes my comprehension.

"You can't get something for nothing," is one of the most common of all current expressions. You hear it on the lips of people of all classes. And, bless their hearts, they believe it, too.

You believe it.

I believe it.

And yet, for some reason I cannot fathom, we are all of us all

the time trying, in one way or another, to beat the immutable laws of nature at their own game.

The man who resorts to stimulants is trying to get energy without paying the price of nourishment and use, by means of which alone energy can be purchased.

The man who overeats is trying to get gustatory gratification without paying the price of muscular activity sufficient to give him real, earned hunger.

The man who overworks is trying to get two life-times of effort for the price of one.

The man who cheats or overcharges or underpays his fellow man is so obviously foolish that he is becoming obsolete in up-to-date business.

It is easy enough to say all this—and to believe it.

But, for some reason or other, it is about as hard a task as man has ever attempted to know what is the fair deal, to give it to one's self, and to practice it toward others.

And the reason it is so hard, I suppose, is that it takes thought.

SOME OF THESE days, I am going to have a few words to say to accountants.

I haven't a word of criticism for any particular accountant, but there are a million or two of them I should like to take into my confidence and talk to, heart to heart.

One of the reasons why so many businesses are run according to the most haphazard guesswork

is because the records of those businesses give not one slightest glimmer of knowledge as to vital facts—the things their managers ought to know.

I have seen whole truckloads of books hauled out of vaults in the morning and trundled back into the same vaults at night. During the day, big wages were paid to accountants to write in them. And yet, except for comparatively unimportant data about bills and accounts payable and bills and accounts receivable, there was not a single gleam of fact obtainable from them for the guidance of the management.

Accountants can almost always tell whether or not a business has made a profit. By why and how the profit was made or the loss sustained is not set down in the neatly written records of all too many of them.

It is easy enough to make entries—to journalize—and to post. It is easy enough to draw up statements, trial balances, and balance sheets. But, to keep records that really supply accurate, up-to-date, and pertinent knowledge requires thought.

And thought, as you may have surmised from my previous remarks, is heart-breakingly hard work.

WHEN YOU KNOW what your One Big Ideal is; when you have set up for yourself some pretty definite little ideals; when you have really used your common sense in the choice of these ideals and in seeking the most competent counsel regarding them; when you have whipped yourself and

your associates into line for the realization of these ideals; when you have thought out and put into practice the application of fair dealing to your problems; when you have exact knowledge, obtained from thought-directed records as your guide—when you have done all these things, you can begin to make plans and schedules.

I suppose it is because it takes all this preliminary work and thought to prepare to make intelligent plans that most men—even most business men—go through life like a steamship running through a sea pimpled with rocks and reefs, full steam ahead, all lights out, compass thrown overboard, and chart locked in the captain's sea-chest.

Is it any wonder that ninety-five out of every hundred of them go shipwreck?

It is easy enough to dream and to wish. It is easy enough to look forward, in a hazy, indefinite kind of way, to future accomplishment.

But to plan surely and soundly—to make your schedules down to the minute—to know just what you intend to do, why you intend to do it, and when you intend to do it—this takes thought.

And thought is a perfect agony of hard work.

HAVING MADE YOUR plans and schedules, you are ready to put them through—and to put them through on time.

But you are making a sad and tearful mistake if you imagine that it is going to be easy to do it.

There will be obstacles—and difficulties—and other things that will require thought to overcome. You may even find it necessary to use persistent thought.

It's hard enough, heaven knows, to think at all. But to keep on thinking until you have thought your way around or over or under or straight through some big obstacle that stands in the way of your plans is so hard that few men have ever even attempted it.

THOROUGH PREPARATION—both of yourself and of all material factors in your plans would seem to be a most natural process. And yet you are a rarely efficient individual if you do it.

To keep yourself always in perfect mental and physical preparation for your tasks; to have on hand, in perfect condition, carefully selected and tested equipment; to have all necessary materials ready; this is common sense.

But—it takes thought.

And thought—finish the sentence for yourself.

TO LAY BRICK as men have laid brick for the last six thousand years; to farm as men have tilled the soil since the days of Cain and Abel; to worship the established; to revere traditional methods; to form habits of action without thought or analysis and then to cling to them like grim death—these are human failings.

To study motions and methods; to analyze operations and reduce them to scientific processes, with

all waste eliminated—these are steps toward efficiency.

But they take thought.

And it is far easier to go on doing things in the same old way than to take the trouble to think out the best, easiest, and quickest ways of doing them.

TO LEAVE IT to your clerk's imagination; to take it for granted that the office boy understands what you want; to rely on your memory to preserve the steps in some process you found efficient; to let all experience go to waste rather than write out its results; to send word by your stenographer to your superintendent—all these are common practices.

You see, it takes thought to write out, definitely and in detail just how the thing should be done. It takes thought to work out a set of instructions so that they will be fool-proof. It takes thought to take instructions, when they have been written, and follow them efficiently.

I DO NOT know how long it is going to take to pound it into the heads of business men that, more often than not, the relative cost of labor and the absolute total cost of any process can be lowered by increasing the rate of pay to the workers. The trouble is that it takes thought to understand that proposition.

And thought is far scarcer than money.

ALL OF THE foregoing talk I have spoken especially for the men and women engaged in the great work of distribution.

I have been writing you about the need for greater efficiency of distribution.

In *THE BUSINESS PHILOSOPHER* for September, I made a little beginning in telling you how the individual distributor might make himself more efficient.

This is a little more along the same line.

You have probably found it comparatively easy to read.

You may not even find it hard to understand.

But to see how it applies to your business, and then to apply it, will take thought.

And thought, as you may have been informed, is most distressfully hard work.

But there is no possibility of efficiency without it.

And you are in pursuit of greater efficiency.

So you are going to *think*.

THE way you spend your Leisure Time is a measure of your Ideals.

Too many people in this complicated world cannot express the best in themselves in the work by which they earn their daily bread.

Theoretically, of course, a man ought to put his very best thoughts, feelings, and actions into his work.

But, practically, there are thousands of people chained to uncongenial tasks.

True, they can make the best of circumstances and even get some joy and self-expression out of their work.

But even then there is not for them that fullness of joy in labor one feels when his tasks are in accordance with his Highest Ideals.

In your Leisure Time, however, no matter how you may be earning your living, you unconsciously and naturally seek that which is distinctly your own.

Here is one of the best reasons in the world why you should have, then, a very Highest Ideal.

We read a great deal about the wonderful progress that can be made by anyone who is willing to employ wisely his Leisure Time.

And this is true.

But I question very much whether one receives any very large compensation for study and recreation that is not all shaped and directed toward the attainment of some Definite End.

—*Arthur W. Newcomb.*

The Palace of Dreams

By Gertrude Capen Whitney

I live in the palace of dreams, dear,
I live in the palace of dreams,
 And the dingle birds tell
 Of the mystical spell,
 That ever doth hover
 O'er meadow and dell,
When light from its turret streams.

I live in the palace of dreams, dear,
I live in the palace of dreams,
 But never a thought
 To its chambers are brought,
 That ever might shadow
 A heart that hath sought
The light that out from it streams.

I live in the palace of dreams, dear,
I live in the palace of dreams,
 But well do I know,
 That for sunshine to flow
 And hover and brood
 With life-giving glow,
O'er the heart that craves warmth from its beams,

The life in my palace of dreams, dear,
The life in my palace of dreams,
 Must steadily grow
 From the God-heart, and flow
 Through my soul and out
 Of its windows, till, so,
Love benisons life in my dreams.

Life Insurance Salesmanship—A Paying Occupation

—By Stewart Anderson

WHAT has the soliciting of life insurance to offer to him who is about to choose an occupation or who wishes to change his business or profession?

These are some of its inducements and attractions:

A staple.

Remunerative — this year's work provides a portion of the income of succeeding years.

Outdoor life.

Personal independence.

A college or technical education is unnecessary.

Requires little or no capital.

Performs a highly beneficent service.

To "earn a living" is labor's great first cause, and consequently and generally a business or profession should represent a social staple.

Life insurance is as firmly imbedded in the economic fabric as is the savings bank; but its service is of far greater importance to the community, and it must, therefore, continue to hold, next to the provision for current subsistence, the first place in the financial ordering of the average family.

There are more than ten billions of legal reserve life insurance (exclusive of industrial insurance) in force in this country—woven into the lives and encircling the homes of the people. A staple, indeed!

AN OPPORTUNITY TO WORK—HARD

Life insurance pays its soliciting representatives well. But the solicitor's occupation is not a lolling seat in a rose bower, or a settee in a cool and grassy park, for work-free idlers.

It gives to no man a soft snap

accompanied by gold a-plenty. It is in the forefront of modern activity—system, intensive use of time, industry, brains—these are requisites of success in life insurance as in every other worth-while business.

To him who works and works and works, who has enthusiasm, whose energies are devoted to his vocation, and whose work and enthusiasm and energy are directed by clear intelligence, the reward is as rich as any line of salesmanship can offer—and richer, because this year's work produces not only this year's income, but yields an income for succeeding years.

FREEDOM AND OUTDOOR LIFE

Confinement in office or store or study is absent from this occupation. Air and movement, new faces, new ideas, new outlooks—these are not the least among its attractions.

Man thrives best, mentally as well as physically, and his period of usefulness is longer, when he breathes fresh air and when there is a far horizon whichever way he turns, instead of the life-killing blank wall of a rut.

The life insurance solicitor meets in the course of his week's work many minds, he sees man from many angles, glimpses life in an interesting and educative variety of phases, and uses continually one or another or all of his mental weapons in the cases in which he engages. Mind and muscle are alike in this, that normal and diversified use gives health, vigor, and obedient elasticity.

And there is no occupation which so completely calls into play all the mental faculties as does that of salesmanship — imagination, observation, analysis, deduction, comparison, per-

suasion, appeal, argument—all of these, and more. These, as success follows success, develop acumen, logical precision, mind alertness, and self-reliance, and pinnacle their user as a master among men.

INDEPENDENCE

Limited only by the requirement that time shall be used with scrupulous fidelity, the life insurance solicitor is personally independent.

He comes and goes as he chooses.

He does not punch a time clock.

The hours are his own.

He carries his personal card.

His name is upon his office stationery.

And as time goes on he may become an employer of agents, if his selling ability and executive qualities are apparent. For such a man there is room, not only at the top, but also at points of lesser yet prizable eminence—all men cannot reach the highest peak.

MODERATE SCHOOLING REQUIREMENTS

Here is an occupation which requires neither a college nor a technical training. If a man has either, so much the better, because his power to observe, to think, to acquire knowledge, is by it usually well developed, and his acquaintance with a wide variety of things will be valuable. But if a man has sound health, an average mentality, untiring industry, enthusiasm, aptitude, and love for his work, success is certain.

NO CAPITAL NEEDED

"If I had a little *capital!*" An oft-heard regret.

This business of the life insurance solicitor, with all its possibilities of rare reward, may be followed without capital. Few are the occupations of which this can be said.

It is true that capital can be profitably employed, in extending the solicitor's activities, but comparatively few men bring capital with them. They make it after they come in!

BECOMING A CONFIDENTIAL COUNSELLOR

The solicitor of insurance commonly grows into a confidential relationship to his client—such a relationship as is that of lawyer and client, doctor and patient, pastor and parishioner.

For instance: To build for a business man an adequate schedule of life insurance, that shall protect his home and educate his children, and also make safe his business, requires experience, knowledge of policy contracts, and keen business ability. Men of affairs realize this, and as business interests tend more and more to complexity, and the value of life insurance is still more highly rated, the life insurance expert is oftener called into conference—he is regarded as a confidant, a counsellor.

No other lawyer, no other doctor, will we have; so, all over the country, life insurance experts have *their* loyal, unswerving clients, among business men and also among those whose policy list is small. And the long-established representative draws each year a substantial portion of his business from additional policies placed with policyholders already registered on his books.

The life insurance solicitor has a far wider field than that of most salesmen. He is not limited to persons engaged in one line of business. Every insurable man, every one-man business, every partnership, every corporation, is material for his labor. Women, also, under certain conditions, may become policyholders, and

churches, charities, and educational institutions are users of life insurance.

SOCIAL SERVICE

Life insurance soliciting is social service. "Widows and orphans,"—yes, it is often a phrase of jest, a laughed-at phrase. But the wide world knows that the bread struggle of the widow, the hunger of the orphan, and the misery of the pitiful aged man or woman, are more than half of all the sorrow and the suffering that civilized humanity endures. And he who in any degree lessens that struggle, relieves that hunger, or allays that misery, performs an act of

genuine social service. To such a service life insurance is dedicated, and there is no worthier, no nobler service.

Come with health, with intelligence, with industry, with zeal, with enthusiasm, with integrity, with high ideals, and you will find an occupation here that will employ all your powers, reward your labor, develop your mental faculties, sustain your interest, and, in short, provide you with a life-work which from every point of view will gratify your ambition and satisfy your imagination—a paying occupation!

Concentrate

Attention on a life long plan.

Upon making the most of your time.

On the work immediately in hand.

Upon being a good citizen.

On the improvement of your community.

Your vital forces on work, not on dissipation.

On the things possible to your own powers.

Your brain power on something worth while.

Your trust and confidence upon worthy friends.

Your reading on the mastery of an important subject.

Upon the achievement of character and unshakable will.

On the good forces around you rather than upon the evil.

Sufficient attention upon health to get strong and keep strong.

Thought on spiritual matters until you have an abiding conviction of the everlasting spiritual realities.

Upon the value of a good name and unstained character to pass on to those who are to come after you.

—*Spare Moments.*

Never Give Up

By Martin Farquhar Tupper

Never give up! It is wise and better
Always to hope, than once to despair;
Fling off the load of Doubt's cankering fetter,
And break the dark spell of tyrannical Care.
Never give up! or the burden may sink you;
Providence kindly has mingled the cup,
And, in all trial or troubles, bethink you,
The watchword of life must be—*never give up!*

Never give up! There are chances and changes
Helping the hopeful a hundred to one,
And through the chaos High Wisdom arranges
Ever success—if you'll only hope on:
Never give up! for the wisest is boldest,
Knowing that Providence mingles the cup,
And of all maxims the best, as the oldest,
Is the true watchword of—*never give up!*

Never give up! Though the grape-shot may rattle,
Or the full thunder-cloud over you burst,
Stand like a rock—and the storm or the battle
Little shall harm you, though doing their worst;
Never give up! if adversity presses,
Providence wisely has mingled the cup,
And the best counsel, in all your distresses,
Is the stout watchword of—*never give up!*

Purposes and Ideals in the Art of Living

By Arthur W. Newcomb

OF ALL the arts, that of living is the finest. It is also the broadest, because it includes all other fine arts in its scope.

"Art," says Edward Howard Griggs, "does not photograph Nature; it reveals Nature."

The fine art of living reveals the divine nature in us and our surroundings.

Of all the arts, that of living is the most interesting. Its problems are the most absorbing because they never reach a final solution. Its rewards are the highest values known in the universe.

Many of our arts are based upon sciences, some of them as exact as mathematics.

But the fine art of living can never rest upon a science. In it, there must always be an element of experiment.

We cannot say, "I will learn all the laws and principles of living and then begin to live."

We are alive now. The problem of living is pressed upon us from every side. We must find some solution to it, be it ever so inadequate, on a moment's notice.

Life is mostly made up of little things—little events, little duties, little problems, little irritations, little kindnesses, little decisions. And yet any one of these little things may make or mar the years that follow it. What life seems to us, and what life is to us, depends very largely upon how we live in these little relationships.

The real life of a man is in his thoughts and feelings.

"As a man thinks, so is he," says the wise man, and a modern psychologist has added, "As a man thinks, so he feels."

It follows logically, of course, that, if a man can solve the problem of his thoughts and feelings, he has pretty largely solved the problem of living.

William James has said that "Pain and pleasure, success and failure depend not upon circumstances and surroundings, but upon our mental attitude toward our circumstances and our surroundings."

Goethe gives the clue to mental attitude when he says, "Properly speaking, everything depends upon a man's intention.

"Where these exist, thoughts will likewise appear; and as the intentions are, so are the thoughts."

Intention is a good word and it means much, but I believe that a more definite meaning is compressed into the word purpose.

When your purpose is vague and indefinite, your thoughts will also be vague and indefinite. Your mental attitude will be wavering and hesitant. Your decision will be vacillating and unreliable. Then, indeed, will you be the plaything of circumstances, and the victim of conditions.

When your purpose is firm, fixed, and definite then will your thoughts be clear and effective, and your feelings courageous, cheerful, and full of faith and hope.

The man who is going to some definite, fixed point, walks in a straight line. Other people unconsciously step out of his way. Try it yourself on any crowded street and you will be convinced.

Your purpose is a definite path leading to your ideal.

Let no intensely practical man be frightened by the word "ideal," because, "An ideal," as Edward Howard

Griggs says, "is the most practical thing in life," and he proves it.

An ideal is nothing but a mental picture of something not yet attained, but desired.

Therefore, be sure just exactly what you want. Then make your plans to gain what you want. And, finally, organize yourself and your available forces, to push those plans to success.

This is all so self-evident that I do not need to comment upon it.

But let us talk a little about ideals.

If you have followed the thread of my discourse so far, you have seen that the quality of a man's life, or in other words, the degree in which his living approaches the fine arts, depends upon his ideals.

There is a great deal of loose talk about ideals. It will help us in our lives today and tomorrow, and all the tomorrows, if we will take pains now to set a few pegs and draw a few straight lines.

To be of any value to you, your ideal must be based upon the fundamental proposition that goodness, beauty and truth are everywhere triumphant in the universe.

Do not quarrel with this statement. It is based upon history, biography, and the testimony of thousands who have learned wisdom through suffering and experience. Some men have accepted it early in life, and proved it. Others have proved it by demonstrating its opposite.

Second, be sure that deep down in your heart you really desire to attain your ideal.

"Nothing great," remarks Emerson, "was ever achieved without enthusiasm. The way of life is wonderful—it is by abandonment."

That's it.

Make your ideal so supremely desired, that you can abandon yourself utterly to its pursuit.

Third, perfect your ideal in your own mind.

“When you know definitely, and in detail, what you want,” says Sheldon, “you are in a fair way to get it.”

By perfecting your ideal, I mean, making your mental picture of it so complete in every detail, that for you, the thing you desire, already exists.

There are many ways in which to state the fundamental laws upon which the fine art of living is based. The foregoing is only one of them.

I have not lived very long in this world, but I have lived long enough to learn by experience that, many appearances to the contrary notwithstanding, goodness, beauty, and truth are finally triumphant; that things naturally gravitate to those who desire them most; that the man with a definite end in view, the man with a purpose makes short cuts, overcomes opposition, brushes aside obstacles, eliminates wastes, drops non-essentials, turns seeming defeat and failures to good account, finds life brimming over with goodness, and finally wins.

Of course, this does not offer a complete solution to the problems of life, because the terms of the proposition are never fixed, but are always a becoming and not a being.

Life is an unstable equilibrium. An unstable equilibrium, according to my old college professor, means the need of constant readjustment.

Let the instability become emphasized, and you have riot and ruin.

Let the equilibrium become emphasized, and you have stagnation, dullness and death.

But it will help you in adjusting your ever-changing self to ever-changing conditions, if you have a standard to which you may refer all of life's little decisions.

Such a standard, you will find in a perfected ideal.

Building a Retail Sales Force

—By A. F. Sheldon

I STOOD in the balcony office of a busy retail store. Beside me stood the proprietor and manager.

We were looking out over the main floor of his establishment.

Hundreds of patrons crowded his aisles and swarmed about his counters. The man was a persistent and able advertiser. And he knew how to buy for his public.

"That ought to do your heart good," I said, indicating the throng.

"It does *look* good," he sighed, "but sales never seem to me to be as large as the crowds would justify me in expecting. and it costs a lot of money to serve so many people who come and look, but do not leave any of their money with us."

"How many salesmen do you employ?" I inquired.

"About three, I should say," was his disgusted reply. "The other ninety-seven people you see down there behind those counters are only order-takers—and some of them can't even do that right."

"Why do you keep such people on your pay-roll?" I asked.

"Because there are no better ones in the market," he groaned. "I'm about driven to homicide, sometimes, by the almost universal incompetency of the 'rising' generation."

Just then a young man came up the stairs.

"Well, what *you* want?" growled the abused proprietor.

"You don't need any help do you?" faltered the caller.

"No," snapped the business man. Then, as the applicant turned to make his escape, "Wait a minute. Have you had any experience?"

"Clerked at Foster's for a year."

"Humph! What pay do you expect?"

"I got twelve dollars a week at Foster's."

"That's too much for only one year's experience. I'll start you in at ten, if you want to go to work."

The lad looked distressed. I could see that he was mentally adding up his expenses against that ten dollars.

"Well, take it or leave it," commanded the arbiter of the youngster's future, turning to his desk.

"I'll take the place, sir," gulped the youth, making a hasty decision.

"Very well. Go down and report to Leahy, manager of the jewelry department. Tell him I sent you."

In a very few minutes Leahy came to the office, bringing the newly acquired "salesman" with him.

"I don't need any more help just now," he objected. "Helmquist came back this morning."

"All right," crackled the reply. "Take him to Caldwell and let him sell stoves for awhile."

And the bewildered-looking boy was led away.

As he departed, with his guide, I found myself wondering how on earth his employer had managed to get and keep three *salesmen*.

This incident is not exaggerated. And, tragically, it is not unique.

THE FUNDAMENTAL CAUSE OF INEFFICIENCY

I hear a great deal of complaint, in some quarters, about the incompetency of retail salespeople. I have even encountered some examples of it in my own experience. But the more I study business institutions of all kinds, the more firmly I am convinced that the employer who lays the blame for meagre profits upon his help only condemns himself. He it is who selects, places, trains (if they get any training), and handles

his help. What *they* are depends on the way *he* does these four things.

There is only *one best* way to do anything. And, in every case, that way is the way that gets the maximum amount of the desired result, of the most suitable quality, at the least proportionate expenditure of time, energy, money, material, and other values. To do most things that way requires ability, reliability, endurance, and action. He who has these four qualities developed to a marked degree is a MAN.

FIRST, BE A MAN

Focus the discussion, again, on building a retail sales force. We cannot escape the conclusion that the first step is building the employer's own manhood—his personality.

Under the law of cause and effect, the building of a personality is not a matter of guess work or chance. It is the result of obedience to the laws of man's nature. Classified knowledge of these laws, therefore, constitutes the science of man building.

Similarly, there are fixed laws of nature governing the selection, placing, training, and handling of retail sales people. And classified knowledge of these laws constitutes a science of retail sales management.

Now it is manifestly impossible for me to set forth all the laws in these two fundamentally important sciences in the space permitted me here. The best I can do is to tell you some of the classifications and set you on a hunt for laws and principles.

The science of man building is based upon two principles. These can be stated in two words—nourishment and use. Every normal man has all qualities needed for success,

either developed, undeveloped, or partly developed. Building of personality consists in developing these qualities, physical, mental, and spiritual. To develop these qualities, you must first nourish them. You must have good food, clean water, and pure air for the physical; reading, study, observation, and experience for the mental; and good music, true art, beautiful nature, love, and happiness for the spiritual. Having thus fed your body, mind, and spirit, you must exercise or use them, if you want them to grow.

KNOWLEDGE OF HUMAN NATURE

Coming, now, to the actual building of your retail sales force, I say, with all possible emphasis, that there is no one thing more needed in the business world today than scientific knowledge of human nature in selecting, placing, training, and handling employes.

One of the chief reasons for inefficiency, friction, labor troubles, and strikes lies in the selection of unfit or misfit workers. Men actually take more care in choosing cattle and horses for their dairy herds and racing studs than they do in building up the personnel of their organizations. My observation is that most of them take the first applicant that comes along—unless there is something seriously and glaringly wrong with him—and put him in the first vacancy that happens. If he fits, 'tis a happy chance. If he doesn't fit, he is, of course, inefficient. Besides, he is unhappy and discontented—therefore doubly inefficient.

So analyze your applicants. Study men and learn to judge them. Study everything you can get—that is reliable—on human analysis. Then draw out your applicants and learn

something about their ideals and their preferences. One of the greatest executives and most successful handlers of men in the United States once said to me: "There is nothing that so builds a worker's efficiency as happiness in his work. I have demonstrated it in practice again and again."

Every retail employer of any intelligence has learned that there are plenty of good-looking, able, honest, and industrious people who are not fitted for salesmanship. But very few have learned how to know such men and women without "trying them out." You know, by looking at a horse, whether he is a racer or a dray horse. Why not learn to know, by looking at a man, whether or not he is a salesman?

We have all learned, too — or ought to have learned — that there are many perfectly good people who simply can't get along well together. They are as dangerous to mix together as gunpowder and matches. Wouldn't it be a good idea to learn how to associate your employes in such a way that each will harmonize with, stimulate, and assist those nearest him?

Taylor, Emerson, Goings, Gilbreth, and other high authorities on scientific management and efficiency insist upon scientific selection and scientific association of employes as absolutely indispensable to success.

THE NEED FOR CAREFUL TRAINING

You select men for their inherent fitness for their work. But you have to train them in order to develop their powers and talents.

It is unfortunately true that our schools give their pupils practically no real training for business. I believe a good beginning has been made in remedying this fault. I hope to

see the day when our business institutions and our schools shall work hand in hand in the scientific training of our youth for success in industrial and commercial life. Until that day comes, however, he who would succeed must train his own employes.

There are many methods of training in use in retail stores. All have elements of value in them—some are quite effective. My own personal observation, based on a careful study of hundreds of stores, is that the best way is by organizing the sales people into classes, using text-books on man building and retail salesmanship as a basis, and providing competent personal instruction. I have found that to devote all the time in class to technique of the business leaves employes with fundamental ability, inspiration, enthusiasm, and incentive undeveloped, while the omission of technical training leads to their making many expensive blunders. A combination of the two is the ideal.

LOVE THE FIRST REQUISITE HANDLING SALESPeOPLE

Handling salespeople is easy — if you are fitted by nature for the work — and know how.

If you don't love people—if you don't sympathize with and understand them—if you don't draw them to you by cords of personal affection, so that, in their loyalty, they would die for you, you will never attain the highest success in handling them. This is the one great fundamental. In comparison with it, all other requirements are of slight importance. Add to this self-respect, firmness, initiative, energy, and great, contagious enthusiasm, and you have a combination hard to beat. Remember these things in choosing the heads of your departments.

As to the technique of handling a sales force, I would insist particularly upon two things: immediate, intelligent, intelligible, and accurate records of each employe's performance, including his cost to the house for every dollar of profit he makes for it; and adequate promotion and reward for high class work.

That you may never forget the best thing that has ever been said

on building a retail sales force I shall place it at the end of this article. It was spoken by Fred Mason, now general manager of the Shredded Wheat Company, but for many years secretary of the National Retail Grocers' Association:

"The one chief requisite in a salesman is that he should love his work and be happy in it."

A Few Words on the Subject of Getting Things Done

—By H. L. Gantt

In the Journal of the Efficiency Society Incorporated

A GREAT many people imagine that they have discovered something when they have begun to talk about efficiency. They imagine that when they get a new system of management they are going to get greater efficiency. To my mind the term has been overworked. Talking about efficiency will not produce efficiency. Efficiency and inefficiency are habits of action, and unless habits of action are changed, talking will do but little good.

I find that many people think that when they have changed the forms or blanks that they are using in their business, they are going to get efficiency instead of inefficiency, and are disappointed when they do not accomplish this result. To change people's habits is a big job and takes a long time. It cannot be accomplished by so-called "get together" methods. Such methods produce temporary enthusiasm and serve to waken up the public to possibilities, but the only methods which get results are those which involve continuous and persistent training.

I find that few people over thirty years of age will submit to the

amount of training necessary to change them from inefficient to efficient workers, and those under thirty years of age will not submit to it unless they receive a very substantial share of the products of their increased inefficiency.

Many people regard the problem of increasing the efficiency of a human being much in the same way as they regard that of increasing the efficiency of a machine, and expect themselves to get the benefit of the full increase. In the case of a machine or animal which requires no share in the profits, their expectations may be realized; but in the case of human beings, we can get efficiency only by having their entire co-operation, and if we are to have their entire co-operation, we must give them a fair share of the profits accruing from that co-operation. But this is not all. The amount of work that a man can do depends largely upon his physical condition, and the sanitary conditions of his surroundings. If then, we would promote efficiency in our employes, we must see—

First, that a scheme of compensation is devised by which they can

get a fair share of the products of their efficiency.

Second, that they must be taught methods by which efficient work can be accomplished, and trained to operate according to these methods. This training oftentimes covers a great deal of time.

Third, the work must be so planned and the surroundings so arranged, that the worker is able at all times to preserve the best of health and to put forth his energies without detriment to his physical condition.

It is impossible for me to over-emphasize the importance of these three points, for no matter how fully I explain them to employers, they

never take them seriously enough, and it is very exceptional when I find employers who do not so neglect one or more of these points as to bring dissatisfaction among their employes. When this point is reached, and we point out to them that the workman has a legitimate cause to be dissatisfied, they seem to realize fully for the first time that we really mean what we say when we specify the conditions necessary for the promotion of efficiency.

In conclusion, I wish to say that a few more examples of efficient co-operation between employer and employe will do more to advance the cause of efficiency than any amount of academic discussion on the subject.

SOME people are born with the ability to string words together; others simply can't do it. It would be fine if you could take the word-smith at the face value of all his declarations. But you can't. His place in the great scheme of things is to give expression to beautiful thoughts. Perhaps it is too much to expect that he should also live them.

The balance is kept true, however, by the fact that his beautiful thoughts are beautifully expressed in the lives of thousands of people who could never put them into words. The silent woman can often love with a glorious abandonment that is nothing short of miraculous. Oftentimes, those who are the kindest in their lives are those who have the very least to say about kindness. As I glance over my list I take note that my very best neighbors are those who never say anything about their neighborliness.

"It is not necessary," says Goethe, "that the truth be made clear; it is enough if it hovers about us, like a spirit, and produces harmony; if it vibrates through the air, gravely and kindly, like the sound of a bell."

—Arthur W. Newcomb.

A MAN is made after he is born. He begins with little faith—he develops great faith; he begins with little courage—he develops great courage; he begins with little intelligence—he develops great intelligence; he begins with little strength—he develops great strength; he begins with little love—he develops great love; he begins with little business—he develops a great business; he begins a clerk—he develops a merchant prince. All men are natural born. But watch the man who has cultivated the study habit. How quickly he passes by his fellows. Ere long, we see him on the mountain tops.

—*A. F. Sheldon.*



An Epoch Making-Event in the History of Education

—By A. F. Sheldon

THE September number of THE BUSINESS PHILOSOPHER contains an announcement that this month's issue would carry the most important article I have ever written.

This is the article.

In one sense this month's contribution may be considered merely an introduction to the article. It will be "continued in our next," and possibly in several issues. It will deal in general with the scholastic period of education and suggestions for improvement in the service rendering power of our public school system to its patrons.

On every hand, in every nation, it has been my privilege to visit, I find discontent with the school system. America stands by no means alone in this particular.

It is the almost unanimous opinion of those who are competent to judge, that the greatest need of the age is the work of remodeling the public school system to the end that they may better fit the child to win in life's battle.

Many able men from different nations have honored me with the statement that it is their belief that the adaptation of the Area philosophy to the scholastic period of education can be made a valuable aid in hastening the evolution of the school systems of the world to a more efficient plane. While there are noble exceptions to the rule, it is a well-known fact that primarily our educational systems are centered upon the development of *ability*.

You who know the Area philosophy are well acquainted with the

fact that it stands for the truth that education means *deduction* or development of the whole man, and that the truly educated man must be developed in reliability, endurance and action, as much as ability. It is the confident belief, not alone of the writer but of thousands who have investigated the theme, that it is just as possible to develop reliability, endurance, and action in a thoroughly scientific and systematic manner as it is to develop ability.

If this can be done, it goes without saying that the school curriculum should be shaped more happily to that end.

The work ahead must be accomplished gradually. It can be accomplished by no one man or organization. But each can help some if he will really try, and this is to announce that it is my intention to help in this particular, the best I can during the balance of my life.

It is my earnest desire to make Area, Illinois, an educational center from which a truly beneficial influence shall radiate.

I want the help of all our readers to that end.

We have a seven-hundred-acre estate here, which is an ideal spot for working out the plan. Area, on Lake Eara, is becoming famous in this part of Illinois as one of Nature's beauty spots.

We have already had two gatherings of our students and friends here; the first in the summer of 1910 and the second in the summer of 1911. Owing to the absence of

myself and family in Europe no sessions were held during 1912 and 1913.

I have returned from abroad for a brief stay, but will soon be in Europe again for a more thorough investigation of the foreign educational systems, and special private schools; also to further the work of our regular Sheldon School abroad. I hope, however, to return to Area early in 1914, and one of my objects in doing so is to have everything ready for the large gathering of our students and friends during next summer.

Just what date the first meeting will take place I do not know, but this will be announced definitely later.

It will be a great big business camp meeting; a summer business chautauqua, a delightful place to spend your holidays and at the same time help to start an educational movement along the line of personal instruction in the Area philosophy.

I want you to come here next summer and spend your vacation with us.

It will interest you to know that in the fall of 1915 and possibly in

the fall of 1914 I intend to begin the first session of the school for boys or Commercial University.

It may surprise some of my readers to know that the first big building to be used for this purpose is ready.

It may interest you to know, too, that public school authorities in England have already honored me with a request to write text books for their public schools. Real progress is being made.

I hope and believe that our meeting next summer here at Area on Lake Eara will be an epoch-making event in the history of education.

That is the reason why I believe this is the most important article I have ever written.

Next summer will not be notable alone from the standpoint of the good we can accomplish in this big matter at that time, but primarily on account of what it will lead to.

I believe that in the years to come all who attend our summer gathering next year will be proud that they were here to take part in the exercises which will mark the beginning of a serious and far-reaching work in the betterment of our public school systems.

BUILD character, and health and energy are the natural outcome. The positive qualities of the body, mind and soul are fountains from which energy flows as naturally as water from a spring.

—Sheldon.

Choose Your Specialty, Then Pursue It to Success

—By Marion Watson

THIS is an age of experts—specialists.

To make more than a mediocre success, you must do some one thing unusually well. It does not matter so much what this one thing is, so long as it is the highest and best task of which you are capable and you excel in doing it.

Just a word about the first of these: the highest and best task of which you are capable.

There are two reasons why you should seek this kind of work.

First, you owe it to yourself, to your success in life, to do the most and best with the time, talents, and energy at your disposal.

Second, you owe it to humanity to render the best and most service you can.

To put the thought in other words, if you are doing less than your best and most, you are guilty of wasting that which belongs to you and to the race. And waste, in a sense, is the one crime.

There are thousands of men in subordinate positions and doing menial tasks today who have the ability to occupy high positions and do artistic work, if only they would develop their powers, show some initiative, and push ahead to the accomplishments that are in their power. Oftentimes, all they need is to be awakened to their own possibilities.

THE TRAGEDY OF THE MISFIT

There are thousands of young men and women who take the first job that comes along, no matter in what line of work, and then vegetate in that job, doing work for which they are not peculiarly fitted.

The result is that they do not take any very lively interest in their occupation.

They do not develop their highest powers.

They do not progress.

They lack that greatest of all essentials of success—incentive.

Such people, through laziness, do not study some calling for which they are better fitted.

Their expenses may have risen until they cannot afford to leave their jobs and start in some other vocation at the bottom; or, through fear, they may feel that it is better to hold a job they have than to take the chances of failure in new work.

The right time to choose, and choose wisely, your vocation, is at the very beginning of your career.

Determine what kind of work you can do best, that which offers to you, personally, the largest opportunity of development and advancement; do all you can to fit yourself for it, and then seek *the* job that will put you on the first round of the ladder you have determined to climb.

But, if you have already made some progress in a line of work entered by chance, by some one's else choice, by a mistake in your own judgment, or by following the line of least resistance, there is still hope for you.

In either case, the first thing is to analyze yourself carefully, to determine just what you ought to do in order to love your work and make the highest possible success for yourself, through rendering the highest possible service.

VALUE OF SELF-ANALYSIS

It is very often the case that young men and young women do not know themselves and their powers.

I have seen many, for instance, with great natural capacity, in latency, for salesmanship, who did not even suspect it until someone else or some seeming accident revealed it to them.

You know, personally, perhaps, several people who have made only a mediocre success in some vocation and then reached a high place in some different line of work. Among men of national reputation, examples of this could be told by the score.

The great thing is to find out what you can do.

I have known of many who have been set on the right track by the advice of those who have made a study of human nature. I have known of many others who have found themselves through study and application to themselves of human nature.

If you feel that you ought to change your vocation, analyze yourself, and determine what you ought to do.

A NATURAL BENT

But, many people do not need special analysis to help them in their choice. They have had a strong and unmistakable leaning toward some calling from the very dawn of consciousness.

I know a young man, now high in the service of one of our largest corporations, who, from his earliest babyhood, showed a great passion for machinery.

As soon as he could use his hands, he began playing with things that "worked."

Before he could walk, he could drive a nail straight and true. When he was a little older, he constructed

his own toys—and they were always mechanical.

When he was a boy, he built a successful steam engine out of a bicycle pump, some bits of brass wire, and parts of an old sewing machine.

After he began to earn his own money, he went ragged and hungry in order to buy tools and books on engineering.

He earned his way through the engineering department of one of our great universities by doing mechanical drafting, electric wiring and installation, gas engine testing, and other such work.

There was never any doubt in his mind as to his vocation.

He has made himself a specialist in one phase of electrical engineering.

Today, he is recognized as one of the highest authorities in the country in that particular phase of electrical science.

And he is not yet thirty-five years old.

I know another young man who has made a great deal of money and a big reputation as a mechanical engineer and inventor.

For years, this young man worked at various things, half-heartedly.

He was obscure, mediocre, and seemed to be satisfied just to drift.

He was nearly thirty years old when he "just happened" to take a job as fireman in a small private heating and lighting plant.

Of course, he was only an average fireman.

He did not take any particular interest in his work, and was not highly regarded by the engineer under whom he was working.

Then, one day, he "happened" to discuss with the engineer one of the most difficult problems of steam engi-

neering—one that, up to this time, had been only partially solved.

That woke him up.

Intense interest took the place of his apathy and indifference.

Some of the greatest men in the scientific world had spent years on this problem without finding the true solution. That did not deter him for a moment.

He studied his furnaces in the daytime. At night, he studied a correspondence course in steam engineering.

He saved every possible cent of his small wages.

By the time he had finished his correspondence course in the fundamentals and practice of the science, he had money enough to stop shoveling coal and attend a university, where he specialized in studies that bore on the problem he had attacked.

He purchased books and reports on the subject. He became well-versed in the work done and results achieved by the great scientists and inventors who had studied the problem before him. With all this knowledge as a foundation, he went to work as a steam engineer—to earn money.

With all his wages except enough for a bare living, he equipped a laboratory and carried further the experiments made by his predecessors.

When he had thoroughly grounded himself in all the factors entering into the problem, he began working on the design of his own solution of it.

For years, he kept experimenting with and improving his device.

At first it was a failure.

Undaunted, he kept up his experiments.

One by one he corrected the faults in its construction and design.

Slowly it began to show signs of success.

Year after year he worked with it, improving here, adding something there, taking away something else there.

Finally his device was so near a solution to the problem that had puzzled men of science for generations that it was of practical service.

Then he began to reap his reward.

But he is not satisfied.

Although he has made money and reputation, he is still working at the *one thing*, making it more perfect.

He believes that he will some day give to the world a complete answer to the question.

When he does, his work will begin to save every user of the steam engine all the way from hundreds to thousands of dollars every year.

YOUR OPPORTUNITY MAY BE UNDER YOUR HAND

I have told these two true stories for the purpose of teaching many things.

One of them is that you may know, even now, what your specialty should be.

Another is that you can succeed in it only by hard work, self denial, and keeping everlastingly at it.

Still another is that your opportunity is very likely lying right under your hand, ready to be grasped.

And still another is that there should be in your vocabulary no such words as "can't," "failure," "impossible," and "quit."

Let me emphasize one of these lessons.

The chances are that your opportunity is staring you in the face where you are now.

I think most men need to take their vocations more seriously rather than to look for other lines of work.

The average man, through mental laziness, walks through an almost impenetrable forest of opportunities—rich, wonderful, glorious opportu-

nities—and whines that he never had a chance.

A little mental alertness—wide-awakeness—will reveal wonders.

And a little real mental *work* will develop them into big-paying specialties.

IF WE really want skilled, honorable, responsible municipal government, we can get it the same way the Germans got it, by applying to it the same rules of common sense which we must apply in our private affairs if we wish to escape going broke.

The British cities are following in the footsteps of the German cities as fast as they can. Lloyd-George's scheme of industrial and old-age insurance, recently adopted in Great Britain, is another step in imitation of the Germans. British men of sense, on the top side of life, realize that if England is not to rot at the core, she must take better care of her workers, through governmental agencies, which will encourage thrift and reward it with security against enforced want. Liverpool, ruled by top-caste folks as certainly as Berlin, is each year tearing down several hundred rotten old tenements, built to hatch private profit at the cost of human health, and is replacing them with decent habitations publicly owned and operated. In all of this the Germans led the way. They led the way because they first perceived that the prosperity of folks at the top (the initiative, planning and energizing master lever of human society) rests absolutely upon the prevalence of health, plenty and contentment among the folks in the middle and at the bottom.

We have that lesson to learn here in the young United States, where ninety million hustling individualists, possessing the richest tract of land of its size on the globe, have been recklessly living up their capital, and wasting it as no other civilized people ever did.

—*Frank Putnam.*

Natural Law in the Business World

—By A. F. Sheldon

BY the term "business world" I mean the world of busy-ness—whatever one is busy at, no matter what he is doing so long as it is useful effort.

By the term "law" I mean just what its name implies—the legal definition of it; viz., a rule of action or conduct.

By the term "natural law" I mean Nature's rules of action or conduct.

And so, then, by the title at the top of this article I mean just this: Nature's rules of action or conduct in the world of one's own work.

We do not question for one moment the fact that in the realm of inanimate nature everything is governed by natural law.

If the support is removed from a suspended object it always falls because the law of gravitation always works.

Man, the human being, is simply the highest product of nature. He is subject to her laws, whether he knows it or not.

He knows of course that he is subject to the law of gravitation as much as is any other object. If he becomes a "suspended object" and the support is removed, he knows that he is bound to fall.

He forgets, however, or perhaps often does not know, that his action or conduct in his daily work is governed by natural laws just as unerring in their working.

We all desire success, that is, all normal men and women do. This excepts only the idiots and the degenerates. And neither an idiot nor a degenerate will probably ever become a reader of the Business Philosopher, for the very good reason that they are seldom, if ever, employed in useful effort.

I am safe in my conclusion then that every reader desires an ever increasing degree of success; that those who are truly successful now desire to become even more successful; that those, if any, who could not be counted decidedly successful desire to come into the successful class.

It is an undeniable fact that the matter of winning success is a matter of living in harmony with natural law.

Nature has made certain success laws or rules of action or conduct. If one obeys or lives in harmony with each of them the result is a goodly degree of success. If he violates enough of them he will fail to attain success.

But what is success? Is it not a relative term? Is it not true that what would be a success to one would not be to another?

Yes, the last statement is true, but there is one condition which always spells success. It is this: The attainment and preservation of a practical and legitimate ideal.

That which is our ideal might not be the ideal of another, but you will be content or happy if you attain and retain (get and hold) YOUR ideal, the thing you desire, provided your ideal is *practical* and *legitimate*.

By the word "practical" I mean within the bonds of reason; and by the term "legitimate" I mean that the ideal must be attained honorably.

To do this one must attain a ripe old age, in good health with sufficient money to provide against dependence, and he must have so lived that he enjoys the respect of his fellow men.

This condition is not the result of luck. It is a matter of obedience to natural law.

Let me illustrate just what I mean, by an example. I was once talking with a man who believed in luck. He did not believe that life and success in it is governed by natural law.

I asked him to give me an example of hard luck. He gave as an example a certain poor widow whom he said had all kinds of hard luck. As an illustration, he cited the fact that the neighbors bought a cow for her and that within less than one week the cow was killed. He said he thought that was pretty hard luck.

I asked the man this question: "Where did the widow keep the cow?"

"In a little pasture," he answered.

"Where was the pasture?" I asked.

"Near the railroad track," he answered.

And then I asked the man what condition the fence was in.

He thought a moment and then replied he thought it was in bad shape; whereupon I answered and said to the man: "That was not hard luck. A natural law was made when man was made, which if put in writing would read, **"IF YOU WOULD BE SUCCESSFUL YOU MUST BE CAREFUL."** The widow was careless. She was not careful. She violated the natural law of carefulness and paid the penalty in the loss of her cow.

This is but an example. The law of carefulness is but one of very many natural laws of success, or rules of action or conduct.

Every time any one violates any law of success he must pay the penalty in the subtraction from the otherwise possible totality of his success. The penalty may be so slight that we do not notice it, but it is paid just the same.

Do not misunderstand my exact meaning. There is such a thing as getting rich in money through luck, although such instances are very rare. As an example, a man was digging for water on a mortgaged farm, when he struck an oil well and became suddenly rich in money. This might be termed luck.

But remember that success as we define it is "the attainment and preservation of a practicable and legitimate ideal." It means to attain and retain, that is, to get and to hold the object of some practicable and honest desire.

It means the winning of health, length of days, sufficient money, and honor or respect of one's fellows; and the winning of this state, which brings content, is not a matter of luck; it is the result of obedience to natural law.

The truth of this statement will become more and more apparent to you, should it not be entirely clear now, as you proceed with the study of the Business Philosopher.

CONFIDENCE IS THE BASIS OF ALL TRADE

Stated as above, confidence becomes a basic principle governing the building of business, any business.

Every word you speak and every act you perform either tends to establish more confidence or else it tends to subtract in some degree from it. There is no middle ground.

Efficient service begets and strengthens confidence. Inefficient service hinders the growth of confidence and destroys it when once obtained.

Let's be careful, then, what words we speak and what deeds we do and how we speak and how we do the things we speak and the things we do.

What Help Can the Home Office Give the Field Man?

—By William H. Sargeant

Vice-President of The Massachusetts Mutual Life Insurance Company
An address delivered at a meeting of the Agents'
Association of the Company

[You may not be manager or subordinate in the home office of an insurance company. But, no matter—if you manage or work in any office, here are some ideas it will pay you to think over carefully.—Editor's Note.]

I DOUBT if there be a man who has ever engaged in the life insurance field work who has not had impressed upon him early in his career the feeling of a certain dependence upon the Home Office. In the beginning this may arise from timidity, inexperience, or possibly a lack of self-confidence. Nevertheless, this feeling exists, and oftentimes lasts even after the agent becomes a pronounced success as a producer and a power in his field as a life insurance man. Hence, properly arises the query: What material help can the Home Office give the field man?

GOOD JUDGMENT IN POLICY

That a great responsibility rests upon the executives of an institution such as ours is recognized by all who are familiar with the character of the business. The first requirement expected, or, more properly, demanded, of the Home Office is the exercising of good judgment in its business policies, particularly those relating to its investments. It is no help to the field man to have to apologize for errors of the past. It is far better that those in charge of affairs be guided by the star of conservatism, with its steady, even glow, than worship the comet, brilliant for the time being, but soon to disappear and be lost from sight.

Institutions of our class live not for the day, but for the future, and the executives of the Home Office must

be chosen, not alone for their ability to cope with current events, but also for qualities of insight, which enable them to look well into the future. In the past we have had illustrated the incompetency of men in charge of fiduciary institutions such as ours, who, by reason of flattery, or for personal gain, have wandered into deep waters, and partially or wholly engulfed the good ship they were supposed to guide.

SOUND FINANCING

More important, perhaps, than lowest net cost is a sound financial basis and proper investment of assets, distributed among the acceptable class, with due respect to a certain portion being placed in what the financial world calls "quick assets," that it may be available in periods of financial depression, hard times, or panics, as there may come a time when it will be necessary to realize on some securities, in order to provide for the demand for surrender values and loans. There must be no failure to meet in full every provision of the policy contract.

The ability of the Home Office to meet and fulfill in times of stress every privilege accorded under its policy contracts means much to the field man. If his company has met promptly and unflinchingly every proper demand made upon it during times of depres-

sion, he can refer with pride to this record, and, without fear of contradiction, make the emphatic statement to the prospective applicant that every privilege in the contract he is proposing to sell will be met, when the demand be made, without quibble or equivocation, be times good or bad.

The field worker in his selection of the company he is to represent would be false to his friends and the citizens in his community with whom he expects to have business dealings did he ally himself with an institution concerning which he had the slightest doubt as to its ability to meet in full its contracts, as safety in institutions such as ours must of necessity be the first element to be considered. Therefore, it cannot fail but be helpful to the agent to feel that the assets of his company are invested in the highest possible grade of securities. In these days of fierce competition it not infrequently happens that the success attending an agent's efforts is finally brought to the point of a comparison of financial stability. It is then that the institution having investments such as I have mentioned shows to advantage.

NEW BUSINESS

Next in importance to the financial branch of the business are those departments which deal with the question of new business.

The establishing of agencies, the schooling of new men in the company's methods, the issuance of policies, the delivery of policies, the supervision of agency accounts, the appointment and supervision of examiners, correspondence with policyholders, and the many details with which you are familiar, constitute a great and influencing factor in the life and prosperity of an institution engaged in the life insurance business. It was to-

ward this department of the business that there was, some years ago, so much adverse criticism directed, owing to the practices which some companies pursued which made it appear that their business was not being produced on an economical basis, and that, in consequence, their policyholders were not securing their insurance at as low a cost as should properly be expected. It is this branch of our business with which you are most familiar, and through which the Home Office may more readily, perhaps, show to you its intentions and desires to help.

On the field worker devolves the responsibility of providing the company with its life blood—new selected lives and further premium income. It is, therefore, to be expected that your interests should be centered on this phase of our business. Dealing as you do with the public, it is important that your company have a reputation for fair dealing and for safeguarding the interests of its patrons.

ECONOMY

A management having at heart the interests of its policyholders will strive to conduct the company's affairs on an economical basis, in an effort to furnish insurance at the lowest possible cost, the effect of which will be to make easier the work of the agent in the field.

Extravagant commissions and large allowances are open to public scrutiny, and they are naturally reflected in the dividend-paying ability of the institution.

With us, we must not be satisfied with what has been accomplished, notwithstanding the splendid record we have attained. We must continue to show our ability to maintain our dividend schedule and work with a zeal to bring results in the future which

will enable even a greater distribution than is now possible. This can be accomplished with your co-operation.

SYMPATHY AND ENCOURAGEMENT

Few men there be who are endowed with an overabundance of self-reliance. That there may be some is unquestioned, but my remark deals with the average man; hence, sympathy and encouragement is always welcome to the man hustling for signatures on the dotted line.

A sympathetic official is not necessarily one who is effervescent in honeyed words, but may, perhaps, be described as one who has ability to exercise patience, who is willing to listen, and who realizes the disappointment to the solicitor in the cold, but necessary, phrase, "We regret to inform you that the application of John Doe has been declined," and who when a reconsideration is asked for is willing to take the time to study carefully the facts presented, and when, as frequently happens, the case does not seem to have been improved, take the trouble to point out wherein, in his opinion, the risk is undesirable from the company's standpoint.

An appreciative word on the securing of an application for a goodly amount, or on the attainment of success in a competitive case, or as to the number of applications secured in a given period, sent direct or through the general agent, is not unwelcome, showing, as it should, to the recipient, that the Home Office has a watchful eye on the results attained by its field men, and that it rejoices with them in the success attending their efforts.

VISITS

That the field representatives may not feel that they are alone in their work, frequent visits should be paid to the respective fields by the differ-

ent officials of a company, and time should be taken on these visits to meet policyholders and citizens. A discussion on the ground of the different problems which confront every agency is oftentimes helpful, and, in my opinion, both agents and officers benefit alike from social and business intercourse of this kind.

PROMPT ACTION ON APPLICATIONS AND PAYMENTS

That there are anxious moments spent by the solicitor after the completion and forwarding of an application to the Home Office for consideration, should be realized by the management, and efforts made to act as promptly as possible on all cases submitted, in order that if approved the policies applied for may be issued with the least possible delay, thus enabling the agent to present the policy for delivery within as short a period as is possible. When successfully carried out this feature of our business aids materially in maintaining a good percentage of deliveries.

The Home Office demands to a certain degree promptness in the payment of money due on account of its policies, be it for premiums or interest on a loan obligation; and it should, therefore, in the settlement of any claim upon it, be it a death loss, an endowment claim, a surrender value, loan, or paid-up dividend, realize that it is a poor rule that does not work both ways, and remit with dispatch moneys due claimants. Its efforts to so handle its claims should not be prompted solely because the method helps the agent, but rather because it is businesslike and right.

Promptness and dispatch in the handling of all of the many details of the business of a company is to be sought for, not only at the Home

Office, but at the agency as well, and to attain this end all should strive. The public is naturally somewhat impatient in its requests for information, and the Home Office or the agency which is dilatory in its methods of correspondence must necessarily expect criticism and trouble until such methods are corrected.

A contented clientele is a most desirable asset for any insurance company, and the good-will and respect of policyholders and strangers alike can be secured by courteous and prompt treatment in interviews and in correspondence.

It should be the constant aim of the Home Office to make the policyholder feel that he is a part of the institution, and no reasonable opportunity to communicate with him should be overlooked.

He should be given to understand that the company is grateful for his patronage, and that its interest in him does not cease on his acceptance of the policy applied for.

The Home Office should never let pass an opportunity of impressing upon the policyholder his value to the company, nor of informing him of the valuable assistance he can render by a good word spoken in its behalf.

An officer should never be too busy to see a policyholder; in fact, all callers at the Home Office should, whenever possible, be afforded an interview. One can never tell how far-reaching is a courtesy, even so slight as this.

It is a pleasant thing to the ear of the agent to have a policyholder say that he called at the Home Office and had a pleasant visit with the officials, or that he received a courteous and satisfactory reply from the head office in respect to an inquiry. The proper handling of these seemingly

minor details in the end has its effect on the policyholders and the public at large, and makes easier the work of the agent when he encounters those who have had a satisfactory experience of this kind with the Home Office.

PROGRESSIVENESS

The Home Office should be strictly up-to-date in staff and equipment; the officers should be well-informed on everything which is occurring in the insurance world, as in this way much that is of interest can be transmitted to the agent, which will be valuable to him in his field work.

The public pulse should be watched keenly, in an endeavor to ascertain what particular line of insurance is being sought for or demanded, and thoroughly up-to-date plans of insurance should always be maintained.

The lead of any company in any particular matter should not be followed without due and careful consideration of the subject. The mere fact that one company does a certain thing is no criterion for another. Many have been the errors of judgment made by allowing the practices of another company to exert too dominant an influence.

Mistakes by the Home Office management are not helpful to agents, and all matters which pertain to the welfare of the company, both on its financial and its insurance side, should be carefully and thoroughly weighed before a step is taken. It is well to allow experimenting to be done by others in matters which seem to the management to be ill-advised or unsound.

FURNISHING INFORMATION

That the work of the agent may be lightened, and the time of the solicitor saved, reliable information and

dignified but accurate comparisons with our competitors should from time to time be compiled and furnished.

Up-to-date literature, plainly but interestingly written, should be published, as when judiciously used it is an advertisement of value.

The changing from time to time of the make-up as well as the phraseology of circular matter is desirable; not that it may have become old to the public, but that its arguments may have become stale to the solicitor. Many new ideas are obtained by the field worker from a careful study of the company's literature.

Considering the varied temperaments and standards of ability possessed by the large force now engaged in the soliciting of insurance, the Home Office should encourage all who are desirous of a better education in the different phases of the business, and to this end literature and books should from time to time be suggested or purchased and circulated, that those who will may read and better inform themselves.

Many will profit through these methods and become more efficient in their productive ability, and consequently more valuable to themselves and their families, as well as to the agency and the company they represent.

OFFICE CORPS

The maintaining of an efficient and loyal office corps is essential to the welfare of any institution, and is to be sought for. It is desirable that subordinates be impressed with the responsibility devolving upon them in their work for policyholders and agents. It is desirable that agents should feel that not only have they

the support and confidence of the executives, but likewise of the clerks. And on the part of the latter there should always be shown a willingness to accommodate agents in matters of correspondence and business detail.

A request for information should not be refused by an officer, a department head, or a clerk, on the simple ground that it involves work. The day's work at the Home Office should not necessarily end with the tick of the clock at a certain hour.

Careful thought and study should be given by the officers, the department heads, and clerks, on the needs of the business, and plans for the improvement of this or that feature discussed and considered.

Give me the agent or clerk who has ideas to suggest. I do not care if nine out of ten are impracticable; the fact that he is thinking is enough. He will some day make his mark.

A corps of officers and clerks, alike industrious, is essential to a well regulated and up-to-date institution. Neither should procrastinate in the handling of their business correspondence—a day may mean an application to the agent.

"Get the information out early, even if you have to stay late to do it," would be my motto.

Agents should be given to understand that no reasonable request for information will be refused or reply delayed.

Important is it that all agents feel that they have a reliable and willingly in everyone at the Home Office. The field man is the life and sinew of the business, and his work should be appreciated and rewarded to the fullest extent possible.

THE motive for a loving nature is found in reason itself. We are all the children of one Eternal Father. The joys and griefs we inherit are virtually the same for the whole race. It is natural we should view each other in sympathy. We should deem it our highest privilege to help to lighten each other's burdens. We have found the secret of life when we frankly recognize the brotherhood of man. If those of an unloving nature would only think—I think they would find from a business standpoint that the faculty of love is a sure winner. The negative of this glorious faculty is a deadly foe to success and happiness.

—*A. F. Sheldon.*



Capitalize Your Handicaps and Cash in Your Obstacles

—By Jay S. Miller

THE other day I heard a young man employed as a clerk in a large manufacturing concern bewailing the fate that condemned him to a monotonous round of uncongenial tasks, and envying the good fortune of those who were not compelled to work for a living.

His companion, a successful middle-aged business man, listened for some time with a slightly bored air, and then suddenly asked: "Well, suppose you were given the afternoon off, how would you spend it?"

The young man scarcely hesitated. "I'd run up to Chicago and see the Cubs and the Pirates play ball," he replied.

"Well, you could do worse," the older man acknowledged, "but let us look at it from a different angle. You say that you work ten hours a day in your present position. Suppose you were given your present salary to hold down the same seat in the grandstand every day for ten hours a day, and watch an unending series of ball games during the whole time. Unless I'm very badly mistaken, you'd be back in less than a week begging for your present job. In fact, almost any kind of work, no matter how hard, would seem preferable to watching a ball game.

"The same thing is true of any other form of amusement. It is attractive mainly because it breaks the routine of our regular work. No normal man can find life endurable without spending a considerable portion of his time in doing something worth while. Your work, uncongenial as it is, is at least endurable, and you would find it ten times as monotonous to put in the same amount of time

indulging in any one line of amusement."

He was right.

THE WILL TO WORK

For countless ages man's physical and mental energies were devoted solely to maintaining a combat against fearful odds, with a hostile environment. And his very existence depended upon a resolute and unremitting application of these energies to the overcoming of the dangers and difficulties that surrounded him.

As a result, one of the strongest instincts in human nature is that which drives a man on to accomplish something really worth while. Every normal man has an inherent desire, more or less strong, to add his blows to the efforts of mankind to batter down the barriers that would impede its further progress.

This instinct may lie almost dormant, or at least be greatly undeveloped. There are many men who, while they spend hours every day criticising present methods and lavishly suggesting improvements in every line of human activity, do little or nothing toward accomplishing the actual work. Their instinct to do is developed to the point where they can see what ought to be done, but not sufficiently to give them the initiative that would drive them to action.

And as a rule, whenever we hear a self-appointed censor criticising the efforts of his fellow men we are pretty safe in assuming that he is a mere onlooker, and not an active participant in the struggles of humanity. It is the skulker who views the battle from a distance, and not the

soldier surrounded by the smoke and confusion, who best understands the maneuvers that resulted in victory or defeat.

We even see many men who apparently do not take the slightest interest in what their neighbors are doing to better their own condition and that of mankind in general except as it directly affects their own comfort or pleasure.

They spend all their time in the pursuit of frivolous or even harmful amusements. The very fact that any particular form of activity is in the slightest degree useful seems sufficient to make it repulsive to them.

ATROPHIED BY EASE

Their attitude is very seldom due to any inherent defect. On the contrary, they are often the children of fathers who, by their tremendous energy and aggressiveness, have attained high positions in the industrial and commercial world, and they themselves would naturally inherit many of those qualities that enabled their fathers to be so successful.

The fault is almost invariably due to their early environment. Perhaps the father, remembering his own early struggles and hardships, and forgetting that they were necessary to the development of the talents that insured his own success, resolves that his son shall not be compelled to labor under similar handicaps.

The child is surrounded with everything that can minister to his physical and mental welfare. His slightest wish is gratified without the least effort on his part.

But the elaborate pains that are taken to foster his natural talents and endowments are fatal to the most important of all—initiative and

the desire to be of service to the race.

It is an axiom that Nature remorselessly eliminates any attribute, mental or physical, that is allowed to remain unexercised. And so, like the blind fish of Mammoth Cave that have lost their sight from disuse, the child, as he grows up, allows his natural initiative to atrophy, until finally it reaches the stage where it could be aroused only by an extraordinary stimulus, if at all.

THE REAL "ADVANTAGES"

What a pity we can't all have the advantages that Abraham Lincoln had," a bright girl once remarked.

"Why scarcely anyone ever had fewer advantages than Abraham Lincoln," declared an astonished companion.

"I was only thinking," the girl explained, "what an excellent thing it would be for us if we all had the difficulties to overcome that he had."

There was more profound truth in her observation than she herself probably realized. We usually think of Lincoln as a man who achieved greatness in spite of the tremendous handicaps of his early environment. In a sense this is true; but who can doubt that these very handicaps were largely instrumental in developing a character that will be revered as long as history endures?

Do not lose courage because you find life's highway full of obstacles, nor envy those who find their path smoothed before them. Remember that the overcoming of those difficulties that stand between you and success will in time develop qualities in you that will give you an incalculable advantage over those who now find no impediment in their course.

No matter who you are, there is some one thing that you can do better than anyone else. Analyze yourself; find out what that one thing is;

then work whole-heartedly and un-remittingly to develop yourself along that line, and no obstacles can prevent you from attaining success.

The Story of the Three Carpenters

—By A. F. Sheldon

THREE carpenters were working on a building. A stranger approached them and asked each of the three the same question. To the first man to whom he spoke he asked the question, which was this: "What are you doing?"

The man replied: "I am driving nails. Can't you see?"

And the stranger asked the same question of the second man, and the man answered and said "I am working for \$2 a day. See?"

He asked the third man the same question, and the man answered and said: "I am helping to build this beautiful structure."

This third man was mixing brain stuff and soul stuff with his work. And the story goes that within a short time the man who gave this third answer—"I am helping to build this beautiful structure"—was a foreman directing the work of the other two men, at a materially increased wage.

This little story carries with it a great lesson from which the greatest and humblest in life can learn.

Let's carry this spirit with us in the performance of our daily duties. Let's have it with us every hour, yes, every minute.

Let's each go to his work, whatever that may be, in the spirit of the thought, "I am helping to build a great business institution, a mighty commercial structure."

And just one closing thought in this connection:

Always have the patron of the house in mind. Remember that:

"A house is known by the customers it keeps."

Remember that both its getting and its keeping of customers depends upon the efficiency of each unit in the institution.

Remember that business building is the art of securing permanent and profitable patronage. It is the power to make permanent and profitable patrons.

It will be a great old day in the history of any institution when each man who has to do with the making of the goods has the patron in mind while he is making them; for the reason that the excellence of the goods he has to sell, his goods being his services, builds up and maintains the permanency of trade, and therein profit largely lies.

He must also have his own individual patron in mind, his employer, for upon how many he makes and makes well depends the quality of the goods he has to sell, his goods being his services; and upon this depends the value of his goods—his services.

It will be a great day when the bookkeeper, the stenographer, the porter, the manager, the officers—when each and all of these see clearly the fact that the science of business, the science of "busy-ness," the science of human effort, no matter what that effort is so long as it is useful effort, is the science of human service; and that it is a literal truth that he profits most who serves the best.

NO MATTER how large the business grows, it is always an expression of personal force, just as the personal force of a nation is the sum total of the personal force of its people. We believe that our customers and employes feel that our business is as much a matter of personality today as it was in the beginning. Behind each transaction is personal guarantee, and we trust that behind each customer is personal interest in the growth and the perfecting of a system that seeks to interpret the personal desires of each man, woman or child who deals with it.

Thus its policy is a composite of the ideas of all its customers, expressing their will in all its undertakings, while its increase, growth and success are, we believe, as much matters of personal pride and gratification to our patrons as they are to ourselves and our employes.

—*A. Montgomery Ward.*



Managing With Your Eyes Open

—By A. M. Burroughs

A Chapter from "A Better Day's Profit," copyrighted 1912
by the Burroughs Adding Machine Company

Mere hard work will not bring success. There must be behind
the work a "know-how" that will make it accomplish something

A RETAIL hardware man kept himself so busy with the little things of his business that he had no time to make money.

But when he analyzed his methods, himself, his business, to find the reason he wasn't making money, he found he could unload half the petty work he was doing onto a \$3-a-week boy.

Then he began to understand that it was *his* business to *manage*, to *think*, to *plan*, to find out *why* things should be done, and *how* they *could* be done in the best way.

He found that anybody could *do* the things that had to be done if *he* told him *how*.

He quit using the brains, the enthusiasm, the energy of his business for the office-boy duties. He devoted himself to the management of his business.

Now he is a merchant prince, the head of a great hardware concern, with an income several times bigger than his *gross business* used to be.

HE WANTED TO KNOW RESULTS

A young German came to this country twelve years ago at the age of eleven with but \$3 in his pocket and not a word of English in his vocabulary.

He obtained employment in a grocery store in the German quarter of a New England city. Here he learned the grocery business.

Before he was twenty he was made manager of the store. When he was twenty-one he was appointed man-

ager of a bigger Jersey City store. Now, at twenty-three, he is manager of a \$250,000 store in Illinois, with seventy-five employees.

If you would ask him how he succeeded, he would tell you that he always made it a point to *know the results of his efforts*.

When he went into a new store, he wanted to know which lines of goods paid a profit and how much. And he wanted the information *all the time*, not merely for a few days.

He wanted to know whether one of the lines which wasn't moving, began to produce a profit when it was put "up front," and whether it continued to show a profit after it was put back to give some other slow line a chance.

He demanded records that showed him whether clerk No. 1 was producing a profit. When he found out which of the clerks produced the most profit, he used him as a standard for the other clerks—or their successors—to work up to.

ACCOUNTS THAT DIDN'T ACCOUNT

A certain hardware dealer appealed to his jobber for a solution of a problem which he was wise enough to know was gradually pulling him down.

His business was increasing, much faster than his expenses, but at the end of the year he couldn't find the profit he thought he should have.

He had a good business. He was working hard, trying to plan and manage his business. He was a re-

sourceful, industrious, clever merchant. Yet he wasn't making money.

When his jobber sent an accountant to go over his books, it was found that his books didn't really tell him anything about his business. He kept accounts that didn't *account*.

He couldn't find out, for instance, whether it paid him to make a big window display of *pipe wrenches*, at a big discount off the marked price, to attract plumbers and gas fitters to his store.

He didn't know, for *sure*, whether his big assortment of *knives* was paying him.

In fact, he didn't know *anything* for *certain*.

He was wasting his energies, his enthusiasm and his brains by planning

and doing things that *never got him anywhere*.

With the aid of an accountant he put in a bookkeeping system which enabled him to get accurate reports on the *results* of each day's effort.

Then he was able to know, pretty quick, which line of effort produced the best results, the most *profits*.

Now the difference shows in his bank balance, and the fine home he owns—his business has more than quadrupled in two years.

Yet he is the same manager in the same store, selling the same goods. He has just cut out the unprofitable methods.

He wasn't incompetent before. He is no better *manager* now. *He is just managing with his eyes open.*

WE MUST have faith in ourselves, in our work, in the mission and purpose of our lives, if we expect to do our best or reach the highest success. Faith is the steam power of individual effort, it is the source of our industry and perseverance.

—A. F. Sheldon.

Hitting the High Spots

By Arthur W. Newcomb

DOWN here on the coast of Maine, where I am spending my vacation, there is plenty of inspiration to do almost anything but work. And among other things I have been doing, with the big, grey ocean before me, is to meditate.

It isn't hard to meditate in the neighborhood of the ocean—at least not for me.

And among the many things I have meditated upon has been the wonder of self-control.

I have been reading what Edward Howard Griggs says about self-control being one of the greatest and best of all the products of what we call civilization, human progress, and culture.

And I have been thinking how much just a moment of self-control may mean to a man.

Just the other day one of the finest men I ever knew in my life was sent over the Long Trip in a few seconds by his own automobile. And just because, for a few seconds, his chauffeur allowed himself to become confused and excited. It was a matter of life and death with him.

Then, in a pile of back number magazines, to which a foggy day drove me, I found an old number of *The Saturday Evening Post*. In it was a story about a man who saved himself and a dozen others from the junk heap by the little device of self-control. It is an interesting story—or was to me. I am going to pass it along to you.

Read it.

And practice getting and holding a grip on yourself.

THE LAST EDITION

John Boland sat at his desk with shoulders humped forward, looking over the proofs of the morning's issue of the Standard and nervously tearing each slip into bits after he had read it. The shaded light overhead showed a thin, oddly lined face, with firm lips, scant gray hair and the wrinkled forehead of a man who has lived in perpetual anxiety. The pile of torn papers on the floor by his chair indicated that he had been through most of the night's proofs and that presstime for the last edition was near. Yet he continued to tear those ink-smutted strips with a steady, conscientious movement of the fingers, as if much depended upon the thoroughness of his destructive work.

Suddenly a two-line "head" caught those penetrating gray eyes that had seen with a swift, trained glance through many a questionable affair. He read the matter over twice, with a mildly curling underlip, arose, walked in a leisurely way to the brass rail that cut off his desk from the remainder of the large, dingy room and called to the night editor:

"Henry, take a good look at galley twenty-nine—the story slugged 'Page One.'"

"Yes, sir," responded the night editor from the hollow of the horse-shoe desk, fingering the long, narrow slips that hung from the spike at his elbow.

"Kill it," ordered the managing editor, in that quiet voice that nobody had ever heard him raise.

"But—but, Mr. Boland——"

The night editor shoved his chair back with a clatter from the opening of the horseshoe, approached the rail and began to explain to his chief in an embarrassed undertone:

"I ran that at the personal request of William B. Hansford."

"I don't care if you ran it at the personal request of the Sultan of Sulu, or the Metropolitan of Philippopolis. Consolidated Coal isn't getting any advertising in this paper unless it's run in the advertising columns."

The night editor hesitated. He lowered his voice.

"You know Hansford is chairman of the executive committee of Con. Coal——"

"Con. Coal is good. It's a 'con' all right!"

"And you've heard that he's negotiating for——"

"Yes; but he hasn't got the Standard yet. Kill it dead. This paper isn't in the business of cracking up rotten corporations—not yet anyway!"

When the night editor had turned away, slowly shaking a doubting head, Boland resumed his seat, ran his eyes down the last of the proofs, tore the paper reflectively into bits, sat back in his chair, clipped off the end of his cigar and put the weed between his teeth without lighting it. The dry smoke was the outward sign of heavy thinking with John Boland—and he was doing some heavy thinking now. For it was an office secret that William B. Hansford, of Cincinnati, whom the "Row" knew as a successful speculator in moribund newspapers, had been trying to get control of the Standard. What would happen if the deal were to go through Boland surmised at this moment with a wince. For Hansford was the high priest of the saf-

ron cult and the traditions of the Standard were staid and sober in the extreme. Boland had come to the Standard twenty years before, with glowing ideas of what a newspaper should be. Gradually, under the repressive influence of a management consisting mainly of two old maids, he had subsided to the drab level of what was required of him. He recalled now that his fiftieth birthday would arrive in six days; and he turned over in his unquiet mind the dictum of the "Row," that at fifty a newspaper man has ceased to be useful, and that it behooves him to look around for a suitable old men's home in which to end his days with a minimum of discomfort.

And then he fell to thinking of his two daughters at the finishing school in West One Hundred and Twentieth Street and of what would become of them in the event of the sale of the paper to this man Hansford, who had the name of a bully. Ten years earlier the problem would have been easy of solution, but now, when Boland was all but fifty, with a well-established reputation for the sort of journalism at which the "Row" had been scoffing, it would be quite another matter.

His forehead became unmistakably moist and the wrinkles grew deeper upon it as he surveyed the gloomy prospect. He pulled out his check-book and summed up his balance in bank. He shook his head as he contemplated the flimsy thinness of the barrier that lay between those girls and distress. A rapid apportionment of the modest total showed him that, in the event of the loss of his employment, chaos would come in two months—yes, in six weeks. His adventurings into the higher mathematics were interrupted by the awed voice of Eddy, the office-boy:

"Mr. Hansford, Mr. Boland!"

The mention of the name gave Boland a start; yet he replied with his habitual outward calm:

"Show him in."

The next moment a huge bulk in evening clothes, his overcoat open and displaying an unnecessary amount of white shirt-front, his opera hat tilted jauntily back, strode in, and the brass gate swung behind him with a creak.

"Are you Mr. Moreland?" he asked in a slightly asthmatic voice, his hat maintaining its position firmly on his oddly shaped long head.

"No; my name's Boland," replied the managing editor, nettled by the aggressive atmosphere that surrounded the personality of the speculator in moribund newspapers.

"Oh, yes—Mr. Boland!" the other corrected himself, as he advanced with a heavy thump of heels. He waved a fat gloved hand in a deprecating way, as if he really meant to say, "Well, Moreland or Boland, it's all the same. What's the use of splitting hairs?"

He settled himself massively into the armchair beside the managing editor's desk, adjusted his hat at a slightly forward angle, crossed his elephantine legs with an effort and began to set forth his business with simple directness:

"My name's Hansford—W. B. Hansford, of Cincinnati—and I've come to take over the paper."

He said it with a long, sharp face thrust forward, and close-set, disagreeable eyes flickering with an unpleasant light. The man at the desk caught his breath, then quickly recovered himself.

"You've put the deal through, then, Mr.—Mr. Bamford?" he asked, in that gentle voice that concealed much dynamic force. He could not resist the retort in kind.

"Hansford—Hansford!" rejoined

the other testily, with a look of doubt. Then he waived the digression as unworthy of the time and the place and went on unfolding a paper, which he laid on the desk before the managing editor.

"Run your eyes over that. I take charge of the property at noon today. And I want to begin getting ready now."

Boland, as he bent over the sealed and signed paper with a queer fluttering sensation in the region of his heart, heard the click of closing jaws, like the click of a sprung trap. He became aware that his own lips were quivering never so slightly; that a hot wave over his body was being fast pursued by a cold one. He found himself cursing his chief and mildly censuring the two old maids who had got from under and left him to deal with this situation. Finally he raised his head from the scrutiny of the document and nodded his assent with the casual air of a man who has been examining an innocuous account of a Saint Patrick's Day dance. His unruffled manner seemed to disappoint the ponderous man opposite him.

"Well, what do you want me to do about it, Mr. Hansford?"

The hand that passed the paper back showed no tremor.

"I want you to fire the staff. They've got to be out here by eleven fifty-nine A. M. today."

"It's customary to give a week's notice. We've been in the habit of giving a month."

"Fire 'em—fire 'em now! It might as well be now as later," blurted Hansford.

For a moment the two men sat taking one another's measure with their eyes. Boland had been accustomed to dismissals and rumors of dismissals by the lightning method. It was the practice in most of the

metropolitan newspaper offices. For one whole hour, only three days earlier, the "Row" had discussed the story of the managing editor, only a block down the street, who had arrived at his office at the usual time to find the star reporter installed at the desk of authority and to be greeted with the information that he himself no longer was connected with the paper. But in the Standard office things had been different, thanks to the innate decency of John Boland. Consequently it went much against his finer grain to do the thing that this buccaneer of the journalistic main wished him to do. And yet Hansford's argument commended itself to his reason. They were all fired, surely enough—all these men whom he had sworn by much oftener that he had sworn at—and they might as well know it without unnecessary loss of time. Hansford went on in a belligerent tone:

"I've got my own staff—an all-star aggregation from Cincinnati—and they'll be in this office at twelve noon today—on the dot."

The new owner's manner reminded Boland, without much subtlety, of the flamboyant personality of a circus barker in action.

"Not so loud—not so loud," he protested.

Boland glanced into the dingy region beyond the brass rail and saw heads turned toward the storm-center at his desk.

A picture of unemployed men, pacing the sidewalks of Park Row, arose before his mind. One of the aimless wanderers looked very much like himself. Finally he lifted himself heavily from his chair, feeling his age—that age which relegated men to the junk-heap of the "Row"—crossed to the rail and began:

"Gentlemen——"

A score of heads bobbed up from

half a dozen desks. A score of faces, pasty-white in the shaded glare, turned expectantly to him. The entire rear guard of the night force was there, except the night editor, who had gone up to the composing room to send the last pages to press. Boland cleared his throat.

"Gentlemen," he resumed, "I've been asked by Mr. Hansford—W. B. Hansford, of Cincinnati—to inform you that the paper has changed hands——"

He hesitated and stopped. Something seemed to stick in his throat. In the interval of profound silence he heard the creak of the shaver in the stereotype room. In a moment, he calculated, the vibrating roar of the presses would begin and the last edition of the Standard would be out—the last that would come from his hands. He mastered himself and made a fresh start:

"——and that your connection with the Standard ceases this morning!"

He drew his breath in relief. It was over and done with. It struck him that a stillness had descended upon the large room, with its dark corners unexplored by the light—a stillness so tense that it could be heard like a shout. Even the shaver had stopped its tenuous, metallic shrieking. Then an audible spoken response came to his declaration. It proceeded from the desk of the "rewrite" man—who recently had announced his engagement to the belle of Bronxville—and it sounded suspiciously like "Oh, hell!"

When Boland returned to his desk he found Hansford standing, his hands thrust deeply into his trousers pockets, his opera hat tipped back, a greater expanse than ever of shirt-front showing, an enigmatic smile shadowing mordant features. "Fired 'em all, Mr. Boland?"

The question, asked in an idle, bantering tone, seemed singularly unnecessary to the managing editor. He answered curtly:

"You heard me."

"Then fire yourself," came the rejoinder, like the snap of the jaws of a vicious dog.

Boland chewed on his unlit cigar for relief to his emotions, and settled himself in his chair with a sensation of unsteadiness, as if he were on the back of a bucking horse. He surveyed the sharp face that lowered upon him in gratuitous menace and found his words again:

"I have fired myself, Mr. Hansford. I fired myself the minute I saw you coming into the room. But I didn't expect you'd be in such a hurry. I had an idea——"

"You had an idea!" echoed Hansford, straightening his back with a jerk, as if he had been galvanized into action by an electric shock. "Did I understand you to say that you had an idea?"

"Yes. I got it canned from Cincinnati," answered Boland. Then he resumed his dry smoke.

Hansford stared at him and a blue vein swelled out on his forehead. His manner began to shrink gradually, like the feathers of a mollified turkey-cock. He resumed in a calmer tone, his astonishment showing in a slight stutter:

"Wh-why, Mr. B-Boland, I didn't think an idea could have sneaked into this God-forsaken old shop when nobody was looking. There hasn't been a sign of one in the Standard for a year, to my knowledge. I've been through the files in the public library with a fine-tooth comb."

The new owner resumed his seat with the air of a man who is buckling down to business after meandering far afield in useless speculation.

"Look here, Boland," he began

with a confidential air, "you've heard of me. I'm the original bad man from Badville. Now Badville happens to be in Missouri. Therefore, by the simple accident of birth, I'm willing to be shown. You've acted pretty cocky for a man who's just lost his job, and I w-want to find out if there's anything back of it—to call your b-bluff, in other words. Give us a sample of the ideas you've got—canned from Cincinnati."

Boland saw his advantage. He pressed it hard.

"Haven't any time," he retorted carelessly.

"Haven't any t-time!"

"No; I've got to clean out my desk."

Hansford brought his huge, beefy fist down on the arm of his chair with a bang.

"I m-mean it," he snorted—"on the level!"

The managing editor took swift thought of two girls on the platform at the commencement day exercises in their last year's frocks. He pulled himself together with new finesse to the game he was playing, and eyed the other with cool eyes bordering upon insolence.

"To begin with," he vouchsafed grudgingly, "I'd close up the London office and open one in the Tenderloin, one in Newark and one in the Bronx. They're nearer home by a few thousand miles."

"Why didn't you do that before?" snapped Hansford.

"I haven't had the chance."

"Oh, on account of that moth-eaten chief of yours and the two old maids who've been bossing him, I suppose?"

Boland frowned forbiddingly. He glanced with swift indignation into the close-set, singularly cold eyes of his interlocutor.

"Go ahead," commanded Hansford, with a face like a mask.

"Well, if you really want to know, Mr. Hansford, I'd put some gimp into the paper all around. In the first place, I'd give the women something to read every morning, including Sundays. Something about new desserts, and how to make a pretty and capacious catch-all out of an old overshoe, or a swell party dress out of a pair of cast-off lace curtains. And I'd cut the debate in Congress down to a stick, unless the proceedings had to do with the poor man's table or his wardrobe, or unless they slopped over into the sporting column because of an argument of fists. And, speaking of sports, I'd expand the sporting department into two pages every morning, four on Sundays."

"You would, eh?"

"I'd dump the heavyweight editorials and I'd hand out a bunch of light, biffy stuff that would be stronger on argument than on grammar. On top of that I'd adopt a healthy tone of belligerent Americanism, wideawake and on the job. I'd give the British lion's tail a stiff tweak about once a week, to raise a shout from our Irish and German friends; and I'd turn around and pull a bunch of feathers out of the right wing of the German eagle, to make the Johnny Bulls shout 'Ear—'ear!' But, first, last and all the time——"

Boland got up and drew a long, eager breath. It seemed good to be talking to a real human being—even if he was the bad man from Badville. His eyes shone; his voice vibrated; the thought flashed through the back of his brain that the theory that consigned the man of fifty to the junk-heap was a singular piece of folly. He went on, nailing each point to the open palm of his hand with resounding blows with his fist:

"First, last and all the time, I'd cater to the women. It's the women who make or break a paper. It's the women who talk about what they see in the paper; the men are too busy. Get the women to reading the paper and rooting for it, and the advertising managers will come tumbling over each other with contracts—on our own terms and no favors asked."

The managing editor paused as if he were out of breath and sank into his seat, suddenly abashed by his flight of oratory—the wildest he ever had taken. Hansford looked him over with a leisurely sweep of the eyes, an enigmatic smile expanding his lips, strangely thin for such a mountain of a man. At last he rejoined in his trifling manner:

"Say Boland, you talk just like Henderson."

"Who's Henderson?"

"You don't mean to tell me that you don't know Henderson—James McGiffert Henderson—Tabasco Jim, the thrashing live-wire from Cincinnati? Why, he's the man who's coming to take your place."

"Oh," commented Boland non-mittally.

"Don't know Henderson, eh—the man who made Cincinnati famous? Boland, I want to tell you about Henderson. You've given me some pretty good conversation, and I want to tell you about Henderson. He's a good deal on my mind just now."

Hansford drew his chair nearer to the desk and went on in a lowered voice, as if he suspected there might be eavesdroppers around:

"Henderson's the keenest proposition in the business—the champion blue-ribbon dog in the All-America bench show—and we call him Tabasco Jim, because of his all-round hot-stuff disposition. Henderson can dig a dead paper out of its grave

and make a screaming success of it in less time than it takes the average man to find his way to the cashier's window. I've known Henderson to walk into an office at noon, take hold with a gang of men who never saw the town before, and turn out a paper the next morning that had the oldest subscriber with a high-power reading-glass fooled to a standstill. On the other hand, he could borrow the Sunday-school Herald overnight and make it look like the twin brother of the Sporting Record by going-to-press time the next day. There isn't a thing that ever makes a getaway from Henderson. Why, that fellow could dig a hot scandal in high life out of the morning's quotations on Winter Red, f. o. b. That's the kind of man Henderson is!"

"Henderson must be a hypnotist on top of all that," observed Boland dryly, watching a flicker of mental reservation in the face of the speculator in moribund newspapers—a shadow of doubt and dislike, strangely at variance with the enthusiasm of his eulogy. "It looks to me as if he had you laid away to sleep for keeps."

The other raised his voice to a querulous pitch.

"To sleep? Me? No, he hasn't—not by a few hundred miles and then some. Tabasco Jim's an all-fired smart fellow on the job——"

The new owner looked behind him with a furtive glance, as if he wished to make sure that nobody else was listening, and then he concentrated his gaze upon the man who sat opposite him, chewing the end of his cigar with a mild expression of ridicule in his face.

"But he's a crook!" he concluded, snapping his opera hat shut and slamming it on the desk with a bang. "He's a crook and he knows it. Why, you've got to watch that fel-

low twenty-four hours in the day to make sure he doesn't walk off with the paper, presses and all. He'll slip one over while you're looking on with both eyes, and when you start in to call the trick he'll engage you in a line of conversation that'll make you blush for your suspicious nature. Now, don't get the wrong idea on that. Henderson wouldn't steal the stub of a pencil. No, sir! He's for the higher forms of graft. He's for Hendersonizing the universe, starting out with the office. There isn't a thing that he does for the paper that doesn't carry something on the side for James McGiffert Henderson, Esquire. When you pick up the sheet in the morning you feel like handling it gingerly and turning it over to the bureau of combustibles in a hurry, for fear it might be loaded and go off in your hands. You're so busy trying to figure out just where Henderson has put one over you without your knowing it that you've got no time left to read what Pro Bono Publico has written about the cussedness of Schedule K. And the closer you look the more the name of Henderson sticks out between the lines—Henderson, Henderson, Henderson—confound his hippopotamus hide! And, by the way, Mr. Boland, would you mind telling me why you are tearing up all that paper?"

The managing editor glanced confusedly at his fingers, which were piling up scraps of manila pad in a neat little heap on the desk before him.

"Oh, I was thinking," he answered evasively, sweeping the litter off with his hand.

"Thinking, eh? Henderson would set anybody to thinking. He's had my intellect working overtime for quite a spell. Do you know, Mr. Boland, I——"

The conversation was interrupted by the arrival of the office boy with an unusually brisk step. True to the instinct of self-preservation, the youngster handed the first copy of the edition fresh from the press to the new owner. The rest of the pile he laid on the draw of the managing editor's desk. Boland laid a paper out flat before him, glanced over the first page, then turned to the region beyond the brass rail and looked over the remnant of the staff. He smiled faintly with satisfaction as he saw that each man was bending over a copy of the Standard, reading it with evident care for errors of makeup. A lump rose slowly to his throat at the realization that, even at this moment of ultimate demoralization, the immutable law of the morning was working without a hitch; that the machine he had built up with so much care was doing its work well to the last. He could not keep back the final good word—this man whose eyes always had been so keen to note the good work his men had done. He got up, cleared his throat and called out cheerfully: "That's right, boys. We'll keep it up to the last minute. The Standard hasn't been handed over yet."

Then something quite extraordinary happened. A rattle of applause broke from the horseshoe desk. The telegraph and cable men took it up. Then the sporting desk joined in. Next came the rewrite men, and the operator cut in with a vigorous slap-slap-slap. Boland's teeth were grinding hard on his cigar as he resumed his seat. He found Hansford eyeing him with an oddly screwed-up face and close-drawn brows.

"That isn't the way Henderson would have done it," he observed gruffly.

"Well, it's my way," retorted Boland, grown suddenly irritable under

the provocation conveyed by too much mention of the name of Henderson. He bent anew to the outspread page. But somehow he could not see clearly. He became aware that his eyes were tired; that he was strangely faint, as if he had not eaten; that his knees were weak. Hansford's strident voice recalled him. He was saying, with a high-pitched querulousness:

"I don't see that notice about Consolidated Coal on the first page. We're working a big coup on the Street today, and I was anxious to get all the publicity——"

"I killed it," announced Boland calmly, raising his head and looking the other between the eyes.

"You k-killed it . . . after I had made a special request!"

"Yes."

Boland's hands sought the arms of his chair, as if he were trying to make sure of his seat. A white flame was blazing in the eyes opposite his own.

"And wh-what in hell did you kill it for?" asked the massive person in a rising voice. The seething temper in his ponderous antagonist seemed to steady Boland. He replied in an ordinary tone:

"Because I refuse to promote a confidence game in the paper."

"A confidence game? What c-confidence game?" gasped the new owner, his eyes closer together than ever, his face a purplish white.

"Look here, Mr. Hansford," rejoined the managing editor with deepening calm, "you know better than I do that Consolidated Coal is on the verge of a receivership and that it's rotten from top to bottom."

His teeth closed with a snap of finality. He returned the tempestuous gaze of the man opposite him with level-fronting lids. Hansford seemed to be gasping apoplectically

with supreme amazement. His fat fingers, stripped of gloves, were twitching; the heel of a patent-leather pump was beating a ragged tattoo on the floor; he appeared to be holding himself with a doubtful grasp from an outbreak that might blow the roof off the building. Finally he spoke hoarsely:

"I want to get this thing straight, Boland. Did you know that I was negotiating for the purchase of this paper when you killed that notice?"

Boland nodded in assent.

"W-well, I'll b-be——"

But the theme proved too great for utterance. Hansford stuttered, gasped, cleared his throat, and with a loud snort gave up the attempt to put into mere words his astounding opinion of this man, whose name might be Moreland or Boland, for all he cared, and who had landed a smashing blow on the solar plexus of his soul. The managing editor bent to the paper again, determined that no "bull" should mar the last edition of the Standard for which he would be responsible. Presently he heard Hansford struggling audibly with his emotions. He looked up and saw that keen face close to his own.

"Boland, you're the first man who's ever stood up to me in all my life. You've knocked the wind clean out of me. You've——"

He stopped short, coughed, and turned away with the baffled expression of a man who is saying to himself: "Oh, well, what's the use!"

"You'll have to excuse me now, Mr. Hansford," spoke up the managing editor briskly. "I've got to clean my desk out, so as to leave things in shipshape for—Tabasco Jim."

"Oh, yes," rejoined the other, glancing at his watch with an air of having been recalled to a subject that he had almost forgotten. "Yes;

he'll be here in just seven hours and a half, and there'll be things doing with a tall scream from the start-off."

"I suppose so," assented Boland dryly, setting methodically about the business of collecting his personal belongings. He pulled out a drawer, dumped its nondescript contents on the desk before him and began to sort out the papers. Some he threw on the floor after a brief glance; others he laid aside for preservation. His task was like the stupendous undertaking that confronted a famous personage in mythology who had taken the contract to clean up a gentleman's country place. Yet through it all the man of fifty, who was headed straight for the junk-heap, moved with a certain imperviousness to his immediate surroundings. He was thinking of Alice and Lucy, who would awake tomorrow, or in a week or a month, to the knowledge that their father was—well, not much better than an aimless wanderer on the "Row"; one of those shadows of men who this very morning were doubtless shuffling up and down the pavement, furtively watchful with ferret eagerness for the sight of a former associate in present opulence who might be prevailed upon to lend a small coin.

He became uncomfortably aware, by degrees, that Hansford was watching him. He could see without looking that the new owner's face wore that quizzical expression that, for the lack of a more precisely descriptive word, Boland had called a smile. Suddenly he heard a dry, hoarse cackle, which mentally he designated as a laugh. He glanced up and saw Hansford rubbing his smooth chin with a hand that looked curiously like a ham. His face was wrinkled in a grin; his eyes gleamed with malicious amusement.

"Boland," he chuckled, "I've got a joke on Hot-Stuff James McGiffert Henderson—a good one—a crackerjack!"

"H'm!"

"Henderson thinks he owns the paper I hire him to run, and he has a funny way of making other people think so. I'll tell you of a joke he put over me in Cincinnati. Last spring a delegation of financiers called on me with a proposition that the Advertiser help out in a scheme to shut out the B. & T., which was trying to get the right of way into the city. I happened to be in a public-spirited frame of mind that day and I turned the delegation down cold. The spokesman got mad as a bullpup that's had a lighted cigar held up to its nose—and how do you suppose he came back at me? Can't guess? Why he told me, confidently as you please, that they'd put the thing up to Mr. Henderson—Mr. Henderson! I was so tickled at the preposterousness of the idea that I hadn't the strength to laugh. I made the mistake of not mentioning the matter to Tabasco and making sure that he was bound and gagged. The next morning when I picked up the paper I found the front page plastered over with the movement to block the robber B. & T. from our beloved city, with headlines stretching clear across the page, and the names of the citizens' committee of defense in Gothic caps, in a three-column box with turned-rule border. And the name of the chairman stuck out like a scarehead—James McGiffert Henderson! What do you think of that for a joke on me?"

"Pretty breezy," admitted Boland, smiling despite himself.

"Breezy? Cyclonic, I call it. And when I put Tabasco on the mat about it what kind of a bunk do you suppose he handed me out? Why

that fellow made me humbly ashamed of myself for harboring unjust thoughts—he was so apologetic about it, and so infernally sorry he didn't know I'd put the kibosh on the proposition! That was a good joke on me, all right. But I've got a joke on him this time—a joke that'll make him laugh himself into a foolish fit."

Hansford seemed to be turning the morsel about in his mind as he might have turned about an oyster in his mouth. Then he resumed with a dry chuckle:

"I'll fire Henderson—fire the owner, by Jupiter Christmas!—the way I fired you a minute ago."

Boland stared at the man opposite him in stark bewilderment. Hansford resumed, after a ruminative pause:

"I've been watching you since I came in, Boland. I laid it on thick to see how you'd take it—and, by gad, you've shown me. So I'll fire Henderson and hire you in his place."

The rest of it seemed to beat upon Boland's ears confusedly from a distance:

"I'll double your salary and I'll back you to the limit—just for a joke on Tabasco Jim!"

The managing editor found himself sitting bolt upright with a sudden galvanic movement. He gulped at the lump in his throat and his hand stole feverishly out for something to tear. Two thoughts came swiftly to his tumultuous brain: the first was of two girls who would have new frocks for commencement, regardless of expense; the other—

He arose lightly from his chair, stepped to the rail with an elastic tread and announced resonantly:

"Gentlemen, please report at the usual time tonight. It was all a mistake about your being discharged."

A Paean of One Who Overcame

By Will Hains

My soul is in bondage no longer,
I'm free from the things I abhor,
The guardian voices are singing,
"God's heaven is thine evermore."

Fell Ignorance long held me captive,
Defiling and damning my soul,
She led me through pastures forbidden,
E'er farther away from life's goal.

Hope's comforting rays at last vanished
Behind the dark clouds of Despair,
The thought of love mocked like a mirage,
And Faith could not muster a prayer.

Life's levels were fruitful in briers,
The hills were both rocky and steep,
Yet battered and bruised I crept onward
With tear-wells too empty to weep.

Hell's gulf seemed to open before me,
I shudden e'en now as I think
And dwell once again in my fancy
So near to Oblivion's brink.

What saved me from death that is deathless?
What vanquished forever Remorse,
And caused the searchlight of Knowledge
To shed light divine o'er my course?

What else but the voice of the Master—
My conscience—in tones sweet and clear,
"Why yield to the powers of darkness
When He that can help you is near?"

"The man who has failed is not beaten
 Until he his courage has lost;
 Once more raise you eyes to the heavens,
 Press forward, whatever the cost.

"All power to man has been given,
 My Spirit abideth within,
 Have faith in thyself and be fearless,
 For I rose triumphant o'er sin;

"And unto each seeker for knowledge
 Who willingly hearkens to Me
 Shall all that he needeth be given,
 In measure o'erflowing, and free."

Doubt held me, but *Hope* all a-tremble
 Awakened and leaped in my breast,
 I knew that the truth had been spoken,
 And straightway my fears were at rest.

Peace entered my soul and reclaimed it
 From *Discord*, the music of *Hell*,
 My outlook was freshened, my vision
 Was cleared more than human may tell.

The manner of 'all this unfolding
 I could not—that moment—foresee,
 But *Faith* welled up strong in my bosom.
His help had been promised to me.

And so in the book that all ages
 Have proven will nourish the soul,
 I sought for the daylight eternal,
 Which, lacking, no man can be whole.

And, seeking, I found 'twas essential
 That *Truth* should be placed on her throne,
 That all things be thoroughly tested
 And judged on their merits alone.

Men's thoughts must be true as their actions
If they would attain to the best,
For only God's standards enable
A just and reliable test.

Whatever the sphere of endeavor
That humans essay to invade,
They must be enamored of Purpose,
'Give Service, Success' handmaid.

The eye must be single and steadfast,
And God be accorded all praise,
Whatever achievements of merit,
Men finite, perplex and amaze.
"The Kingdom of God is within you,"
So, brothers, I urge you prepare
To reign o'er your royal dominion,
In His mighty purposes share.

Get knowledge of self, 'twill breed reverence,
As onward and upward you go;
Control of self quickly will follow
With strength that the gods only know.

Few souls have e'er ventured to fathom
The depths of their power supreme.
Not knowing, they put forth no effort,
But lazily, supinely dream.

And only a realization
That grips on the soul of a man,
And helps him to see in the future
The things that he may do—and can—

Can come from the Giver of power,
The father of joy, love and peace.
Our God! from their *ignorant slumber*,
Thy children, so needy, release.

A Mosaic from Sundry Sources

"Peace, greatness best becomes; calm power doth guide
With a far more imperious stateliness
Than all the swords of violence can do,
And easier gains those ends she tends unto."

—Daniel.

—Calmness is the crown of self-control.

—No man is such a conqueror as the man who has defeated himself.

—He who reigns within himself and rules passions, desires and fears, is more than a king.

—The more tranquil a man becomes, the greater is his success, his influence, his power for good.

—He that is slow to anger is better than the mighty; and he that ruleth his spirit than he that taketh a city.

—Calm the disorders of thy mind by reflecting on the wisdom, equity and absolute rectitude of all His proceedings.

—He who holds back rising anger like a rolling chariot, him I call a real driver; other people are but holding the reins.

—To be ready for the great crises of life we must learn serenity in our daily living.

—Grandeur of soul consists not so much in mounting and in proceeding forward as in knowing how to govern and circumscribe itself.

—The most important attribute of man as a moral being is the faculty of self-control.

—Real glory springs from the conquest of ourselves; and without that, the conqueror is naught but the veriest slave.

—True mastery is the compact of supreme qualities. It is heroism; it is culture; it is intelligence; it is endurance; it is unconquerable will!

—I think the first virtue is to restrain the tongue; he approaches nearest to the gods who knows how to be silent, even though he is in the right.

—A noble and attractive every-day bearing comes of goodness, unselfishness, sincerity and refinement, and these are bred in years, not in moments.

—No man knows the lists of his own patience; nor can divine how able he shall be in his sufferings, till the storm comes, the perfect virtue being tried in action.

—What is called by the poets apathy or dispassion, by the skeptics indisturbance, by common men peace of

conscience, seems all to mean but great tranquility of mind.

—To remain serene, quiet, undisturbed, through the battles of everyday life, is an evidence of real power born of faith.

—No matter how unbroken a chain of successes he may enjoy, unforeseen sources of failure are bound to arise at some time; and only the man who has schooled himself to keep his vision steady and his faith unshaken in the midst of such failure can hope to recover the lost ground.

—As there is no struggle so severe and exacting as that which a man has to make with himself, so there is no victory so noble as that which a man wins over himself; for the fact of struggle carries with it the possibility of victory.

—Men who carry on their shoulders the fate of a nation are quiet, modest, unassuming. They are often made gentle, calm and simple by the discipline of their responsibilities.

—Serenity of mind comes easy to some, and hard to others. It can be taught and learned. We ought to have teachers who are able to educate us in this department of our natures quite as much as in music or art. Think of a school or classes for training men and women to carry themselves serenely amid all the trials that beset them.

—That exquisite poise of character which we call serenity is the last lesson of culture; it is the flowering of life, the fruitage of the soul. It is precious as wisdom, more to be desired than gold—yea, than even fine gold. How insignificant mere money-seeking looks in comparison with a serene life—a life that dwells in the ocean of Truth, beneath the waves, beyond the reach of tempests, in the Eternal Calm.

—A man becomes calm in the measure that he understands himself as a thought-evolved being, for such knowledge necessitates the understanding of others as the result of thought, and as he develops a right understanding, and sees more and more clearly the internal relations of things by the action of cause and effect, he ceases to fuss and fume and worry and grieve, and remains poised, steadfast, serene.

Alien Land Law Won't Solve Problem

—By Stoughton Cooley

THE seriousness of the race problem in California and the sincerity of the governor and the legislature in putting through the obnoxious land law is evident from the fact that not only are they willing to embarrass the rest of the country but they risk a serious handicap to the Panama exposition. The Japanese have been one of the chief drawing cards at previous world's fairs, and had there been no trouble of this kind there is reason to believe their exhibit at San Francisco would have surpassed all previous ones.

It is easy to dismiss the race question with a shrug—as an empty problem. But there is something in it. There is human nature in it. And human nature is a fact that must be recognized.

SEES RIGHT TO REPEL ALIENS

The right of self-preservation applies not only to individuals and to families, but to societies and to races as well. When the people of any country believe that the peaceful incoming of certain aliens endangers their laws and customs they have the same right to exclude them as though they were armed invaders.

True, it is a hazardous thing to do, and its exercise leads often to injustice to the alien and harm to the native; but the very essence of liberty is to be found in this law of self-preservation. And since the exercise of the right is fraught with such responsibilities and consequences, it should be appealed to only as a last resort.

Just what the merits in this particular case are it is difficult for one at this distance to say. Many local

feelings and prejudices may be involved that are not apparent to the outsider. In the matter of the Chinese exclusion act there was more general accord. The racial characteristics of the Chinese were so pronounced, their standard of living so different, their habits so fixed, and—worst of all—the supply so unlimited, that there was a general belief that unrestricted immigration at the present time would be harmful to the country.

FEAR GROWTH OF COLONIES

The same reasoning has been applied to the Hindus and to the Japanese.

It is claimed by Californians that they are so markedly different from our people that they do not mix readily, and hence tend to colonize and form separate and distinct social units. If this be so, and no restraints were offered, it would require no great stretch of the imagination to see these units multiply in California until the Japanese far outnumbered the natives.

The Japanese have the same right to preserve their laws and customs that the Americans have to preserve theirs; neither has the right to submerge the other. It is the fear of any approach to this submersion that has driven the Californians into a fine frenzy of Japhophobia.

But there is another element involved:

It is not the presence of the Japanese now in the state that is objected to so much as their ownership of land. The land of California has all at once become sacred. Its ownership must be jealously guarded. It is a privilege to be reserved to the people of this country.

This leads to a deeper question. Land ownership is a privilege, and cannot be guarded with too much care. But this guardianship involves something more than simply excluding aliens who are not eligible to citizenship. It involves the preservation of all the land for all the people.

WANTS LAND FOR PEOPLE

Private possession we must have in order to secure proper cultivation; for no man will sow unless he can reap, nor will the industrious man put forth his best efforts if yoked to an idler. The present method of holding land, of buying, selling, leasing and bequeathing it, meets all the requirements save one: It does not carry out fully the principle that the owner who is so clothed with possession by the state is by that act required to pay annually to the state the value that society and government give to the land.

Single tax, you say? Well, what of it? What's in a name? It is the principle involved that concerns us. When the owners of valuable land have paid into the public treasury the value that society has conferred upon their holdings there will be ample means to defray all governmental expenses, and there will be no necessity for any taxes on improvements or on other products of labor. Hence, the one tax—the single tax.

Things of habitual association tend to pass unnoticed. There must be change, or contrast, or exaggeration, in order to arrest attention.

SEES PARALLEL IN IRELAND

The people of Ireland years ago saw a part of the land question in absentee landlords. To pay rent to a man living in England for the privilege of using Irish land stuck in the Irishman's craw.

Yet, when you come to analyze it, what difference did it make whether the lord who charged the tenant for the use of the bare land—that earth upon which nature alone can support her children—what difference did it make to the tenant whether the lord spent the money in Ireland or in England? When the tenant has paid the rent it is a closed deal. It is just as final as when he bought a yard of cloth. The money has gone completely from his control. He can in no way get it back without working for it a second time.

Suppose the tenant raises potatoes, and with an amount that represents thirty days' labor pays his rent to the landlord. Should the landlord live in the neighborhood he might employ the tenant to work thirty days on his private grounds, and so give back to him the amount of the rent. But, clearly, this has been no favor to the tenant.

SAME RETURN FOR LABOR

Had the landlord lived in England the tenant could have used the second thirty days in raising that many more potatoes, and the net return for his labor would have been the same in both cases.

The fact of the landlord's presence, or of his absence, may alter social conditions, but it makes absolutely no difference in the tenant's financial condition.

Money paid for the right to use the bare earth is a net loss, regardless of where the recipient may live, or what he may do with it.

Had the Irish tenant who complained so bitterly of absentee landlords but looked at conditions in England he would have seen that the tenants in that country, where the Irish landlords spent their money,

were no better off than those of Ireland, whence the money came.

OBJECTS TO PAYING JAPS

This is the great fact that passes unnoticed because we have been so long and so intimately associated with it. The Californian objects to paying money to a Japanese for the privilege of using California soil. But why should he pay money to anybody, native or foreign, for the privilege of using the soil of California?

If a man builds a house, plants an orchard, or otherwise provides for his comfort, it is right that we should pay him for his labor. No one should expect to receive labor who does not give labor in return. This is the one test that will square all economic disputes.

By this sovereign test, then, why should a man who merely owns land exact labor for permission to use it, when he has not himself labored? He may charge for the house he has built, or for the orchard that he has planted, but by what right can he charge for the use of the land that nature, or nature's God, has made?

This is the canker that is eating at

the heart of labor. Workers feel the drain. The cost of living mounts faster than wages. Science, with its discoveries and inventions, seems to be passing them by. And they find themselves little better off than were their fathers before them. They know something is wrong. They strike at the nearest thing within reach. Just now it is the Japanese. When their removal or exclusion proves ineffectual—as it surely will—they will look deeper into the problem. Presently their eyes will rest upon some of their great local landlords—genuine simon-pure California landlords—one of whom is credited with owning more than 1,000,000 acres.

And finally, when all makeshifts and subterfuges have failed, and when they have looked deep enough, they will see that the way out of the difficulty lies not in taking the land away from the Japanese, nor away from Miller, nor away from anybody else, but that it lies in requiring whoever is permitted to hold land to pay annually into the public treasury, for the use of society, the value that society confers upon the land.

The Human Whine

—By Charles Grant Miller

NATURALLY, the grumbler never gets on. Nature in a sarcastic mood seem to have ordained that the persistent whiner shall want for everything except something to whine about.

Disappointment sardonically meets him at every turn. Misfortune ever lurks in his shadow.

The whine is a signal-call to a thousand and one little demons of distress and disaster, which mock and lash, hinder and dishearten.

Psychology has pretty well established the theory that ghosts are creations of the subjective mind—and trouble-finding is very like ghost-seeing. You see blurs and blotches which, if properly traced, will be found to begin and end their actual existence in your own eye or stomach or liver.

There is nothing else you can look for with so much certainty of finding it as trouble.

But have you never noticed that

most of your troubles are of tomorrow, that few of them are really present today, that there are hardly any worth mentioning in all your past?

If anticipation did not go more than half way to meet troubles most of them might miss their way and never get near you.

He who whines does himself injury such as his meanest enemy could not do to him if he would. He warps his own mind; he weakens his own arm; he enervates his own strength; he deadens within himself the divine gifts of cheer and hope and he dams up his own soul against the sweet inspirations of human sympathy.

Never yet did success worthy of the name abide with a man with a whine in his heart.

A whine is premeditated and pre-arranged failure.

A whining voice means a whining character. It is a mark of weakness too inexcusable even to excite pity. The broadest charity shrinks and draws back the hand at sound of a human whine—a sound more dismaying than the hiss of a snake.

They say that one of the things you cannot make or alter is environment; that it is fixed, inflexible, and that you are its helpless slave. **THAT IS A LIE.**

To our own moods environment is a looking glass; it smiles back at us if we smile; if we frown it frowns.

He who thinks the world is full of good people and kindly blessings is much richer than he who thinks the contrary. Each man's imagination largely peoples the world for him. Some live in a lovely world peopled with princess of the royal blood; some in a world of paupers and privation. You have your choice.

This is a big, busy world. It cares precious little what you think of it

or what faults or troubles you find in it. It is a choice that concerns yourself more than all others combined, whether you grouch in the gloom, the companion of hateful goblins, or stride in the sunshine, seeing smiles and catching shreds of song.

Men and women in God's image were not made as whining, groveling things. They were made to stand erect, mentally as well as physically; to labor well and joyously; to take the gifts of providence, whether they be joy or sorrow, and bear them cheerfully and with courage; to add ever something to the world's store of happiness, if it be only a smile.

Look up! See how flooded with sunshine this beautiful world is when faced with smiling eyes.

If you would win anything, do anything, be anything, don't whine!

Opportunities of Today.—The resources of this great land have only been scratched. The next fifty years will see wonders in the way of development that even we do not dream of. That's why I say to you young men, don't be pessimistic. Get into the right and do a man's part. There never were so many opportunities as there are today. You hear a heap of fool-talk about there be no chances for young men today. The "trusts" have invaded and pre-empted every field of endeavor—that is the cry on every hand. Nothing is further from the truth. The trusts, so-called, have barely touched the resources that lie waiting for some one to develop. Better chances forty years ago? Nonsense! Believe in yourself. Have something definite to do, and do it. That's all there is to success in a life.—*The Circle.*

Enthusiasm for the New May Blind One to the Good and True in the Old

The following editorial from the New York Evening Post for June 6, 1913, offers some thoughts in regard to law and the processes of law that are of value to business men and working men in these days of change and demand for change. While there is unquestioned need for reform in many of the methods of administering the law, it is well to bear in mind that nothing is necessarily wrong or anachronistic because it is old.—Editor's Note.

ATENTION has rightly been directed to the remarkable poem in the *Atlantic* by Arturo M. Giovannitti, "The Cage." Written by this young labor agitator in Salem jail, it confirms the impression which he has made in other ways—namely, that he is a man not only of ardent sympathies, unquestionably sincere in his devotion to what he believes to be the cause of humanity, but of marked literary talent. It is little short of amazing to find this Italian youth, with his comparatively meagre educational opportunities in this country, possessed of such a mastery of English. His is not only fluent, but eloquent. He has an uncommon feeling for the picturesque or poignant word, and something like a real lyric movement in this poem of five pages. The form is at times rough, but there is often a fresh pungency of phrase and an arresting epithet or figure which the best writers might envy. It is, indeed, impossible to read without being moved by this "wonderful anthem of Labor to the fatherly justice of the Sun."

Giovannitti writes, of course, of his own experience and his own aspirations. He feels himself the

champion and exponent of the new and living ideals which are crowding in upon a world powerless even to die as it should. This, to be sure, is but a form of the bliss of being young which youthful poets and eager reformers have immemorably enjoyed. Yet Giovannitti makes his attack upon modern society very definite. He is much more specific than Shelley was, for example. The thing against which he raises his most passionate outcries is the entire system of law and courts as we know them. To him they are not only defective and obsolete; they lay a paralyzing dead hand upon the mighty life of the world. Again and again he expresses a sense of his being the free spirit in the presence of dead officers of the law, and of an entire method of administering justice that smells of the grave. Here is Giovannitti's vivid picture of the courtroom in which he stood on trial for his life:

In the middle of the great greenish room stood the green iron cage.

All was old and cold and mournful, ancient with the double antiquity of heart and brain in the great greenish room.

Old and hoary was the man who sat upon the faldstool, upon the fireless and godless altar.

Old were the tomes that mouldered behind him on the dusty shelves.

Old was the painting of an old man that hung above him.

Old the man upon his left, who awoke with his cracked voice the dead echoes of dead centuries; old the man upon his right who wielded a wand; and old all those who spoke to him and listened to him

before and around the green iron cage.

Old were the words they spoke, and their faces were drawn and white and lifeless, without expression or solemnity; like the ikons of old cathedrals.

For of naught they knew, but of what was written in the old yellow books. And all the joys and pains and loves and hatreds and furies and labors and strifes of man, all the fierce and divine passions that battle and rage in the heart of man, never entered into the great greenish room but to sit in the green iron cage.

Senility, dulness, and dissolution were all around the green iron cage, and nothing was new and young and alive in the great room, except the three men who were in the cage.

The poetry of this speaks for itself. But would not a deeper poetry read the facts more truly? Out of those yellow old law-books, and those sepulchred judicial processes, certain vital principles were drawn and applied to those who were both young and alive in that courtroom. That no man should be held guilty till so proven; that gossip and rumor are not legal evidence; that hearsay cannot be offered as testimony; that every man shall have the right to be tried by a jury, and to face his accusers and cross-question them; that no strained construction must be placed upon the law; that crime must be clearly defined and established beyond a reasonable doubt before any one can be punished for it—these and a dozen other maxims of a moribund justice were taken from those mouldering tomes and used as the means of setting Giovannitti free. Life cannot issue from death; and there

must still be a vital spark in the courts which could thus loose a poet from the cage and let him go out into the fatherly justice of the sun.

This poetic phrase of Giovannitti's, we need not say, will not bear historic examination. It savors of the theory of the primitive felicity of human society in its beginnings, which has been completely disproven. Where was the fatherly justice of the sun when there was no law but that of tooth and claw? Our poet makes the very iron of his cage burst into speech and say: "While I was hoe and ploughshare and sword and axe and scythe and hammer, I was the first artificer of thy happiness." But in sober fact, the Age of Iron was not the Millennium. Upon these Rous-seaulike confusions, however, it is not necessary to dwell. What we wonder at most in Giovannitti's attitude is that he is not able to see anything good in any of our judicial institutions, and that he does not perceive how they subtly change to meet changing needs. He cries out on the mildewed law-books. But they enshrine the strivings of men like himself in former centuries. What the oppressed of other days wrung from hoary Justice in the way of guaranteed rights for the humblest, are there contained. Those yellow law-books are the arsenal from which judges draw weapons in defence of endangered innocence. In them are preserved the principles for which passionate heralds of a better day, hundreds of years ago, shed tears and blood. And into other law-books of the same kind are slowly being written today some of the things—the attainable things—for which Giovannitti and his fellows contend. When a hundred years from now, some judge makes a decision respecting an

employer's liability for accident to a workingman, based on legislation of 1913, will an impetuous labor-poet

of that day exclaim against the worm-eaten old books in which that law is laid down?

Young Man with "Initiative" Best Fortified for Business

—By Roselle Dean

THE average right-minded business man recognizes the "initiative" in an employe more readily perhaps than any other commendable attribute pertaining to business, and he approves of it as well and pays for it accordingly.

To introduce the "initiative" does not necessarily mean that an employe is expected to begin a wholesale system of revolutionizing by replacing the manager's sober looking desk for the latest fancy in mahogany or exchanging his solid "cane" chair for one of luxurious leather, but means merely a happy inspiration for inventing new and better methods to supplant old, laborious, or inefficient ones, or in some cases, establishing some entirely new idea bound to be helpful, or equipped with saving qualities. Before a general exploitation of these original ideas, however, they must first be carefully worked out in the mind, then in practice quietly not to attract attention, but sufficiently to warrant their practicability, and then conveyed to the head of the department or office, where, as a general rule, no intelligent bit of "initiative" is turned down.

The following interesting occurrence embracing "initiative" is told by the president of a well-known Chicago business firm:

"My patience had been often tried by the length of time it required to

ascertain dates of outgoing correspondence from the carbon copies retained, and when a carbon was misfiled the situation was exasperating. I finally decided to advertise for a manager capable of devising card systems with a view to overcoming this trouble, and called in a young man to take the dictation for the advertisement. He was a quiet, serious-looking boy who had been with me about a year, doing the work assigned to him without comment or serious mistake. Most of the other employes had gone for the night when he brought in the advertisement and laid it on my desk with other papers.

"'Have you time to talk with me a few minutes?' he asked abruptly, and I told him that I could see him a little later, after signing up my letters.

"I attached little importance to his request other than the supposition that he had summoned the moral courage to ask for 'a dollar a week more,' or tell me that he had another position. I called him in when I had finished, and was extremely surprised when he went straight to the point by saying, 'Mr. _____, since writing that advertisement this afternoon I have devised a system for keeping track of outgoing mail.'

"After this statement I took a good look at him; his clear brown eyes met mine and there was an ear-

next air of determination about him I had never noticed before.

"Will you explain it?" I asked, and he proceeded to do so by means of a couple of blank cards and a pencil—in a manner so clear and concise that I was amazed.

"Here was the initiative that I had been driven to advertise for imbedded in a boy not quite twenty years old and receiving twelve dollars a week.

"I approved and adopted his sys-

tem then and there, and the copy for the advertisement found a resting place in the wastebasket. I informed my new-found genius that he was entitled to the remunerative conditions of the advertisement, which read:

"Wanted—A bright, young man for manager; one with "initiative" and able to devise a system for keeping track of correspondence. Salary \$30 a week."

Standardizing Mental Operations

—By Roger W. Babson

In the Journal of the Efficiency Society Incorporated

OUR friends the psychologists claim that it is just as hard work to make a decision as to swing a pick; and our women folks afford a practical demonstration of that fact when they spend an afternoon shopping and return home all tired out from making so many choices.

In fact, any man knows from his own experience that a large part of his day's work consists in passing judgment on questions referred to him for decision. For example, a manager is asked by one of his salesmen whether it is advisable to shade a price in hope of landing a certain important order; or the factory will call up to know whether certain work can be held up to make way for a rush order just received; or the advertising department will put up some plan for approval.

Now all these things are largely "matters of judgment"; as the saying is, you "use your head." In other words, each case is handled as an individual problem and decided on its own particular merits. "All things

considered, it seems best under the circumstances"—that is the usual basis of the verdict.

I question whether we don't waste a great deal of energy by not having our policies more fully standardized and then sticking to these policies more religiously. Suppose that the manager mentioned above had a definite one-price policy; his standard decision when shading was proposed would be "No." If his factory policy were to fill all orders in rotation by date of receipt, his position with respect to the rush order cited would also be "No." If his advertising policy were to put full reliance in that department, his decision on the plan recommended would be "Yes." Those three matters, therefore, would be cleaned up with practically no mental work at all.

The mental work would have been previously performed in planning the standard policies. This, of course, would have to be done with care and deliberation. When constructing a standard—in whatever line—neither

time nor effort are spared to get the most perfect product possible.

The obvious objection to standardizing your policies is that you may sometimes miss a profit or incur a loss. I am inclined to believe, however, that in many cases we should be more scared than hurt. A prospective profit or loss always looks bigger than an invisible overhead expense. A hundred-dollar sale goes off like a bomb, but a hundred-dollar expenditure of a good man's energy is almost inaudible to the average ear.

This much is certain: There is a multitude of high-priced men whose chief activity is to answer over and over again practically the same questions. I cannot escape the conclusion that we should gain in the long run by answering these questions once for all, to the very best of our ability, and then take the losses, if any, for the sake of the immense saving in nervous energy.

A friend of mine tells me that on a camping trip he once got into the habit of shaving irregularly. He would look in the mirror mornings, and if his face were fairly presentable he omitted to shave; if, however, his appearance were altogether intolerable, he dutifully got busy. He finally found it such a nuisance to decide the daily question to shave or not to shave, that he returned to his regular custom of shaving every morning as a matter of routine—and then he had no bother at all!

I hope no reader will interpret me as overlooking the opposite danger of getting in a rut or as advocating "rubber-stamp" management. An outgrown, ill-advised standard is worse than no standard at all. Moreover, all standards, particularly those of policy, must be continually

studied and improved; it is this bigger job which should engage the best ability that money can command. My contention is that we can't afford to let such men wear themselves out deciding each particular case on its own petty merits. Let them keep in touch with detail, if necessary, but have this detail so standardized that it can be passed upon with the minimum of mental effort.

One secret of personally managing a large volume of work in a short time is to have at your command a set of standard decisions—and the courage to apply them, and lack of courage is generally where the rub comes.

Thinking Workers Win.—If we observe carefully the events of the day, we shall notice that the demand for so-called skilled labor is on the increase, and the demand for unskilled work is decreasing, while statistics show that the number of persons engaged in manual labor is decreasing, hand in hand with a progressive increase in the number of persons taking up mental work in proportion to the population. What does this signify? It signifies that a gradual transition from manual to mental work is taking place. Man is a thinking being, and was not intended to slave at manual labor. Manual labor is an intermediate and passing form. The working class, therefore, is not a class separate from the rest of the community, but is a part of it, a part that is rapidly blending with the rest, and merging into identity with the so-called upper classes, precisely as a moving train on the way to its destination. The last car will be the latest to reach the point, yet it will arrive.—*The Square Deal*.

Continuous Self - Development Gains Success

—By George H. Eberhard

STRANGE that the moment extra effort is demanded or a step forward is the order of the day the weak spots in an organization show up.

Men and women seem unconsciously to drift into doing their allotted work, overlooking the necessity of continuous self development.

The weak "link" is the tendency, nay insane willingness, to use themselves as a model. To judge what they do or have done in comparison with their past records, or of their co-workers, usually selecting the weaker or less efficient.

"Self" put on a pedestal and compared with a group of others who show "self" off to good advantage, then the "medal of approval" is placed by a loving donor on his or her own "chest."

It's like an amateur lightweight fighter I knew, who won in his class and "lorded" it over the "little fellows" around the club for a season or two—grew heavy, entered the middleweight class and found that he was in for a thrashing because he had been watching the wrong group of fellow scrappers.

The necessity for self improvement grows greater as the individual grows bigger, unless one is going into the "has been" class by cultivating mere "self approval."

We must look up and ahead as well as about us. We must prepare for the next step and the step beyond.

The way to be ready is to improve in the handling of the task you have in hand—to study what is ahead and patiently and consistently to develop

yourself mentally, physically and morally.

Write each report plainer, each order complete and more exact, each letter neatly and concisely, each piece of copy intelligently with every possible angle considered.

Study, analyze, think of what you do and how you do it. Put before you as models the best workers in your field—do not imitate blindly, but try to excel by doing your work better than any of them.

We are all human (almost) and applause and approbation are the essence of life. You can't enjoy either unless you make good, and the dollars in business gravitate to the worker who merits approval. So in the long run you get both.

Don't eat, drink, sleep, or work, in a thoughtless way. Habit is a great force at your command, but see that you cultivate only sane, constructive habits.

Don't keep within yourself—express yourself, reach out, read carefully, meet sensible people—try to do more and better in every detail.

Keep climbing where real knowledge counts. It alone is genuine, for no matter how much money you may have some simple fool could inherit or marry more, but as knowledge must be acquired through earnest, persistent, cheerful effort, there is not much competition.

Don't fret about what you have done—study what you're doing, and then compare the time, method and the result with some "better man's work," then remember you are potentially as good and arrange to do more—in a better way.

Clipped While Reading

Philosophy picked up in our Business Exchanges—*By the Editor*

Will in Action.—In business it's the human dynamo, the man whose brain is charged with dynamic force, whose heart is on fire with enthusiasm and push, who leads the strenuous life and likes it, who is always dissatisfied, always fighting for bigger and better results, who knows no rest till he reaches his goal, who is willing to sweat blood to get what he wants—it's that kind of a man, and no other, who gets the big prizes in the business game.—*Nokomis Ginger.*

What We Most Seek.—We have our schools of salesmanship, of physical culture, of achievement, etc., whose one particular aim is to evolve the best there is in the individual. There is not a talent to be allowed to lie dormant, not a grain of possibility to remain undeveloped, and not a thing to be taken into the system but will conduce to the highest good. The attention is turned to the man within. Evolve a perfect man and we get perfect results. The age wants *men*—men whose highest efficiency has been reached through right living, right thinking and right doing. Men who not only know one thing well, but who know themselves well and who know how to give their best to their work. When we find a *man* we find a specialist, but the so-called specialist is not always a man. Remember it is *men* the world is crying for.—*W. A. K., in "Leadership."*

Think for Yourself.—As a rule men are not given to weighing carefully the statements they hear, but either accept them on account of plausibility or because they run par-

allel to some prejudice of their own, or refuse them notice because they do not, with as little thought of their real merit. It would sometimes be difficult for a man who has espoused some new cause or adopted some new idea to tell just why he has taken that step. The plausibility of its expression is more often a cause for the adoption of the new idea than is the strength of its logic or the reasonableness of its claims. Few men stop to consider whether a thing is reasonable and logical, whether it will bear the tests of experience; but if it agrees in some measure with their preconceived opinions or happens to strike them just right, they, like the weather-cock, will turn their faces toward it, and then, unlike that unsteady creature of tin, stick there with the tenacity of prejudice, waiting to test the strength of their position until they are called upon to defend it.—*Welmer's Magazine.*

“The printed word is a powerful getter of business, Mr. Advertiser. Use it. Keep your name and your goods before the great buying public—even if you can't afford anything larger than a Want Ad. Advertising will bring people to your store. After that, it is up to you to see that you talk in person as wisely as you do in print. Your store, your goods, your service have got to live up to your advertising. Then, and only then, will your advertising pull one hundred per cent strong.”—*From "Little Talks by the Want Ad Man," by Jerome P. Fleishman, in The Baltimore Sun.*

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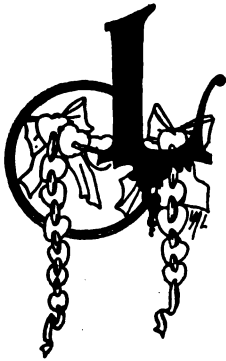
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PHILLIPS BROOKS



The Business Philosopher

A. F. SHELDON, EDITOR

VOLUME IX

NOVEMBER, 1913

NUMBER 11

By the Fire Place Where We Talk Things Over

YES, John, you may now address us at Area, Illinois, and Uncle Samuel will bring your letter safely to us.

Last Sunday, which was September twenty-first, 1913, in the Year of Our Lord, while enroute from Chicago to Montreal, I purchased a copy of the Chicago Tribune and therein found, among other interesting articles, the following:

ROCKEFELLER, ILL., IS NO MORE

Two Years' Fight Results in Changing Official Name of Town—Now It's Area, Ill.

Washington, D. C., Sept. 30.—The post-office department today announced that in the future all mail addressed to citizens of the place should be sent to Area, Ill. The change in name was made as the result of a petition signed by the village and county officers residing in Rockefeller, now Area, and 700 patrons of the office.

Senator Lewis presented the petition some weeks ago.

I thank you, Uncle Samuel, and Senator Lewis, and most heartily do I thank the Citizens of Area and surrounding country.

I do not quote the first paragraph of the article, which said something about class hatred.

That is a mistake. It is true that the town was named after John D. Rockefeller. It is true that its name has now been changed to Area.

It is not true that the change

was made on account of any class hatred or antagonism to Mr. Rockefeller. On the contrary some of those who received mail at the Post Office objected to having the name changed because they liked the name, and admire the man after whom it was named.

No one admires him more than I.

But Mr. Rockefeller has done so much for education and is such a liberal man in matters educational, and his name is so thoroughly linked both with business and education that should mail be addressed to The Business Philosopher, or to The Sheldon School, *Rockefeller*, Illinois, many of our patrons would quite naturally jump to the conclusion that Mr. Rockefeller had either purchased or endowed the enterprises which have to do with the Area Philosophy, Business Science, Salesmanship, etc.

This would of course not be true and it would not be right from any view point to create false impressions.

It seems the town was named after Mr. Rockefeller many years ago because at that time he was interested in and I think was a director in the "Wisconsin Central

Road," which passes through the town.

When the town was a little cross roads settlement it was known as "Holcomb," having been given this name in honor of Mr. Holcomb, who owned much of the land where the town is now located.

The name was changed to Rockefeller at the suggestion, as I understand it, of a teacher who taught the local school there and who, if I have been correctly informed, was a distant relative of Mr. Rockefeller.

The environment is one which from the standpoint of natural beauty and healthful climate, lends itself admirably to educational enterprises, and it seems that the hope was entertained that if the name was changed from Holcomb to Rockefeller that Mr. Rockefeller might be inclined to endow or in some way foster the building of an Educational Institution there in a large way.

How fully the matter was followed up I do not know, but in any event nothing had been accomplished in that direction when some several years ago I began purchasing property there.

Planning as I have been and am, to build a private school on my property located there, and also to publish *The Business Philosopher* there, I asked the Village Board if they would have the name of the town changed from Rockefeller to Area in order that no false impressions might be created.

This they did, and some two or

three years ago the name of the town was officially changed.

During that time we have been in the unique position of living in the town of Area, the name of whose Post Office was Rockefeller.

It has taken some time for the Government at Washington to see its way clear to make the necessary changes.

Now that it is done I wish thus to publicly express my appreciation of the co-operation of all concerned.

I take it as a very high compliment indeed to the respect paid to the A+R+E+A philosophy and shall do my best to show my appreciation of this kind and co-operative act on the part of all who have been instrumental in bringing it about.

Some have justly wondered all these years why our mailing address is Libertyville, Illinois.

Those who have taken our magazine from its inception are aware that it was first published in Chicago. Later we moved to Libertyville and that is still the mailing address even though many who have visited us know that our post office has really been Rockefeller.

The explanation is as follows:

Before our building was ready at Area (formerly Rockefeller) we occupied temporary offices at Libertyville and mailed the magazine from there.

It is only two miles from Area, and, not wishing to make too many changes as to mailing address and to avoid the other complications referred to, we thought it best to

leave the mailing address just as it has been until such time as the U. S. Government changed the name of the Post Office.

Now that this has been done the magazine was mailed from Area this month, and you will please address all your letters to us accordingly.

I hope you will not stop with merely *writing* to us at Area.

Come to Area. I am now on my way to England again and shall remain there until January 1, 1914, and possibly until spring, but I shall return in ample time to get ready for the big summer gathering of our friends and patrons at Area the coming summer.

Area is to be the international headquarters for all who are interested in the "Area Philosophy."

I want you to help me make Area on Lake Eara famous throughout the world as a place where progressive people can gather once a year and get real benefit during their holiday or vacation time.

The "Business Chautauqua" or Summer Business Normal can be made an international event of substantial importance.

At least one session of two weeks' duration will be held there during the summer of 1914 and possibly two or even three two weeks' sessions.

The session or sessions will be held during the months of July or August or both and definite announcement will be made in future issues of *The Business Philosopher*, to enable you to make your plans to be there.

Once there it will cost you no more or even less than it costs to take the ordinary holiday, and the added benefits not ordinarily enjoyed more than compensate for the cost of long distance travel. At the three sessions already held, viz., during the Summers of 1909, 1910, and 1911, large delegations came from Canada and a few were there from as far away as Australia and South Africa.

I shall expect a good delegation from England the coming season, where we now have so many good friends and staunch believers in the "Area Idea."

One reason why I want a large assembly of truly interested people the coming session is because the time is now rapidly approaching when I shall launch the private school for boys which I have often referred to as "The Sheldon Commercial University." Two buildings are now ready for occupancy for this purpose, and not later than September, 1915, I expect to have them fully equipped, and the proper staff of teachers employed to be ready to receive from fifty to one hundred boys. I hardly think we shall take more than fifty boys to start with. If you have a boy whom you are thinking of sending away to school about that time I should be glad to correspond with you concerning the matter.

At our Summer gathering of 1914 all these plans will be discussed and the problems of education in general will be thoroughly gone over.

One department of the Commercial University will be for adults, a Business Normal which will be to the business man what the regular Teachers' Normal is to the teacher.

If enough come to the Summer assembly who would like to remain for one, two or three months' course in general business science we shall start our first class then.

And so then possibly you would like so to shape your affairs in the meantime that you can stay longer than the two weeks' holiday session, if you like the plans for the Business Normal which will be completed at that time.

As indicated in a former article, I look upon this general gathering at Area next Summer as one which can, and I believe will, be made an epoch-making event in the history of education. Out of it is to grow the early rise of The Sheldon Commercial University, which it is my fond hope to make of vast service to mankind.

Our public schools are making rapid strides in the right direction. Mrs. Young, Superintendent of Schools of Chicago, is a great woman, and a most practical educator. She is doing noble work. So are many others.

All are more or less hampered by School Boards, customs and tradition. All even the most progressive and aggressive are hampered and held back to a greater or less extent in the matter of doing nearly all that could be done to educt, unfold, develop the efficiency qualities inherent in the child dur-

ing the plastic period of youth, his school days.

At Area we shall put tradition and custom behind us and shall be free to apply the doctrine of $N+U=E$ to the limit of its possibilities.

You, if you have been a careful reader of The Business Philosopher for the past several years, and especially if you are a keen student of the Science of Business Building, know what that means—you know that "N" stands for nourishment; "U" stands for *use* or exercise, while "E"—the result, stands for Eduction, which is the true meaning of the much misused word Education. The correct *nourishment*, plus the correct *use* of any given quality of head, heart, body or will, equals the Eduction or development of that quality.

It is time for the world to awaken to the fact that the true function of the School room is to fit the child to win in life's battle, and that to win he needs more than knowledge. That knowledge alone is at the best but static power. That to win he must develop his power to think clearly, remember accurately, and imagine inventively or constructively. In a word, he must develop intellectual power or Ability the first letter of which is the first letter of the symbolic word AREA.

But he, the student, while yet in school life must be made to see that while he must have Ability if he would win, he must have more than that—he must also possess a high

degree of Reliability—he must be taught what Reliability is, its scientific relation to success-winning power, and he must be shown how to develop it, and indeed strictly guided in the matter of its development. And then he must be made to see and see clearly that in order to win he must build a splendid body capable of great endurance, and he must be shown how to do it, and guided in the actual doing.

Only last Saturday I attended some Field Day exercises at the Campus of the McGill University. Young lads were indulging in field sports there, some of which were positively dangerous to their future physical well-being. They were animated by the spirit of desire to outdo, each the other, but not one of them, so far as I could ascertain, was conscious of the real reason why he was doing, or should be doing the things he was doing, supposedly for the good of his body. There is a deep gulf between athletics and physical culture. When the day of true education dawns each and every school pupil will know not only that he is going to school for the purpose of developing Ability of the head, Reliability of the heart, Endurance of the

body, but he will also know that if he would win in the race of life ahead he must convert the static or stored power of head, heart and body into dynamic human power, through the fourth element of his being, viz., the WILL, the function of which is Action.

Many college graduates today are mere dawdlers, some almost worse than wasters of their own or their employers' time.

They need not have been so, had they been properly taught the philosophy of volition, including the essential of correct decision and correct action and how to train, educt, develop it.

But enough of this for this time, anyway. Come along next Summer and we will talk this and many more things over.

We will go fishing together and catch a big "mess" of bull-heads. They are fine. And Lake Eara is literally alive with them. You can catch a good string any time in—well, the time it takes to do it is so brief that if I should tell you you might think it was a fish story.

More later—but begin now to commence to get ready to come to Area next Summer.

AMONG the many things that make life worth living on this old planet, is the fact that there are some people who can be absolutely relied upon to keep their word.

—Eleanor Latham.

Fight It Out

—By Frank A. Halberson

Thirteen years ago, the writer of this poem was a miner boy, with no education. Today, he holds a good position in a well-known publishing house. The years have been full of struggle and failure, but in the spirit he has put into these verses, he is winning success.

If hard luck gives you a biff
On the jaw that's mighty stiff;
 Don't give up.
Then you won't have time to cry;
If you mean to win—don't sigh.
 Use your pluck.

Never whine entreatingly,
When your chance is big and free;
 Fight it out!
Never think of hollowing, "nuf,"
In you muscles is the stuff.
 Let it out.

Never run away but stick;
That's the way to win out quick;
 Face to face.
Punch hard luck and you will find,
That it's mostly in your mind,
 And in space.

How I Approached and Landed the Big Canadian

By George F. Paul

THEY had told me that Cromwell would be the hardest man in all Canada to land with a book proposition.

"A dozen men have tried to get him and have failed utterly," explained Hughes as we sat in the hotel and discussed prospects. "You just simply can't touch him. It's impossible to get to him in the first place, and in the second place he's not the kind of a man you can twist around your little finger. Of course you're ambitious and anxious to make a record as a salesman up here in Canada, but just take this word of advice from me—steer clear of Cromwell or you'll fall so flat you'll be put out of commission for a solid week. I know—I've been there myself."

I must confess that I was a little nettled at what Hughes had told me.

Cromwell held an enviable position as the head of a big brokerage house, with a magnificent suite of offices that were the most mysterious looking places I had seen since crossing over into Canada. Besides, he had once occupied a high office under the government and was also a big man socially. I knew that if I once sold him a set of the Maupassant Classics my fortune would be made right in that city.

THREE WINNING QUALITIES OF SALESMANSHIP

Up to that time I had succeeded far beyond the expectations of the other salesmen, who were inclined at first to regard me as a greenhorn simply because I had not had "years of experience" such as they had lived through in some strange manner.

They kept telling me, "Oh, a fellow's got to grow old in the harness, you know. The book business isn't like selling groceries. The labels on the tomato cans sell the goods, but with our business it's different. You'll soon find that out."

I took all the advice they would give me, but the next morning I would always follow my own methods and get gratifying results.

I had always believed that salesmanship is a profession and not a thing to be guessed at blindly.

In my own mind I had determined that there are three qualities that make men great in oral combat:

1. Mental quality.
2. Physical quality.
3. Emotional quality.

I considered the emotional quality the most essential of the three.

For several years I had had daily training and experience on the stage and I believed I was able to adapt myself to varying conditions, to meet men on the right level and to put things to them clearly and concisely.

I made up my mind that I would make every effort to out-cromwell Cromwell.

MAKING THE GRAND APPROACH

Now at the very portal of the Cromwell financial castle stood a stalwart pretorian guard of ponderous proportions. The mere sight of him was enough to strike terror to the heart of a novice, when in stentorian voice he demanded, "What's your business here?" Beyond him stretched the interminable chain of offices guarding the sacred precincts of the financial sanctum.

What did I do?

I sat down and wrote Mr. Cromwell a brief letter, saying in substance, "I am in this city for only three days. My time is strictly limited and I am sure yours is. I expect to call on you tomorrow afternoon at two o'clock to present a proposition of positive merit, one that will prove of personal value to you."

Then, without any kowtowing, I signed my name and shot the letter to him through the mails.

Ten minutes before the appointed hour I telephoned to find out if he was in his office.

The moment I heard his voice I hung up the receiver—that was all I wanted, just to know he was in.

Promptly at two I stepped from my

cab, accompanied by a negro boy in livery carrying my portmanteau.

I was dressed in a Prince Albert, with high hat and boutonniere, quite in the fashion of the exclusive Canadians.

I bowed graciously at the gigantic guard and swept majestically past him. In the second office a little shrimp popped up, who squeaked out, "What do you want in here—these are private offices?"

"I have an appointment with the general manager," I replied. "Are you the general manager?"

"No—not exactly," he stammered.

"Well, then, what right have you to obtrude yourself. I have business with the general manager. If you are the general manager, I'll talk with you. If not, then I'll not bother with you," and I swept on, while a titter went up from the outer office clerks.

ON THE PROSPECT'S SIDE OF THE FENCE

I did not cringe or fawn or apologize when I swung boldly into Cromwell's private office—far from it. I handed him my card, a plain one bearing simply my name, and said, "You may not have heard of the firm I represent, though our corporation has heard of you through your prominence in Canadian affairs. I have come to Canada as the personal representative of a London house to call on a few of the leading men in three big Canadian cities. What we have is actually worth more to a man of wealth and refinement than if he had a mine in Cripple Creek or Victor."

"So you've been in Colorado, have you?"

"All over it—Trinidad, Boulder, Durango, Leadville, Ouray, Fort Collins—know them all. I have great confidence in Colorado—it's a wonderful state with unlimited resources just waiting for the magic of the miner's pick."

That last expression was a sentence that I had learned by heart from a pros-

pectus issued by his company about a Cripple Creek mine in which he was personally interested.

That got him started, just like touching a match to a fire-cracker, and for half an hour he led me in imagination through the workings of his Colorado mine. Then he had me inspect a model of a drilling machine he had just received. By that time he was slapping me on the back in his enthusiasm.

SAW HIM AND WENT HIM THREE BETTER

How much trouble do you suppose I had after that in explaining to him that in a home of culture and refinement such as his there certainly should be a set of the exclusive and exquisite Maupassant Classics? I made it perfectly clear to him that our London firm would be willing to let him have one of the introductory sets for \$180, provided we could have a line from him stating that he had purchased the set, but that unless we received such an informal recommendation we should be obliged to charge him \$350 for the set.

When I went back to the hotel, Hughes was the first man that spotted me. A broad grin suffused his homely face.

"Well, how'd you come out?"

"Come out?" I roared. "Why didn't you tell me what kind of a customer old Cromwell is and not let me go plunging into that lion's den?"

"Oh, I thought you would enjoy the experience and might profit by it."

"Well, I have profited by it to the extent of 35 per cent of \$720. You can figure that out for yourself and find out my commission. He writes a beautiful check, doesn't he?" and I showed him the Canadian's signature.

"What, four sets?"

"Sure. Hasn't he got three children, and isn't he a father to every one of them, and a grandfather in the bargain?"

To get control of yourself, practice self denial.

—A. F. Sheldon.

Stretching the Capital

By A. M. Burroughs

A Chapter from "A Better Day's Profits,"
Copyrighted 1912 by the Burroughs
Adding Machine Company.

Study the methods of the banana man
and the peanut vender, who make a liv-
ing on \$10 capital.

A NORTHERN Indiana Furnishing
Goods concern went out of busi-
ness a few months ago. When the
stock was inventoried some caps were
found which were made especially for
the Grant-Colfax presidential campaign
in 1872.

Think of that! Stock *forty years old*.

The caps cost about twenty-five cents
each and there were three dozen of them,
costing nine dollars in all, wholesale.

Charge up a percentage equal to the
cost of doing business against that nine
dollars worth of dead stock for forty
years and see what it *cost* the merchant
to *keep it on his shelves*.

Ask the banana man who stands at the
corner of Seventh street and Franklin
avenue in St. Louis, how much he could
make on that nine dollars in forty years
in *his* business. Then you will know
what it would have profited this cloth-
ing concern had it *not* kept that stock on
the shelves—if it had used the capital
right.

This banana man buys a cart load of
bananas every morning, costing him
about nine dollars, and sells them before
night for twenty dollars.

Since he works every day, holidays and
Sunday, he turns his capital every day,
thirty times a month.

A QUARTER OF A MILLION FROM NINE
DOLLARS

On a capital of \$9 he does a gross busi-
ness of more than \$5,000 in the nine
months he is able to work.

In forty years he could do a gross

business of \$292,000 on that little capital
—without increasing his capital a single
penny over that original \$9.

What would he make if he had \$9,000
capital and applied the same principles?

Any wonder the chain store fellows
can keep buying more stores and under-
sell the "good-enough-for-me" one-man
store?

The owner of a chain of six stores has
never put a single dollar of his own
money into the last four stores he opened.

When he opened his second store, he
began buying in small quantities, stock-
ing up every day and selling the goods
before the bills came due.

In a short time he opened his third
store, without putting any of his own
money into it. Soon he increased his
chain to six stores.

Now he is doing business almost en-
tirely on the other man's capital. He
buys in very small quantities and dis-
counts his bills with the proceeds from
the sales of the goods.

If the retailer provides himself with
accurate and complete detail informa-
tion about his sales and his stock on hand,
he can practically do business entirely
on the capital of the houses from which
he buys—and *make those houses glad to
let him do it*.

Of course, this is possible only by
keeping such close tab on sales and pur-
chases that the merchant can buy in very
small quantities.

But isn't it better to stand the expense
of adequate records and do a *big profit-
able* business on *little* capital, than to
worry along without records and do a
small unprofitable business on the *most*
capital you can rake and scrape?

Small Capital rightly used may outweigh big Capital
on the scale of profit.

*The newsboy can stretch ten cents into a fair in-
come—he turns his entire capital from two to six
times a day.*

It is a fine thing to make yourself needed.

—Hubbard.

The Way to Advertise

—By H. A. White

If you are wise and advertise,
Remember this instruction,
Unless, perhaps, some strange mishaps
Do lure thee to destruction.

The printed ad is not a fad,
Nor yet a new invention,
And worded aims to net you gains
Must first command *attention*.

When they have read all you have said
In headlines that inspire,
Remember this, you're bound to miss
Unless you plant *desire*.

The wish to gain is still the same
From dawn of ads and since,
And desire fails and makes no sales
Unless you can *convince*.

Conviction then is only when
From headline to expense,
Attention claimed, desire gained,
Inspires *confidence*.

Why They Couldn't Qualify

By Arthur W. Newcomb

A YEAR or two ago there appeared an article in *THE BUSINESS PHILOSOPHER*, quoting from Theodore N. Vail, President of the American Telephone and Telegraph Co.

Mr. Vail said his company needed men. Not just ordinary two dollar and a half a day men.

But ten-thousand- to thirty-thousand-dollar-a-year men.

He said he had been on the lookout for such men.

But he had found only a few.

He still wanted twenty-five or thirty more.

Two or three months later someone wrote to me and asked me what qualities were necessary in a man to hold down one of those twenty-five-thousand-dollar-a-year positions.

In response to his inquiry I printed the following:

WHAT MAKES A MAN WORTH \$25,000 A YEAR

It would take too much space—even if I had the knowledge—to write in detail the services such men would be expected to render. But, in general, the high salaried man is paid to do the thinking for hundreds, or even thousands of other men. In other words, the man who earns from ten thousand to twenty-five thousand dollars a year must have ability, judgment, enthusiasm, courage, self-confidence, initiative, knowledge of human nature, foresight, experience, knowledge of his business, and power of personality enough to keep ahead of the procession, to take infinite pains, to demand of himself and others nothing but the best, to win the confidence and friendship of his superiors, his associates, and his subordinates, to bear responsibility, to decide quickly, and to be right more than half the time. It takes a great deal of what is called backbone to earn salaries of this size. It also takes a white hot desire to excel and to serve. The greatest enemies of high salaries are laziness, ignorance, and fear.

My reply was called to Mr. Vail's attention and he wrote me a letter.

In his letter he said that this described just exactly the kind of men he wanted.

SOME WERE WILLING TO TAKE THE MONEY.

At about the same time Mr. Vail's letter reached me I began to receive others.

They were from men who wanted these twenty-five-thousand-dollar-a-year jobs.

Some of them had written to Mr. Vail, offering themselves for the positions.

They didn't know what the work was but they were quite sure they could draw and administer the twenty-five-thousand-dollar-a-year salary.

Mr. Vail had not hired any of these men.

So they wrote to me complaining about it.

They accused Mr. Vail of bad faith.

And they didn't stop there.

They went ahead and accused practically all other employers of bad faith.

What was the trouble with these employers?

Why, they hadn't given jobs—with twenty-five thousand dollars a year attached—to these men who were perfectly willing to take the twenty-five thousand dollars!

Some of these writers went even further than accusing Mr. Vail and other employers. They were dissatisfied with the whole state of organized society.

They were quite sure that something must be wrong with it or men who were as willing as they to take big salaries would have them.

THEY THOUGHT THEY HAD THE QUALIFICATIONS

Others of my delightfully frank and ingenuous correspondents expressed themselves as being doubtful about the ability of any man really to earn twenty-five thousand dollars a year.

They thought the only way anyone could get as much money as that was either to steal it or to graft it, which is quite the same thing.

Their argument seemed to be that they themselves had rendered and were rendering just about as valuable services as any human being could render and they had never received twenty-five thousand dollars a year.

Far from it.

Out of all those who wrote to me—and I had quite a sheaf of letters—there was only one man who would admit that possibly he did not have all of the qualities mentioned in my reply to the first correspondent.

This fellow wasn't quite sure about it.

He thought he had most of the qualities and he wanted me to tell him which one he lacked so that he had never been able to earn so much money.

BIG MEN JUST LIKE OTHER FOLKS

These letters set me to thinking.

I have thought a great deal about them since I received them.

And my thought has led me to make some investigations.

I have examined a few ten-thousand- to twenty-five-thousand-dollar-a-year men in their native haunts.

My purpose has been to discover whether or not they were so very different from just folks and, if so, in what way.

I wanted to find out whether men like these who wrote to me could by any chance qualify for the big jobs.

I don't pretend to say that I have found a complete answer to my questions.

But I have observed some interesting and valuable phenomena.

In the first place, these men who hold down the big jobs are just like other people, only more so.

And as it takes all kinds of ordinary folks to make a world, so there are all kinds of these men.

There is no use saying that the big man who holds down a big job wouldn't do this or wouldn't do that and would do this and would do that.

Because these big men have exactly the same faults and the same virtues that other people have.

It is true that many men on big salaries rattle around in their big positions

instead of filling them. This is due perhaps to the scarcity of really big men.

SOME BIG MEN WITH BIG FAULTS

I know big men on big salaries and big incomes who habitually commit some of the worst faults warned against in the writings of Samuel Smiles, Dr. Orison Swett Marden, W. C. Holman, Arthur Frederick Sheldon and even yours truly.

I know a man with an income from his own efforts of over thirty thousand dollars a year who is so forgetful that he would go off and leave his head behind if it were not attached to his body.

I know another man who earns fifty thousand dollars a year who shirks responsibility in every way he can. If anything goes wrong, even when he is clearly to blame, he does his best to shift the burden onto the shoulders of someone else.

The case of still another man who receives a salary of eighteen thousand dollars a year comes to my mind. This man grows weary in well doing and many times after a few months of effort to accomplish some particular thing, grows weak and weaker in his attempts and finally gives up.

I might go on and multiply instances.

But these are enough to show you that men who earn big salaries are only human and full of human imperfections.

WHY THEY MAKE BIG MONEY

Why, then, couldn't the men who wrote to me and who are also full of human imperfections get jobs at from eighteen to fifty thousand dollars a year?

I'll tell you why.

Everyone of these big men—big in their accomplishments and big in their faults—was a specialist at some one particular thing.

He did some one thing better than anybody else.

And because he did that one thing better than anybody else he received the big money.

Nor did the fact that he had great faults keep him in the ranks of the mediocre.

It is unquestionably true that everyone of these men that I have mentioned would have been far better off if he had overcome his negatives and cultivated positives in their place.

But, notwithstanding, it is evidently true that it is far better to do one thing supremely well than to do nothing that is very bad.

Let me illustrate.

It may drive still further home what I am trying to tell you.

I do not suppose that even Jack Johnson himself would care to maintain that the champion heavyweight pugilist of the world is without some very serious faults.

There are those who know him who say that he has many such.

But with all his faults Jack Johnson can fight with his fists better than anyone else in the world.

And so Jack Johnson, who wouldn't last ten minutes in your job, my friend, nor in mine, receives five thousand dollars a week for using his fists for a few minutes twice a day.

THE ONE FAILING OF THE MEDIOCRE

Now, the trouble, as you may have guessed, with the men who wrote to me was not primarily in the fact that they were the kind of men who would whimper when they didn't get what they wanted.

I have heard some mighty high salaried men whimper.

It was not primarily in the fact that they were disposed to blame someone else rather than themselves.

Adam who said, "the woman thou gavest me tempted me and I did eat," was really trying to throw the blame for his fall upon God himself.

And we are all said to be sons of Adam. At any rate, we have all inherited a tendency to throw the blame on someone else.

These men were unsuccessful not primarily because they were anxious to connect with the big salary.

The reason why most high-salaried men receive high salaries is because they want them bad enough to pay the price for them.

No, the real reason, if there is any illumination in what I have observed, that these men could not qualify for twenty-five-thousand-dollar-a-year jobs is because they were satisfied either to do several things only moderately well—or to do only one thing and not much of that.

Some men spread themselves out too thin.

They do a little of this and a little of that and a little of the other thing, but never narrow themselves down sufficiently to one thing so that they can do it better than anybody else.

Other men narrow themselves down enough, in all conscience, but they cease to progress in their specialty when they have reached a certain limit.

They seem to come to a certain stage of development, recognize it as their own—or at least think they recognize it as their own—and then sit down satisfied to do it just well enough to hold their job.

DO ONE THING BETTER THAN ANYONE ELSE

These big men that I have been studying were not satisfied so long as anyone was doing their particular stunt better than they.

Some of them are doing things supremely well that no one else can do.

They are the originators of their particular callings.

They may have imitators.

But they are so far ahead of every imitator that they are practically the only people in the world doing the particular thing for which they receive their big incomes.

To sum up the results of my observation is, after all, trite and commonplace enough.

It has been said before many times.

But for the sake of those who are ambitious to get into the twenty-five-thousand-dollar-a-year class I say it again.

The man of great accomplishments who receives great rewards is usually just an ordinary man who has concentrated more intensely and worked with greater energy, industry and persistence than most of his fellow men.

Experience in Salesmanship

EVERY young man should some time in his life have experience in salesmanship.

Selling goods is the best known cure for those elements in a man that tend to make him a failure.

The art of success consists in making people change their minds. It is this power that makes the efficient lawyer, grocer, politician, or preacher.

There are two classes of men; one seeks employment in a position where he merely obeys the rules and carries out the desires of his employer. There is little or no opportunity for advancement in this work. You get to a certain point and there you stick.

Such posts are a clerkship in a bank, a government job, such as letter-carrier, a place on the police force, or any other routine employment requiring no initiative. These kinds of work are entirely honorable and necessary. The difficulty is they are cramping, limiting.

Some day you may have to take a position of this sort; but first try your hand at selling things.

Be a book agent, peddle washing machines, sell life insurance, automobiles, agricultural implements or peanuts.

You shrink from it because it is hard, it goes against the grain, as you are not a pushing fellow. And that is the very reason you need it.

Salesmanship is strong medicine. You have to go out and wrestle with a cold and hostile world. You are confronted with indifference, often contempt. You are considered a nuisance. That is the time for you to buck up, take off your coat, and go in and win.

For the youth that proposes even to enter the ministry, a year's drill as canvasser for an encyclopedia is of more value than two years in the monastic seclusion of a theological seminary.

I cast no slurs upon faithful occupants of posts of routine. They have their reward.

But son, don't look for a "safe" place. Don't depend upon an organization to hold your job for you. Don't scheme and wire-pull for influence and help and privilege.

Get out and peddle maps. Make people buy your chickens or your essays. Get in the game. It beats football.

—*Dr. Frank Crane.*

Some Definite Facts and Figures About Efficiency of Distribution

From a Bulletin of the Bureau of Business Research of the Graduate School of Business Administration of Harvard University.

ONE of the most pressing problems in business today is that of market distribution. It has been less explored, less standardized than production.

There is a need for real facts about the different methods of distributing goods from the producer to the consumer and the costs of those methods. These facts to date have not been brought together in any one place.

Upon distribution accordingly the bureau began work. In spite of the fact that this vast field offered many points of attack it was decided to concentrate all efforts at the start on one commodity—to study thoroughly all the methods by which it was distributed from producer to consumer and to learn the respective costs of those methods in different geographic sections, in markets of varying population and under varying conditions.

CONCENTRATION OF STUDY UPON ONE COMMODITY—SHOES

The commodity selected was shoes. Although compared with other commodities such as drugs and textiles, it is simple, nevertheless it is not simple in itself in its variety of product and methods of distribution which illustrate practically all the main channels from maker to user. It passes through wholesaler and retailer, through dealer only, and direct to user by the manufacturers' own stores and by mail.

For its retailing we find all the main types of retailer,—the *retailer with but one store and one commodity*—footwear only; the *department store* in the city and the *general store* in the country with many commodities; the *chain store*—both manufacturers and non-manufacturers, local and inter-state, with a varying number of stores handling footwear only.

The production of shoes has been fairly

well standardized. Variations in production occur through changes in style rather than through changes in process. It is a staple for which as a whole there is a fairly even demand. There are fluctuations but they are caused by style changes and this cause of variation is a problem of distribution rather than of production.

WITH ESPECIAL ATTENTION TO SHOE RETAILING

For these reasons the Bureau began its work upon the distribution of shoes and so far has given attention mainly to their retail distribution. The concrete task was to find out the operating costs of a large number of shoe stores and shoe departments, to group them according to the grade of goods and population of the community, and then to compare them.

SUMMER FIELD WORK OF 1911

In the summer of 1911 agents visited shoe retailers in Ohio and Wisconsin and soon learned that practically no two retailers kept their accounts in the same way, and that many kept insufficient accounts.

Some, for example, reckoned profits on cost, and some on the selling price.

Some charged salary for their own time and rent for their own stores, while others did not. Some meant one thing by selling expense and some meant another. Adjustments were made by the agents and serviceable figures were obtained, but the need of some common basis of comparison, some common measure was clearly seen.

NEED OF A UNIFORM ACCOUNTING SYSTEM

In other words, a uniform accounting system was needed by the shoe retailers just as it had been needed by the railroads and the printers. With such a system in use by shoe retailers differences in items

would reflect differences in conditions rather than differences in accounting.

The shoe dealers had none.

This Bureau set itself to work in the fall of 1911 to provide such a system.

ITS PREPARATION AND DISTRIBUTION TO THE TRADE

A joint committee composed of accountants of national reputation and of shoe men most representative in Boston and vicinity was secured.

As a result of their labors and counsel and that of the Bureau, the Harvard System of Accounts for Shoe Retailers was given to the trade early in 1912.

It has been received most kindly by associations of the trade and by the retailer individually.

Some twelve hundred retailers have written for it and also nearly two hundred wholesalers and accountants and about one hundred and fifty stores have adopted it and are regularly sending to the Bureau their own figures in exchange for it.

Its adoption by many representative stores of the country, already with good systems of their own, should be a fair test of its merit in practice as well as in theory.

SUMMER FIELD WORK OF 1912

More agents of the Bureau were out in the summer and fall of 1912 in the East, on the Pacific Coast and in the Central West to explain and introduce the system and to secure figures direct from the books of shoe dealers.

The results of their labors, together with returns by mail (many of which check with astonishing closeness to standards already being set up from the field agents' figures) have furnished the Bureau with comprehensive data from more than one hundred and thirty shoe stores representing every section of the country. Especially well represented are the eight large cities,—New York, Philadelphia, Baltimore, Pittsburgh, Cleveland, Detroit, Chicago, and Cincinnati.

NATURE OF INFORMATION RECEIVED

The information received is of two main kinds—

(1) General — covering tendencies and policies.

(2) Specific—covering figures and standards.

For example, under "general" appears such information as tendencies in buying—from fewer concerns, from wholesaler or manufacturer, increase in styles, the use of stock-keeping systems, clearance sales policies, tendencies in advertising, in deliveries, and other points of a general nature made up by grouping the information secured from shoe retailers on the Bureau's general schedule for shoe retailers (Form 11).

Under "specific" comes more concrete, precise information, such, for instance, as the percentages of various expense items to net sales, the number of stock turns, stock keeping methods and salesman's averages and other points.

It is to this specific class of information that the remainder of this bulletin is devoted in order to give the most definite idea at present possible of the work of the Bureau and of the results already secured.

Certain important items from our tabulations are herewith given. These are the percentages to net sales of

SPECIFIC ITEMS TO BE CONSIDERED

Gross profit (including discounts),

Total operating expense (not including freight and cartage nor interest),

Buying expense,

Selling expense,

Salaries and wages of the sales force,

Advertising,

Deliveries,

Rent (not including heat and light),

Interest on capital borrowed and owned (the latter usually not charged at all),

Number of stock-turns,

Salesperson's yearly average of sales.

These data are presented in the form of range figures, that is, the lowest and highest figures encountered for each item. And for some of the items, furthermore, an opinion will be ventured as toward what figure each seems to be tending at present as a standard.

All percentages here given are reck-

oned upon the selling price as the one common basis of comparison.

ALL PERCENTAGES BASED UPON NET-SALES

That is, the net sales (gross sales less returns made by customers and allowances made to them) is taken as one hundred per cent.

The items themselves are to be understood as standardized in definition and scope by Circular 10a of the Harvard System of Accounts for Shoe Retailers. For example: Selling expense, with its main divisions. Salaries and wages of the sales-force and advertising, is made up as standardized on pages 6 and 7, paragraphs 12 to 18 inclusive, of Circular 10a.

GROSS PROFIT

Gross profit so far encountered ranges from 20 per cent to 42 per cent of the net sales, according to the grade of goods and with almost exactly the same number above 30 per cent as below 30 per cent. The Bureau is inclined to think that under present conditions the typical gross profit of shoes retailing at or under \$3.50 will be found to run from 23 per cent to 25 per cent and for those retailing above that price a percentage of from 30 to 33 is the type.

Gross profit as treated above includes discounts. (See Form 10 and Circular 10a.)

OPERATING EXPENSE

Total operating expense so far encountered ranges from 18 per cent, or possibly a little less, to 35 per cent of the net sales in going concerns. The figures as a whole center about 24 per cent, that is, about as many are above as below 24 per cent, with the operating percentages of medium grade stores centering around 23 and of higher grade stores around 27.

Freight and cartage is not included in the above operating expense percentages, as it is deducted from the merchandise statement. Nor is interest included, which is deducted from net profit. (See Form 10 and Circular 10a.)

BUYING EXPENSE

Buying expense is an item kept by scarcely any but department stores, and

with them it is seldom a true buying expense, because the buyer's salary or commission usually includes services for selling or the directing of selling and also for management.

It is interesting to note, however, that we have found a tendency for estimates of time devoted to buying (which includes the looking over of stock records and of size-up sheets as well as the inspection of samples) to center about certain proportions according to whether in a rough way the yearly sales are above or below \$50,000. With the proprietor's or manager's salary or drawings distributed in the same proportion, a surprisingly uniform percentage of buying expense results, no matter what the sales or the expense may be.

This percentage ranges from 0.8 to 1.8 of the net sales. The Bureau has percentages ranging from 0.3 to 3.1, but the minimum does not comprehend the full buying expense as defined above, and the maximum is for department stores and not comparable for reasons already noted. The figures at present seem to center about 1.1 per cent, with a marked concentration of them between 1.1 per cent and 1.3 per cent. Some interesting comparisons could be made with some department store buying expense figures in their shoe department.

SELLING EXPENSE

The very mention of this item is almost a sufficient argument for the necessity of a uniform accounting system—so many opinions prevail as to what constitutes selling expense. While the boundaries between buying, selling and management are not clear and distinct but shade into each other, the main elements of each of these can be distinguished according to sound theory and practice, and if those nearer the line have to be divided somewhat more arbitrarily, just as in certain railroad accounting items, it is vastly better to do so when the advantages of accurate comparison are considered.

SALARIES AND WAGES OF THE SALES FORCE

The percentage of salaries and wages of the sales force, as defined in Circular

10a, has been encountered ranging from 5.0 to 10.3. Percentages as low as 4 and as high as 13 have been eliminated because of doubt of their being genuinely comparable and because of insufficient opportunity to verify their accuracy. There appears a marked concentration of the figures between 7 per cent and 8 per cent in cities of more than 100,000 population. It is sufficient indeed to point to a standard of 7 per cent. It may be possible to attain 6 per cent in cities of this size. The Bureau has eleven percentages running between 6 and 7 but in the light of its present knowledge 6 per cent would be very thoroughly investigated before being accepted as complying with the definition laid down by Circular 10a.

ADVERTISING

Advertising with its definition as standardized by the Bureau's system has been found ranging from 0.0 per cent to 8.8 per cent, with a tendency to center about 2.0 per cent with the greatest concentration between 1 per cent and 2 per cent.

DELIVERIES

Delivery expense as established by Circular 10a has been found to date ranging from practically 0.0 per cent on the lower priced stores to 1.4 per cent on the higher priced stores. The figures of the stores making deliveries center around 0.6 per cent, with a marked concentration between 0.4 per cent and 0.6 per cent of the net sales.

RENT

This important item has furnished the greatest variation of all, namely, from 1.8 per cent to 14.6 per cent of the net sales in going concerns. Despite this rather astonishing range a distinct tendency is encountered for the figures to center about 5 per cent, as many being above that percentage as below, with three-fifths of them all falling between 3 per cent and 7 per cent. Between 3 per cent and 4 per cent alone, however, there is a sufficient concentration of percentages to warrant the suggestion of not only 5 per cent as a typical figure, but 3 per cent as a standard to be aimed for. So that, for example, a

dealer who found his rent percentage 7 would know not only that 5 per cent was a more normal figure but also that 3 per cent was by no means an unattainable figure.

On rather limited data, so that it must be stated tentatively, it yet begins to appear as if the rent item fell off markedly in importance in towns of less than 100,000 population.

It has been urged upon the Bureau from weighty sources that the rent and advertising items should be considered together, because of the advertising element involved in a location of high rental.

This seems plausible, and the Bureau is watching for any apparent connection between the advertising and rent expense. As yet no direct relation appears. High rent percentages with low advertising percentages have been encountered, but in no marked degree more than high rent percentages with high advertising percentages.

INTEREST

Decidedly the general practice is to charge interest on borrowed capital only. That on capital invested has been added by the Bureau, and since the sum of both is deducted from the net nominal profit to secure the final net profit, it is not treated as an expense. (See Form 10 and Circular 10a.)

The interest figures thus made up have ranged from 1.0 per cent to 7.9 per cent but have centered around 2.5 per cent and concentrated between 2.0 per cent and 2.5 per cent of the net sales.

NUMBER OF STOCK-TURNS

This perhaps most important item of all—number of stock-turns—has a range so far in our data of from 1.0 to 3.6 times. It seems to center about 1.8 and a sufficient number have stock-turns of 2.5 to warrant accepting that as a realizable standard. That is, a shoe store has been encountered whose stock turned over no more than once in a year, and another whose stock turned as many as 3.6 times. The majority, however, turned their stock more than 1.8 times, but less than 2.0 times.

The Bureau's measure of stock-turns

is obtained by dividing the average inventory into the *cost* of goods sold not into the *sales*. Usually not more than three inventories are obtainable in a year for an average, and sometimes not more than two. These inventories are taken at low stock periods and therefore probably do not represent a real average stock but rather an under figure, and therefore the real number of stock-turns is without much doubt somewhat less.

This being a general fact, however, it does not affect the value of the stock-turn figures for purposes of comparison.

With a great quantity of data collected the Bureau expects to be able to differentiate further the stockturns according to the kind of merchandise. For example, it appears at present that stocks of men's shoes turn about twice as fast as those of women's shoes. The figures as given above, however, are for stocks as a whole.

It is probably scarcely necessary to call attention to the public importance of this item of stock-turn. Imagine in the roughest kind of a way the millions of capital that could be released from investment in merchandise should the retailer increase his stock-turns but once. The bearing of this, furthermore, upon the demand for higher profit per pair, now rather prevalent, may also be seen. More stock-turns mean an increase in net profit without any raising of the price per pair.

ANNUAL SALES OF AVERAGE SALESPERSON
This figure has been obtained by dividing the annual net sales of a concern by the average number of regular salespeople, certain rough but fairly well-tested equivalents being adopted for the extra salespersons.

The averages encountered to date range from sales of \$5,000 per salespersons per year to \$16,500, centering about \$10,000. It should be remembered that our data is still preponderantly from the large cities and very likely raises this central average. In the cities under 50,000 and in rural communities it is expected to run considerably less.

The number of salespersons should form one of the first rough tests of the efficiency of a retail shoe concern, and in the large cities the above figure of

\$10,000 annual sales per average salesperson will be found not far wrong, with possibly a reduction to \$8,000 for suburban stores. Again may be noted the same variations in speed of marketing mentioned under stock-turns. For example, the salespersons of men's shoes can attain a higher average than the salesperson of women's shoes. The figures as given, however, are for stocks as a whole.

It should further be remembered that the extremes above given are in themselves averages and not the record of any individual salesperson. Certain individual sales records of \$30,000 and above have been encountered, but no averages approaching that.

Where rents are high absolutely, that is per square foot, the salesperson's average also rises, as would be expected, indicating the advantageous site in a dense traffic zone. For example, the high average of \$16,500 above was reached on one of the following great business thoroughfares, Broadway, New York; Chestnut street, Philadelphia, and State street, Chicago. But the increased volume of sales does not seem to keep the rent expense from ranging from 8 per cent to 12 per cent in some of these cases.

The table on this page summarizes the preceding specific information:

The following table condenses the essential facts of the foregoing paragraphs:

SUMMARY TABLE OF PERCENTAGES

ITEM	Lowest percentage	Highest percentage	Percentage about which data centre (not an average)	Percentage about which a concentration is sufficient to indicate a realizable standard
Gross profit, including discounts	20	42	lowgrade 23-25 high grd. 20-33	
Total operating expense not including freight and cartage and interest	18	35	lowgrade 23 high grd. 27	lowgrade 20 high grd. 25
Buying Expense	0.8	1.3	1.1	1.0
Sales Force	5.0	10.3	8.0	7.0
Advertising	0.0	8.8	2.0	1.5
Deliveries	0.0	1.4	0.6	0.4
Rent	1.8	14.6	5.0	3.0
Interest	1.0	7.9	2.5	2.0
Stock-turns	1.0	3.6	1.8	2.5
Annual sales of average salesperson	\$5,000	\$16,500	\$10,000	

PRELIMINARY CHARACTER OF THIS BULLETIN

Although the figures given above have probably a broader and more scientific basis than any figures yet presented on this subject, nevertheless the Bureau regards them as being of a nature distinctly tentative.

They represent a part only of data al-

ILLUSTRATIVE BULLETIN SHEET

Medium grade \$3.00-\$6.00—Cities of 100,000+—Year 1913.

Such a bulletin will be sent to those dealers coöperating with the Bureau in this work, and since they are using the same standardized system of accounts they will know that their own accounts are fully comparable and may check them down, item by item, to find where attention should be given.

International Life

IT IS encouraging to see that in spite of increasing armaments and commercial jealousies, the barriers between the nations are continually breaking down. Last year there were held more than one hundred and fifty international congresses, conventions, conferences and associations at which people of like mind got together to consider matters of common interest. These included such varied activities as the Olympic Games at Stockholm, the Eugenics Congress at Vienna, the Congress of Freethinkers at Paris, the Congress of Esperantists at Cracow, the Congress of Applied Chemistry at Washington, and the Congress of Prehistoric Archaeology at Geneva. There were meetings of international societies for the abolition of alcoholism, incendiarism, duelling, unemployment, homework, epilepsy, white slavery and street noises, and societies for the promotion of aviation, vegetarianism, dancing, skiing, cinematography, electro-culture, public baths, feminism and otology.

Item—percentage of net sales—latter =100 %	Average Majority of all stores	Store of highest operating expense	Store of lowest operating expense	Average of most efficient 5 or 10 stores
Average stock				
Depreciation				
Net cost of goods sold				
Discounts				
Gross Profits				
Buying expense				
Sales force				
Extra Selling				
Advertising				
Delivery expense				
Rent				
Heat, light and power				
Repairs and renewals				
Depreciation of Equipment				
Insurance				
Taxes				
Management and office salaries				
Office supplies and expense				
Losses bad debts				
Total operating expense				
Interest on capital borrowed and owned				
Final Net profit				
Stock-turns				
Annual sales of average salesperson				

Any shoe dealer who has not already obtained Circular 10a and the rest of the Harvard System of Accounts for Shoe Retailers can do so by writing to S. O. Martin, Director of the Bureau of Business Research, Harvard University, Cambridge, Mass.

ready collected—certain selected items to give a specific, concrete idea of our work. Interesting and important items such as depreciation or stock-keeping and others have not been touched upon at all. Furthermore, from such department store and chain store figures as we have already collected, some interesting generalizations seem to be emerging.

In the ranges given above we have simply indicated apparent tendencies, variations and disparities, with no attempt to explain them or to suggest methods.

“The *right* kind of advertising will bring people from any reasonable distance. The *wrong* kind of store service will send them away—beyond the reach of the most capable advertising man that ever breathed.”—From “*Little Talks by the Want Ad Man*,” by Jerome P. Fleishman, in *The Baltimore Sun*.

If God wants to make an oak He takes a hundred years, but He can make a squash in six months. Don't be a squash.

Some Observations and Comments Upon Discipline

—By Aaron Smith

A WRITER is usually expected to make an apology for dragging in a story like the one I am about to tell, but just to show you that it isn't necessary to apologize—that a writer can tell a story on himself and get away with it—I offer you the following without the slightest murmur of modesty.

If there is any part of the training I reluctantly absorbed while paying out my good money for a college education that has stood by me through the years and has been of value it is my knowledge of Latin.

Now this is strange because while in college I liked Greek better, spent more time at it, and at the time achieved far greater facility in the handling of it. But I have forgotten nearly all the Greek I ever knew.

PUTTING THE LANGUAGE UNDER MY HIDE

My Latin teacher was a woman. She was cool, absolutely sure of herself and of her subject, impersonal in her treatment of us in the class room, and merciless in her keen, sarcastic comments upon our performances when we were in error.

Although I have had much to try me since those happy days, I still accord the highest place amongst all my achievements in self control to the fact that I did not throw my book at that woman's head, scores of times, when the keen blade of her sarcastic wit cut rosettes, beauty curves, and scallops on my self respect.

Many a time I have stood in class and said to myself, as the hot, hurt wrath boiled up inside: "I hope to goodness I don't make another mistake, because if I do and she gives me just one more word of that kind of talk I'll lose control of myself in spite of all the gods, and do something I'll be sorry for."

And then just as often as not I would make another mistake and she would say something more biting than anything she had said before; and yet, somehow or other, I had the will power to stay my rash hand.

There it stands, the pinnacle of my self control!

Perhaps you think I hated that woman, and would have set a hundred yards of college sidewalk on fire in celebration if "Prexie" had announced that she was to be replaced.

The fact is, I thought the world of her. Outside the class room I would have fought for her to the last drop of my reckless blood.

What is more, I turned myself loose on my Latin lessons as I never did on any other branch of study.

That is why Latin stays by me, even unto this day.

That teacher sort of took off my hide and put the Latin in under it, as it were.

And I wasn't the only one. She was one of the most popular teachers in college.

I have known a great many sarcastic people since then, but most of them are dreaded, hated, and shunned.

THE SCORCHING ATTRIBUTES OF SARCASM

As a general rule, sarcasm is a double-edged weapon. It cuts both him who receives it and him who gives it. The wounds it makes are painful. They are often long in healing. They nearly always leave scars.

Sarcasm is often the favorite weapon of the weak, the petty, the spiteful, and the cowardly.

But occasionally there appears one, like my Latin teacher, who can use it with good effect not only destructively, but constructively, and leave the victim grateful for its use.

While I am on this subject of sarcasm I might tell another story illustrating another aspect. The correspondent for a commercial house had four stenographers. As the work was important, and more or less technical, they were girls rather above the average degree of intelligence and education.

This correspondent had high ideals as to the quantity and quality of work these

girls ought to do, and sought to maintain fairly rigid discipline in his office.

In general, the man was kindly, but when he thought the girls needed it, he disciplined them pretty severely, and he did it by means of sarcasm.

Two of the four girls thrived on this system of discipline. They were intensely loyal to their superior, and they rather appreciated the keenness of his remarks, as well as profiting by them.

The other two girls, while they liked their employer well enough under ordinary circumstances, could not endure his biting remarks when they made errors. He almost invariably drove them to talk back, which only meant more reproof from him in the same sarcastic vein, and additional fury on their part. A storm of this kind would leave them both hurt, indignant, sullen, and practically useless for two or three days.

They were good girls and valuable. They were unusually bright and quick. But the correspondent could not learn his lesson. He could not adapt his methods to the personalities of his assistants.

The inevitable result was that both of these girls left the concern.

WHAT'S SAUCE FOR THE GOOSE ISN'T ALWAYS SAUCE FOR THE GANDER

Both of the stories I have told illustrate a number of points.

Among them we note that one method of discipline may be highly successful in the hands of those who have just the right personality to back it up, and a sad failure in the hands of others.

And, of course, it is a mere platitude that you have to scold and pound one man to make him love you and do as you want him to do, and caress and flatter another to get the same results.

I once sought fame and fortune by scribbling for a prosperous weekly paper.

The foreman of the composing room at this place was one of the best printers I ever knew, but his men hated him so that I used to consider seriously how I would write the story when one of them murdered him.

I have seen many a good printer go to work under him, and in a few weeks become so nervous, unstrung, and fearful

of consequences that he never did anything right.

The trouble with this man was that he loudly and brutally berated his subordinates when they failed to please him. His scoldings were destructive, never constructive.

He told his men that they were unskilled, lazy, thoughtless, forgetful, worthless, ambitionless, and wedded to folly. He charged them with other undesirable qualities and traits. He couched his remarks in terms vulgar and profane.

His men wouldn't stay with him. They did poor work while they were with him. It became increasingly difficult for him to get good men. And in the end, he himself had to go because he was an inefficient disciplinarian and executive.

In the same shop the foreman of the press room used to preach to his men.

He was kindly in his disposition, just in his rulings, and considerate of his men.

But when one of them needed discipline he would take the victim into that private office of his and preach to him for two hours, holding forth eloquently upon the man's privileges, duties, opportunities, and shortcomings, with plenty of platitudes upon such subjects as morality, honesty, industry, self development, and kindred highly important but eventually monotonous and uninteresting topics.

The man meant well, and all that he said was both true and valuable, but he became such a bore to his men that, while they respected his character and his principles, they were inclined to despise and ridicule his methods.

One of the best disciplinarians I ever knew used to control his men mostly by his eyes.

One look from those eyes would send a loiterer about his business, reduce a trouble-maker to abject submission, or scatter a snag of gossips. Once I saw him quell a riot by standing, perfectly quiet, looking at the disturbers.

But that man had a strong, big soul, absolutely unafraid, and was perfect master of himself. He loved his men too well to permit them hurtful license. And these things are the very foundation granite of successful discipline.

It Is No Easy Ramble but a Fight to Win Success

—By John Horace Lytel

NOT all of us can hope for success along the same lines.

What would be the proper course for me might not be for you—and vice versa.

But it is necessary to keep fighting from beginning to end in order to achieve success.

There are some who will fight their way upward in one organization.

With me it has been a fight from one position to another, each position being a little better than the one before and offering larger opportunities.

But, you know, "circumstances alter cases," and you've got to *keep fighting*, if you would win any degree of success in this world. And never lose sight of the goal you are making for—fight ahead *in one direction*.

GET YOUR BEARINGS AND STEER STRAIGHT

They say "everything comes to him who waits"—but I believe it is better to send out a few invitations and let the other fellows do the waiting.

Pick out the lines along which you wish to work, and when you have found a work that is congenial, stick to it.

Do not take this to mean that you must everlastingly stick to the same old job—but *stick to your work*.

And, with any reasonable amount of gray matter to help you along, you will be perfectly safe in assuming that success will crown your efforts.

You must *get your bearings* if you would succeed in this world.

Work toward a definite goal.

Know your capabilities and possibilities.

Some time ago I brought myself up with a quick halt—suddenly realizing that I was not bending all efforts, as I should, toward one goal.

I was working hard enough—but it wasn't well directed effort.

I was like a ship without the rudder.

I was paddling hard—madly—frantically—but my boat was only going around in a circle.

I hadn't my rudder out and wasn't working in a "bee line" straight for the coveted goal of my ideals.

These thoughts are given to show the reader that it is not sufficient to work hard—you've got to work for something and straight toward something.

You've got to get the true gauge of yourself—decide on what you expect to accomplish—and then work accordingly, steadily, and unflinchingly.

THE VALUE OF TIME IN YOUTH

How strikingly of recent years have I recalled an article read while still in High School.

This was written by a Prof. Long and appeared in the Steele Review.

It was entitled, "*You Are Alive*."

It dwelt upon the necessity of the High School student being serious in his work and his life.

It called attention to the necessity of having a definite aim, even at that age, and working toward it.

It pointed out the fact that even time wasted by a High School student is valuable time lost—time that can never be recovered. Prof. Long said that the High School student has already lived one-half of the average life. Just think of it.

INITIATIVE AND DETERMINATION

Almost every step taken has been fraught with many heartaches, and even despondency at times—but never once with even the slightest flinching of determination, or the least thought of loosening the grip, or unclenching the teeth that have fairly hissed—"I must—I will succeed."

The progress has been steady, to be sure—looking back.

But a few years back, looking ahead, there were often times when the only encouraging thing was the one fact that my fighting capacity seemed to increase every time I was backed up against the wall of discouragement.

I'd simply push a foot back against that wall, and (figuratively speaking) give a hard shove, and jump out again into the seething sea of life and strife—arms flying, hitting, kicking, biting, but fighting, fighting always for a new foothold, a better position, a little more responsibility.

Initiative has always been a staunch friend—linked with determination, these two qualities will, single-handed, accomplish more for a fellow than all other qualities put together.

Don't be afraid—dare to do.

"Nothing attempted, nothing gained."

And again, "the lower you fall, the higher you bounce; be proud of your blackened eye—it's not the fact that you're licked that counts, but how did you fight and why?"

THE FAIR DEAL—ALWAYS

Now then, my dear reader, just one closing word—play fair.

No matter how discouraging sometimes, never forget to be true to your convictions, to yourself and to your principles.

Play fair, but play hard.

Roosevelt was right when he said: "In Life, as in a football game, hit the line hard; don't shirk and don't foul, but hit the line hard."

Nothing is worth a rap in this world, if it is superficial and not founded on sincerity and fact.

Sham isn't worth a continental.

Be true to yourself if it kills you—it can't do more.

Look at it the other way—what lasting good or benefit can ever come from anything that is false in any measure or by any standard?—*absolutely none*.

Build not alone for today or tomorrow—but for eternity. And if you are ever sorely tempted to do some little thing not quite square, in the hope of gaining some benefit not really merited or earned, remember that—

"The boast of heraldry, the pomp of power—

All that beauty, all that wealth ere gave,

Await alike for that inevitable hour—

The paths of glory lead but to the grave."

I HONOR any man who in the conscious discharge of his duty dares to stand alone; the world, with ignorant, intolerant judgment, may condemn; the counterances of relatives may be averted, and the hearts of friends grow cold; but the sense of duty done shall be sweeter than the applause of the world, the countenances of relatives, or the hearts of friends.

—Charles Sumner.

To Exist Is Not Enough—We Must Live

—By George H. Eberhard

WHILE some of this may go over the heads of the "sleeping majority," I am sometimes compelled to defend my hobby of "knowing and doing," my desire to express myself—to live an active, constructive life—my willingness to take up something new as well as continue to care for that which has proven its worth.

Occasionally something comes through which indicates that others see the value of "growing." Here is what one of the boys says in a recent letter:

"Honestly, I have learned more in the last six months than I learned all last year, but at times I feel so awfully helpless that it almost overpowers me. The more I learn, the more I realize how ignorant I am."

And this from a chap who made one of the best records in his organization and who is always willing to tackle any task without a murmur.

In the July issue of the *Hardware Age*, there is an article signed, "Efficiency" that expresses some of my thoughts better than I could possibly express them. It is entitled, "To Exist Is Not Enough—We Must Live."

It reads as follows:

"Few men have the courage to use their powers. A few men have the strength of individuality to say what their soul prompts them to say without fear of being laughed at or criticised.

"I would rather dash my individual soul to pieces against life's adversities, problems and perplexities and go down in a mad whirl and know that I had expressed my soul, that I had used the divine spark than to live out a self-satisfied, meaningless life—like a potted plant.

"To exist is not enough—we must live. A crocodile exists, so does a snail. But the eagle that builds high in the crags and tears the nest from under her young, sending them into the abyss below that they may learn to fly, has set her plans in tune with the universal scheme.

"The sluggard was never included in the scheme of the world, any more than

the parasite. The sluggard and the parasite were evolved through error—their existence is a mistake. In order to arrive at the highest point, nature found the necessity of going through certain processes, of adopting certain schemes she intended to abandon at some later time. Activity, resistance, conquest are the basis of all things. The shifting worlds and the suns of the milky way are kept in space by action against action—by resistance against resistance.

"And all men are as strong as the opposition they set out to overcome. The average man is satisfied even if he succeeds in obtaining a position to which he can securely fasten himself. The courage to dare, to undertake, to set out, to give expression to that something that makes progress and evolution possible are all strangers to him. Women "get married" and settle down believing that they have accomplished life's work. They cease to grow, cease to be interesting. Their eye loses its lustre and their smile its charm. The problem has been solved, everything has been accomplished—there is nothing more to do.

"Most men do not venture to the outskirts of life's prescribed formulas and conventions. They try to shield themselves by keeping something between themselves and the truth. Something between them and the vast reality that makes the universe all of which we are a part. These small men, small because their souls are tied to the stake of fear, are afraid of the lightning of thought and dread the midnight storm of individuality."

Let us continue to try to build ourselves as individuals to the very pinnacle of efficiency. I'm sure it is worth the time and the effort.

It means that we will enjoy lives worth while—going forward and upward all the time in spite of any possible setback or combination of difficulties.

Put yourself forward, put our business forward, study, work, laugh, always doing more, daring more, winning more.

THERE is a life that is worth living now as it was worth living in the former days, and that is the honest life, the useful life, the unselfish life, cleansed by devotion to an ideal. There is a battle that is worth fighting now as it was worth fighting then, and that is the battle for justice and equality; to make our city and our State free in fact as well as in name; to break the rings that strangle real liberty and to keep them broken; to cleanse, so far as in our power lies, the fountains of our national life from political, commercial and social corruption; to teach our sons and daughters, by precept and example, the honor of serving such a country as America—that is work worthy of the finest manhood and womanhood. The well-born are those who are born to do that work; the well-bred are those who are bred to be proud of that work; the well-educated are those who see deepest into the meaning and the necessity of that work. Nor shall their labor be for naught, nor the reward of their sacrifice fail them; for high in the firmament of human destiny are set the stars of faith in mankind, and unselfish courage and loyalty to the ideal.

—*Henry Van Dyke.*

Trying to Beat Natural Law at Its Own Game

—By Totolena Katt

I HAVE to laugh at humanity—myself included. Of course, some things are terribly tragic and I suppose I ought to feel sorry about them.

But I laugh at my own judicious imitations of a gosling.

After the first shock, I can laugh at the calamities that result. So I don't see why I haven't a right to titter a little at other folks.

Just as an example of the particular thing that excites my funnybone now:

AN EXPENSIVE TEN MINUTES' SCHOOLING

Away back years ago a gentleman visited the little grass-grown town where I lived. I thought him an exceedingly handsome and eloquent gentleman. My ideals have changed somewhat since then.

This gentleman was well dressed—in fact, if I had been real dry behind the ears, I should have known that he was too well dressed.

To the eye of even so purblind an observer as I was his face exhibited signs of considerable intelligence and alertness.

By a singular coincidence this dapper person presented himself to our bucolic gaze on the very same day that good, old Burr Robbins came to town with his unprecedented and unparalleled aggregation of stupendous, momentous, tremendous, breath-stopping and hair-raising, spectacular marvels gathered from the four corners of the inhabited and uninhabited world.

Lest I should get tangled up in the skein of my reminiscences, let me cut them short by saying that the cute little man I have been describing suddenly began disporting himself upon an exceedingly portable little table.

He was shifting about on this table, in a clumsy fashion, three half walnut shells and a little black rubber ball.

As he moved the shells about he invited the curious onlookers to be good sports. He was willing to bet a dollar or two or more than they could not pick up the shell with the little black ball under it.

I watched this game for a while and in the omniscience of youth soon made up my mind that my eye was a good deal quicker and keener than the stranger's fingers.

In my inside pocket I carried eleven sweat-stained and hard-squeezed dollars saved up from my summer's work picking berries.

Now, these eleven dollars should have been in the bank as the nest-egg of a fund for the higher education of Totolena Katt.

This veracious narrative may explain the reason why, to this day, Totolena Katt has never received that higher education.

Just the same I invested the eleven dollars that day in tuition. It may seem to you a high price to pay for one brief lesson but, after all, I have seen a lot of folks with plenty of "higher education" who get mighty little good out of their college sheepskins because they haven't yet learned the lesson I laid to heart that beautiful September circus day back there in Squash Holler.

Finishing my story is only a matter of form, because you have already guessed what happened.

The walnut shell I picked up was empty!

WHY WAS I SO FOOLISH?

Now, think of it!

Here was a man who seemed to have money enough to buy good clothes and travel on railway trains and buy walnuts. Anyone could tell by the way he acted he came to our little jay town for no other purpose than to play with those walnut shells.

I believe I said he looked intelligent and alert.

I am no expert character analyst, but that doesn't make any difference. That's the way he looked to me.

Now, will somebody kindly lean over and whisper in my ear? Tell me how anybody with sense enough to earn eleven dollars could possibly suppose that a well-

dressed, intelligent and alert looking man was going around the country playing a game with walnut shells so clumsily that he could be beaten at it by a crowd of straw-chewing village loafers.

It seems silly, doesn't it?

I have to laugh at myself.

And one of the reasons I can laugh so heartily is because the very day that I lost my eleven dollars, as a result of bad judgment about the location of the little black rubber ball, Bill Ward, who ordinarily would have freely admitted that he was about the smartest business man in Squash Holler, lost eleven hundred dollars as the result of a couple of bad guesses on the same geographical problem.

Since that time, I must confess that ever and anon, true to my name and my nature, I have felt exceedingly kittenish and playful. But I have always preferred to play my own game. I have given the other fellow credit for being smart enough to play his game just a little better than I could.

SOME FATUOUS FOLKS

It's a funny thing though. I know lots of people who think they have pretty thoroughly and successfully cut their eye teeth. Most grown-up folks have that flattering delusion. Yet over and over again these people spend various sums of money trying to beat bookmakers, faro bankers, three card monte men, roulette wheel spinners, gold brick merchants and other seemingly innocent and trusting individuals at their own game.

Now, that seems preposterous enough, goodness knows.

But, come to think of it, all that kind of gambling is just playfulness anyhow.

People do it more for the fun of the thing than to try to make money. Even when they lose they have the excitement, the heart flutter and all the other terrifying but pleasurable symptoms of the gambling mania.

It's when people show the same lack of mental industriousness in the more serious affairs of life that we sometimes wonder what on earth they have under their hair anyhow.

THE BATTLE OF BUGS

Only a little while ago I visited some friends of mine.

They were awfully nice people in many ways and I wouldn't for the world say anything to hurt their feelings.

I did speak up and tell them what I thought of some things while I was there. They were very nice and courteous about it and after it was all over didn't seem to show any resentment. Yet I could read between the lines of what they said. They thought I was a crank—also that lots of people had made large fortunes by minding their own business.

These friends of mine had three children.

They were nice enough children as children go. But if my observation of children in some years of acquaintanceship with many nieces and nephews—both by blood and for Santa Claus purposes—has given me any powers of discrimination, they did not justify their parents' belief that they stood in some peculiar classification between the Deity and the angels.

Still, I don't blame the parents. It's a lot of trouble to bring up children. If they could get any compensation out of pleasantly deluding themselves into the belief that their children were prime patterns for the royal generations of the millennium they were just that much ahead.

Notwithstanding all the trouble my friends had bringing up these precious children, they seemed very sincere and very much in earnest in their desire to keep them alive.

You wouldn't believe the trouble they took to keep those children from getting infected with any but truly pedigreed and cultured bugs.

The milk they drank had to be certified.

The water in which they were bathed, as well as that which they imbibed, was thoroughly sterilized.

CROWDING OUT THE BUG PROLETARIAT

When the maid came back from her afternoon out she was sent into a donjon keep in the basement. There she had to hang up all of her clothing, take a bath.

in formaldehyde or some other formidable stuff, and put on sterilized garments, before she was allowed even to address the children through a speaking tube.

The ordinary provisions that came into the house from the plebian grocer and were handled by the red-haired and doubtless disease-riddled grocer's boy were not allowed to occupy the same refrigerator with the certified milk for the children.

From the way she talked I thought my friend had vivid mental pictures of all kinds of pop-eyed microbes swarming off of the grapes and peaches and rushing to dive headlong without bathing suits into the milk certified for her cherubs.

There were lots of other precautions with which the lives of these youngsters were hedged about.

But that wasn't enough.

Not only did they keep all low-born and common school microbes away from the children, but in order to be quite sure that none could get in, as they thought, they filled them up with all kinds of bacteriological aristocrats.

And genteel bugs cost a lot of money, give me credence.

There was the Vaccine family, a very old and distinguished lineage. Then there was the Diphtheria Anti-toxin clan, exclusive and snobbish as royalty itself. Last but not least was the Typhoid Fever Inoculation tribe of comparatively recent origin but strictly in the money.

I watched all this sterilization, disinfection, certification, vaccination and inoculation with considerable interest. I was trying to figure out why these three children—each one of whom was having more money spent on his health than our good, old pastor at home received in the way of salary and contributions to bring up his family of nine—were always ailing, always taking medicine, and about as cross and irritable youngsters as I ever saw and ached to spank.

DISEASE INVITED BY ABSENT SCRUB BRUSH

Then one day my friends went off for a brief visit, leaving the children in my care.

First of all, this made it necessary for me to go to some parts of the house

where guests do not ordinarily penetrate.

I sympathized with Hercules. (If this be treason to my friends let them make the most of it.) I wished that I too, were able to divert a river.

The range, the sink, the refrigerator, the kitchen floor, the drains, the laundry, the maid's quarters and the vegetable cellar were painful not only to my eyes but to my very nostrils.

No wonder it took barrels of disinfectant and kept a corps of doctors busy to prevent our cherubs from becoming angels.

Possibly certified milk is good, wholesome food for children—and the more certified it is the more effectually it will cover the sins of candy, rich foods, tea and coffee.

I suppose that typhoid inoculation is a splendid tonic for youngsters—and the more often they are inoculated the better their sensitive little nerves will endure late hours, constant nagging, the excitement of being continually shown off before callers, and the artificial pleasures of theatres, roller-coasters, Ferris wheels and other contraptions designed to stimulate jaded excitabilities for profit.

But somehow, as I have run ahead of my story to say, my friends weren't very successful at beating Natural Law at its own game.

I may be terribly old-fashioned, but "I don't care." Eva Tanguay has nothing on me.

To my mind there are some mighty plain, simple but exceedingly stiff-necked and rigid natural laws about the bringing up of children.

And people who try to bamfoozle natural laws by putting up high board fences against some microbes and paying out good money for others, are going to find the walnut shell empty when they pick it up.

TRYING TO SUBSTITUTE DRUGS FOR NATURAL LIVING

There are plenty of other amusing little games being played all around us.

Here is a highly ornamented and richly decorated dame. She is trying to fool our old friend Natural Law into permitting her to wear her vital organs

under a pressure of sixty-eight pounds to the square inch. She attempts to counterfeit obedience with a headache powder and something that she pours out of a bottle into a spoon.

Here is a solemn-faced individual. He supplies forced draught to big black cigars all day. Then he tries to sneak behind Natural Law with a couple of cups of black coffee at dinner.

These are funny folks.

About most things a lot of them are the distilled essence of practical wisdom. Yet they seem to think that Natural Law is clumsy at playing its own game.

The other day the exigencies of the occasion compelled me to sail along on the lee side of a much-bedecked and bedizened lady in full regalia.

I think she must have paid five dollars an ounce for the stuff with which she was trying to wheedle Natural Law into letting her shirk the trouble and perhaps the discomfort of frequent lavings of her corporeal person.

The remark of the irreverent and irrepressible youth who accompanied me showed me that she had not befooled even his crude intelligence, let alone keen old Natural Law.

The other day a friend of mine took me for a drive in a ten-thousand-dollar automobile that he had purchased out of the profits of a more or less faithful adherence to some of the precepts of Natural Law.

MAKING MILLIONAIRES BY OUR FOLLY

On our way we passed a magnificent estate, with lawns like velvet—to use a perfectly new simile—and a farm house on it that rivaled the palace of Europe's greatest potentates.

I inquired who owned the place.

I found that it was a man who had profited by the bad guesses of hundreds of thousands of newspaper-reading Americans. They had to bet their mortal stomachs that the little black rubber ball of health was to be found under the walnut shell of this man's dyspepsia tablets.

Just across the river from where I am writing this there is a factory where

they manufacture mountains of bromo seltzer.

Yes, you've guessed it. Same old game and the same old way of losing it.

But it isn't only in the matter of health that we gamble with the cards stacked against us.

SOME BUSINESS SHELL GAMES

There are certain fixed and plain, easily-understood natural laws of success in business.

And there are thousands of men, with the fatuous smiles of gullibility on their faces, putting up their money and trying to guess where the little black rubber ball is in business.

The salesman who tries to get by with bluff and bluster instead of real service, which the law demands, is playing a losing game because the law holds all the high cards in its own hands.

The employe who tries to get ahead by flattering the boss instead of doubling the quantity and quality of his output is putting up his money on the wrong horse.

The politician—I am speaking almost in a whisper here—who resorts to pull and graft and bribery instead of real statesmanship is sitting in a game where he may seem to win for a long time, but where he will finally see his stakes all disappear.

The more I think about this thing of trying to beat the other fellow at his own game, the more evidence of it I see, until I must confess I am getting bewildered.

Up on Quality Hill—I blush to say it—there are a lot of people who think that they are going to beguile our old friend Natural Law, as well as everybody else, by putting up a glittering brass article of respectability instead of the genuine solid gold of virtue.

And then there is the bluff as old as the race itself, I guess, a bluff which has been called so often that you would think no one would ever think of springing it any more.

I often wonder if it can be possible that anyone over the age of four imagines that he can fool the Almighty Himself into accepting piety instead of goodness.

Hard Brain Work Better Than Talent in Business

—By Morton Mayne

I MET a man on the train the other day whom I used to know away back yonder when I went to school. In those days he wasn't a brilliant chap and not even a hard worker. As I remember his fame then rested chiefly upon the fact that he could execute with fair effectiveness some grotesque kind of dance.

Now he looks prosperous, and there is a quiet kind of power about him that interested me. So I encouraged him to tell me his story; and as there are several lessons in it for several different kinds of people, I'm going to give it to you just as he gave it to me.

"You know I never was very brilliant in school, and I suppose that it is no more than fair to admit that I made a very poor use of my opportunities there.

"For two years after leaving college I knocked around at various jobs, most of them for mighty small pay.

TACKLING A JOB WITHOUT KNOWLEDGE

"Finally one day, I found myself in a small factory, poorly equipped and poorly managed. I was occupying a subordinate position.

"The owner of the factory was an aggressive, resourceful, rather spectacular but unusually successful business man. This was one of his minor interests, and he had left it almost entirely to his managers for several years.

"My connection with the factory brought me into almost daily contact with the proprietor.

"One day, after I had been with him about two months, he called me into his office, and said, 'Young man, I have discharged the manager of the factory where you work and have appointed you manager to succeed him.'

"I couldn't have been any more surprised if he had told me that I had been appointed Grand Vizier of the Turkish Empire. I didn't know any more about the product and processes of that factory than I did about the principles of the management of any factory, and the sum total of my knowledge on both subjects

combined could have been written in longhand on a dime. However, there was just enough of the gambler in me to take a chance, so instead of begging off I simply said, 'Very well, sir.'

"My boss went on to say, 'Of course, I know I could get an experienced man for this job, who would probably make a success of it; and I know that you don't know anything at all about it. But that's just the very reason why I want you to take it. I have some ideas of my own that I want to work out in that factory, and I'm going to put a lot of capital into it. Therefore, I want a young man as manager, who comes to the work without any preconceived notions, traditions, prejudices, or habits. Now, I don't know any more about the technical details of running that factory than you do; but I know the man I want when I see him, and I'm pretty sure you're the man. Now, I am just going to outline the policy, on broad lines, that I want you to pursue, and I'm going to leave the details entirely to you. Are you prepared to go ahead with it on that basis?'

GETTING DOWN TO STUDY

"'Yes, sir,' I answered, without the slightest idea of what I was going up against.

"Well, he gave me his ideas, which don't enter into the story, at all, and turned me loose in that factory. He gave me practically all the money I wanted to spend and told me he wanted only two things from me in return for it. First, the finest, although perhaps not the largest factory of its kind in the world, turning out the very highest quality of goods; second, in the long run, profits.

"I went down to the dirty little old office where I had been working as a clerk and stared my task in the face.

"I felt like a man who had been ordered to build a palatial steam yacht, and sail it to some foreign port, when I didn't even know how to paddle a canoe.

"Somehow or other, I never thought of resigning, since I had given my word that I would go ahead with the job.

"My first decision was that there was to be no short cut to success. The factory, as I have said, was small at the time, employing less than twenty hands; so there wasn't much chance of losing a great deal of money.

"To my surprise, I found that I had lost all of my old easy-going characteristics. I was at work at seven o'clock every morning, and it was often half-past one or half-past two the following morning before I got to bed.

"Many nights I worked all night long.

"I studied that business. It would take too long to tell you of all the studies I made for the five years it took me to

build it up to the place that had been set before me when I took charge. Since then things have been a little easier with me."

"You must have had a considerable amount of natural ability as a factory manager," I insisted. You see, I knew, after he told me about the work he had done, something about that factory, and knew that it was a conspicuous success.

"No," he said, "I don't believe I had any very great ability, except the ability to plug, and plug, and keep on plugging. And I didn't even know I had that until I had to use it."

I'd like to tell you this man's name, but he made me promise that I wouldn't give him away.

DO your work—not just your work and no more, but a little more for the lavishing's sake; that little more which is worth all the rest. And if you suffer as you must, and if you doubt as you must, do your work. Put your heart into it and the sky will clear. Then out of your very doubt and suffering will be born the supreme joy of life.

—Dean Briggs.

As the Optimist Sees Hospitals in the Future

—By Jerome P. Fleishman

THE Optimist and the Pessimist were visiting a sick friend in one of the local hospitals.

The Pessimist didn't like the atmosphere of the place at all. From the moment he set foot inside the massive doorway he growled and found fault with this, that and the other.

One of the first things to meet with his displeasure was the odor of iodoform that permeated the halls.

"Why in Sam Hill must a hospital smell like a hospital, huh?" he queried. "Of course, they've got to use medicines in a place like this, but that's no reason why the smell should linger forever and ever and get in your clothes and make you half sick before you get out, and—"

"OH, CUT IT OUT!"

"Oh, that'll all be different ten years from now," said the Optimist. "Then they'll—"

"Listen, you!" warned his companion. "If you don't cut out that 'ten years from now' business right now and here and quick there'll be another patient in this house in exactly thirty seconds. And he'll be a badly bunged-up patient, too. Y'understand?"

"As I was saying," resumed the Optimist quietly, "things will be different. Hospitals as they are conducted today are a big improvement over the institutions of some years ago. Land sakes, yes! But then, they aren't efficient yet.

THEN—AND NOW

"You see, hospitals used to be about as welcome a place to the average sick person as the presence of a coffin would be to a man in perfect health. That was partly because they weren't understood. People looked on a stay in a hospital as being a pretty close thing to an order for an undertaker's services. And maybe they were right. But today the man who knows anything at all prefers, when he is really ill, to be taken to a hospital, where the facilities for proper care and treat-

ment are infinitely better than the average home affords.

"But the people who run hospitals, while they have about perfected the physical equipment, haven't taken into consideration the tremendous importance of the psychic end of the business."

PSYCHIC?—WHAT IS IT?—A NEW DISEASE?

"Say," said the Pessimist, as he rang for the elevator, "stick to the little words. I'll get you better."

"All right then," resumed the Optimist. "I mean the mental part of the care of the sick. The friend we are going upstairs to visit tells me that when he was brought to this place—and, by the way, you're in one of the best hospitals in the East—this is what happened:

"He was in considerable pain. The doctor who was called in at the last minute in consultation decided that an operation was imperative. They brought him here in an automobile, wheeled him into this elevator in a wheel chair, took him up to the fourth floor, transferred him to a long, narrow bed or table, put him in a little anteroom that is just alongside the operating room, and there he stayed for about half an hour or more, with tanks and horrible-looking instruments lined up around the room, while a sad-faced orderly put a canvas jacket on him and another shaved that part of his anatomy where the incision was to be made, and still another bustled around with an air of preparing for a slaughter, and—"

By this time the men had reached their friend's room, and the conversation was witted to topics other than hospitals and operations. All during the visit, however, the Pessimist sniffed uneasily and several times, when a nurse came into the room and stirred up a fresh odor of iodoform, he held his fingers to his nostrils.

PREPARING FOR THE "SLAUGHTER"

Once the visit was over and the pair

were on their way home in a street car the Optimist took up the thread of his discourse on the psychology of hospitals.

"Now, as I was telling you," he said, "all the while those preparations for the operations were going on our friend was lying there on that narrow table, taking it all in and becoming more terrified every minute. He almost collapsed when a man who looked as if he were ready for a football game entered the room and told the nurse, in an audible whisper, that he was about to administer the ether. The man had a rubber covering over the greater part of his face and he moved about in a mysterious way, and, of course, that nearly finished the poor patient.

"Well, now isn't that pretty crude? Do you imagine they'll do things that way ten years from now? No, sir-ree. By that time they'll have got onto the fact that environment has a great deal to do with our mental and physical welfare. All this ringing of signal bells and occasional cries and groans from rooms along the halls will be a thing of the miserable past. Each room will be absolutely soundproof because it will be bounded by vacuum walls and ceilings and floor.

BEING OPERATED ON WILL BE HEAVENLY
AFTER AWHILE

"And as for the preparations immediately preceding an operation—sakes

alive! man, the patient will think he's in heaven long before the ether begins to take effect. And, say, while I'm predicting things, I don't believe they'll be under ether ten years from now. Somebody will have discovered that by pressing a nerve center somewhere or other the patient will be put to sleep instantly and at the same time rendered insensible to pain. You see, then all they'll have to do is to wheel a patient into a handsomely fitted room, where a concealed orchestra will be rendering soothing airs, and where the nurse will come in in a sort of social-call frame of mind, and the doctor will come in, chat with the patient a little while and then suddenly press that nerve center and"—

The Pessimist was fast asleep. Perhaps it was the stuffiness of that iodoform-laden hospital atmosphere. Perhaps it was the cooling breeze that floated through the open car. Perhaps—but then, the Optimist, being a very philosophical individual, didn't waste time in perhapses, but allowed his imagination to carry him silently on and on to the days when hospitals would no longer be a part of modern life because somebody or other had discovered a magic elixir that made ill health and disease only nightmares connected with the very savage and very unskilled past.

GROW with your growth. To be unwilling to do this is to crystalize the ideal into the idol and to find oneself with other gods before *Me*.—GERTRUDE CAPEN WHITNEY in *The Practice of the Presence*.

Hitting the High Spots

By Arthur W. Newcomb

WINANS, Cunningham and I were sitting one afternoon last summer on the big veranda of Cunningham's cottage on the coast of Maine.

The motor boats were popping merrily in Boothbay Harbor, the gulls were holding one of their many conventions on the tail of Mouse Island, and far out toward Ram Island a big three-masted schooner, with all sails set, was drifting lazily in with the tide and such stray little cat's paw of breezes as came in off the big ocean.

Winans puffed out a big cloud of smoke, pulled his cap a little further down over his ideas, slid a little deeper into the big veranda chair and sighed hugely with content.

It was his first day for the summer at Pinecliff.

"Yes," he said, "life is good here. I don't know how I would ever get through the year without my two weeks of forgetfulness in the pines and over the waves. I spend all the rest of the year looking back on my two weeks' vacation and looking forward to the next one."

"What I don't see, Winans," complained Cunningham lazily, exploring his pockets for nuts for the squirrel coquetishly edging himself up the front steps, "is how you manage to get through with only two weeks of it. I am just as little ready to go home at the end of my two months as I would be at the end of the first week."

"Gosh! I wish I could spend two months here the way you do. But if I did, I wouldn't have any business left at all by the time I got back. As it is, I have to work twice as hard and twice as long for weeks making up for my fort-

night of play. How you work it is beyond me, Cunningham. You've got a bigger store than mine, and yet if I didn't just camp on the job every minute, night and day, the imbeciles and defectives that ornament my payroll would send my beloved business down a greased plank to the demnition bow-wows."

WINANS CONTRACTS FOR A LECTURE

Cunningham sat up straight and his hands gripped the arms of his chair. He seemed to be about to speak; then he stopped. For a long minute he seemed to be studying the tower on the top of Mt. Pisgah. Finally he turned.

"Winans," he said, kindly, "I am an older man than you are and I have been in business a good deal longer. I don't claim to be a great business man. But I've studied my own business. And I've watched others. I may be away off, but I kid myself that I know what's the matter with your business. Want me to tell you?"

"Sure," said Winans, bracing himself, "I'm in the market for all the expert counsel I can get gratis. If you can tell me how to put in two months down here every summer—and get by with it—I'll listen like a girl to her first proposal."

Cunningham considered.

"This isn't going to be any sloppy love-making, Winans. I'm going to hit from the shoulder. Sure you won't get mad?"

"Fire away. Hand it to me as raw as you like. I may wince, but I will promise not to holler."

"The truth is, then, you're not running your business at all; it is running you.

"You're not running your employes at all, but instead you are carrying them

on your shoulders. You call them imbeciles and defectives. What else do you expect of them when you treat them as if they were imbeciles and defectives?"

"That's interesting and exciting," remarked Winans, with a nervous laugh, "but it is scarcely definite, Cunningham. Can't you work in a few of the details?"

TROTTING ALL DAY IN A PECK MEASURE

"Details," scoffed Cunningham, "details, no wonder you call for details. Details seem to be your fetish. That's one of the things that's the matter with you. You permit yourself to be swamped with details and never get your head far enough above the seething surface of them to see where you are going.

"But let me be specific. I have never been in your store yet when you weren't busy with some foolish little thing that a three-dollar-a-week cash girl could look after.

"Either that or you are breaking your neck trying to find some ingenious way of saving some employe from the righteous penalty of his own carelessness or negligence.

"First, you check up and figure out the extensions on every invoice that comes into your place. Why? Because that girl who does your bookkeeping—or is supposed to do it—isn't reliable and you don't dare trust her with it.

"Then you chase off to the front of the store to wait on Mrs. Fussy. And why do you do that? Because you know she is particular and you don't dare trust any sales person in your employ to wait on her.

"Then you see every traveling man that comes to the store and do all your own buying. Why? Because you are afraid to leave the buying in the different departments to the men whom you pretend to place in charge of those departments.

"Then you personally watch the accounts of your customers, attend to collections, write your own ads and circulars, take care of your own correspondence, do your own window dressing and a thousand and one other things that you as manager and proprietor have no right to monkey with."

A SLAP AT MAGAZINE WRITERS

"Yes, I have heard and read a lot of that kind of stuff before," admitted Winans, "and it sounds awful good. Every once in a while some inspired fifteen-dollar-a-week writer for a business magazine goes through the motions of earning his pay by jumping on the retail store manager for wasting his time doing the things his help ought to do.

"'Dump the details onto your subordinates,' is the song that they sing, 'and devote your talents to the vastly more remunerative job of really managing the business.' It makes fine dope and I suppose every writer who springs it thinks he's discovered something new, some wonderful way for the managers of retail stores to get rich. But I notice that none of them ever get down to details and tell the poor, benighted managers just what they ought to do instead of the things they do."

"You may be right about the magazines and the writers, Winans," admitted Cunningham, "but I don't see just what that has to do with the present discussion. I should think any man in business could see so many things that he would like to do if he only could find time that the one important thing would be to so plan his work that he could find the time.

"I might as well own up while we are talking about business magazines that I used to be run by my business just as you are now run by yours. I made the change after reading just such an article as you describe in a business magazine. The man who wrote it may have only received \$15.00 a week for his work, but I have been making \$1,500 a week as the result of it for several years now.

"Now, I'll tell you what I did with the time I gained for myself after I had unloaded detail and really taken the management.

LIKE MASTER, LIKE MEN

"In the first place, I made up my mind, although it was a bitter dose for me to swallow, that if my employes were incompetent and inefficient it was for no other reason than that I was incompetent and inefficient myself. One of the first

things I did after I woke up was to study men and women and learn, first, how to pick out the right ones for the right jobs; second, how to train them—for the only way to have the right kind of employes is to train them yourself—and, third, how to handle them.

"I spent a good deal of time gathing around me just the right kind of people. If a man didn't fit in one place, I tried him in another, until I got so I knew pretty well by looking at a man and talking with him just what place he would fit.

"I found, after a little experimentation, that, other things being equal, a ten-dollar man was better and could make more money for me in a given job than a five-dollar man. I also learned that, as a general proposition, I could add from twenty to fifty per cent to the efficiency of any employe by adding ten per cent to his wages, and from forty to seventy-five per cent by adding fifteen per cent to his wages.

"I used to buy goods from the jobbers, stacking them on the shelves and in the warehouse, and sort of leave it to luck for my sales people to find out that they were there. And as for telling them what the goods were, what they were for, what they were made of, who made them, why they were better than other goods or any other information about them, I couldn't have done it because I knew mighty little about them myself.

TRYING THE EFFECT OF EXACT KNOWLEDGE

"So, one of the first things I did as a real manager was to learn everything I possibly could about every line of goods in the store. Then I saw to it that every sales person in the store learned about the goods in his or her particular department. I didn't leave that to chance. I had a class. I furnished the data and I had every sales person recite to me to show that he or she had really learned what I wanted them to know and to be able to tell.

"Then I didn't trust to the natural instincts of my sales people for their skill in salesmanship. I furnished them with courses in the principles of salesmanship. I saw to it that they studied them. And

I insisted that they apply what they had learned.

"All the way through I was trying to make my employes feel that they were responsible, and that they had authority to back up their responsibility. They could go ahead and do things without consulting me. In other words, I pushed them out into deep water and made them swim. In this way they learned to swim like seals.

A SOURCE OF REAL INFORMATION

"I installed a reference library in my store relative to the different lines of goods I was handling. This library contained not only trade journals and technical books and magazines, but government reports, expert opinions and, above all, records of data that we ourselves gathered, answers to objections, selling points, selling talks, advertisements that pulled—with the record of how well they pulled—advertisements that failed to pull—with our best opinion as to why they failed to pull—advertisements of our competitors and data as full as we could secure about our competitors' goods.

"I placed this library where every employe could consult it. I put a librarian in charge of it to keep it up to date and to assist employes in consulting it. Then in our class work I asked questions to determine whether those who ought to have the information that library contained really had secured it.

"Now when a customer comes in and tells us that he can buy a certain article in a certain place for a certain price, we know whether he is telling the truth or not. If he says that he can get some article just as good as the one we offer at a lower price, we know all about the competing article, we know just why it isn't as good, and we are prepared to show the customer why. In many cases we have government reports or expert opinions on file showing the results of tests of these very articles and demonstrating our contention that, although the one we offer is higher priced, it is far more economical in the end.

EXTRACTING GOLD FROM KICKS

"Another thing I did was to install a Service Department. The man in charge

of this department, under my personal supervision, not only investigates every complaint as to our store service and delivery service, but is always on the lookout, both in his reading and in his travels, for new ideas in store service. Besides that, he and I consult together frequently and evolve new ideas of our own.

"One other thing we do is to make a courteous investigation when anyone who has been trading with us ceases to do so. Many people do not like to complain, but will quietly take their patronage elsewhere when they have been the victims of two or three errors in delivery or accounting. A little investigation oftentimes brings these complaints out so that they can be adjusted and the wanderer brought back into the fold.

"Of course, I devised and installed an accounting system that really gave me valuable records about my business. You have done that, too, so I don't need to more than mention it. I had to know just which departments were paying the best profits, which salesmen were making the largest profits for me, and all those things. You are pretty good on that line yourself, so you know.

UNRAVELING THE LABYRINTH

"Another thing that I gave a great deal of attention to was the arrangement of the store. I wanted to make it easy for people to find their way about. Lots of people hate to ask questions, and I did my best to arrange the store so that they could find their way to the different departments, to rest rooms, to lavatories, to telephones, and to all other parts of the store without inquiry.

"These are some of the things that I did when I woke up and got out from under my load of detail. But one of the most important of all was to appoint and

train understudies for every important position.

"I have my understudy, and it is because George is on the job that I am able to spend two months down here every summer. It's all right with him, too, because he gets a chance to go South in the winter while I stay on the job.

"Our business is never upset and the machinery never limps and grinds because some important functionary is off on a vacation or ill or has resigned or got married and nobody knows how to carry on his or her work.

"I don't claim to run a perfect store by any means—in fact, I can see a good many places where I can improve matters myself. And I have no doubt a better business man could see a good many more, but you have the result of my experience, such as it is."

Winans had been slowly lifting himself out of his chair as Cunningham talked.

When the older man finished he was on his feet, pacing up and down the veranda, chewing his cigar.

STILL, HE MIGHT HAVE TO THINK

"Thanks, Cunningham. Now, that's something definite and businesslike, something a man can work from. You may expect to see me down here, if not next summer, then a year from next summer, to spend two months."

"I hope so, I hope so, old man," said Cunningham, getting up and reaching for his fishing rod, "but I may just as well give you fair warning that it will require almost as much initiative and good, hard, persistent thinking to put the ideas I have given you into operation as it would to have worked them out yourself. Here comes Jim with our periwinkles. Come on, let's go fishing."

THE only hope of preserving what is best lies in the practise of an immense charity, a wide tolerance, a sincere respect for opinions that are not ours.

—P. G. Hamerton.

A Master Salesman's Easy Elimination of a Price Handicap

By H. E. Grant

SMILE! You have often before seen the same word in display type. Even if it didn't ripple over the surface, you know that you smiled inwardly.

That was the message, nay the imperative instruction the word imparted to you.

You smiled.

It is easier to admit it than contest the truth.

Whether or no you remember the subsequent details of your work you may know for a surety, that for awhile everything came easier.

Antagonism melts before a smile.

Opposition but co-operates.

A smile as you work and the insidious mental state which curses our blessing is unveiled,—and the results may be still more far-reaching.

THE PRINCIPLE OF THE SMILE

The welcoming smile of friend, wife, or mother, encourages and gives happiness.

"The light of our mother's smile," wrote Lafcadio Hearn, "will survive the sun."

A smile refreshes, inspires confidence, and on the face of a sleeping babe unfolds to the awakening thought some of the wonders of an heretofore unknown world of spirit.

Let us not materialize the smile by analyzing it or its occasion too closely.

Sufficient that through its beneficence we know that back of it is a principle which is good.

Of course, there are the counterfeit, superficial, cynical, supercilious, and untruthful.

If we will but forget them, they are the most ephemeral of all, lasting but for the moment as they form and vanish on the faces of our mistaken friends.

Let them go.

But the smile of principle, whether it be from thankfulness or whatever pleas-

ure, whether past or in anticipation, still lives on, for it is good.

A true smile is the most tangible spiritual thing known and that is perhaps the reason why some people forget to smile at business.

"Business is so material, so gross."

We differ.

Business is but the exchange of good offices. It is our present best evidence of the ideal for which we are all striving—to do good continually and continually to progress in the doing of good.

Cannot we take our smile into business with us? Not the Cheshire cat brand, or "the foolish face of praise," or that which Emerson in his essay on "Self Reliance," calls, "the forced smile which we put on."

A true smile and spontaneous has value. Let us take it into our business world with us.

A MASTER SALESMAN

Every night he meets me, the inspiration of this article,—my newsboy.

Every night he smiles my hand into a pocket which nightly releases a five cent piece, or else smilingly extends credit.

That he remembers me, remembers exactly the paper I want, runs to meet me whenever possible and otherwise evinces inborn traits of good salesmanship all are secondary to the fact that he smiles.

Into that smile he uncannily weaves recognition, expectation, appreciation and pleasure.

And I am not so sure but that I smile back the same sort of a smile,—reflect it, as it were,—and I am glad.

THE MONEY VALUE OF A SMILE

It costs at least \$1.25 each month for my daily paper, for sometimes a quarter takes the place in a palm which refuses to be held out for change.

Once the good wife with an eye on the treasury arranged for a daily delivery of the paper at the regular price of thirty cents.

An economy? Yes.

A saving? No!

I had got to looking forward to that smile and there was continually in my mind a sense of disappointment which I felt that I shared with my newsboy as with an "All right, sir!" he unfolded and replaced my paper in the pack.

I have an idea that my disappointment was the greater, and so the thirty cent delivery soon ceased.

What are monetary considerations? I had come to need that smile and so I get it.

BUY YOUR ADVANTAGE WITH A SMILE

Wouldn't you salesmen consider that

a rather stiff selling handicap, one dollar twenty-five as against thirty cents?

Wouldn't you, under similar circumstances, ejaculate, "Impossible," or something more expressive, assure the sales manager that expenses, on account of selling at such long odds would have to be steep? Wouldn't you then sit up nights figuring out just how to put it over your competitors and the purchaser at one and the same time?

You would. So the next time this experience is yours and prospects are glum because of the "failure" of these methods, suppose you try instead my "new" or newsboy's method and not buy the business, but just SMILE.

IN modern business we burden the production end with a small increase in "quality cost" to get a largely increased efficiency from the sales department.—EDWIN HALLECK WHITE.

The Relationship of Money to Human Happiness

By Fritz Weber

SOME clever brains have tried very hard to explain "why" we live. There is another question of much more consequence, which, to judge from ordinary facts of life, only very few people ever put to themselves. That question is: What are we living for?

If you inquire what a machine is made for, you will get an answer; it has a well defined purpose. If you ask a man where he is going, he, as a rule, knows; if he does not, you take him for a lunatic. But if you ask a man what he intends to make of his life, you generally find that he cannot define a purpose. He lives because he was born, which was not his fault and not his merit. And his view of life is such that often he tells himself down to the level where he lets you that "life is not worth thinking about—it is more work and trouble than pleasure."

Truly, for some it is. One who knows said: A fool spends so much time making a living that he has no time to live.

There does not seem to be any more elementary question than "What is it for?" But though this may be a fact that does not call for much convincing, where, when, and by whom have you seen this question applied to life?

Men do not ask it, because they think they know. But when once they have to answer it, they suddenly become aware that they have been going through long years without knowing any destination. They go forward on the chance of doing the right thing; most of them have to complain that they did not "hit it."

If men would just know what they are living for, there would not be much left of discontent and complaints.

FALSE AND TRUE IDEALS OF LIFE

They start at school to ask the children to write down what they intend making of their lives, and the answers include anything from becoming a cowboy on horseback to getting Rockefeller's millions.

The same question comes up from time to time during life, and similar answers meet it almost without exception.

People want to get something, a horse, a motor car, a nice house, a bagful of gold coins. That is what they are striving for—wealth in its innumerable forms.

Sometimes they get it, and then find that they want still more. Mostly they fail to get it, and die with only the regret of having sacrificed their lives to the false lure of Mammon.

Money is good. It is much less a fault to strive to acquire it than to neglect to do so. Yet money must not be acquired for its own sake, but for its proper enjoyment. Nobody needs money in a safe. What we want is happiness, and money is one means of getting it.

What you want to make out of your life is not specially to become a celebrated somebody, or to command a few millions, but to make of your life a happy life. Consider that first always.

There is no use of securing the world's money market, or the admiration of the whole of humanity, if you yourself feel an unhappy wretch. You have only one life to live; it is not very long; and the best you can make of it is to make it happy.

THE SURE GUIDANCE OF CONSCIENCE

Though it is quite essential that material wants should be satisfied fully to insure complete happiness, it is much more essential that spiritual wants should receive the first and foremost attention.

Rest is a fundamental element of happiness, and before happiness can be felt the mind must be at rest—not at a standstill equivalent to non-activity, but free of worries. To give the mind and soul comfort is far more important than to secure it for the body.

There is no need to refer to scientific books or some religious treatise to get the conviction that every man has a conscience that tells clearly, without restriction, without formalities, and without

ever failing, whether the duties to the soul have been fulfilled or not.

Habits, use, reason, may tell you different, but conscience never goes wrong. You may decide that you are right; other people may confirm your opinions. Still you feel that you are wrong, and conscience will never be satisfied until you have done right, and recognized your wrongs.

Don't dream of happiness if you are not ready to bend to the discipline of conscience. Follow its instructions, and you may be the happiest man; leave its injunctions unobserved, and you will come to your last day with the sad conviction that you have never enjoyed pure, true, ideal happiness.

Be good to yourself; be good to others; do all you should do; don't do to others what you would not like to be done to you, and do to others what you would like to have done to you. Do that, and it will suffice to assure the comfort of your soul and mind, and you will have secured at least half, and certainly the better half, of happiness.

HOW HAPPINESS IS COMPOUNDED

Happiness is a compound. In some ways it is like a chemical. There are certain components necessary for it. These components must be in the right proportion. Mix the ingredients, and a combination will take place. The result is happiness.

If any of the components enter your mixture in a wrong proportion, the combination is impossible. Besides, unless you have been careful to use only a fraction of the material at your disposal, it may be impossible for you to start again. You cannot extract from the mixture the excess of some of the components; you cannot add the missing part if you have it not. Thus you have to be satisfied with dropping your experiments until, perhaps, you once more have new material to begin afresh.

One of the components of happiness is material commodities. It must enter the combination, and enter it in the right proportion. If the other elements are available in large quantities, the material com-

modities must enter in large quantities. However, remember quite specially that if the other elements are there in small proportion, you will have to be most careful in not introducing into your mixture too much of the material commodities.

There is a general tendency of being wrong just on this point. The excess is generally of this component. It is one of the elements that look brightest and most attractive. But as in chemicals, the brightest crystals are not always the best material. Some very precious ingredients do not look in the slightest attractive.

YOUR DEEPEST NEEDS

There is no established formula for happiness. Somehow people who have found happiness have always lost the formula. It is left to each one to make it up himself. So you are going to take your ingredients and mix quite small quantities, adding only tiny doses of each ingredient so that you are sure not to put in an excess of one of them and be short of an other one.

Be most careful about material commodities. Don't, like most people, try to make the mixture right by adding more and more of this component.

In other words, happiness is the satisfaction of spiritual, intellectual and material wants. Of course, these wants must be proportionately satisfied. Material wants are naturally limited, while the others are not, and the spiritual and intellectual elements are certainly a good deal more important for true happiness.

There is an equal minimum for everybody with regard to material wants. Have sufficient good food, sufficient good clothing, and a nice and comfortable home—you will find that necessary, but it is all you want. Those who have that have enough; possibly you will not call them rich, but they have all they want to be happy so far as material commodities are concerned.

The other elements depend entirely upon the individual. The broader his mind, the larger his spiritual and intellectual wants. If you give up your mind

and time to material wants more than you really should, necessarily spiritual and intellectual wants do not get their proper attention, you upset the correct proportion, and happiness is done with.

Give your mind what your mind ought to get, and give your body what it wants. Don't neglect either of them, and then only you will find true happiness.

WHY PEOPLE ARE NOT HAPPY

Wrong results must necessarily be the outcome of some error, and even the smallest error is sufficient to cause great havoc in the end. It is rather a sad fact that the majority of people are not happy. Thus, they have made at least one mistake—and there are quite a few mistakes into which we are almost forcibly led by the habits of our artificial, over-civilized world.

The natural material wants of a person are limited to a certain standard, above which want becomes an improper word. If one does go above, he acts against the natural laws, and acting against Nature is a mistake that is fined heavily. However, most people do, or at least try to.

There are few satisfied with good, appropriate food, good clothing and a good home. They want luxury in everything; specially select dishes at abnormal prices; fanciful dresses, of which the least and last considered purpose is to clothe the body; homes all made for ornament and poorly adapted to give real natural comfort.

Our material wants are artificially intensified very often to such a point that they become the unique object, while the other wants are made merely dependent upon the material commodities. The simple ideal of comfortable sufficiency grows into a desire to possess great wealth, which does not answer any natural want. It cannot be said that it is a form of economy or insurance for the future, for if so, it would fix its limits accordingly. It is an unhealthy desire to secure power by means that do not make such power legitimate. Money is power, but it does not in the least insure that the person who has it deserves the power attached to it. Money becomes a

passion. It becomes life's aim, life's purpose, life's idol.

HOW MONEY BECOMES AN IDOL

For everything there is a cause. So also for the formation of such false idols. To explain it fully might take books, which most likely would never be complete. Our education, our habits, our everyday life, the whole combined civilization, form that cause.

At school, when the child's mind gets its first nourishment, it is taught how to get a living; never how to live.

Teachers and professors use up their energies to inculcate in the young minds principles of efficient money making, but it never happens that they emit some principles of life. The child grows up, becomes a man. He has learned how to earn money. He earns it, finds ready use for it; wants more, strive for more, eventually gets it, almost certainly spends it.

He still strives for more. If he is a man of will and energy, he will get it. He increases his income, and at the same time his expenditure. The idea of money, implanted in his mind when a child, and hardly counterbalanced by any higher principles, grows with years, asserts its place, makes itself exclusive.

Struggle for life is struggle for money. We make life a race for money. We appeal to the sense of money. We tackle the pride of money. We bow to the power of money. We admire men of money. We set them forth as examples for young energies. We make money our idol.

OF COURSE, YOU CAN HANDLE MONEY, BUT—

The general tendency of our age is to give money the first place in everything. Talk about happiness, and you will at once hear: Let me have the money first, and I'll soon settle the remainder.

Now, a few words. If you are told that "Mammon is the root of all evil," you agree. If you are told that a man with a few dollars can be just as happy as one with a few millions, you agree. If you are told that few very rich people are happy, you agree. Perhaps you'd

rather not, because it shows too clearly that money has not the same meaning as happiness.

But anyhow, the whole time long, while you agree, you've got at the back of your head the idea: Maybe the others are not, but I would. I'd manage it all right.

Very good of you to intend to manage it all right. You don't think, perchance, that people generally get money to get rid of happiness? They all intend managing it properly. It is just a question whether they can. With money it does not seem to depend quite entirely upon the possessor—the money itself plays its part.

Money won't give you just the pleasure of its use. First, you may have the great trouble of getting it; next, the unpleasant occupation of assuring its safety; third, the slavish obligation of spending

it according to the rules established by those who had an equal amount of money before you, and in whose society you now enter.

Money makes its own laws, and the first to submit to them is its possessor.

Everything has two sides.

It is well to see the bright side of things, but it is not at all wise to ignore the shadow side.

In your dreams of money you see all that is desirable about it. When once you realize that dream, and you stand on the scene you envied, you find out what is at the back of the scenery.

Money is a power. It makes more slaves than masters.

Make it an idol and you will soon be its slave. Perhaps you fancy such servitude, but most likely you would not long find it pleasant.

Salesmanship is the power to persuade others to purchase at a profit that which one has to sell.

—A. F. Sheldon.

Special Library for Manager, Salesman or Shop Expert

—By E. St. Elmo Lewis

(Adv. Mgr., *Burroughs Adding Machine Co.*; Member, *Efficiency Society*; Author, *The New Gospel of Efficiency*.)

THE business man of this new era is recognizing knowledge, no matter where it is. The day of the rule-of-thumb has passed. The day of the so-called "system man" is passing, and the new era of efficiency is here.

The rule-of-thumb man depended entirely upon his own experience and impressions, and believed that trade experience gleaned in his own shop was superior to trade experience gleaned in other shops even in his own line of business. He naturally assumed that anything he did was right. Under that condition, prices soared and it was only possible to stay in business under the rule-of-thumb conditions as long as competition was almost negligible.

WHAT THE SYSTEM MAN LEARNED

As soon as competition came in, we then obtained the system man who wanted to find out what was actually being done, but still he was interested only in his own business. He could not conceive of any two businesses being alike, and as for the idea that methods employed in the laundry business could be of any service to the grocery business, it was considered to be too trivial an idea even to be considered.

The system man's mind was occupied entirely with the past. He came soon to know what things cost him, but as to whether it was too much or too little, he knew nothing. The only thing of value in the systematic man's effort, was that it gave him some facts and that was what he didn't have before. But, unfortunately, the facts did not give him the true value. The system man knew the price of everything and the value of little. He figured his costs on a basis of his price. If they allowed a margin sufficient to cover a dividend on his investment, he thought his costs were all right.

IGNORANCE VS. EFFICIENCY

This condition of mind was due en-

tirely to ignorance, and ignorance is that condition of mind which sees nothing outside of its own activities and its particular cribbed and cabined interests. An ignorant mind is always an ingrowing mind, and an ingrowing mind hurts a business as much as an ingrowing toe nail hurts a man.

Efficiency, on the other hand, knows the value and the price of everything. Efficiency says: "No man has ever known too much about anything, and the only safe way is to bring to bear upon the minutest problem of the day all of the concrete knowledge of the world."

There are two sources of knowledge—men and books—and efficiency is linking up the two. Books alone without capable and expert interpretation, are likely to lead one astray, because words and sentences have no fixity of value.

WHERE THE EDUCATED MAN GETS KNOWLEDGE

The efficient man is always the educated man. He takes his own wherever he finds it. The educated grocery man sees in the effort of the big manufacturer to select his raw human material according to scientific standards, a hint to himself to look to the kind of men that he employs and, therefore, he does not employ a girl with a bad case of catarrh to run a perfumery department, nor does he want a man with a tubercular appearance to run a delicatessen department. And when he employs a bookkeeper, he now finds out enough about bookkeeping himself in order to determine whether the young lady who is an applicant for the position knows enough about it to be of service.

There never was an era when business men were writing more about business and giving out of their experience a more competent interpretation of the real lessons of that experience than they are today.

WHAT EDUCATED MEN ARE DOING

This is due to the fact that educated men are coming into managerial positions. Two generations ago it was the doer type of man—it was the man who was the graduate of the bench, the plow, the counter, the salesman off the road who managed business.

The second generation came along. The sons having passed through college, and having found a wider vision of the possibilities of the application of all knowledge to the concrete problems of the day, were assistants to these older men.

These college men got the practical side of business; they brought to doing some trained thinking. The inevitable consequence was that they were dissatisfied with merely doing things without thinking about them. They were dissatisfied with depending upon their own experience, as if they were not living in a world of thinking and of doing men. They were dissatisfied with living with the past without extracting some experience, without getting in line with the real value of experience, without wanting knowledge—and knowledge is nothing but experience properly interpreted, that has been proved workable.

DEMAND FOR BUSINESS LIBRARY NEW

Five years ago if you had proposed to some manufacturers that they establish a library in which would be filed all of the data, experience and knowledge of all of the organization, they would have probably made some reflections upon the sanity of the gentleman who had proposed the idea, and as for establishing a library of books, magazines, and publications for finding out what other people were thinking about their problems, they would probably have suggested that old hackneyed and moth-eaten excuse which has hampered business for thousands of years—"our business is different."

The times have changed and this is the era when efficiency demands all knowledge and experience, whether it is embodied in books, in letters, in magazines, or any of the ephemera of business.

A CLASSIFIED LIBRARY

Our own concern, the Burroughs Adding Machine Company, some four years ago, started to form a library. We had a very definite idea of what this library should be. It started in the Advertising Department because it happened that that particular department was most interested in developing a data-built basis for advertising and salesmanship literature. We divided this library into several definite sections:

1.—Technical:

- (a) History of Mathematics.
- (b) Mechanical methods of handling figures.
- (c) Printing as applied to advertising.
- (d) Bookkeeping methods.
- (e) Cost keeping methods.

2.—Reference Works:

Under this heading we incorporated; encyclopedias, dictionaries, and reference works of specific kinds, such as applied to engineering, metallurgy, etc.

3.—Salesmanship:

- (a) Sales manuals.
- (b) Salesmanship stories.
- (c) Selling plans.
- (d) Schools of salesmanship.

4.—Advertising:

- (a) Advertising plans and methods.
- (b) Books on advertising writing.
- (c) Advertising statistics.
- (d) Special bulletins, advertising associations, clubs, etc.

5.—Publications—Bound Volumes:

In this classification we had certain business publications, in bound volumes. These were in turn analyzed in card indexes, by cross references.

6.—Bound Volumes of Burroughs Advertising:

Under this we kept from year to year copies of all the advertising issued by the firm, cross-indexed for reference as to articles, etc.

7.—Bound Volumes of "Sales Bulletins," etc.:

Under this we kept a complete record of all the bound volumes of

the "Sales Bulletins" issued during the company's history.

8.—Advertising and Sales Reports, Bound by Years.

9.—Efficiency:

Under this classification we obtained all the books published on Efficiency.

10.—Miscellaneous Division:

Under this we put books on Economics, Distribution, Legislation, etc.

MAKING DATA VALUABLE

In addition to the library composed of bound volumes, we have an elaborate Data File, which is operated on a library basis. The envelopes are the same as used in many libraries, and these envelopes contain clippings, letters, stories from salesmen, covering at the present writing nearly five hundred classifications in the Advertising Department's Data Files alone.

These Data Files call for a wide variety of information. For instance, articles published in certain publications that we do not desire to retain entire, such as Copy Writing, Commercial Education, Development of Commercial Club Work, Education in Business Schools, Education in Technical Schools, Postage Legislation, Ethics in Business, Public Service Corporations, Sales Ideas, Store Management, House Organs, Business Methods in America, England, Germany, France, Japan, China, Russia, subdivided according to countries; Scientific Employment, Plans for Scientific Organization, etc. This material is filed in envelopes and card-indexed, in some cases being cross-indexed under five or six headings, but always card-indexed for title, for general subject and author.

EXTENDING THE IDEA

We are following this same method of classification throughout the entire business, and it is our aim eventually, to have all of the data that has been accumulated in the various departments consolidated in one file, classified and cross-indexed as indicated above, so that any man in any department of the business can go to the

file and draw from it the information that has been accumulated in the last six or seven years by the entire business organization of nearly 2,000 workers.

This is true of the principle of efficiency that only that organization is efficient which can bring to bear upon the minute problems of the day, of the most insignificant worker, the entire experience and knowledge of the concern. By using the library method indicated above, we place in the hands of the most obscure employe the opportunity to get accurate information on anything that he is doing, and we do not leave it to the *obiter dicta* of some chance acquaintance in a department to guide the employe in his work.

It is the plan, eventually, to go even a step farther in having all the files in all the departments number and having in the hands of each employe a small vest-pocket size book which will contain under different headings with numbers indicating in what particular files in any department of the office certain information, certain lines of photographs, data, etc., may be filed, outside of the requirements of the Library Department.

INFLUENCE UPON EMPLOYEES

We find that this is having another very beneficial effect. It is giving the employe a greater confidence in information; it is making them lean less upon their personal impressions, but making them have a greater respect for accurate information.

HOW DATA IS GATHERED

It is impossible to leave this work to happenstance. There must be some person charged with the reading of publications, some person who is going to make it his business to see that information of various kinds goes into the files as fast as it is published.

We have a method of handling this which has so far produced excellent results. If, for instance, I see an article in the "Atlantic Monthly," written on the subject of "Individualism as Against Socialism," I desire to have this particular article classified under Socialism. It is cross-indexed under Individualism

and under Syndicalism—contra. I take the magazine and mark it with a certain number which is shown on a sheet which is spread on my desk underneath the glass top, and put it into the outgoing mail basket. It goes to the boy and from there to the librarian. She takes that book files the article in the proper envelope, and when I come to some point where I desire it, it is there to hand, all with a minimum of effort and expense.

Of course, this particular method is probably not so efficient as the systems employed by the libraries, but it meets our requirements and anticipates them.

ANTICIPATING REQUIREMENTS

The necessity for anticipating requirements is one of the most important things. We find that some types of mind cannot run a library of this kind at all, because they have no vision of the possibilities of such a thing. They do not recognize tendencies.

For instance, five years ago, those who were reading the foreign reviews, knew that syndicalism was finding a place under European labor conditions, and it didn't require any particular vision to understand that it would sooner or later find a place in the economy of trade unionism in this country. The average man would not have foreseen anything of this sort. He would have passed it along as simply a phenomenon of European labor conditions and would not have given any consideration to the subject.

While an educated man, knowing the tendencies of human interest and understanding the real philosophy of the propaganda carried on by trade union and socialism, would have commenced to acquire that information and classify it against the time when it would be required here in order to familiarize the executives with information on what syndicalism really was and what its philosophy portended.

THE LIBRARIAN'S HOBBY

The head of a library in a business can have but one hobby, i. e., to set himself an ideal that "he will never get caught

by having no information on some thing that affects his business," either in large or in particular, and when we get a man who has that conception of the library work, we ultimately will have a library that is of inestimable value in guiding the judgments of directors, of heads of departments, of the subordinate, no matter how lowly.

LIBRARY METHOD AND BOOKKEEPING

The library method is the attempt to accumulate facts bearing upon seventy per cent of the activities of a business which are far more important in the aggregate for the guidance of business than the Bookkeeping Department, which has to do only with thirty per cent of the business activities, but which because of the attitude of the rule-of-thumb and system man, has been considered so important that bookkeeping has had a very generous appropriation for its improvement, while all the rest of the business facts relative to the activities of the business have been left to the vague and uncertain judgments and memories of the employe.

Bookkeeping having to do almost entirely with the past, is but a system that gives the price of things.

The library with its data-built addition, is an attempt to get a real line on the *values* of the activities of a business, and while it can only accumulate facts, yet it is an attempt to get a line of facts which neither bookkeeping nor any other mere accounting can obtain with the same degree of efficiency.

When the business library is hitched up, as it should be, to the town library, and it in turn to the state library, and it in turn to the national library at Washington, we get a tremendous fund of knowledge to draw on which is an asset which no business man of any educated intelligence can dare ignore.

Don't get the idea that you are the whole machinery, but don't forget that you are a part of the machinery, and you may be such an important part that the machine will not move accurately without you.

The Customer's Confidence

—By A. L. Jewett in *The Arrow*

NO matter what the transaction is, confidence is the basis of all trade, and the sole study is, therefore, how to establish that confidence.

Some seem to think that enthusiasm and energy are all that is needed to get business. They are necessary, but along with them every salesman must cultivate the habit of observation, without which he will never succeed in the study of human nature, and cannot tell what effect his line of argument is having.

While, perhaps, only a certain amount of talk is needed to close a sale, there are various ways to make the statement of facts about any article, and some one certain way is bound to be the most influencing to one kind or class of people, while a different appeal influences others. It takes a close observer to tell this before he may be getting too far on the wrong line of talk.

For a time it may be necessary for the closest observer to feel his way along, noting the effect on the customers, and then he should go ahead at full speed.

It is an old story that there are four different steps in selling, no matter whether the article is small or large in price:

First—The customer's attention must be attracted. This may be done by advertising, a personal call at the home, or his call at your place of business.

Next—his interest must be aroused. Therefore, it is essential that everything be done to attract his attention favorably.

Third—is the desire to buy—impressing the customer of the need of the article for utility or for comfort.

Fourth—and the most important to you, is the decision to buy, and to buy of you.

Since you have the customer so far, this ought to be the easiest step to take if you have handled it right. Yet, as is proven in practice, it is the hardest. Many can get the prospect so far and no further. They lack the ability to gain that element of confidence which is the subject of this article. *Before the fourth step is attained in your favor, you must have secured your customer's confidence.*

If your manner, talk and knowledge of your goods are not such as to inspire confidence, uncertainty will take the place of desire on the customer's part.

Put yourself in the customer's place. You must know the goods yourself before you can inspire full confidence, or bring about the desire to buy in the mind of your customer.

Whether you are an employer or an employe, to a knowledge of your goods, add enthusiasm for work. This with experience and a reasonable amount of common sense will not fail to bring success.

To a question as to the best provision a man can make for his family, Justice Henry A. Gildersleeve of New York replied:

"To a man of moderate income I would suggest Life Insurance as the best method of providing for his family, but provision should be made for the payment at death of an annuity, and not of the full sum at one time.

"An investment should be selected in such a way as to give the widow only the income."

Make up your mind always to keep doing and apply to the *doing* the best knowledge and skill you possess.

—A. F. Sheldon.

Thought Morsels to Be Mentally Masticated

THE success of an institution is the sum of the successes of the individuals comprising that institution.

The reason most men do not accomplish more is because they do not attempt more.

Success in life commercially hinges on Business Building, the power to make permanent and profitable patrons.

Nuggets are usually anchored fast in a hard hillside and it takes a lot of good stiff pick-and-shovel work to loosen them up and start them rolling down the hill. It's the same way with knowledge.

Small minds are hurt by small things. The one thing that the world can never have too much of is sympathy.

The man who is really master of himself has no desire to be master of others.

The men who try to do something and fail are infinitely better than those who try to do nothing and succeed.

A noble effort is second to achievement. Preparation is the cornerstone of SUCCESS.

Slothfulness and indifference are the twin brothers of failure.

The service that is accompanied by the desire to acquire efficiency leads to an inexhaustible, ever convertible account in the bank of success.

Let us then, step off with the right foot, and head in the right direction.

We are headed for Successville and the road to Successville is called efficiency and efficiency is the result of developing the all-round man or woman and the four letters which shall be our compass are A-R-E-A and they stand for ABILITY, RELIABILITY, ENDURANCE, and ACTION.

Growth is not a matter that should be neglected, but at the same time we must not pull the plant up by the roots to see if it is growing.

We know it will grow, and we know that we shall grow if we feed and exercise the Positive Qualities of body, intellect, feelings and will.

The success of any enterprise depends to a very large degree on a good start.

The opportunity for service of the finest quality is oftentimes accompanied by the element of self-sacrifice, and this very self-sacrifice is the stepping stone to greater endeavor.

Don't be a KNOCKER and don't be selfish whether you ride or drive; the wagon will get along toward the destination you are seeking.

You may be called to get out and push or you may be permitted to sit in the back seat and wait till your time comes.

Be a good spindle, wheel, or any other part of the organization to which you may be assigned by the leader or by the natural ability you possess.

Don't be a sand man. Always be a willing worker. Do not be backward about going forward; and do not be forward about going backward.

Getting started is sometimes accompanied by a little screeching of the wheels, but here is a prescription for an oil that will take scratches out of character, cracks and blemishes out of a bad disposition, and oils the wheels of the new organization. You can get it filled anywhere, and while it is very valuable it is not expensive.

It is made as follows:

Take equal parts of co-operation, kindly consideration and enthusiasm.

Mix well and apply to all of the little differences that may come up.

If necessary, a very high polish can be obtained by using politeness and courtesy.

War

—By Arthur W. Newcomb

SOME misguided and over-sympathetic people are agitating for universal peace.

These people want to disband all our armies, throw all our navies upon the scrap-heap and use the money that is now spent in the glorious game of war in such tame and stupid ways as educating our children, conserving our national resources—material and human—paying large salaries to people who do nothing more spectacular than teach in our schools and colleges or serve the national government in civil and diplomatic functions.

These people do not understand the true nature and purpose of war.

WITHOUT WAR we should lose much that is picturesque, virtuous and ennobling in human life.

By means of war the best dressed, wealthiest, most influential and most respectable of our citizens are enabled to send the sons of their poorer neighbors into the fields, the woods and the swamps. There they hire men to teach them how to commit disorder, drunkenness, larceny, assault and battery, wanton destruction of property, trespass, arson, abduction, mayhem, murder, mutilation of the dead, torture, rape and other crimes against property and persons usually prohibited by the laws these respectable citizens enact and enforce.

This furnishes a great deal of entertainment and amusement to the respectable citizens.

It also enables them to make large sums of money on army contracts.

Most important, it saves the "honor" of the nation, which can be saved in no other way.

WAR IS absolutely necessary, especially to men who lead the cramped and confined lives of civilized decency. It is only by participation in war that such unfortunate individuals are enabled to let loose for a time all that is savage and brutal in their lowest selves.

The great beauty and common sense of war is that

men are not only permitted thus to give rein to their passions but are glorified for it.

WAR IS helpful to the business prosperity of good citizens who have investments in foreign countries.

It is indeed a generous and splendid thing for a nation to spend billions of other people's money to protect the investment of some few men's millions, to sacrifice tens of thousands of lives to avenge the killing of a half dozen citizens whose patriotism and good citizenship has been displayed by painting some foreign seaport a deep carmine.

It is highly beneficial to the common people to hustle around and work hard to pay direct and indirect taxes to maintain the game of war.

It makes life so interesting to them that they are perfectly willing to send their sons out to be shot to death by the sons of their brothers and cousins.

WAR IS A positive boon to great and powerful nations. Without it they would have to treat the weak and unimportant nations with as great respect and fairness as they do nations of their own size. To do this would be humiliating.

Besides, this is a most spectacular way for the great nations to demonstrate their superior civilization.

WAR IS an exceedingly convenient instrument for compelling benighted and behind-the-times peoples to advance in civilization and accept the vices and diseases of the most progressive nations.

This is distinctly in the path of progress as well as being extremely profitable to a number of prominent and philanthropic citizens.

WAR AND preparation for war are amongst the greatest incentives to industry and frugality on the part of people.

One nation has a hundred ships and a hundred thousand men.

That means that her rival nation must have one hundred fifty ships and one hundred fifty thousand men.

Then the first nation increases her strength to two hundred ships and two hundred thousand men.

Thus the game goes on, with the stakes constantly growing higher and higher.

The more it costs to build and equip a navy and organize an army the more it costs to maintain both.

All this expenditure must be met by the people, and when it becomes high enough they have to hustle to meet it.

And everybody knows that hustling is a great developer of muscle.

WAR IS A splendid means of acquiring new territory to rule and more people to tax. For three billion dollars spent in war a nation may acquire three hundred thousand square miles of territory.

The same territory might be bought for thirty million dollars.

But that is an exceedingly stingy, sordid and commercial way to look at it.

WAR BY ITS menace keeps six million able-bodied men in standing armies and navies.

Since these men are removed from the ranks of industry and must be fed, there is a general increase in prices all along the line.

Our working men need a high range of prices for the necessities of life in order that they may not have money to spend upon useless and enervating luxuries.

Besides, if these men were not kept in army barracks and on battleships they would marry, settle down, bring up families and otherwise relapse into the common-place and unheroic practices of peaceable and uninteresting people.

WITHOUT WAR differences of opinion between the world's most intelligent and reasonable men would never be settled.

In the old days the nation which succeeded in killing a larger number of the citizens of another nation than the other nation could kill of its citizens thus proved beyond all doubt that its contentions in any argument were correct and righteous.

This method saved a great deal of precious mental

effort on the part of the leading men of the two nations and had a great deal to commend it.

But modern thinkers are more willing to exercise their brain power.

When they differ they discuss the question pro and con for several days, weeks, months, or even years. Then if they do not agree, several thousand citizens of each nation kill as many citizens and destroy as much property of the other nation as possible.

After a few months or years of this—during which time, in some mysterious way, “honor” is saved for both nations, the killing is stopped, negotiations are taken up where they were left off and a conclusion reached.

Some thoughtless person may inquire, “What is the value of the killing if the question has to be settled by an appeal to judgment and reason after all?”

I trust no one, however, will make such an inquiry, thus disclosing his marvelous ignorance.

Here is the reason why we must kill.

Our great generals, admirals, and manufacturers of military and naval supplies tell us that war is necessary in order to maintain the strong, vigorous, virile and aggressive virtues of the race.

This is done by killing off or infecting with loathsome disease all the young, healthy, well-proportioned, red-blooded and courageous men of the nation and laying the obligations of fatherhood upon old men, cowards, molly-coddles, and physical and moral defectives.

It is all very simple when you understand it.

And to understand it you must dig down to the pure and undefiled humanitarian motives of the politicians, army contractors, naval architects and builders, professional military men, publishers of saffron-hued newspapers, promoters of silver mines and other people who make other people go to war.

The germ of each positive quality exists in every normal individual and is capable of development to a marked degree.

—A. F. Sheldon.

Why the People Need Practical Financial Education

—By James Blackett

A RECENT examination of 43,337 estates of decedents in the counties of New York, Allegheny (Pittsburgh), Pennsylvania, Lucas (Toledo), Ohio, and the cities of Albany, Minneapolis, Schenectady, Providence and Troy shows that 41,329 out of 43,337, or more than nineteen out of every twenty, left less than \$5,000, and \$5,000 invested at 5 per cent yields an annual income of but \$250, or about \$5.00 a week.

The London "Lloyd's News," in speaking of the mortality in England and the distribution of wealth, says:

"Wealth is very unequally distributed in this country. About 700,000 people die every year, and over 616,000 leave nothing, or next to nothing, behind them, while over 50,000 die leaving an average of only £200 each. Over 10,000 die with estates not exceeding £1,000, which leaves all the accumulated wealth in the hands of about 21,000 people out of every 700,000 who die.

"Given on the percentage basis, the figures from England indicate that

"Over 88 per cent of the people leave no estate at all.

"Over 7.1 per cent of the people leave on an average \$1,000.

"Over 1.4 per cent of the people leave less than \$5,000.

"About 2.7 per cent of the people leave over \$5,000."

Figures based on the records of the Probate Court in New York, from examinations made during recent years are substantially the same as those from England.

Over 85.3 per cent of the people leave nothing.

Over 4.3 per cent of the people leave less than \$1,000.

Over 7.1 per cent of the people leave less than \$10,000.

Only 3.3 per cent of the people leave over \$10,000.

CHARACTER is that central magnetic force of real manhood and true womanhood, born of a combination of the positive faculties and qualities, mental, moral, physical and spiritual.

—A. F. Sheldon.

From Other Philosophers

THE FIRST SKY SCRAPER.—And it came to pass as they journeyed from the East that they found a plain in the Land of Shinar, and they dwelt there. And they said, "Go to, let us build a city and a tower whose top may reach unto heaven." And the Lord came down to see the city and the tower which the children of men builded and the Lord said, "Behold, this they begin to do, and now nothing will be restrained from them which they have imagined to do. Go to, let us go down and there confound their language, that they may not understand one another's speech." So the Lord scattered them abroad from thence upon the face of all the earth, and they left off to build the city.

—*Genesis 11:2-8.*

GET UP YOUR STEAM.—Before water generates steam, it must register 212 degrees of heat. Two hundred degrees will not do it; 210 degrees will not do it. The water must boil before it will generate enough steam to move an engine, to run a train. Lukewarm water will not run anything. A great many people are trying to move their life trains with lukewarm water—or water that is almost boiling—and they are wondering why they are stalled, why they can not get ahead. They are trying to run a boiler with 200 to 210 degrees of heat, and they can't understand why they do not get anywhere. Lukewarmness in his work stands in the same relation to man's achievement as lukewarm water does to the locomotive boiler. No man can hope to accomplish anything great in this world until he throws his whole soul, flings the force of his whole life into it. It is not enough simply to have a general desire to accomplish something. There is but one way to do that; and that is, to try to be somebody with all the concentrated energy we can muster.

—*O. S. Marden in "Success."*

He can hire heads by the hundred, but the heart of the man is something that he cannot sell. He gives us that in his work, in his words, in his thoughts, in his deportment, or we never get it.—*BATTEN'S WEDGE.*

The Point That is Right

In the half-crowded car a woman invariably selects a seat with a man, while a man prefers to share one with a woman, for the same reason that a salesman should be observing and analytic—the lines of least resistance.

—JEREMIAH.

KEEP CREDIT INVIOLE.—Credit is the most precious possession a business man can have. It is acquired, maintained and preserved by certain qualities that seem to be inherent in the man. Credit is like a delicate piece of porcelain. You may break it and put it together again, and for purposes of utility it may possibly be just as good as it ever was, but the cracks are there and you can see where it was broken. And so it is with the man whose credit is once impaired. He may be able to buy goods again, his standing among mercantile houses may be fair, but it can never be restored to the superb condition in which it once was. And so all merchants, young and old, should regard credit as a priceless possession. Do not let it be trifled with, and allow nothing to impair it or injure it.

—*Tea and Coffee Expert.*

TOO MUCH MODESTY.—Thousands of young men and women are occupying inferior positions today because of their over-humility. Many are conscious that they are much abler than the superintendents or managers over them, and are consequently dissatisfied, feeling that an injustice has been done them because they have been passed over in favor of more aggressive workers. But they have only themselves to blame. They have been too modest to assert themselves or to assume responsibility when occasion has warranted, thinking that, in time, their real ability would be discovered by their employers and that they would be advanced accordingly. But a young man with vim and self-confidence, who courts responsibility, will attract the attention of those above him, and will be promoted, when a retiring, self-effacing, but much abler youth who worked beside him, is passed by.

—*National Banker.*

THE POSTAGE LEAK.—The advertiser who neglects the important “little details” of his business often loses more dollars than he imagines. A careless clerk, at a poor office scale, can waste more money, where large out-going mail is the rule, than many stop to realize. One cent excess postage on 1,000 pieces of mail means a loss of \$10.00 every thousand pieces, and many a scale is costing just that amount day after day, because the “boss” has never thought of such a “small matter,” and because some careless clerk doesn’t give a rap. Therefore, watch the office scales, or get some one else to watch them—not once in a while, but more than once a day.

—*Advertising Chat.*

LOOK PLEASANT, PLEASE.—The cultivation of cordiality and popularity early in life will have a great deal to do with one’s advancement, comfort and happiness. It is a mortifying thing to have a kindly feeling in the depths of one’s heart, and yet not be able to express it, to repel people in an icy exterior with a really warm heart is a most unfortunate thing. Some people have a repelling expression in their faces and manner, which is a constant embarrassment to them; but they do not seem able to overcome it. This is largely due to a lack of early training, or to the fact that some times these people have been reared in the country, away from the great centers of civilization, where they do not have the advantages of social intercourse, and in consequence become cold and appear unsympathetic when they are really the opposite. The cultivation of good will, of a helpful spirit and kindly feeling toward everybody will go far to open up the hard exterior so that the soul can express itself.

—*The Circle.*

THE HUMAN TOUCH.—The whole world needs more appreciation and heartfelt sympathy. Not the formal “thank you’s,” but that heartfelt appreciation that sets in motion waves of ether, vibrating clear to the very heart, and we can feel them,—feel the depths from which they come, and our own hearts respond with gratitude. Our work seems like play under such influence, and our hearts grow lighter, our souls grow younger.

—*“Leadership.”*

The Personality Behind the Goods

By W. P. Watman

Assistant Sales Manager of Campbell's Soups

SINCE the advent of the Sheldon Course of Scientific Salesmanship, the salesman is so far removed from the order-taker that they are not to be mentioned in the same breath. One is an automaton pure and simple; the other uses his brain, God's greatest gift, and makes his hand perform its service.

Goods sold to the dealer are but half sold; the house depends upon the repeat order for its greater profit and it therefore logically follows that if the salesman can suggest to the dealer some means by which his product will be kept constantly before the consumer, not only does he blaze the trail for a good order on his next visit, but Friend Buyer will recall him kindly as having been of real assistance to him.

Campbell's salesmen know the value of helpful suggestion and how to offer it unobtrusively. One method that the company employs to back them up is here given.

The Optimist is a little twelve-page-and-cover booklet, issued monthly, whose circulation is confined principally to the grocery trade. It is sent gratis and aims to give the grocer such facts and food for thought pertaining to his business as he might not otherwise obtain. Campbell's Soup plays but a nominal part in its make-up. With every issue is sent a letter, of which the following, which goes with the September number, is a sample:

"Ever watch a circus 'break camp'?"

"You come out of the main tent and look for the menagerie that you passed through as you went in—it is already on its way to the cars. In just about a minute after the last spectator passes through the flap, down comes the big tent; an hour more and it is all loaded into the wagons, every piece of canvas, every rope and pole, every tent peg, bolt and nut in exactly the place it belongs. Else how could the big show exhibit on time?"

"Just what system does for the circus it can be taught to do for the grocery. When Mrs. Housekeeper asks for a tin

of a particular brand of sardines that she prefers, do you waste two or three costly minutes trying to find it? Successful grocers, nowadays, are those who make every minute produce. Every article has a place and is kept in it. Every clerk has a mental picture of just where that article lies and the time between his finding it and his natural query, "What else?" is reckoned in seconds and very few of those.

"No business is too large or too small to employ system to advantage. Take Campbell's Soups. You may not stock the entire twenty-one kinds, although advertising is fast creating a demand for many of those not heretofore asked for, but it is a simple matter to arrange them on your shelf in an orderly manner with the kinds separated and those handiest which are most popular.

"Articles that move quickly should have shelf space in the centre of the store within easy reach—time is as valuable to the customer as to yourself. There need be little occasion for 'shop worn' goods. When the new are received, put them behind and move the old to the front; it won't take long to do this and the always fresh appearance of your stock will amply repay you for your trouble.

"Do you want to push a certain article? Cutting the price isn't the best nor the easiest way to do it. Try stacking it in a neat pyramid—just a few—on the counter where the customer can not only see it at close range but can handle it. If you want to go further, hang a neat little sign with a few—a very few—appropriate words. Why not try it out on CAMPBELL'S SOUPS? Ask us for the sign.

"Still yours for better business,

—*"Campbell's Soups."*

Land of the Automat

Germany might almost be called "the land of the automat." Automatic devices of all kinds are popular and are used for a thousand purposes. At all postoffices, stamps and postcards are sold by the automatic machines; at the railway stations, platform tickets and suburban tickets are sold by automatic; automat restaurants, where one can secure a glass of beer,

wine, or liquor, a sandwich, square meal, cup of coffee, chocolate, etc., by dropping a coin in the slot, abound everywhere. Every city of 15,000 or 20,000 population and over has from one to several hundred such restaurants. At railway stations automats sell chocolate, candy, picture postcards, and even a little kit of "first aid to the injured," containing a few drops of pain killer, bandages, needle, thread, etc. Ten pfennigs in a slot opens the door of toilet compartments, delivering a towel or piece of soap. A coin in a slot obtains a cigar, a tune from a mechanical music box, a pair of shoe strings, a collar button, a visiting card, name plate for suit case, tells one's fortune or weight, etc.—*U. S. Consular Report.*

The Elements of Success

ASK Sheldon; it is his line of business; he ought to know.

Ambition stands first. It pushes a man till he reaches what he wants. Absence of ambition settles a man's account of life at once. Here you are, here you stop; just like a worm in a flower-pot.

Will. Ambition creates an aim, and the will makes one reach it. There is no "having enough of it, getting tired, and stopping" where there is a strong will. There is something to be done, and it will and must be done somehow.

Initiative. When you see that something could be done, do it. It is not much use copying what others do, and wait till they get a fancy for something new. You must take in hand a thing when you once think of it. There is much to be improved and created, and there are plenty of opportunities to get on for people who can see them, and do not fear to seize them.

Knowledge. Without knowledge, you are like a dog on a tarred road. You may have ambition, you may have will, you may have initiative—but you cannot move on. You will want somebody to supply you the knowledge, or you must first acquire it yourself. There is plenty of knowledge on sale—so and so much a week—but no one will give you their very best for so many dollars. You are the slave of others, and dependency has never

been of any good, either to a single man or to a nation. It is a hard way to success without your freedom.

There are quite a number of other qualities which will always help—in some cases be an absolute necessity—but with the four first, you stand a pretty good chance of getting on anywhere and in any lines.

OF COURSE, it is true, as has been said somewhere by someone, that it takes all kinds of people to make a world. And the longer I live in the world the more I am convinced that there are very few kinds that could be spared. Once we get it out of our heads that this world is a finished product, and thoroughly understand the opposite truth—that it is simply a world in the making—we shall feel happier and be calmer.

Things may seem to be pretty bad as they are, and yet, when we come to study them in detail we find they are not as bad as they seem.

We are far too prone to measure civilization in terms of apartment houses, trolley cars, telegrams, telephones, exposed plumbing, silks, satins, false hair and padded shoulders.

We are far too prone to accord happiness only to those who are in what we call ideal positions and ideal surroundings.

Happiness is written in the faces and especially in the eyes of the people.

Go around amongst people of all conditions everywhere, and look for the happy faces and happy eyes.

You will be surprised where you will find them.—*Totolena Katt.*

Work is the only master-key which you can trust to open all the doors of success.

If you are in trouble and want to find the fellow who is to blame for it, consult the looking-glass.

The Character Which Moulds Our Lives

A Mosaic From Sundry Sources

When wealth is lost, nothing is lost ;
When health is lost, something is lost ;
When character is lost, all is lost.

—*Old German Motto.*

WHAT a man is engraves itself on his face, on his form, on his fortunes, in letters of light, which all may read but himself.

Nothing else will so save a man from self-consumption as a complete surrender to excellence—to a lofty ideal. It is a burning zeal to get higher in the scale of character, an ever-increasing enthusiasm for the best, that will take nothing less, that lifts life upon a plane worth living.

No matter if our ideals are so far above us that we can hardly hope to attain such heights, the exercise of reaching up, the struggle, even to approximate them, increases our power, broadens our outlook upon life, and ennobles our character.

What a sublime spectacle is that of a young man going straight to his goal, cutting his way through difficulties, and surmounting obstacles which dishearten others, as if they were stepping-stones!

You cannot, in any given case, by any sudden and single effort, will to be true, if the habit of your life has been insincerity.

Each one of us, with the help of God, and within the narrow limits of human capability, makes his own disposition, character, and permanent condition.

A good character established in the season of youth becomes a rich and productive soil to its possessor.

To have a conception of a perfect man or perfect woman is not sufficient; we should also have an unquenchable desire and ambition to become perfect mentally and physically as nearly as possible. To do this it is necessary constantly to keep our ideals before our consciousness, thereby making them a part of our life.

The chief factor in any man's success or failure must

be his own character; that is, the sum of his common sense, his courage, his virile energy and capacity. Nothing can take the place of this individual factor.

Our character is but the stamp on our souls of the free choice of good or evil we have made through life.

One of the most common forms of lying, and the most destructive to right character-building, is trying to appear what we are not, to be accounted more learned, more virtuous, more noble, better in every sense than we are, without any effort to be what we would seem to be. This adds the vice of hypocrisy to the sin of lying and effectually prevents growth in any direction, while it absolutely fails in its purpose, for no one is deceived by pretense except the pretender.

A boy who has the courage to tell the truth under all circumstances, even when it may appear to be to his own disadvantage, will never do a mean, unmanly or dishonest thing. He will not stoop to do anything questionable, no matter what material gain it may promise.

This is that which we call character—a reserved force, which acts directly by presence and without means. It is conceived of as a certain undemonstrable force, a familiar or genius, by whose impulses the man is guided, but whose counsels he cannot impart.

Happy is he who is so constituted that, with a steady eye on the compass, a strong hand on the tiller, reinforced by a determined will, he guides his craft safely past the hidden dangers, and finally anchors safely in some quiet harbor, in a position to enjoy with his loved ones the fruits of the struggle and at last, when the supreme moment arrives, calmly going to his eternal rest, content in the thought that he leaves to posterity an unsullied name, and that the world is the gainer because of his having lived.

Men of genius stand to society in the relation of its intellect, as men of character of its conscience; and while the former are admired, the latter are followed.

Character is formed by a variety of minute circumstances, more or less under the regulation and control of the individual. Not a day passes without its discipline, whether for good or for evil.

The best sort of character cannot be formed without

effort. There needs the exercise of constant self-watchfulness, self-discipline and self control. There may be much faltering, stumbling and temporary defeat; difficulties and temptations manifold to be battled with and overcome; but if the spirit be strong and the heart be upright, no one need despair of ultimate success.

Carve the face from within, not dress it from without. For whoever would be fairer, illumination must begin in the soul; the face catches the glow only from that side.

It is what you are, not where you are. If a young man has the right stuff in him, he need not fear where he lives or does his business. Many a large man has expanded in a small place.

The same qualities which determine the character of individuals also determine the character of nations. Unless they are high-minded, truthful, honest, virtuous, and courageous, they will be held in light esteem by other nations, and be without weight in the world.

No man has come to true greatness who has not felt in some degree that his life belongs to his race, and that what God has given him, He gives him for mankind. As there is nothing in the world great but man, there is nothing truly great in man but character.

All the world cried, "Where is the man who will save us? We want a man!" Don't look so far for this man. We have him at hand. This man—it is you, it is I; it is each one of us! * * * How to constitute one's self a man? Nothing harder, if one knows not how to will it; nothing easier, if one wills it.

Fame is a vapor, popularity an accident, riches take wings, those who cheer today will curse tomorrow; only one thing endures—character.

Beneficence is a duty. He who frequently practices it and sees his benevolent intentions realized, at length comes really to love him to whom he has done good.

Money, talent, rank—these are keys that turn some locks, but kindness or a sympathetic manner is a master-key that can open all.

No man ever manages a legitimate business in this life who is not doing a thousand fold more for other men than he is trying to do even for himself; for in the

economy of God's providence every right and well-organized business is a beneficence and not a selfishness; and not the less so because the merchant thinks mostly of his own profit.

It is not fortune or personal advantage, but our turning them to account, that constitutes the value of life. Fame adds no more than does length of days; quality is the thing.

Not everything that succeeds is success; a man may make a million and be a failure still.

Better be a man than merely a millionaire. Better to have a head and heart than merely houses and lands.

As an end, the acquisition of wealth is ignoble in the extreme; you should save and long for wealth only as a means of enabling you the better to do some good in your day and generation.

A man should always bear in mind that whatever surplus wealth comes to him is to be regarded as a sacred trust, which he is bound to administer for the good of his fellows. The man should always be master. He should keep money in the position of a useful servant. He must never let it master and make a miser of him.

To try to make the world in some way better than you found it is to have a noble motive in life. Your surplus wealth should contribute to the development of your own character and place you in the ranks of nature's noblemen.

Some of man's best qualities depend upon the right use of money—such as his generosity, benevolence, justice, honesty, and forethought. Many of his worst qualities also originate in the bad use of money—such as greed, miserliness, injustice, extravagance and improvidence.

Benevolence is the distinguishing characteristic of man.

Charity gives itself rich; covetousness hoards itself poor.

Charity begins at home, but should not end there.

Money is a good servant, but a dangerous master.

Generosity during life is a very different thing from generosity in the hour of death; one proceeds from genuine liberality and benevolence, the other from pride or fear.

True generosity is a duty as indispensably necessary as those imposed upon us by the law. It is a rule imposed upon us by reason, which should be the sovereign law of a rational being.

Disinterestedness is the divine notion of perfection; disinterested benevolence is the supreme ideal.

In this world it is not what we take up, but what we give up that makes us rich.

Money spent upon ourselves may be a millstone about the neck; spent on others it may give us wings like eagles.

Character is money; and, according as the man earns or spends it, money in turn becomes character. As money is the most evident power in the world's uses, so the use that he makes of money is often all that the world knows about a man.

Money is character; money also is power. I have power not in proportion to the money I spend on myself, but in proportion to the money I can, if I please, give away to another.

Money, in truth, can do much, but it cannot do all. We must know the province of it, and confine it there, and even spurn it back when it wishes to get farther.

A beneficent person is like a fountain watering the earth and spreading fertility; it is therefore more delightful and more honorable to give than to receive.

If thou art rich, then show the greatness of thy fortune, or what is better, the greatness of thy soul, in the meakness of thy conversation; condescend to men of low estate, support the distressed and patronize the neglected. Be great; but let it be in considering riches as they are, as talents committed to an earthen vessel; that thou art but the receiver.

The truest philanthropists are those who endeavor to prevent misery, dependence, and destitution; and especially those who diligently help the poor to help themselves.

The charity which merely consists in giving is an idle indulgence—often an idle vice. The mere giving of money will never do the work of real philanthropy.

If there be a pleasure on earth which angels cannot enjoy and which they might almost envy man the possession of, it is the power of relieving distress.

Use Good English.—A command of good English is a mark of breeding; it confers a polish which dress cannot counterfeit; it is a badge of respectability and the sign of recognition among the educated. A man so gifted will receive consideration where his inferior competitor will be treated with indifference. Correct and apt phraseology gives incisiveness and force to an argument, where slangy or meaningless expressions make no impression. A salesman who had the habit of holding up a shoe admiringly and exclaiming, "That's the candy!" disgusted some of his customers and earned for himself the soubriquet, "The candy man." How much better would it have been for this young man, if he had carefully studied his subject and acquired a vocabulary, and provided himself with a selling talk, which would have enabled him to bring out the merits of his shoes. By calling attention to and describing the fine materials and excellent workmanship of his shoes, their superior fitting qualities and beautiful finish, their correct shapes, their exceptional values and the popularity of the brand which he carried, he would have made a decidedly better impression.—*Sample Case.*

Imprint the kiss of reconciliation upon the brow of thine offended virtues and the angel of thy strength will set thee at liberty.—*Gertrude Capen Whitney.*

If you prefer to sell your glorious birthright of Self Control for the mess of pottage of Present Indulgence, that is your own business.

Human wind-mills, verbal cyclones and living talking machines are out of date in business. A Little Logic is worth a lot of Talk.

True success is what a man possesses after he has ransomed his positive faculties of mind and soul and body from the slavery of ignorance and doubt.

There are leaders among all classes of men and women; and you will find the test of leadership to be in the capacity to express self effectively in deed and word.

Arts and sciences are not cast in a mold, but are found and perfected by degrees, often by handling and polishing as bears leisurely lick their cubs into shape.

—*Montaigne.*

The Philosopher Among his Books

MEDITATIONS: A YEAR BOOK. By James Allen, author of "*As a Man Thinketh.*" Thomas Y. Crowell Company, New York. 12mo, cloth. \$1.00 net; postage, 10 cents.

Many of the Meditations here attractively arranged in a book of daily readings have been culled from the score of books written by James Allen, famed as a preacher and teacher of New Thought doctrines, but a large number of them now for the first time see print. To each day in the year is assigned one page, which contains material for thought during that day. For those who use the book as an aid in daily meditation it should prove a stronghold of spiritual truth and blessing. Those familiar with the author's life will recognize that a main source of the power in these inspired passages lies in the fact that they come direct from the heart of a man who lived and practiced what he wrote for the guidance of others. In an age of strife, hurry, religious controversy, and heated arguments, James Allen, the prophet of meditation, calls his readers away from the tumult of the world into the peaceful paths of stillness within their own souls.

The volume is issued in excellent style, and carries as a frontispiece a portrait of the author.

FOUNDATION STONES TO HAPPINESS AND SUCCESS. By James Allen, author of "*As a Man Thinketh.*" Thomas Y. Crowell Company, New York. 12mo, cloth. 50 cents net; postage, 5 cents.

This little volume, forceful in its subject-matter and fascinating as an example of a high class of work in book-making, is full of practical advice on the attainment of what really constitutes the aim of every right-minded person, a happy and successful life. The first things in a sound life, says the author, who has his subject thoroughly well in hand, are Right Principles. Without right principles to begin with there will be wrong practices to follow with, and a bungled and wretched life will be the final end and conclusion. Among the most important principles are duty, honesty, economy, liberality, and self-control. Beyond doubt, whoever acts on Mr. Allen's sound advice and follows faithfully his teach-

ings as enunciated in this book will reach the desired goal, permanent happiness and success, peace and satisfaction.

TRAINING FOR EFFICIENCY. By Orison Swett Marden, author of "*Pushing to the Front.*" Thomas Y. Crowell Company, New York. 12mo, cloth. \$1.25 net; postage, 12 cents.

Sixty-three brief, pointed talks on such subjects as "Getting Aroused," "Keeping Fit for Work," "Poverty a Disease," "Blaze Your Own Way," "Oversensitiveness," "The Tragedy of Carelessness," etc., compose this latest book from the forceful pen of an author who is commonly recognized as a greater source of inspiration and stimulus to young people, and to many older ones too, than any other living writer, lecturer, or public worker. The book is issued in response to a widespread demand that a collection be made from the extensive library of the Marden Books, which should give in compact, convenient form the best in Dr. Marden's inspirational philosophy and practical teachings.

THE LITTLE WINDOW. By Helen M. Hodsdon. Four illustrations by Emily Hall Chamberlin. Thomas Y. Crowell Company, New York. 12mo. 50 cents net; postage, 5 cents.

Behind the open charm of this narrative of New England village life lies a forceful exposition of the strength of New Thought doctrines. The story runs that in the house of a certain stern spinster one little window has for years had its shutters closed tight, as sign that the owner's heart and home are similarly closed against a younger sister, cast out and disinherited because of her marriage to a local ne'er-do-well. It chanced that the strong-minded heroine feels impelled one winter night to attend a lecture in the village lyceum course, mainly in order to "get her money's worth" out of her ticket. The subject of the lecture is "The Big Man on the Inside," and the stirring words of the speaker, a so-called "New Thoughter," go straight home to the heart and conscience of the hitherto flinty Miss Lucy. The latter's admirably depicted mental perturbation finally drives her forth from the

sound of the lecturer's voice, and the same night sees the knocking off of the shutters and the welcoming home of the outcast and her little ones. This telling story will be readily recognized as an exceptionally strong piece of work, well worth more than one reading. Miss Chamberlin's excellent drawings carry out the spirit of the text, and give a finishing touch to the generally attractive style in which the book is issued.

"Advertising is nothing mysterious—nothing wonderful. It is nothing but business common sense. It is, in the very last analysis, but salesmanship on paper. Just as the courteous, obliging, well-informed salesman behind the counter is an animate selling force in any business, so is the honestly written, informative advertisement a mute selling force in any business—with the added value of reaching a greater part of the buying community than the animate force can hope to reach."—*Jerome P. Fleishman, in The Baltimore Sun.*

Success is the capacity to use and enjoy the fruits of our own industry in the service of others.

The earnest men are so few in the world that their very earnestness becomes the badge of nobility.

He that hath a noble aim and the will power to hold on to it, hath compassed all the mystery of success.

The fire may be very low—we may see at this moment only ashes and darkness—but the burning spark of faith is still far within.

HEALTH is that harmonious condition of the three divisions of man—body, mind and soul, which enables the physical organs to perform their functions and promotes the development of the positive faculties and qualities to a marked degree.

—*A. F. Sheldon.*

Remarkable Effect of Heat on the Human System

Heat, scientifically applied, has a remarkable curative effect on the entire human body. This effect was fully recognized, appreciated and used by the Romans, and by many authorities is given as the cause of their enormous mental and physical power. The Romans were the most sturdy race that ever inhabited the globe. We, today, who set the pace for the world in every line of activity, miserably fail to approach the Roman standard of health. The secret of the sturdy vigor of the Roman people lay largely in their frequent indulgence in "thermal" baths. History tells us that, with the neglect of their baths and the adoration of gold and luxuries, the Romans fell.



PROF. CHAS. M. ROBINSON

Nearly All Diseases Are Caused By Germs in the System

It is a recognized fact that the safe, sure and effective manner to relieve and cure disease is to eliminate the cause. Nearly all diseases are caused by germs which circulate through the human system. Dr. Woods Hutchinson, the eminent physician says: "We may walk in air which is simply swarming with germs; we may wade in water that is fairly stiff with them; we may dig and burrow in soil which is literally alive with them, and never know that they are there. But if they happen to get in 'under the skin,' they can stir up all sorts of trouble."—*Good Housekeeping*, October, 1913.)

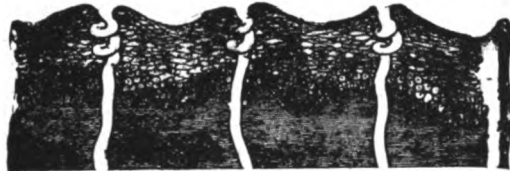
Obviously, therefore, to relieve or cure any ailment we are confronted with this proposition, *i. e.*, "How shall we eliminate the germs?" It is self-evident that the administration of stimulants and drugs cannot aid, as they are, in themselves, naught but poisonous rubbish of the worst character, which only increases the burden that Nature is already contending with, and which tends to further retard, weaken, and destroy all functional activity. Science has proven that

All Animal Poison Is Destroyed By Temperature of 160 Degrees

Therefore, it follows that the correct, true and efficient method for destroying germs is by the scientific application of *heat*.

How and Why We Perspire

The entire skin of the body contains altogether about seven million pores or tubes, each about a quarter of an inch long. If laid out end to end, their entire number would extend nearly twenty-eight miles.



Highly Magnified Section of the Skin Showing Sweat Pores

The pores act as a drainage system for the entire body. But this draining out of the poison occurs only by perspiration. The poisons must not only be *brought out*, but absolutely *destroyed*. To do these two things, heat must be applied properly. Herein lies the sum and substance of the "thermal" bath.

Wonderful Beneficial Effects of the "Thermal" Bath

The "thermal" bath quickens the blood circulation and oxygenates the blood perfectly. The high heat of the "thermal" bath effectually extracts and *kills* the poisonous germs of nearly every disease known to medical science. The temperature of a "thermal" hot air bath may reach 160 degrees or 200 degrees with perfect safety and with no disagreeable effects to the bather. It means that all animal poison is extracted from the pores of the body and destroyed, when the heat from a "thermal" bath reaches 160 degrees or over.

Sufferers from liver, stomach, kidney, bladder troubles, insomnia, nervous prostration, asthma, catarrh, etc., should write to Prof. Chas. M. Robinson, Toledo, Ohio, for his free treatise entitled "The Philosophy of Health and Beauty." Prof. Robinson has devoted many years to the scientific application of "thermal" baths and invented the first and best known method of taking "thermal" baths at home. His book is intensely interesting. It is largely historical, and the paragraphs which tell how the representative of Great Britain, apparently mortally ill, in a foreign land and far from medical aid, saved his own life by "thermal" bathing are more interesting than any fiction. Send for your free copy today. Address:

PROF. CHAS. M. ROBINSON, 670 Robinson Bldg., TOLEDO, OHIO

Send names and addresses of your sick friends

SAY "I SAW IT IN THE BUSINESS PHILOSOPHER"

TO find the best, easiest and quickest ways to the Desirable Things of Life, you must first determine for yourself what for you these Desirable Things are, submitting your Ideals to your own cultivated common sense and to the court of intelligently chosen Competent Counsel.

—HARRINGTON EMERSON

The Business Philosopher

A. F. SHELDON, Editor

Volume IX

DECEMBER, 1913

Number 12

BY THE FIREPLACE

Where We Talk Things Over

RIGHT around within easy tramping distance of this fireplace live one hundred farmers.

In the village nearby live four hundred families.

In that same village there are six grocers.

At the time this is written the hundred farmers receive, on an average, nineteen cents a dozen for eggs.

At the same time the housewives of the four hundred families in the village are paying the grocers forty cents a dozen for strictly fresh eggs.

The hundred farmers complain bitterly because they get less than half of what the people in the village pay.

The people in the village are disgusted because they are obliged to pay more than twice as much for eggs as they would cost at the farmhouse.

THERE ARE four hundred families and one hundred farmers.

And there are only six grocers.

If a man were to run for Congress, on a platform pledging destruction to the grocers, offering to secure for the farmers all that the consumer pays for eggs and to arrange it so that the consumers could get eggs at farm prices; and if his opponent were to run on a platform guaranteeing life, liberty, and the pursuit of dollars and happiness to grocers, it does not require the services of a professional political prophet to foretell the outcome of the election.

WHAT I HAVE outlined here on a small scale and in a very limited and crude way is the real situation in which those engaged in the work of distribution find themselves today.

Producers feel that they do not receive as much as they should for

the things they grow, gather, dig out of the ground and manufacture.

Consumers everywhere are bewailing the high cost of living, which is the name they give to the exorbitant sums they think they have to pay for the necessities, conveniences and luxuries of life.

Both producers and consumers have joined in a hue and cry against the agencies of distribution.

The "middleman" comes in for a "cussing" from both sides.

There is a growing popular demand that he be eliminated altogether.

And because the producers and the consumers have the votes, the Government isn't doing a great deal to protect the distributors.

In fact, a good many shrewd politicians are getting into office these days because they claim to have some wonderful new process for getting rid of the middleman.

IF YOU DON'T believe that danger threatens distributors, take a look at the laws passed and their administration.

In 1890, Congress passed the famous — or notorious — Sherman Law. This law makes it a crime for any two or more people in the United States to form a combination for the purpose of maintaining prices.

Every labor union is such a combination.

Every farmers' union or co-operative society is such a combination.

The law makes it a crime for any two persons in the United States

to form a "combination in restraint of trade."

Every consumers' co-operative purchasing society or association is such a combination.

And yet we never hear of any suits brought by the Department of Justice of the United States Government to dissolve labor unions, farmers' unions, cotton growers' unions, fruit growers' associations or co-operative purchasing societies.

But there are plenty of suits brought in an attempt to compel merchants—who have comparatively few votes—to desist from any attempt to co-operate on any effective basis for mutual protection and advantage.

IT IS BECAUSE of these dangers, which not only threaten, but are already working hardships upon distributors, that I have been writing for them about efficiency of distribution in the last several numbers of THE BUSINESS PHILOSOPHER.

In the August number I pointed out some of the dangers that menace the very existence of the distributors as a self-directing force in the business world. In that same number I attempted to show that only by increased efficiency could those who distribute the world's wealth hope to continue and to prosper.

In the September number I outlined briefly some of the methods by means of which the individual, no matter what his place or position in distribution, might increase his own personal efficiency.

In the October number I suggested in a very brief and sketchy way some of the methods by means of which distributors might increase their efficiency in the technique of their business.

But, as I pointed out to you in **THE BUSINESS PHILOSOPHER** for August, no matter how efficient personally you may be, no matter how efficiently you may organize, administer, manage and operate your business, you are held tightly in the web of your commercial environment and you cannot attain complete efficiency until the whole business of distribution is on an efficiency basis.

And it is this broad general problem of efficiency of distribution that I shall discuss a little with you in this talk by the fireside.

AS I WRITE these words a grocer's wagon rattles by.

It is the third that has passed this morning.

Judging from past experience, three more will pass before noon.

And this afternoon they will all drive by again.

I have just been to the window to see what my good friend, the grocer's boy, has in his wagon.

There are four small baskets, such as we used to carry to market in the old days when there wasn't any grocer's wagon. One of these is empty. Another has in it a can of corn or something of similar nature. Another has in it a can of baking powder and a bar of soap. The other one seems to be fairly well filled with groceries.

This is perhaps a little smaller

than the average load carried by the grocery wagons as they pass my window, but I have never seen one carrying more than about one-sixth the load one horse could easily draw over such roads as we have around here.

I HAVE VISITED the six groceries in the village nearby. I have looked over their stocks.

In general there is practically no difference between them as to quality of goods and prices.

Here are six store buildings on which rent must be paid. They must be lighted, heated, insured and supplied with telephone service.

Each store has a proprietor or manager, and one of them, owned by partners, has two.

Each store has from one to three clerks, and two or three of them have cashiers and bookkeepers.

And then, as I have said, they maintain these six wagons and six drivers, all carrying the same kind of goods over practically the same roads, and each of them carrying a sixth of a load or less at a trip.

NOW, IT DOESN'T make any difference how efficient, personally and in a business way, the managers of these six stores are—and some of them are wonderfully efficient—the grocery business in this village is most expensively inefficient.

It has six managers where one would do just as well.

It has six cashiers where one would do just as well.

And it has ten clerks where perhaps three or four would do.

It has six drivers where one would do the work.

It maintains six stores, six horses, six wagons and six complete sets of store fixtures and other equipment where one would meet all requirements.

Some one has to pay for all this unnecessary duplication, or, to be accurate, I should say sextuplication.

The producers pay for it in reduced prices for their product.

The consumers pay for it in high prices they are compelled to pay for commodities.

The grocers themselves pay for it in loss of profits and in the whole effect of popular and political agitation against the middleman.

BUT THE TROUBLE is by no means ended when we have gathered all these six stores together under one roof and are sending the goods out in one delivery wagon.

In Chicago, I am informed, there are twelve wholesale grocers, each carrying practically the same line of goods as to qualities and prices, and each sending a traveling salesman to the village nearby.

In addition to that, there are grocery jobbers in Milwaukee, Toledo, Indianapolis, Detroit, Minneapolis and several other nearby cities who send traveling salesman here. In fact, I am informed that there are no less than twenty-five of these royal good fellows making this territory regularly and calling on the trade with practically the same line of goods.

NOW, NO MATTER how efficient the twenty-five wholesale groceries represented by these salesman may be themselves, as a part of the system of distribution they are grossly inefficient.

Someone has to pay the salaries, railroad fares, hotel bills and other expenses of these twenty-five men, all doing the work that one man could do just as well.

Someone has to pay the expenses of conducting twenty-five wholesale establishments where one would be enough.

And in this case, as in the case of the retail grocers, producers, consumers and distributors are compelled to share the loss.

IF YOU HAVE read thus far, you have long ago made strenuous objections in your own mind to the proposition you think I am about to make.

If you are a grocer or connected in any way with the business of distribution you demand of me in no uncertain tones: "When you have put your six grocery stores all under one management what, pray tell, is to become of the other five managers, the other five cashiers, the other six or eight clerks and the other five delivery wagon drivers?"

If you buy from grocery stores your demand of me is none the less certain. What you want to know is this: "After you have put all the grocery stores under one roof and under one management, what is to prevent that one man from raising prices until we are ten times as bad off as we are now?"

IN ANSWER TO the first objection, let me remind you that the resources and opportunities of the universe are boundless, that we have only begun to scratch just a little of the surface of the possibilities, that the demand everywhere and all the time, except in the lowest ranks of labor, is not for more jobs to go around, but for more efficient men to do the work of the world.

The world will be far better off, you and I will be far better off, when all these men and women now engaged in useless and unnecessary work are set free from it, so that they may do some of the many things that cry aloud to be done.

Your solicitude for the other five managers and their employes is of a piece with the solicitude of farm hands when the self-binder was invented, of printers when the linotype first began to be used, of needlewomen when the sewing machine appeared.

Today, notwithstanding the self-binder and many other machines that have followed in its wake, there is a greater demand for farm hands than ever before. There are ten printers employed today where there was one when the linotype was invented. And thousands of women are running sewing machines today where one handled a needle for her living when the sewing machine was invented.

SO DON'T WORRY about the other five.

WHEN THE FORCES of distribution are organized upon an efficiency basis, when all multiplicity of parts and functionaries has been eliminated, the resulting prosperity of producers, distributors and consumers, who now pay for the waste of present inefficiency, will be so great that the five will be far better off than they are now, struggling for a bare living as parts of one of the most efficient, cumbersome and wasteful systems that ever grew up haphazard.

AND NOW ABOUT the objection of the consumer and producer. They are alarmed lest the one grocer, having no competition to fear, will pay as little as he likes to the producer and charge the consumer "all the traffic will bear."

"COMPETITION IS the life of trade," says the average man, "and it is only by lively competition that the buyer can be compelled to pay a fair price and the seller be compelled to sell for a fair price."

Let us see about that.

Our six grocers here in the village are in lively competition—in fact, competition is so fierce amongst them that none of them are getting wealthy and most of them are making only a bare living.

Counting their own salaries and the interest on the money invested in the enterprise as legitimate expenses, some of them are running their business at a loss.

Surely that is competition enough?

And yet I have only just finished telling you that the farmers com-

plain they don't get enough money for their produce and that the consumers complain that prices are altogether too high.

Competition does not seem to be doing what is claimed for it.

“THAT IS ALL true enough,” you say, “but bad as things are, if you eliminate competition, they would grow worse.”

I will agree that to give any one man a monopoly under the old dog-eat-dog, every-man-for-himself-and-the-devil-take-the-hind-most method of doing business would be to place altogether too much power in the hands of one man.

But business is rapidly aligning itself under a new principle.

This is the principle of *service*.

Under this principle men are combining, not to raise prices to the consumer, not to reduce prices to the producer, but for increased efficiency, so that more money can be paid to those who produce wealth, so that better prices can be made to those who consume it, and so that larger profits may be made by those who distribute it.

NOTWITHSTANDING all the short-sighted, illogical and purely-for-political-purposes agitation against trusts and combinations, every fair-minded and careful student of commercial history knows that many of these combinations pay more for raw material and labor and sell their goods for lower prices as the result of increased efficiency.

For every piece of sharp practice, “brutal” competitive methods or unfair tactics on the part of trusts, it would be easy to point out hundreds just like them and even worse on the part of the very individuals oftentimes who complain loudest.

THE REASONS there has been so much talk about trusts and their iniquities are: first, that the trusts are something comparatively new; second, that it is big and therefore its doings are more easily observed; and, third, because the men who compose trusts are comparatively few in number and control few votes.

With so much outcry against them and with so much hostile legislation, it is not surprising that these men should have taken steps to protect themselves by the formation of lobbies and the use of such power as they had in their hands to influence legislation and to control as far as possible the administration and enforcement of law.

It is not to be denied that in their fight for self-preservation they have resorted to unworthy methods and have carried to an extreme their interference with the functions of government.

It is not to be denied that, at first, feeling such a large portion of the entire public against them, they despaired of obtaining justice at the hands of voters and resorted to ways that were dark and devious to obtain their ends.

It is not to be denied that many men, intoxicated by the power placed in their hands and by great wealth and great combinations of wealth, have used that power to oppress and otherwise injure their fellow men.

All this is but human. It has been done and is being done on a small scale by small men with small means just as frequently as it is done on a big scale by big men with big means.

—————
This too, is an old, old cry.

I will admit that many past experiences justify to a certain extent a wholesome dread of monopoly.

—————
BUT THE TRUSTS are learning that they, far more than the private individual, must give the fair deal. Their very size makes them conspicuous.

They are also learning that their only hope is not in secrecy and private understandings on the quiet with government officials, but in the fullest and widest publicity.

—————
SUPPOSE YOUR one grocery manager were to combine all six groceries into one store, under his management.

How long do you suppose he would last unless he actually paid the farmers more for their product and sold it to the consumers for less money?

He would be only one against five hundred. Being the only grocer in town, it would be far easier to watch him and keep track of all

that he did than it is now to watch and keep track of the six.

Being the only grocer in town and thus holding so much power in his hands, he would be under far stricter surveillance than are the six grocers now doing business here.

“Competition” is supposed to look after them.

—————
FLATTERING MYSELF that I have disposed of at least two objections, and perhaps the principal ones, against my plan for increasing efficiency, I am prepared for another.

“Granting that it would be a good thing to combine your six groceries into one,” you ask me, “how are you going to bring that about?”

Well, really, that is a problem about which I do not need to worry.

The thing is already being done.

—————
NOT ONLY IN America, but in Europe, in South Africa, in Australia and in many other parts of the world, co-operation and combination are the watchwords of the time.

While the United States Government under the Sherman Law has dissolved or attempted to dissolve one combination, a hundred or a thousand have sprung into being.

Over in Germany the government is more far-sighted. It not only has no law against combinations, but actually compels producers and distributors to combine for the benefit of all concerned.

In a recent case one coal mine was over one hundred miles from market, the other coal mine only twenty miles from market. The coal mine near the market, having an advantage thereby, was putting its competitor out of business. The government stepped in and compelled the two mines to combine and sell their product at a price which would be profitable for both.

COMPETITION IN the old sense of that term is simply the old destructive struggle for existence, in which the stronger survives and the weaker must perish.

But we, as civilized human beings, have outgrown the necessity for that primitive struggle.

The survival of the fittest does not always mean the survival of the best.

There is no question in the mind of any sane person that John Keats, had he survived, would have been a far more valuable member of the human race than some big and burly bruiser who, because fitter to fight for his life under existing conditions, and lived to be eighty, while Keats starved to death in his youth.

THE SHERMAN LAW is an achronism.

The fear of trusts and combinations is the fear of an out-of-date bogey.

The clamor for free and unrestricted competition is the clamor for an eighteenth century ideal.

WE ARE IN the twentieth century.

Wave after wave of immigration has swept westward from the cradle of the race until there is no longer any new west.

Comparatively speaking, there is no new territory to grab.

We shall have to develop and make use of what we now have.

Efficiency, therefore, becomes the prime necessity.

Waste becomes a cardinal sin.

We are not independent, we are not dependent; but we are all interdependent, and efficiency demands that we shall recognize, take advantage of and realize upon our interdependence.

CONQUEST is no longer possible.

Competition is waste.

There remains for us, therefore, but one method of conducting our economic relations, and that is co-operation.

AS I HAVE pointed out to you, producers are already co-operating and the co-operative movement amongst them is growing rapidly.

Consumers have also begun to co-operate.

A commission appointed by the government to investigate co-operation in this and other countries is now preparing its report. Advance information says that it will tell us of widespread and successful co-operation in buying and selling in many parts of the world; not only widespread, but growing with an accelerating speed.

If the distributors do not wish to be caught and crushed between the upper and nether millstones they will have to develop their own personal efficiency, they will have to increase their efficiency in the management of their business and they will have to get together and co-operate to bring the organization and system of distribution as a

whole down to a basis of practical efficiency. As I have said, all this is taking place already.

MY ORDER TO YOU is therefore, study the movement, prepare yourself to take part in it and take advantage of it. For your sake and the sake of your fellow workers, do all you can to hasten it.

*The dogwood calls me, and
the sudden thrill
That breaks in apple blooms
down country roads
Plucks me by the sleeve and
nudges me away,
The sap is in the boles to-
day,
And in my veins a pulse
that yearns and goads.*

—RICHARD HOVEY.

SO great a stress does one of the big Chicago stores lay upon the details of toilet as a matter of good business that it prints a little booklet, which it distributes to all employes, which has useful hints as to the care of their hair and nails, the wearing of tasteful and fitting clothes, and with many little hints as to the proper day costume of both men and women.

"It is only business," says the manager of the house. "It pays to please the eyes of the customers. The goods our messengers deliver are enhanced in value by the fact that the boy who hands them in is neatly dressed. The vendors of proprietary articles, the chemists and druggists, taught the world a lesson when they hit upon the idea of putting their wares up in tastefully designed boxes, wrappers and tins. As with packages, so with persons. The becoming exterior tells. You are glad to see it again."

The matter of neatness of appearance of their staff is being taken up by employers very widely.

One great railroad has a "bureau of neatness," through which all new conductors, ticket sellers and other employes who come into direct contact with the public are supplied with a little circular upon the importance of a neat appearance. The circular is supplemented by free tickets for the pressing of trousers and the shining of shoes.

A foreign ambassador who had served at several large capitals of the world told lately of an emissary who had returned to him from a mission and announced failure.

"Were you, may I ask, wearing that waistcoat?"—with a thumb-jerk in the direction of the crumpled garment.

"I was."

"Then," said the chief, "I do not wonder at your lack of success."

Next to the cheery manner, a neat appearance is any man's best capital. The two together create an atmosphere in which "luck" likes to linger.

Success will not come to meet any man half-way unless he makes himself inviting and agreeable.

— CHARLES GRANT MILLER

Commercial Organizations as Public Utilities

By **WALTER H. REED**, President

Wisconsin Association of Commercial Executives

TWO of the most important gatherings of the year, if we measure importance in the terms of Town Development and City Building have just been held, which every man man vitally interested in the improvement of his city through his civic organizations should have attended. These meetings were held at Omaha and St. Paul and attended by a group of men who believe that the days of "hit" and "miss" development are gone, never to return. These men came together for a serious purpose: to promote their efficiency in organization work, to get in closer touch with the problems common to all workers in this field and enable them to better serve the organization

with which they are connected. It is a school of Secretaries. Every man who attends, no matter how long engaged in this new profession, comes as an open book for the man who may have traveled along the road of experience only a short distance. There they exchange ideas regarding failures as well as successes and thus avoid experiments that have proven failures. The getting together of

these Commercial Secretaries affords an opportunity to stimulate by helping to make an expert of every Secretary. Here many points are gained that could not be gained otherwise than in years of individual effort.

I look forward to great improvement in organization of business men locally and the general enlargement and adoption of the principles that have made for the greatest success of the well organized Commercial Clubs of our country, namely that it is good business to concentrate the business interests in every city into one strong democratic organization, and thus concentrated, they shall be foremost in helping forward the civic and social progress of their city and its



WALTER H. REED

citizens with the same degree of interest as they help its Commercial and Industrial progress.

You cannot disconnect yourself from the affairs of the community in which you live or the community with which you are identified in a business way. Public affairs are your affairs. The common good is your good. The city's responsibilities are your responsibilities. Make sure you can-

not give more to the city than the city will give to you. Unless you use your citizenship as intelligently and aggressively as you use your business ability, you are not doing your full duty. If you do less than your full duty it must have an effect upon your business efficiency.

It has been proven that Commercial Clubs and other similar organizations are not here by accident, but are the natural product of past and present commercial and economic conditions. In the early days they dealt chiefly with commercial problems. Today broader and more extensive ideas of commerce have forced us all to realize the intimate relationship between business and general social conditions. Politics in the best sense of the term, civic improvements, industrial betterments, and ethics are now regarded as an actual factor in trade development.

The man who criticizes the work of the Commercial Club is the one who knows the least about it. If a man thinks that the Commercial Club is of no value to him it is his own fault, yet his organization promises nothing to its members. It is for the member to determine the worth of the organization to the individual. The officers are not mind readers. Members must show interest in the organization in order to work upon a committee. The more a member works for the Commercial Club the more he gets out of it and the more he values his membership. The Commercial Club makes no return to its members in dollars and cents. The return is in providing for the civic and commercial interests of the members in protecting more than projecting their welfare. It is not a question of what the Commercial Club may give its members but rather what its members can give the Commercial Club in work, enthusiasm and sincere support. The return then to such members is satisfactory and inevitable.

We should not be satisfied with

the promotion of business interest alone. We should be equally interested in seeking to make our city safer, cleaner, healthier and better governed, and bettering the conditions under which manufacturing is carried on. A city must be well governed, have clean streets, parks, boulevards and play grounds, good sewerage, modern housing conditions and pure drinking water. Its factories and stores should be constructed and operated in the most approved methods before it can be regarded as prosperous. In other words, unless a city possesses these qualities, keeping pace with its Commercial development, it cannot be regarded in a real sense as truly progressive.

Every live, progressive city has a Business Men's Club where bankers, blacksmiths, capitalists and clerks may meet on common ground, men who recognize themselves as a part owner of the town in which they live and take an active part in the affairs of the organization of which he is a member.

The man who is big enough to recognize that he cannot hope to materially increase his business and his profits on the present population and the present volume of the town's business knows that his next step is to increase the payrolls of the town by helping to get other and bigger payrolls for local distribution, and I find men of consequence who go after a thing worth while usually get what they set out for.

No man ever honestly got anything for which he did not give value received. No man has a right to expect a better Town unless he gets in the game and looks on the matter as *his* business, infinitely too important to be left to chance and hazard. Nothing so much concerns a man as to see to it that the town in which he lives is the most attractive and most important trade center that it can be. Because these attractions and this trade importance measures his prosperity and enjoyment.

The citizen who profits by community work without contributing to it may be represented by a cipher with the rim rubbed out.

Supposing a town needs new railroad accommodations, better service, special legislation from the state, or a thousand other things that are simply stepping stones to a city's progress, these things do not come of their own volition. Some one must make it his business and work at it unceasingly to bring it about. One man or a few men can do little. Who then shall bring about these betterments? "The Common Council," you say. It has more work now than it can do merely handling the co-operation details. There is no force that can be utilized in all the city for the purpose like these except the Commercial Club, and here we find ourselves working with the biggest hearted and biggest minded men in

the community and invariably the town which is forging ahead fastest, you will find, has the strongest Commercial Organization. Would you like to live in a city where everybody criticizes everything? Isn't it worth your dues alone to know your neighbor? If you are selfish and narrow as a citizen you are alone, moreover, you are unfortunate. But, if you are a big, whole-hearted man with a broad view of life as it should be lived, you are, or ought to be, a member of your town-boosting club, for the "City of Get-to-Gether" has found itself. The folly of fighting is exposed. "Doing" has taken the place of "undoing," for a town divided against itself is ridiculous in the eyes of progress. The Commercial Club has become a public utility, for it stands for all that is healthy and happy in the progressive prosperity of your city.

If your work is made more easy,
 By a friendly, helping hand,
 Say so. Speak out brave and truly,
 Ere the darkness veil the land.
 Should a brother workman dear
 Falter for a word of cheer?
 Scatter thus your seeds of kindness,
 All enriching as you go
 Leave them. Trust the Harvest Giver
 He will make each seed to grow.
 So, until its happy end.
 Your life shall never lack a friend.

—Selected.

The Philosophy of Advancement

By CHARLES W. JOST

WE often hear the expression: "If I could advance myself how happy I should be!"

I know of one particular instance where a friend of mine had been bewailing his lot for a number of years. He was not lazy nor indifferent in his work but did not seem able to do as much as some of his fellow workmen.

He finally analyzed himself and concluded he did not concentrate as much as did the fellow who accomplished more. Why didn't he concentrate as much?

He soon found that his efficiency was not as high as it might be.

What next?

Why, increase his efficiency, of course!

How?

He found he was not exercising enough, considering his sedentary habits; he ate too much; did not sleep enough and partook of too many stimulants.

The latter part of his analysis was indeed a revelation as he did not smoke, chew tobacco nor indulge in stimulating drinks, except coffee and tea.

Taking exercise, retiring earlier and slight moderation in eating was at once begun, not without some training of the will, of course.

Drinking coffee and tea was a habit which he found difficult to overcome, as he had been taught to drink these beverages with meals, between meals and at "any old time."

By beginning the breaking of this habit by moderating the amount he

soon found that this, too, could be accomplished.

He found that by reading of the good results obtained by mastering bad habits his will-power was considerably strengthened.

He seemed to be more encouraged—to gain more confidence in himself.

When he found that he seemed at a standstill, or, even in danger of going backward, he would read several articles on the beneficial results of self-control and find therein much to help him take a new hold of himself.

It was with him as it is with each individual—a case of self analysis; Self-study and application of what is needed in his particular case.

The great trouble is, however, that a great number of individuals, although knowing what they should do or should not do, do the very things they should not do.

This particular person found that he was helped more by increasing his sleeping hours than by any other method of increasing his efficiency. He found further that the abstinence from coffee and tea induced a more restful sleep.

The ability to concentrate soon came as a natural sequence. Then came better results as to quantity of work, and better work.

It was a short time only then until his foreman noticed the improvement and chose him as an assistant, and—it is needless to add that my friend is still "hot" after other bad habits, such as temper, irritability, and indulgence.

THERE is very little value in any scheme that does not startle conservative minds.

—GEORGE HORACE LORIMER.

How to Serve Customers Over the Telephone

By E. ST. ELMO LEWIS

A LITTLE tactfulness in handling complaints that come over the wire, and more understanding of the man at the other end who is often in the wrong, will work wonders in making the company an asset to the community, and makes the advertising profitable.

The service rendered should create a favorable opinion of the company and its value to the community. The "public-be-damned" corporation never has "public-be-pleased" employes.

I go to my telephone.

My gas meter, for instance, is on the bum.

It always is, of course.

I have a gas meter that has broken all the speed ordinances.

My gas meter is out of use, for the sake of argument, and I go to the phone to register a kick.

I call up.

Percy Pinhead is on the other end of the phone, or, likely, it is Miss Tillie Timpkins—she of the small waist and the big pompadour.

Ever notice how these two always go together? There is some peculiar psychological reason for the combination which I have never been able to reduce to words.

Tillie is very busy, very; for she has a telephone switch-board to look after, not to mention a box of candy, and Robert Chamber's love story!

Tillie says "hello" in a languid tone.

"Is this the City Gas Company?" I ask.

Tillie shifts her quid of Spearmint and says, "Yes," in a tired tone.

I start to explain what I want.

"Just wait a minute," she interrupts—a thick silence, while I change the receiver to the other hand.

She switches me over to the Complaint Department.

The young lady stenographer answers the phone.

"Well, what is it?"

"The meter in our house is out of order"—I get out when,—"Just a minute," and again the silence, and I shift to the other foot.

Then the stenographer says, "Tillie, put this call in Mr. Smith's office—Mr. Jones is over there."

I get Smith's office but Mr. Jones has just left, and I get another—"Just a minute."

By this time I am saying things to the wall paper, not fit for publication.

Then a hurried, hurried voice over the phone says,

"Well, what is it?"

By this time I have almost lost my voice telling what it is, but I try again.

"The meter in our house, 109 Pingree Avenue, is out of order; will you send an inspector to look at it?"

"Yes."

Bang goes the phone, no chance for a when, what, why or anything.

Have I received service that will make me a booster?

Let us see the easier way.

In the first place the girl should have said, "City Gas Company," as soon as she took the signal.

Then as soon as the complaint was made she should have said, "I will connect you with Mr. Jones' desk, who has charge of these things," and somebody should have been there to take the complaint.

The Gas Company would have become to me a human being, for I would have been dealing with somebody, some person,—not an IT.

That is the difference between scientific management and just letting things happen as they please. It is just these little things that make or mar the good will of any business in the minds of the people it serves.

Look into your own.

The Gift

By H. E. GRANT

BLESSED be the spirit of the gift.

It is the universal season. We make gifts, for it is the anniversary of the birth of one who gave continually.

He was crucified, but that event too he overcame. If there is gain in giving then none other has been so well rewarded, received so much.

Cannot the same principle be applied to the business world? Giving we shall receive. Then why confine our giving to a season?

In any industry, the most successful, the best known men, are those who give most. They who tell us the why, how, when, and where of their accomplishment; tell it without hope of gain and sometimes at an immediate sacrifice; willing for competitors to solve their problems also in this newly discovered, more efficient, more economical, or more excellent way.

This altruistic Spirit of the Gift makes conventions possible. Giving, they themselves receive more greatly for to tell another is to reach out and grasp the greatest good ourselves; it is thrust upon us.

Thought expressed shows us how little we know and the immensity of the good which is not receivable until we give of that we already have.

Let us be glad because of this season of gifts, for the Christ Spirit which enables us to give, and for the knowledge that though he was crucified, he arose again from the dead, and lives.

Blessed is the Spirit of the Gift.

Some Questions, Objections and Protests About Taxation

By TOTOLENA KATT

JIMMIE came up the other night looking as glum as anything. When I wanted to know what on earth had happened to him to make his face look like a pan of blue mud, he said he had been "figuring things up."

Jimmie is the most frightfully cautious fellow you ever saw. It seems to me he never makes a move, even to buying one of those lovely ties he wears, without first figuring up just how the expenditure is going to affect his finances for twenty years to come.

Jimmie is corking good company and isn't at all stingy in his expenditures, only he has to figure it all out beforehand and make sure it all fits in with plans and specifications he has drawn up for the next one hundred fifty years or so of his life.

So when Jimmie told me he had been figuring up I knew right off without asking any more questions that he had decided not to buy the new automobile he had been talking about getting next spring.

Now, that was just perfectly exasperating. We had talked a good deal about that new sixty-horse, seven-passenger car and what could be done with it if Jimmie had it in place of his old five-passenger, "thirty."

Jimmie had figured it all over so many times that I thought he was perfectly convinced that all his plans were safe.

So I had really set my heart on the new car and had made a few plans of my own in connection with it.

And now here was Jimmie, his features all clammy with gloom. He had a brand new set of figures that had utterly eliminated all hope of the brand new car.

FOILED BY THE INCOME TAX

I suppose I am dreadfully outspoken. The way things stand it really isn't any business of mine whether Jimmie buys a new car or not, but I just couldn't help it. I sputtered:

"Oh, Jimmie! I think it's just horrid. I wish you would break your old adding machine, lose all your pencils, have all your paper burn up and not be able to find even an old slate to figure on. What's the use of your figuring anyhow when it goes and spoils everything?"

Then Jimmie looked patient and superior, which, mixed with the thick gloom on his face, gave him an awfully funny expression. Peevish as I was, I nearly had to laugh.

"People who never figure up," he said, "go through life like a blind man driving a runaway team over a strange road, and you wouldn't want me to do anything like that, would you, Lena?"

"But you have figured this thing up about a thousand times before," I pouted. "Why can't you let it stay figured?"

"Well, you see," he said, "when I was considering the purchase of the new car the income tax measure had not really become a law, so I couldn't take it into consideration. It wouldn't be good business, you know, to figure on an expenditure that was only a contingency. But now that the President has signed the new tariff bill, why I just have to take into consideration an expenditure I hadn't figured on before—my income tax."

Then he told me how much tax he had to pay every year. It seemed to me an awful lot for a young fellow like Jimmie.

Then I got a pencil and paper for

him and asked him to figure up how much my income tax would amount to. But he said that my income wasn't big enough to tax.

That seemed strange to me and not a bit fair.

Why should Jimmie have to pay a big tax because he has been wide-awake and hard-working and aggressive and foresighted and exceedingly able and I be exempt because I had been none of these things?

Jimmie has developed an entirely new industry. He has given employment to thousands of men. He has distributed throughout the country goods that have helped storekeepers to make bigger profits. The things he makes are useful and have given hundreds of thousands of people advantages that have made them more comfortable and happier, have enabled them to save money and make more money.

Why, Jimmie is a great public benefactor. His income, big as it is, doesn't half begin to pay him for what he has done for his country.

And in recognition of his distinguished services his country levies a tax upon him! Isn't that horrid?

Probably ninety-five out of a hundred of the people Jimmie has benefited by his work don't have to pay any such tax.

A MAN'S ATTITUDE TOWARD TAXES

So I asked Jimmie a lot of questions about taxes.

But, while Jimmie knows a great deal about his own business, he doesn't seem to know very much about taxes.

"I have got my own business to attend to," he told me; "so I just leave politics to the politicians. That's their job. I suppose there is a lot of graft and crooked business about taxes, but I haven't got time to bother with it. I can make more money by attending to business than I could possibly save by dabbling in politics

and getting taxes down to a reasonable figure."

"But," I said, "I should think you would have consideration for others. Just think of the good times all your friends will miss because you don't buy that car. I should think that anything that was serious enough to keep you from getting the car you know perfectly well you are just dying to own and really ought to have is serious enough to get a little more attention from you than just 'figuring up'."

Jimmie started to make some kind of an answer; then changed his mind and said he wouldn't argue with me; that women didn't know anything about politics anyhow.

Just think of that, when he had scarcely finished telling me that he didn't know anything about it himself!

Well, that started me to reading up about this whole question of taxation.

PAYING A DISGUISED SUGAR COATED TAX

Of course, it's perfectly absurd for Jimmie to talk about making more money by attending to his own business than by taking the time to do his part as a good citizen toward making the taxes fair and square for everybody.

I found very soon after I began "fossicking" around for information that we really pay a startling amount of money for taxes.

For instance, Jimmie was badly mistaken when he said my income was too little to tax. It's true I don't have to pay any income tax, but when I go down to Madame's and pay \$5.00 for a pair of gloves about \$3.00 of that is tax. It only costs the importer about a dollar to buy that pair of gloves in France. Another dollar would certainly pay all of his expenses in bringing the gloves over here and putting them in Madame's show-case, as well as yield a fair profit to both him and Madame.

But when he brings the gloves into this country he has to pay 65c taxes for the privilege. Then he has to tack on a little extra profit for himself on account of the botheration of paying the tax and having his money tied up in it until Madame pays him for the gloves. So he charges her \$3.00 in order to be on the safe side. And Madame, poor thing, has to be on the safe side, so she charges me \$5.00.

WHO GETS THE TAXES WE PAY?

Now, I want to know what's the good of a tax that takes \$3.00 out of my pocket and lands only 65c in the United States treasury.

And that isn't the worst of it. When I buy a pair of domestic gloves of the same quality as the imported gloves I have to pay practically the same price for them.

I find that on account of improved machinery and methods and the frightfully low wages they pay in their factories, it actually costs American glove makers less to manufacture gloves than it does the French.

But the tax is put on for the purpose of enabling the American manufacturer to charge me \$5.00 for his gloves.

And so, when I buy a pair of domestic gloves I pay about \$3.25 tax.

And not one cent of it lands in the United States treasury!

Well, I am told that things are going to be a great deal better when the new tariff law goes into operation.

I sincerely hope so.

The high cost of gloves is perfectly appalling.

But I found I had only made a beginning when I studied the income tax and this tax we are supposed to pay through our merchants and manufacturers.

I found that people have to pay taxes to the cities they live in and to the states and that these taxes are based partly upon the land they own and partly upon buildings, machinery, pianos, organs, watches, clocks,

jewelry, stocks, bonds and bank balances.

I thought until my head ached but I couldn't see the difference between that tax and the income tax, except that the income tax taxes money as it is being made and this other tax levies upon it year after year after it is invested in some other value.

WHY A TAX, ANYHOW?

Now, there are some things I would like to know about this tax business.

Why do people have to pay taxes?

What are they supposed to pay for?

It seems to me that if we could determine just exactly the basis of this whole system then we might form some clear idea as to how people ought to be taxed.

Since we pay our taxes to the government, if we get anything at all in return for them, I suppose it is the benefit of being governed.

Well, what benefit is there in being governed?

The government protects us, or rather is supposed to stand ready to protect us, from the dreadful results of a foreign invasion.

It furnishes policemen to see that we don't get held up or burglarized (of course we do get held up and burglarized, but I am talking about the theory of the thing.)

It "busts" the trusts so that they will not overcharge us for oil and tobacco and sugar and such things (Of course, the prices of oil, tobacco and sugar have gone down since the trusts were formed, but if the facts are against the trust busting, then so much the worse for the facts.)

There are other functions of government much like the ones I have named, but so far as I can see we all share equally such benefits.

If the government were really a business institution rendering service for pay, then every citizen who was protected against soldiers from

Japan and burglars and highwaymen from other nations ought to pay an equal amount of taxes.

ESSENCE OF INCOME AND PROPERTY TAXES

To charge us according to our income or our property is like a merchant charging people not according to the quantity and quality of goods they buy and use, but according to their ability to pay for them.

A man on a salary of \$10,000 a year would get a pair of shoes for \$50.00. A man on a thousand dollars a year would get the same pair of shoes for \$5.00. While my little nephew, Bill, who is lucky if he picks up a hundred dollars a year in various ways, being only ten years old, would be able to get the selfsame pair of shoes for fifty cents.

And John D. Rockefeller would have to pay \$500,000 for them.

Now, that wouldn't be fair, would it?

Now, suppose I went into a shoe store to buy a pair of shoes but instead of paying the man who sold the shoes to me I would go across the street and pay the grocer fifteen per cent. more for all the groceries I bought of him.

If I bought ten cents worth of groceries and paid eleven and one-half cents for them, then the shoe man would probably get half a cent for his shoes, since the grocer would have to charge something for handling that extra fifteen per cent. If I bought a hundred dollars worth of groceries and paid \$115.00 for them, then the shoe man might get \$5.00 for his shoes.

Now, you can see that wouldn't be fair to the shoe man who never could tell just what he would receive for his shoes except on a kind of general average estimate.

It wouldn't be fair to me, because I would either get my shoes for almost nothing or pay three or four times as much as they were worth.

And it wouldn't be fair to the grocer, because it would run his prices up so high as to get him into trouble with all his customers.

And yet that seems to me to be exactly the principle on which we pay Uncle Sam for the benefits received from him.

SOME QUESTIONS FOR INTELLIGENT VOTERS

Now, I want to ask all the smart men who run the government by their votes, if they don't think it would be just ordinary business sense for us to pay the government, for benefits received, directly and not through the hands of a crowd of other people each one of whom has to make a profit for handling the money.

I want to know if it wouldn't be better for us to pay the government for benefits received as we pay our merchants, manufacturers, servants and practically everybody else, that is, in proportion to the values we get.

Doesn't that seem fair? Doesn't it seem business like? Doesn't it seem logical? Doesn't it seem simple and easy and free from complications?

And don't you really think that you'd take more interest in the government and in what the government does with its money if you knew what you were paying for government and that you really were paying for government instead of deluding yourself into the fond fallacy that you are paying for a pair of gloves?

Well, that's the conclusion I came to.

WHAT IS YOUR GOVERNMENT WORTH TO YOU?

Then I began to wonder how we could tell how much benefit each of us receives from the government and how we could collect the taxes on that basis.

At first I thought we all enjoyed equal benefits in the way of protection and inspection, etc., and that

everybody ought to be made to pay his proportionate share of the expense of running the government.

But the more I thought about this the less it seemed right to me. I could think of a lot of reasons why I shouldn't pay as much taxes as Jimmie, for instance.

HOW DID JIMMIE EARN THE MONEY?

And that made me think of something that Jimmie told me some time ago. He said he bought a couple of lots for fifty dollars apiece, down at the corner of Main and Jackson, with the first one hundred dollars he ever earned. Since then the town has grown rapidly and the retail section has spread down Main Street toward Jackson, so that a little while ago Jimmie was able to sell those two lots for \$25,000 apiece.

Now, that was perfectly lovely for Jimmie, of course, and he "figured up" all sorts of interesting things he could do with that \$50,000. I was wonderfully pleased for his sake, too.

But it was such a lot of money that it kind of frightened me and I began wondering whether Jimmie had any right to it or not.

Jimmie is always so serious about money affairs and always saying that no man has a right to money except for services rendered and quoting his favorite motto, "He profits most who serves best."

So I began to do a little "figuring" myself. But the more I figured the more tangled up I got.

So the next time I saw Jimmie I asked him what service he had rendered in order to make that fifty thousand dollars.

"Why," he said, "I— I— Why, I held the land."

"Oh, yes," I said, "wasn't that lovely of you? If you hadn't held it I suppose it would have slipped away somewhere where nobody could find

it, and these people who are going to build a department store on it wouldn't have had any place to build their store!"

"Oh, you don't understand," Jimmie protested. "You see, I had the foresight to see that land was going to be immensely valuable some day. So I just bought it up and held it, waiting for its value to rise."

WHO CREATED THE VALUE?

"The point is," I said, dropping for a moment that wide-eyed admiration for Jimmie's superior wisdom that he seems to find so fascinating, "the point is that you didn't *cause* its value to rise. You just thought its value was going to rise, so you held on to it, and you didn't let anybody else use it, and you didn't use it yourself. You didn't even grow flowers on it, which would have looked lovely in that part of town. But, just like a dog in the manger, you kept it until other people made it more valuable and then you took the money."

"Other people made it more valuable!" exploded Jimmie. "There wasn't anybody did more to that land than I did."

"Why, you goose, they did, too," I said. "How on earth would you ever have got fifty thousand dollars for those lots if other people hadn't come to town, if they hadn't built houses and factories and stores and schools and churches and libraries and all sorts of things to make this a nice place in which to live? What would your lots be worth if other people hadn't organized a Chamber of Commerce and a Civic Improvement League and thrown all those nasty grafters out of office and given this city good government?"

And then I stopped.

"Oh!" I said, "why that's a perfectly gorgeous idea." And then I couldn't talk to Jimmie any more be-

cause I just had to think about it, and think, and think, and think.

Jimmie was awfully cross about it and finally went home half mad, but I couldn't help it.

An idea is so rare in our family that I just couldn't take any chance on letting this one get away.

Besides, I thought perhaps I might find in it an answer to some of the questions that have been puzzling me.

But here comes Jimmie now in that old "thirty" of his, and it's too lovely a day to stay in any longer.

I'll have to tell you more about my idea next time.

*Business conditions may
look bad at the start,
But smile and whistle
and keep a good heart;
Good cheer will bring
custom and pile up the
"dough"
The world wasn't made
in a day, you well
know.*

— A. H. QUILL

“The Law of Specific Circulation,” and “The Law of Buying Units”

By HENRY S. BUNTING

Publisher of The Novelty News, Chicago; author of “Specialty Advertising—the New Way to Build Business”; “The Premium System of Forcing Sales: Its Principles, Laws and Uses”; “The Elementary Laws of Advertising; and How to Use Them,” etc.

SHALL trade papers and other special journals accept publicity for goods not in their line? Will this practice pay in the end?

Newspapers and periodicals that circulate among what is called a “general public” have always regarded as grist everything that has come to their mill, and have only of late years begun to censor their own columns with an eye to honesty and decency. These specially censored publications will still publish any kind of an advertisement just so long as it is decent and honest. All kinds of decent, honest cash smells good to them.

How will this rule apply to trade papers, or rather to those journals which are published for the use of special classes of readers and are not read by what is called the “general public?” Will a journal published for the grocery trade, or the dry goods trade, or the iron trade, or any other trade or class of readers, do well or ill if it accepts advertisements of automobiles, pianos, or other goods, not in their line.

CIRCULATION THE HEART OF PUBLICITY

I shall consider this question in the light of certain laws of advertising which I have developed with much study and research in a book I have just published entitled “The Elementary Laws of Advertising: And How to Use Them.” I wish to call attention to the operation of two of these laws and their special application to the questions in point.

Let me say in advance that my entire argument here is concerned with circulation and with nothing else. Circulation is the heart of publicity

and, as what I have to say has a direct bearing on the absurdly low rates charged for publicity by trade journals in general, the matter is of the highest importance to us all. We are all of us, without exception, selling our space for less than it is worth in actual profit value to the advertiser. I shall now proceed to show you why.

The high value of a medium for a special class of advertisers lies in the fact that the circulation of the medium is self-limited to those who buy the advertiser’s goods. These goods are not bought by a so-called “general public” at all. They are bought by a special class of buyers, and the value of the medium to the advertiser will depend upon the degree in which the readers of the medium look to it as a buying catalog of goods which the readers buy. In just the degree in which the circulation of the medium is of that kind will the medium be valuable to the advertiser. In the degree in which the medium is not of that kind will the publicity of the advertiser be waste. I have been compelled to invent certain new terms for these facts, and to an explanation of these terms I will now proceed.

ONLY ACTUAL BUYERS COUNT

The degree in which publicity is wasted will depend upon the number of actual buyers, or possible future buyers, before whom the publicity is placed.

Heavy machinery, or mining machinery, for example, is a very useful product of industry, and good advertising will help to sell it.

Let us say that the maker of heavy machinery, wishing to sell his pro-

duct, and believing that advertising will help him to do so, were to plunge into publicity without the slightest regard to the nature of the medium or the price he pays, there is no doubt that while his product would be much advertised, he himself would be out of business in a very short time. His publicity would be all, or nearly all, waste. To save waste he would advertise in some medium that would be sure to be seen by those who are in want of heavy machinery, and who have the money to pay for it—buyers.

Now this naturally would be a question of circulation. The questions to be asked by the advertiser who would not throw his money away are: To what kind of persons does this medium circulate? Do these persons buy my goods? In what quantity do they buy them?

If your answers to these questions are: The medium circulates *only* to persons who buy your goods, and it circulates *only* to persons who buy your goods in the largest quantities, the advertiser may be assured that not a penny of the money he pays for his publicity in that kind of medium is wasted.

SPECIFIC AND GENERAL CIRCULATION

This kind of circulation I have called "*specific circulation*." And the character which the specific circulation confers on the medium I have called "*specificity* of the medium."

The "*specificity*" of the medium is high or low according to whether or not the persons to whom the medium circulates are buyers of the goods advertised. If half of these persons are actual or prospective buyers and half of them are persons who would not, or could not, buy the goods in any circumstances whatever, then the *specificity* of the medium would be .5, or 50 per cent.; and, if the medium charged rates for the 50 per cent. of non-buyers, one-half of the money paid by the advertiser would be wasted. He would be paying for cir-

ulation which could never in any circumstances bring him the slightest return; and 50 per cent. of such a circulation is what I have called "*general circulation*," in contradistinction to the "*specific circulation*" above noted.

We have, therefore, to consider two aspects of circulation which reflect their character on the medium. These are, in the terms I have adopted, *specific circulation* and *general circulation*. When the advertiser uses publicity in media of which the circulation is entirely specific—in media which have no *general* circulation at all—he suffers not a penny of waste. And waste will be in exact proportion as the medium has a "*general*" circulation.

THE BUSINESS OF SOME ADVERTISERS

A medium, for example, that circulates to buyers of heavy machinery might have a small circulation among non-buyers; that circulation would be, in my terms, its percentage of "*general circulation*." But such a percentage would be entirely negligible. It would amount virtually to nothing.

And the same thing is true of most trade papers. Trade papers have no general circulation at all, or at least none worthy of consideration. The very nature of these media make their circulation self-limiting to those only who are concerned. Their circulation may be said to be entirely specific.

But there are other advertising media whose general circulation swamps their specific circulation, and yet their rates are one hundred times as high—and the wonder of it is that they seem to get a good share of business from the very advertiser who, on principle, should avoid them like poison.

A GEOMETRICAL DEMONSTRATION

Imagine two circles drawn concentrically, one of them very much larger

than the other. These two circles may be considered as representing the specific and general circulation of the same medium.

The large circle represents the general circulation and the small one the specific circulation.

To make this conception clearer we will assume that the medium is a business journal of some kind, and that the circulation we are discussing concerns some special product advertised in the journal. Let us assume that an advertiser of heavy machinery were to take space in this medium. How would his results be affected by the law of specific circulation?

From the common center of the two circles we draw a line to the periphery of the outer circle. On this line we mark down in figures, 1,000,000. This line we call the *radius* of the circle, and inasmuch as the total circulation of the medium is 1,000,000, we say that the *radius of the general circulation* of the journal is 1,000,000.

Now let us suppose that of this 1,000,000 circulation only 1,000 is specific. That is to say, of the total circulation of 1,000,000 only 1,000 are buyers of heavy machinery. The remaining 999,000 would not or could not in any circumstances ever become buyers. Thus 1,000 buyers would, it is clear, be represented by that part of the radius extending from the center to the periphery of the small circle. Let us mark down upon it the figures 1,000. This 1,000, being the persons who are actual buyers or prospective actual buyers of heavy machinery, would be the *specific circulation* of the medium.

Assume now that an advertiser of heavy machinery (or any other thing) were to take space in this medium, in the hope that he could sell his goods by doing so.

Do you not see that the selling power of this publicity would be determined by the short radius of the cir-

ulation and not by the long radius?

In other words, the selling power of the publicity would depend absolutely upon the radius of the specific circulation of the medium. Inasmuch as the selling power of the publicity would be absolutely limited by the specific circulation, that is, the circulation to buyers or possible buyers, all the rest of the circulation—which I call general—would be dead waste for the advertiser of heavy machinery, and quite as useless to him as if he were advertising his products to the natives of Greenland.

THE LARGER THE GENERAL CIRCULATION, THE GREATER THE WASTE

Now if such an advertiser were asked to pay rates only for the 1,000 specific circulation, the proposition would be fair. But is he? Alas, no! He is asked to pay rates for the entire 1,000,000 circulation, and what does he get in return?

This short line marked 1,000 is the *radius of the specific circulation* of the medium. The long blank line marked 1,000,000 (inclusive of course, of the 1,000), is the radius of the total circulation. *And each additional thousand beyond the small circumference is just so much more waste of the advertiser's appropriation which is swallowed up in a general circulation that can do him no conceivable good.*

A better idea of the waste is conveyed when, instead of measuring that waste by the length of the line, we measure it by the space enclosed by the circumference of the circle. In that case all this space here, between the inner and outer circles, represents the empty gulf into which the advertiser throws his money when he uses a medium of this description and pays the corresponding rates.

TWO LAWS OF PUBLICITY

In my new book, "The Elementary Laws of Advertising: And How to Use Them," I have reduced these

facts to mathematical laws, simply stated, so that any one can understand them. In all there are fifteen of these laws. We are concerned with but two of the fifteen in this paper. The formula by which I express this mathematically true law of publicity dealing with circulation is as follows:

The selling power of publicity varies with the radius of the specific circulation of the medium.

If the radius of specific circulation be great, the selling power will be great: if small, the selling power will be small.

As a corollary of this law we may say that the *waste of money in advertising varies with the radius of the general circulation of the medium.*

The larger the general circulation (represented by this line between the outer and inner circumferences) the greater the waste; the smaller that line the less the waste.

For example, the shorter we make this long black line, the less the waste. And we can cut it down, thousand by thousand, or tens of thousands by tens of thousands, until it vanishes altogether—until there is no general circulation at all, and therefore no waste at all. But when you do that you have a journal the circulation of which is *entirely specific*. You have what is called a *trade paper*.

A PAPER OF HIGHEST SPECIFICITY

Let me give you an example of a trade paper of the highest conceivable specificity. The *American Architect* is typical, with its circulation of 4,200—an insignificant circulation compared with that of many well advertised general publications. Of this 4,200, 90 per cent., they claim, is absolutely specific, and the specificity of the journal is so well guarded that nobody but architects, and certain high grade kinds of architects at that, could be induced to read it. It is said that 2,500 architects direct practically all the important construction in

this country. These specify precisely what materials are to go into the buildings erected. What a powerful mouthpiece, therefore, this journal must be for the man who wishes to advertise special building material of any kind! The specificity of this journal is double-distilled. But how quickly it would lose its specificity did it crowd its pages with advertisements of automobiles, pianos, jewelry, household furniture, boots and shoes, hats, caps and gloves. Let media now specific in their publicity as well as in their circulation open their columns to the general advertiser, and they will only be making room for *new journals*, operated with the laws of specificity in mind—journals that, in the long run, will do the business.

“THE LAW OF BUYING UNITS”

I have stated that specific circulation consists of circulation to persons who are actual buyers, or prospective actual buyers, of the goods advertised. But specific circulation consists of other things. And chief among these other things is the *quantity* in which these actual buyers buy. For example, if a man is advertising sugar (or even heavy machinery or locomotives, for that matter) he would naturally prefer a medium the circulation of which buy in carload lots rather than in barrels, and in barrels rather than in pounds. These quantities in which goods are bought I have called “Buying Units.” Retail buying units are necessarily small, wholesale buying units (in all but a few insignificant cases) are necessarily large. The sole purpose of the advertiser being to sell his goods, it follows that a medium which would place his publicity before the heaviest buyers of his goods would be the medium which, for him, had the highest specificity. Now, how are we to know the lightness or the heaviness of a buyer except we measure it? And how can we measure it except by some standard unit? Your

unit may be the dollar, the number of separate articles—the dozen or the gross—or it may be bulk or weight. The unit of buying will depend upon the nature of the goods sold. But in a general way all other units can be converted into dollars, or volume of dollars, per year. At the same time it is true that, so far as the selling power of publicity is concerned, the heaviest buyer is the buyer who buys in the largest units—who buys the largest quantity at a time—whatever the particular unit may be. I have formulated this law as follows:

The selling power of publicity varies according as the buying units in which buyers are large units or small.

THE MOST VALUABLE MEDIUM

The medium, therefore, which circulates to buyers using the largest buying units is the most valuable medium for the advertiser, no matter what its radius of circulation may be or what may be the geographical distribution of the medium.

My law of specific circulation applies here with peculiar force. Mere greatness of numbers in general circulation are here no indication *at all* of selling power, any more than in the case of the journal represented by the circles on the chart. A journal with an exceedingly small circulation—a trade paper that circulates only to individuals who buy in the largest units—may have a selling power infinitely greater than another journal with a circulation a thousand times as great. Yet the advertiser will sometimes pay the exorbitant rate with cheerfulness to a medium of comparatively insignificant selling power, when were the really powerful medium of small but highly specific circulation to ask a similar rate—he would faint.

PRAYING FOR RAIN

I do not like to be invidious, but I could name cases in which adver-

tisers have taken as a matter of course the million circulation rate and paid it, who, were they asked to pay one-twenty-fifth of that rate to certain journals that circulate only to the highest buying units—they would fall dead. This, remember, when the selling power of the specific journal was many times as high.

The fact is that there is a great deal too much superstition in business.

Publicity in journals with vast general circulation is, in many cases, like praying for rain. People pray for rain, and the fact that no rain comes in answer to their prayers does not stop them at all from praying for rain on the next occasion. They would do better by considering the automatic and inevitable working out of the law of specific circulation, and the law of buying units when selecting their advertising media.

A CHANGE IN RATES

Therefore, it should be regarded as the utmost duty and the best business policy of the publishers of trade or specific journals to seek circulation only among readers who will add to the value of the journal as a medium. Every one such specific subscriber whose attention and trade are wanted by the advertisers in the journal is worth (to the publisher) one hundred subscribers who do not buy the goods advertised, or who buy only in insufficient quantities, and every one such subscriber is worth (to the advertiser) ten thousand subscribers who do not buy his goods at all.

Let publishers see to it that every one of their readers is, if possible, a buyer of the goods the journal advertises. Then let publishers change rates in just and equitable proportion to this excessively high value of their journal as an advertising medium.

As the situation stands at present many highly specific journals are receiving for their space much less than their high selling power is actually worth to those who receive the benefits of their uses.

When the Boss Wears a Grin

By *FRANK A. HALVERSON*

When the boss is feeling good
 He gives us boys a smile,
It's like a whiff from flowered wood
 To make us feel worth while.
It rather gets beneath our skin
 And helps us to dig in,
'Cause everywhere is Sunshine
 When our Boss wears a Grin.

But when his face is as a map,
 Just charted o'er with care,
A dismal hush broods o'er the place,
 There's microbes in the air;
And Jimmy he don't kick my shins
 Nor I don't take him down;
But we just mope and lay 'round,
 When our Boss wears a frown.

It's curious how the atmosphere
 Gets in a fellows work;
How smiles will raise the spirits high
 And frowns produce the shirk.
It's not the money that we get
 Which makes us boys sail in;
But work is just contagious
 When our Boss wears a Grin.

Natural Laws of Success in the Business World

By A. F. SHELDON

DO you believe that natural law rules in the business world?

Are you fully convinced that, with rare exceptions, there is no such thing as luck in making a success of your business?

Do you feel absolutely certain that there are certain rules of conduct in business, made, not by me, not by you, not by your employer, not by any man or body of men, but enacted into the very substance and essence of Nature by the Creator?

Is it your unshakable conviction that doing your work or conducting your business in harmony with these laws will bring success—that the violation of them will bring at least a measure of failure?

What you think, what you strongly feel, and what you firmly determine regarding these questions is of the utmost importance to you in your effort to develop your efficiency and, through it, to increase your success.

LEARNING NATURE'S LAWS OF SUCCESS

When your state legislature gets together and enacts laws, these laws are afterward printed in the statute books of the state where all who wish may read them.

The same thing is true of the enactments of the national Congress or Parliament.

But Nature has not written out her laws for our guidance in the same way.

It is not so easy to learn what they are and how to get into harmony with them.

Nature's laws are many. They apply to all things and every department and phase of human life. They even underlie every just and good law enacted by human legislative bodies.

Nature has laws regarding numbers. One of these is that two and two added together make four.

Nature has laws about water. One of these is that water always seeks its level.

There are natural laws that apply to electricity, steam, wheat, apple-trees, domestic animals, building materials, and gas.

THE DEVELOPMENT OF SCIENCE

Men, by slow processes of investigation, and after suffering much loss, have discovered some of these laws. In some cases, so long has the search been going on that many laws have been dug out, compared, and put together in their relations to one another. Then we have a science.

The natural laws of number, so correlated, give us the science of mathematics, the oldest and most exact of all the sciences.

Many natural laws about water have been discovered and arranged in the science of hydraulics—a branch of the much broader science of physics.

And so we have developed the sciences of electricity, steam-engineering, agriculture, horticulture, stock-breeding, mechanics, and astronomy.

Stop for a moment and think of how men have labored to learn the laws that comprise the science of mathematics.

You have seen how earnestly men have toiled to learn the natural laws about electricity, agriculture, mechanics, aeronautics, and other things.

Men have given their lives in the pursuit of this knowledge. They have spent millions of dollars in money. They are still searching for natural laws in all lines of endeavor.

UNSCIENTIFIC EFFORT IN THE BUSINESS WORLD

But how has it been in the business world?

Take it home to yourself.

How much time and money have you spent in your effort to learn the natural laws of success in the business world?

And yet, you can no more hope for any large degree of success unless you do work in harmony with these laws than could the mathematician hope for success in solving his problems if he ignored the natural law of numbers that two and two make four.

Consciously or unconsciously, most of us do work in harmony with some of the laws of the business world—and attain a certain measure of success. And that degree of success is in exact proportion to our harmony with natural law in the business world.

The old-fashioned farmer, working by rule of thumb and tradition, blundered into a partial observance of some of Nature's laws of agriculture. And he raised twenty bushels of corn to the acre. The scientific farmer, having learned the natural laws, and working in conscious harmony with them, raises two hundred and fifty bushels of corn to the acre. And it is better corn than the old-fashioned farmer raised.

Natural law in the business world is just as important to every one in business, in any capacity, as the laws of Nature in agriculture are to the farmer. And the results of getting into harmony with them are even greater.

A SCIENCE FOR BUSINESS MEN

Now many of the laws of success in the business world are known.

Some have been dug out by years of hard experience on the part of generations of business men.

Others have been discovered by long and patient experiment that has cost mints of money.

Still others have been carefully thought out by keen minds, capable of accurate analysis and synthesis.

It has been my privilege to gather these laws of success in the business world from all sources, add to them some of my own discovery, and put them together in their natural relations, thus formulating the science of success in business.

And it is upon this science that all of the articles in THE BUSINESS PHILOSOPHER are based. Each of them is intended to be a discussion of or an exemplification of one or more of the laws composing the science.

Most often the law is not stated in the article in so many words, but it is there and can be found if you will look for it. Indeed, you will find it an interesting and helpful exercise to look for the laws of Nature upon which each of the articles of THE BUSINESS PHILOSOPHER is based.

Write them out and study them.

And, of course, now that you know how important they are, you will want to increase your efficiency and your profits by getting into harmony with them.

When collections come slow and the world looks gray,
Whistle your merriest and keep on your way;
There are weeks full of sunshine for each day of rain,
So make your own sunshine and pocket the gain.

A. H. QUILL

The Advertising and Selling of Laundry Service

By HERBERT H. BIGELOW

The address delivered by the President of Brown & Bigelow Inc., before the Minnesota Laundrymen's Association. It should be of interest to every advertiser, for the points made are universal in application. Reported in The Business Builder.

I HAVE always maintained that the first advertising specialty to be given away was the apple that Eve presented to Adam. She was advertising for a husband. While the circulation was limited, it was what we call direct advertising and certainly produced results.

The laundry business, as far as I can learn, traces its history back through the thousands of years that have elapsed since that memorable advertising campaign and is a direct result of the advertising done at that time.

They soon learned that fig leaves would not launder, but found wearing apparel that would. So, gentlemen, I maintain that the advertising business and the laundry business are the two oldest businesses on earth and from the remotest age have been inseparably connected.

TWO KINDS OF ADVERTISING

Now, speaking of advertising, the word literally means "Turning attention to." Consequently, there may be two kinds of advertising—that which is favorable and that which is unfavorable. For instance, delivering laundry in poor wagons, with poor, under-fed horses and drunken drivers, is advertising. It advertises you as the poorest laundry in town.

Of course, that is not the kind of advertising that we are interested in today.

Advertising, in the broadest sense, covers every field of your labor by which I, as an outsider, am able, casually, to judge of your ability to serve me.

Advertising is that branch of salesmanship that creates in me the desire to have you serve me.

I, interested in a thousand things besides the way my laundry is laundered, judge you by seeming trifles, but in the aggregate they become the basis of my judgment.

When our concern started in business some seventeen years ago, this sign was placed on the door leading to our workshop: "Trifles make perfection, but perfection is no trifle."

At that time, I must freely confess, I thought it sounded pretty good. Furthermore, it was a quotation that had lived for several hundred years, of high parentage, having been originated by Michael Angelo in connection with his renowned paintings.

During the seventeen years since we adopted that motto, every day I see more and more in it. Also I know of no business which could adopt it to better advantage than the laundry business.

Your business is certainly full of trifles that each in itself may mean but little, but taken as a whole spell success or failure to every laundry represented at this meeting.

LIVE UP TO HIGH IDEALS

To make your advertising effective you must be truthful, you must believe what you say about yourself. In other words, you must absolutely live your advertising.

If you say you are the best laundry in town, prove it—or else don't advertise it. People soon learn to take you for about what you in your own heart of hearts really think of yourself.

One of the greatest assets in selling your service and in making your business a success is high ideals in regard to your work.

I discovered a long time ago that it makes no difference what you do

in this world, but it makes a whole lot of difference how you do it.

Take pride in your work for the work's sake, entirely apart from the monetary return, and the monetary return will take care of itself.

If you can honestly and truly get to the point where you can tell your customers and tell yourself that "if the work suits me it certainly will suit you and if it doesn't suit me you won't see it, for it will be done over again, regardless of time or expense;" if you can tell your customers, with sincerity, that "it is a thousand times more important to me than to you whether your shirt is well laundered or not, because it is an incident with you, but it is my life's work and my whole future depends on my ability to give service of this nature;" if you can get yourself and your associates in this attitude of mind, you are building up confidence with the result that the customer presupposes satisfactory work instead of looking for dissatisfaction.

This confidence once established places you where they say, "if it comes from such a laundry it must be right," and, incidentally, gives you the call on the business at even prices and in many cases gives you an additional price.

GETTING THE PRICE

Speaking of price, when all is said and done and you have your high ideals, your perfect service, etc., the customer must pay for the trifles that constitute perfection and that is when we call for advertising and salesmanship.

Sheldon says that "Salesmanship is selling goods at a profit." And a man who really believes and knows he is giving the best work and is afraid to ask the price, is not worthy to be in business.

When I hear of a competitor going around claiming perfection and making low prices, I always figure that there are just two reasons for his action. First, he probably knows bet-

ter the value of his service than do I and the price he quotes is his judgment of its real value in comparison with mine, which naturally gives the lie to his boasted superiority. Either this or he is just a plain fool.

There never was and never will be a time when the man giving the most perfect service is compelled to make the lowest price. Either one—the lowest price or the best service will give him all the work he can possibly do.

Another thing I have discovered as I go along—that there may be price agreements and all other arrangements that appear to put you on an equality with your competitor, but there is no such thing as equality in service; either you give a better service than your competitor or you give a poorer service.

Think it over honestly with yourself, compare yourself with your competitor and see if I am not right.

If you give the best service, as a matter of pride, charge a little more, just to establish in your own mind at least and with the trade as well that you are the best laundry.

If, after careful analysis, you honestly believe that your competitor is giving the best service and you are getting as much for your work as he does, thank the Lord for your selling ability and try to make good before your customers find it out.

THE LAUNDRY'S REPRESENTATIVE

I spoke some time ago of trifles in the laundry business. Now, I never was inside a laundry in my life, yet one way or another I have paid a good many laundry bills and I presume I am a fair example of the average laundry customer.

Outside of the work itself the only thing that I see that really represents the laundry to me is the laundry wagon and driver.

A well-kept horse and a clean wagon mean a great deal to me, perhaps more so than to some people.

A nervous, jaded horse, with an irritable driver, means to me a laundry behind in its work, slip-shod and half run. It means the same thing on a farm or anywhere else. It means that somewhere there is someone who is not looking after trifles.

An old lady living practically alone, told me the other day that she was almost afraid of the laundry driver because his breath always smelled of liquor. He probably drank two or three glasses of beer during the day and we will assume was perfectly sober, and delivered and called for the laundry with a reasonable degree of promptness.

But he was not a trade builder or a living example of what a laundry with high ideals should have as its representative.

You must remember that this man was the only living person that this lady ever saw as the embodiment of this particular laundry.

You send a man to my door because you cannot come yourself.

Is this the way you would come looking for the business of women?

These are just one or two impressions that have struck me as an outsider.

PLANNING FOR SUCCESS

Now, a little more about advertising. When you build a house you make plans.

When you grow a tree you plant it where you want it and trim the branches as you want it to grow.

In fact, anything worth while is first planned in detail in advance.

So plan what you have to sell, formulate your reasons wherein your service excels and then plan to sell your service to certain people in certain locations and work consistently to that end.

Intensive work pays in our business and it pays in yours.

I take it you would rather do all of your laundry business in one ward in St. Paul than one-twelfth in each of the various wards in St. Paul. Your expense of service is less and if you are giving the real service you should it ought to be easier to get more business the more you do in a particular locality.

So make a plan and then work the plan.

Remember that neither newspaper advertising, advertising specialties or any other of the thousand and one advertising mediums will of themselves do much for you unless backed up with a lot of thought by yourself.

Our business, for instance, is to furnish you with a medium for carrying your personality and the personality of your business to the other fellow, for creating good will and paving the way for future trade. But your business is to follow up this advertising with the best possible service, even to the slightest details—service into which you have put a lot of thought and care.

Advertising can help plant the seed. You must nourish the young plant and keep it green and healthy.

To Our Friends

*If you have pen and ink and paper,
A letter would be the proper caper.*

A. H. QUILL

The Winning Maxims

Awarded a Prize by The Organiser

TROUBLES are like babies, the more you nurse them the bigger they grow.

Be sure you are right, then go ahead. Don't turn round to see if your neighbors are looking.

The great thing in this world is not so much where we stand, as in what direction we are moving.

Half the greatness is grit. (Herbert Kaufman.)

The laziest animal we know anything about is a pug dog—and the pug is always puffing around as if it were worried to death. (Edward Howe.)

A product that is not trade worked is like a Missouri mule—without either pride of ancestry or hope of posterity.

Opportunity never travels with a brass band. (Walter Pulitzer.)

Plan your work, then work your plan.

Of two evils the pessimist chooses both.

When you bottle up your wrath, remember to throw away the corkscrew.

Hitting the High Spots

By ARTHUR W. NEWCOMB

I AM tired of hearing people talk as if poverty were a divine dispensation.

I have listened to and read of the superior advantages of poverty until I am weary.

Poverty is a curse and not a blessing.

Poverty is responsible for disease, crime, ignorance, degeneracy, drunkenness and inefficiency.

I admit that disease, crime, degeneracy, drunkenness and inefficiency are also potent causes of poverty.

But that only makes the matter worse.

What sense or decency is there in the mental attitude that anything is a blessing which produces the results I have named or that a blessing could possibly flow out of such evils as these?

It is true that some rare, unusual individuals have risen to intellectual and moral heights of grandeur out of the slime and muck of poverty.

But it is by no means proved that poverty was the cause of their greatness.

They rose to efficiency and accomplished what was worth while in the world in spite of their poverty and not because of it.

BLAMING IT ON GOD

Another harmful fallacy is the strange notion that poverty and wealth are dealt out to men and women by Divine Providence or Fate.

This mental attitude, which looks upon poverty as something entirely beyond the control of the individual

who suffers from it, is itself responsible for a great deal of the poverty from which people suffer.

I hear people talk about this man being wealthy and that man being poor. I hear them speak of their own poverty with the same unquestioning resignation with which a man accepts being tall or short, light or dark.

I will admit freely that some men are born with a natural gift for money making and that other men are born with very little money sense.

But that is no excuse for anyone's suffering from poverty.

The resources of the universe are so infinite and abundant that the man with money sense ought to become immensely wealthy, and even the man who is deficient in money sense ought at least to keep himself above any of the sufferings and inconveniences of poverty.

BLAMING IT ON THE RICH

Worse in some ways than throwing the blame for poverty on the shoulders of the Almighty or some mystical blind Fate is the all-too-prevalent notion that the poverty of the poor is the fault of the rich.

One of the most vicious and hurtful of all possible mental attitudes for man or woman is the notion that someone else is to blame.

When you get it absolutely clear, definite and unshakably fixed in your mind and heart and soul that if you want to find the cause of your troubles you must look in the mirror, you will be a long, long way toward overcoming all your difficulties and getting out of all your troubles.

"KISMET"

The people of India are poor with a poverty that most of us in Anglo-Saxon countries cannot even imagine.

There are millions of them who prolong for a few years a miserable and worthless existence upon allowances of food, clothing and shelter beside which the living conditions of our very poorest poor would seem luxurious.

The East Indian coolie is not only poor, half starved, scarcely clad and often not sheltered at all, but he is almost unbelievably inefficient — as might be expected.

One of the religious beliefs of these poor people is that whatever happens is Fate, it is to be. There is therefore no use of their making any effort to change their condition.

The mental attitude of the man or woman who blames God Almighty or the rich for his or her poverty is mighty little better.

MAKING MONEY AN EASY ACCOMPLISHMENT

As a matter of fact, in a universe in which wealth is provided in such infinite abundance and so close to the hands of all its inhabitants, making money is really one of the easiest accomplishments.

I have been spending several weeks in New York City. I have in the course of my business come in contact with men who are making great sums of money.

I have talked to them about their business, and in every case I have been impressed by the remarkable ease with which the thing is accomplished.

WHY ARE PEOPLE POOR?

But, if it is so easy, why is it that there are so many people who work so hard and strain brain and nerve and muscle to the breaking point in an attempt to make money—and then fail?

If it is so easy, why is it that there are so many millions of intelligent,

able and hard-working people who remain poor?

I have studied the matter with great care. I have large sympathies and it hurts me to see people suffering from poverty.

Upon either correct or incorrect information about myself I have arrived at the conclusion that I am ambitious for the progress of the human race.

I realize, or at least I have convinced myself that I realize, that poverty is one of the greatest obstacles to progress.

Therefore, I am eager that poverty shall disappear.

For this reason I have given a great deal of time to the study of many widely advertised panaceas warranted to cure poverty and all its attendant ills.

THE ADVERTISED CURES FOR POVERTY

There are many of these.

Some are philosophic, some religious, some political, some educational, some economic, and some are special systems and cults combining two or more of these elements.

Practically all of them contemplate curing poverty by giving the individual such assistance of one kind or another as to make it impossible for him to be poor.

Some of these schemes are wonderfully clever and plausible.

They have been worked out with great care and splendid logic by devoted humanitarians of keen intellects.

Many of them command the enthusiastic and even fanatical support of some of our ablest and best thinkers.

There is much that is good and desirable unquestionably in many of them.

I am myself a more or less sincere and earnest advocate of certain features of some of them.

But I have long since ceased to delude myself with the pleasant but

fallacious notion that any of these schemes will cure poverty.

PEOPLE DO NOT NEED TO HAVE THEIR
BACKBONES BRACED UP

I have come to the conclusion, as a general proposition, that people do not need assistance from charitable organizations, from individuals or from the state to cure their poverty.

It seems to be more likely than not that people have had too much assistance. Their backbones have grown limp because of too much support.

They have been encouraged to remain poor and to accept gratuities of various kinds by the fallacious twaddle that poverty is a blessing.

They have been lulled into unthinking and almost effortless acceptance of poverty by the lie that poverty is a divine dispensation or is handed out to them by Fate.

They have been urged into giving their thought and effort to all kinds of political and economic propaganda for the cure of poverty by the nonsense that their poverty is the fault of the rich.

And so, one by one, I have had to cast aside every one of these panaceas as nearly if not quite worthless for the cure of poverty.

THE CAUSES OF POVERTY

If we ever find a cure for poverty it will be through a thorough analysis which will reveal its cause.

The reason why all of these utopian and other schemes will not cure the evil is because they are based upon erroneous notions of its cause.

I do not pretend to say that I have sufficiently analyzed the condition of poverty so that I am able to state definitely its fundamental causes.

But I have studied people and conditions until I am satisfied as to some of the causes of this disease.

One cause of poverty lies in the lamentable fact that many people are perfectly contented with that condition. Their ideals are low. Their economic wants are few and simple.

Their sensibilities are so coarse and so blunt that they are not pained by the hardships, the unlovliness, and the filth of poverty.

Another cause of poverty lies in the fact that many people, while they suffer from the pangs of poverty and are anything but happy and contented in that condition, desire other things so much more intensely than they do an escape from poverty that they are unwilling to make the effort to escape.

Classical and typical examples of this class of people are artists, poets, inventors and others who willingly starve in garrets and basements rather than give up the pursuit of the one great ideal which dominates their lives.

There are all degrees of this state of mind, of course, from the martyrs I have just mentioned to the well-to-do business man who retires to enjoy comparative comfort and gentlemanly leisure with his family and small circle of friends upon a limited income rather than continue an active life of strenuous effort in order to become wealthy.

Another cause of poverty is the unwillingness of people to use their heads.

As someone has well said, "the average man would rather lie down and die than to think."

People simply will not take the trouble to observe, for observation means more than seeing. It means seeing with thinking behind the eyesight.

They simply will not take the trouble to reason logically, being satisfied to accept traditions, popular fallacies and the mere say so of other people.

They will not learn by the easily obtainable experience of other people—in fact it is hard enough to get them to learn by their own experiences.

I am more and more impressed with the truth that the man who really thinks, thinks hard, thinks persis-

tently and thinks vigorously is so rare and has such little real competition in any line of business that it is no wonder that money-making is easy for him.

A "SMART" MAN WHO WILL NOT
THINK

Down here in the little village where I am writing this there is a grocery store.

Its proprietor seems to be an intelligent, ambitious and capable man.

But unless he changes his tactics he will never be anything but a one-horse grocer.

In the city of New York are the Park & Tilford groceries, great, beautiful, successful stores, doing a splendid business and unquestionably paying their owners large profits.

There are also Huyler's candy stores, scores of them, in every part of the city, producing handsome profits to their owners.

There are the Acker, Merrall & Condit Co. stores, the United Cigar stores, the Mirror candy stores, Child's restaurants, the Harris Optical Co. stores, and many other similar chains of retail stores.

Practically all of these enterprises began in just as small a way and with just as little capital as this grocer down the street here.

Their histories are known.

Their methods, simple enough, are well understood.

There is no secret formula for success in the retail business.

Then why doesn't the grocer in this village employ those methods?

WHAT EXPERIENCE TEACHES

Simply because he refuses to learn from the experience of others.

He will not even learn from his own experience.

He certainly must know that all of these great successes so near to him are the result of scrupulous honesty in dealing with patrons.

He certainly ought to know by his own experience that he loses patronage by trickery and dishonesty.

And yet he continues to try to work off stale and spoiled goods and inferior articles in his stock upon patrons who order over the telephone instead of visiting his store and selecting the groceries themselves.

This man certainly knows that the stores I have mentioned, which are so successful are always spotlessly clean and beautifully arranged in neatness and order.

Yet he refuses to learn by their experience.

His store is disorderly and sometimes even filthy, while he sits reading and smoking during the afternoon when the store is quiet.

A FARMER WHO STUBBORNLY REFUSED
TO THINK

Some little time ago I spent several weeks on a farm in Indiana. It was a large farm, beautifully kept, richly fertile and well located.

The farmer who managed and operated it worked like a slave early and late.

Notwithstanding all this, the man was poor.

He complained bitterly of his poverty. According to his idea, vehemently expressed, trusts and combinations and other rich people were to blame for his poverty.

At first I couldn't understand why the man was so poor.

Then I began to look into the causes.

I found many.

I will not take the time to tell you all of them but here is one.

This man devoted his efforts to growing and selling grain, principally wheat, barley, and rye.

His yield per acre was below the average yield for the state of Indiana, and goodness knows that is low enough considering what ought to be done in that favored commonwealth.

I learned upon investigation that the land he was cultivating, while

fairly good for the kind of crops he sowed, was far better adapted to the successful cultivation of corn, clover and other feeding crops.

I asked him why he didn't grow corn and clover and other crops for which the soil on his farm was better adapted.

He said that he could get so much more per bushel for wheat than he could for corn that it didn't pay to grow corn.

It seems incredible that an intelligent man would make such a remark in view of the fact that he was growing twenty bushels of wheat to the acre, for which this season he will probably receive about 90c a bushel, making a total of \$18.00 per acre gross income.

With any kind of decent care he could have grown fifty bushels of corn on an acre of ground, and this year probably receive 72c a bushel for it, a total of \$36.00, or exactly twice as much gross income as from the wheat.

ONE REASON WHY BEEFSTEAK IS HIGH

Thinking over this man's problems and my own, my mind reverted to the price of beef-steak.

I had been told that the number of cattle grown in the United States at the present time is less by millions than the number grown a few years ago.

I had been told that, on account of this great scarcity, beef on the hoof was between nine and ten dollars per hundred pounds, instead of three or four dollars, the prevailing price ten or twelve years ago.

In view of the price of beef, I wondered whether it wouldn't pay my friend to grow corn and clover and feed steers and drive his crops to market on foot rather than haul them.

I asked him why he didn't do it.

He said that he could get such high prices for feed that it didn't pay him to take the trouble to feed cattle.

This struck me as illogical, so I made further investigations.

I found that the state agricultural experiment school at Purdue University had made extensive investigations and had found that it was profitable for anyone to buy calves in the open market at retail prices, buy all the feed necessary to fatten them in the open market at retail prices, and then make a good profit.

If this could be done, consider the profit my friend might have made by growing both steers and feed.

I tried to convince my friend by showing him the figures but he said the people up at Purdue were "theorists and paper farmers," and that "the thing wouldn't work out in actual practice."

He was a practical farmer and he knew.

A MAN WHO IS WILLING TO THINK

A few days later I saw an immense, beautiful farm of twelve hundred acres.

On it was a fairly palatial home. There were many other evidences of prosperity.

Upon inquiry I found that this farm was owned by a Swede who had come to Indiana twenty-five years before with absolutely no assets except his own two hands and the appurtenances thereunto belonging, a team of horses and wagon, and, most important and valuable of all, his head.

This Swede had rented a small farm.

From the very outset he grew and fed cattle.

Soon he purchased the little farm, giving a mortgage.

Before very long he paid off the mortgage.

Then, little by little at first but afterwards rapidly, he bought up and added to his holdings the farms of his neighbors.

He also began to buy calves and feed of his neighbors, thus increasing his cattle business.

Year after year he grew in wealth and prosperity.

It all happened right there before the eyes of his neighbors.

They all could see and understand his methods.

Not only could they understand his methods but it would have been easy for any of them to have imitated him.

And yet here was my friend growing wheat for \$18.00 an acre gross with that object lesson right before his eyes—and complaining about his poverty!

That man doesn't need any millennial, utopian scheme to cure his poverty.

All he needs is to use a little of the brains with which the good Lord has equipped him.

EMPLOYEES WHOSE HEADS CARRY ONLY THEIR HATS

It is no new idea that an employe's wages and promotion depend upon the quality and loyalty of his services.

Benjamin Franklin, Samuel Smiles and other competent counsellors gave this advice to young men and young women more than a century ago.

Public prints and the books of more modern writers are insistent upon the same principles.

Lecturers, teachers, employers, preachers and successful men in every line repeat and reiterate the truth.

Experience in millions of cases has proved it.

And yet, in this second decade of the twentieth century there are plenty of employes who loaf on their jobs, who are irresponsible and forgetful, who are disloyal and trouble breeding, whose main purpose in life seems to be to do only what they are told and as little of that as possible.

And then they wonder why they don't get ahead any faster.

BIG CORPORATIONS WITH SMALL, MEAN POLICIES

But small grocers, small farmers and subordinate employes are not

the only ones who refuse to use their heads or to profit by experience.

Some of the biggest corporations in America have suffered tremendous losses as the result of the same mental laziness.

It is a well-known fact that little irritations oftentimes cause more resentment and more trouble than serious injuries.

The railroad magnates in America today are discussing government ownership of railroads with far more earnestness than the most radical socialists did twenty years ago.

What is the trouble?

Big railroad men and financiers have been bewailing the great national pastime of railroad baiting.

Anti-railroad legislation and rate regulation have reduced railroad net earnings on an average to a point where either the public or the stockholders in the railroads must suffer serious losses.

If the railroads are to be maintained in a state of efficiency and safety and new lines are to be built to tap territory already developing, then there is not going to be enough money to pay any considerable dividends on an average to stockholders.

And if stockholders don't get dividends, then railroad securities will decline in value and their sale will be so greatly diminished that it will be almost impossible to get funds for development and other capital necessities.

On the other hand, if dividends and rates of interest are maintained, then there will not be enough funds left for maintenance and extension, railroad properties will decline in efficiency and safety and therefore in value. The loss will be borne partly by the public and partly by the stockholders.

There must be a new deal with regard to the railroad situation within a very few years, and railroad men, many of them, can see nothing but government ownership.

This is a sad plight for the railroad men.

But they and their predecessors are to blame for it.

"The public be damned" policy of railroads in the past and the multitude of little irritations suffered by patrons of railroads all over the country as the result of it have had far more to do with the feeling of hostility toward the railroads on the part of the people than some of the more serious offenses against common honesty and decency on the part of certain railroad promoters.

Strange as it may seem, the man who is put off a train or compelled to pay his fare twice as the result of violating some obscure and exacting rule of the railroad company regarding return tickets, feels a far more intense and bitter enmity against railroads than does the man who owns one and has it wrecked by a powerful competitor.

HOLDING UP PATRONS FOR NICKELS AND QUARTERS

A certain steamship corporation runs a line of boats from New York to Portland, Maine, and also from Portland to points along the coast of Maine.

When you get to Portland at two o'clock in the afternoon, having left New York at five the night before, you realize that you might just as well have reached Portland at eleven o'clock in the morning if the boat hadn't loafed around in the Gulf of Maine long enough to make sure that everybody on board patronized the expensive a la carte service in the dining saloon (meals extra, of course).

If you have brought a trunk with you and wish to sail from Portland down the coast the following morning, you are irritated far out of proportion to the amount involved when you find that you have to pay 25c to have your baggage moved across the wharf from one of the corporation's steamships to another.

As the boat down the coast leaves at seven o'clock in the morning, you think it would be a good idea to get your ticket and have your trunk checked that same afternoon.

You go to the office of the corporation.

There you are treated with scant courtesy. In response to your inquiry for a ticket you are told to get it on the steamer in the morning.

So the next morning you have to rise a little earlier than you had intended, to get your breakfast and get down to the boat in time to buy your ticket and have your trunk checked before the boat starts at seven.

A CORPORATION WHICH SEEMS TO DESPISE ITS PATRONS

When you reach there you find the baggage room close to the offices at the near end of the wharf.

Finding that the steamer is at the far end, some two hundred yards away, you attempt to have your trunk checked without purchasing a ticket.

But it is no go. Protests in picturesque language are unavailing. You are obliged to walk six hundred feet down the wharf, climb aboard the steamer, go to the purser's office and purchase a ticket; then walk all the way back and have your trunk checked; then make another trip back to get on board the boat.

By this time, even if you have been very friendly toward the corporation before, you are ready for almost any form of hostile legislation to get even.

CRITICISING THE OTHER FELLOW

I might go on multiplying examples to prove my assertions, but why should I?

They are evident to everyone who observes what other people say and do.

It is easy enough to criticise the other fellow.

It is easy enough to see in what way he violates the law of service

and thereby deprives himself of promotion or profits.

The difficulty seems to be to discover our own shortcomings.

THE CURE OF POVERTY

I started out to talk about poverty and its cure.

I think I have made it abundantly clear that poverty cannot be cured by the building of alms-houses or the distribution of largess.

Perhaps I have made it clear to you that poverty cannot be cured by making it easier for people to get money.

I hope I have made a case of my belief that poverty cannot be cured by legislation enactment or social reformation.

I hope I shall not be disputed when I assert that poverty can be cured only by removing its causes.

Referring back to the three causes of poverty I named, therefore, we reach the conclusion that poverty may be cured in at least a large number of instances:

First, by stimulating people to develop higher ideals, more refined sensibilities and more intense desires for what is good, wholesome, clean and beautiful;

Second, by teaching men and women everywhere the true nature of poverty and its results, so that even poets will learn to believe in the truth of the scriptural teaching that "he who provides not for his own is worse than an infidel and has denied the faith;"

Third, by arousing in the hearts and souls of men and women everywhere a more intense desire for true wealth, so that they will be willing to pay the necessary price for it in mental effort;

Fourth, for the benefit of all three classes indicated in the foregoing, to demonstrate by example in as many different ways as possible the truth of Mr. Sheldon's well-known remark, "the science of business is the science of service; he profits most who serves best."

Surely thus to sing, robin,
 Thou must have in sight
 Beautiful skies behind the showers,
 And dawn beyond the night.
 Would thy faith were mine, robin!
 Then, though night were long,
 All its silent hours should melt
 Their sorrows into song.
 —*Edward Rowland Sill.*

A Jewelry Salesman's Assets

By ALEX. R. SCHMIDT

of Hunt & Schmidt, Oakland, California. Formerly Editor of "The Salesman."

NOT so very long ago a beautifully wrought bracelet was found in Egypt, near the banks of the Nile. It is estimated that this specimen of the jeweler's art is over 4,000 years old. This and similar instances show that the jeweler's craft is very ancient.

While there is still room for improvement in jewelry store salesmanship it may be stated here without question that progress in this department has been very marked, especially within the last ten years.

As jewelry establishments have grown larger, the tendency has been to specialize, as it has been in all departments of industry. In an age of specialists, as ours is, the jeweler has swung into line.

But small stores need the services of men versed in all the branches of the business. They must understand watch-making; jewelry repairing, salesmanship, and something about the selling price of jewelry. There are different grades of watches, many kinds of jewelry on which men must be expert.

There are many rules of importance to the jewelry salesman if he would become something more than an automaton in his business; if he would inoculate his daily work with the genius that begets sales; if he would invest his position with any degree of art.

I overheard a man say, in relating a shopping experience in which his purchase was a valuable trophy cup, "I went into Blank's first; their goods were fine, but I didn't like the salesman. I don't know, he got on my nerves, and I was glad when I got out without buying. It's queer, isn't it, how you will buy from one salesman what you won't from another?"

That remark contains the very kernel of the secret of salesmanship. Every man, woman and child that has ever bought anything knows when the purchase has held something more than the mere exchange of money for merchandise. Inject a little kindly human nature, a gentle warmth of friendly interest into the occasion and you lift it from a prosaic level to the dignity and charm of pleasant social intercourse.

Never fall into a stereotyped line of talk, and never let your talk bear too obviously on a sale. Easy, pleasant conversation, coupled with a tactful personal relation towards the customer will go a long way towards making him buy.

Remember that while you are being paid to make sales and lots of them, a customer is extremely sensitive to any breach of consideration, and although he or she will probably buy before leaving the store, he will just as probably go somewhere else next time.

If you must hurry a customer do it in such a way that he will think he has quickened on his own and not your account.

Never make a negative suggestion.

When a customer enters without his mind made up as to just what he wants, don't say to him, as you show him a line of goods, "You wouldn't care for that, would you?"

A negative suggestion is very liable to kill what might easily be coaxed into a desire to buy.

A good salesman should be able to dissipate the chaos in the mind of the uninterested or undecided customer by carefully calculated suggestions and finally to evolve in him a fixed purpose to buy. This of course cannot be done, except by those especially talented, without much study of

human nature. But as has already been said, it is the personal element that counts in salesmanship, and the salesman that would achieve distinction in his business must understand, consciously or unconsciously, something of the psychology of men and women.

In the jewelry business it gives character to an establishment to have one price, and that marked in plain figures on the article. To come down in price cheapens the store, and a customer once favored with a discount is very apt to look for it ever after.

Owing to the value of jewelry, and the consequent desire of people to possess it, extreme care must be taken against the shop-lifter.

When showing plain wedding rings to a stranger a salesman should never turn his back. It is such a simple thing for a nimble fingered customer

to substitute a bright plated ring for one of solid gold.

Never leave a tray with a customer to go after goods he wishes to sample.

Put back one tray before getting another. If he tells you not to put it away because he may not find anything in the second tray that will appeal to him as strongly as something in the tray before him, you must still put it away, and, at the same time disarm him of any thought he may have as to your suspicion of his dishonesty.

Politeness, tact, and the personal element intelligently applied, all combined with a thorough knowledge of the business will make for success in the jewelry business. But nobody will ever know all there is to know. The thing is to know as much as we can, and nobody should be satisfied with less.

*Each day is a fresh beginning,
You can make it what you will;
With a frown you turn away
 custom,
Smile and your coffers will fill.*

— A. H. QUILL

Buying for Profit

By A. M. BURROUGHS

A Chapter from "A Better Day's Profits," Copyrighted 1912 by the Burroughs Adding Machine Company

*The goods it pays to handle
are the goods which go fast*

A HABERDASHER in Chicago has built his business to the point where he averages a thousand sales a day in a little store forty feet square—a gross business of more than \$200,000 a year.

In this little store he keeps a wider variety of goods, and makes more real net profit, than most stores with five times his space and ten to fifteen times his capital and expense.

The secret of his success is in the small amount of stock which he carries and the frequency with which he turns his capital.

He plans to keep just one day's supply of stock on the shelves and in the show cases. Every night his stock is replenished just enough to replace the goods removed by the day's sales.

Accurate records for several years have enabled this merchant to know almost exactly how much he will sell of every line each day, and to make arrangements in advance for this sale.

He keeps a two week's supply of each line in his stock room on the fourth floor, where rents cost him very much less than he pays on the first floor.

Each night he sends down to the store just enough of each kind of stock for one day's business.

WHAT AN INVESTMENT OF \$10 A WEEK PAYS

By knowing almost exactly how much goods he will be able to sell of each line, he is able to make quantity contracts with his jobbers on many lines, at quantity prices, with semi-monthly deliveries and monthly bills. He pays after he sells.

If his records show, for instance, that he will need 1,000 shirts of a certain size, his order to the jobber or manufacturer will be for 1,000 shirts, delivered in quantities of three dozen every other week.

Every month he gets a bill from the manufacturer or jobber for six dozen shirts. But, he has probably sold five dozen of them before the bill comes, so he can take the discount with money he has already received from the sale of the goods.

He invests \$10 a week in salary for a young woman who gives her whole time to tabulating sales and expense figures.

The report this young woman gives him every day shows not only the number of sales for that day of every line of goods carried, but it shows also a comparison with the preceding day, the same day of the preceding week and the same day of the preceding year.

If you ask him, "How's business?" he can tell you, for he *knows*. He doesn't *guess* at his figures.

It costs him \$10 a week, a sum which would scare some retailers, but it enables him to do a gross business of \$4,500 a week on a capital that is less than some retailers use to do a business of \$100 a week.

The Maypole Dairy Company, with 742 stores scattered all over England, handles its vast business in exactly the same way.

Every night each of the 742 stores telegraphs or telephones the exact amount of sales of each line to the home office in London.

The home office immediately ships to each store just enough goods to put the stock back where it was before the previous day's business.

When this company opens a new

store it puts \$1,000 into carefully assorted stock, limited to the lines which experience has shown will sell readily. Then an amount is added each day to keep the total up to the original stock.

If, at the end of the day, the manager wires that he has sold \$500 worth of goods, his message giving the amount sold in each line, the home office will immediately ship him \$500 worth of goods, bringing his total back to \$1,000.

This wonderful chain of stores turns its capital more times in a week than the average retailer turns his capital in a year.

Starting with an original investment of \$1,000 some of these stores do a business aggregating \$200,000 a year—*one hundred and thirty or more complete turns of the original capital in a year.*

THE VALUE OF RELIABLE AND ADE- QUATE RECORDS

Every one of these stores is required to keep exact records of the sales of every kind of goods carried.

They are very simple records—just a number for each kind of goods and another number for the amount of each sale—but they are a wonder of completeness.

A certain cigar store in New York has one customer who likes a particular kind of cigar, the retail price of which is \$4.75 a box.

This store keeps only two boxes of these cigars in stock. When this customer goes in and buys one of the boxes, which he does regularly every two weeks, another box is ordered. This keeps the stock always at two boxes.

On this one customer this one store does a gross business of \$123.50, in one brand of cigars, with an investment of \$6.50—supposing each box of cigars to cost \$3.25 wholesale. This is about 13 complete turns of the capital invested.

If this store didn't keep records so that it could always know where it stood, it would likely buy a dozen boxes at a time—increasing the investment, reducing the number of times the capital could be turned, and letting the cigars get stale.

MULTIPLYING THE POWER OF CAPITAL

There is a chain of furnishing goods stores in St. Louis, which, through careful buying, succeeded last year in turning its entire capital fifteen times.

This is an impossibility except under scientific management—which means simply the *keeping* and *using* of *facts* instead of theories.

This chain of stores buys all of its goods in St. Louis where it can get quick delivery and can buy in small quantities.

Some of the lines are turned every week; several more every month, and the entire capital at least fifteen times a year.

The *Saturday Evening Post* is authority for the story of a dry goods man who bought just enough goods to take care of one day's sales.

He closed his store at the end of the first day and went to the city to buy a new stock. He arranged for a good many day's supply, to be shipped as he needed it, one day's supply at a time, cash to be paid on delivery.

Now he owns two big stores, with net profits of \$25,000 a year.

THE COMMON FAULT OF OVER BUYING

A big wholesale house in St. Louis estimates that fully 95% of all retailers over-buy. This wholesale house, unlike many others, urges its customers to buy in small quantities and buy often.

A bright salesman with his eye only on the *orders*, urges the retailer to stock up in anticipation of a raise in prices, or to get an extra 5% discount.

The overhead charge against the

11 dozen cans of tomatoes *on the shelves* which don't move, quickly eats up the 5% extra discount *on the 11 dozen*, and the 10% which the merchant makes on the *one* dozen he succeeds in *selling*.

If a merchant buys in very small quantities, he can't lose much if the goods *don't* move. If they *do* move, he has the money in hand with which to discount the bills when they come due.

The man who started in business with \$5,000 and buried half of it in the ground, was better off than the man who buries half his capital in dead stock which doesn't move.

The man who buried his money in the ground didn't pay the profits he made on the other half to keep it in the ground; the man with half his capital in dead stock has to pay rent and all of his cost of doing business to keep this dead stock on the shelves.

For the Climber, — Encouragement

By H. E. GRANT

WE find that the grade doesn't matter. The longer we climb, the easier the climbing.

Is your climb hard, Brother? My spirit to yours. Does that encourage?

The blacksmith's helper at forge and anvil aches at the end of the first day; perhaps the first hour. Tired muscles complain.

But why do they complain?

Because of the new work they have done? It may be. But let us rather know that it is because they now would of themselves, come to his aid, — he has made the start, — and so they are working overtime for him, reconstructing and re-enforcing the muscles which have been given this unusual strain so that to-morrow the task shall be easier.

With our mental "muscles," it is the same.

To-morrow it is always easier, if we have done our work today. Then why dread to-day because yesterday was hard. The same task would be

easier now, and the more difficult not to be dreaded but indulged.

And so we continue the now no longer "hard" climb, and the vision does become brighter, the outlook vaster, the prospect, oh! so different.

For the moment we then look back that we may the more intelligently gaze into the future, and as we look, we realize that this passing panorama which appears so pleasant is not perfection.

Away down the steps we view the cairn we stopped so carefully to erect, so high to build.

What a pigmy structure it has become.

The viewpoint is the thing.

Content must come with progress for we are really content only to progress, to do our work in each moment that passes. We shall not waste time further in useless retrospection and regrets. The present is the best that we can appreciate now, but the voice is ever insistent and the command imperative. "Arise, get thee hence, for this is not thy rest."

Replated Platitudes

From the Lantern.

IT is marvellous how much a man may know and not know enough to know what to do with even a little of all he knows.

He who finds pleasures in giving pleasures to those who know no pleasures need never know need of pleasures that know no sting.

Some think it is sowing wild oats that raises tame men; but it is very sure that raising tame oats sows wealth among even the wildest men who try it.

A frivolous fool and her daring dances are not Solomonic incentive to morality.

All weather is the best of all weather for all those who make the best of all weather.

A wisely patient man is he who knows how to be patient with himself while he grows wiser.

It's everyman's business to know his business, and if he doesn't, he has'nt any business to be in his business.

One's duty merely is to do what one's due to do.

— JULIUS DOERNER.

Competition: What It Means to the Individual

By WALTER J. O'CONNOR

IN these days of trust and monopolies, we hear much of the advantages and disadvantages of co-operation and competition in promoting efficiency and economy in business.

This paper, however, deals with that phase of competition which concerns the individual, yet has an important bearing on business as a whole.

Few men, especially business men, realize the value of the competitive spirit as a factor in their mental development. The human mind is so constituted that a strong incentive, or motive, is necessary to arouse its various faculties to a degree necessary for effective thought and action. Once the faculties are allowed free exercise, however, in the conflict of mind with mind, the perceptive powers are sharpened; the power to reason, judge men, and interpret events, is developed; and all the resources of education, experience, observation, and study are marshalled forward and represent the equipment with which the battle is fought.

It therefore behooves the man who would stimulate his intellect to place himself in an environment that will require constant exercise of his mental faculties. He will then appreciate the value of information and ideas gained during his leisure time.

Under average conditions, an ordinary exertion of the intellect will suffice to develop a plan, or determine on a line of action, but when a crisis is imminent, when the necessity for quick, decisive action is imperative, then it is that the advantages of the mental training received through the competitive process are apparent: the judgment is rendered intelligent, the reason clear, and deductions logical.

As an example of the effect of mental inaction on progress, let us con-

sider the people of India. By reason of the closely drawn lines of caste, the native is prohibited from improving his state in life, and while he may be content with his lot, still he will never rise to the heights of intelligence and civilization of the Caucasian race, which allows freedom of thought and individual liberty.

Of course, competition may give rise to the desire to emulate which might, in turn, develop selfishness and greed in the individual but this is really because of a false ideal or standard which he sets for himself, rather than from any evil result of the mental training he has received. His endeavors should not be marked by jealousy and intolerance, but rather by an intelligent use of his reason in seeing the object for which he is striving, in the proper perspective. This sensible foundation for action will naturally result in increased efficiency, as it will be realized that successfully to cope with opposition one must be able at least to equal one's opponents.

It would be well, therefore, in view of what has just been stated, for the man who desires to sharpen his perspective faculties to situate himself where it will be necessary for him to make constant use of his mental equipment to hold his position. He will then progress in a manner that will surprise him, and will unconsciously develop habits of concentration, accurate judgment, and reasoning, that will be of lasting value to him.

If you will but stop a moment and analyze your successes in life, you will find that half the satisfaction and elation you experience over them is largely due to the knowledge of your ability to triumph over a competitor or competitors against equal, or heavy odds.

In conclusion, while it is acknowl-

edged that co-operation in commercial fields is desirable of itself, and conducive to harmony, yet it is also maintained that, if there were no competition, the individual standard would deteriorate, and the incentive that develops executive ability and business acumen would be lacking.

THERE is a new ambition abroad in the world to-day.
Have you caught its spirit?

It is infectious to those at all receptive to new ideas and to the extent you imbibe it will you stamp yourself a progressive man or woman and receive the reward that goes with initiative.

And this is the biggest and best reward you can possibly receive for the simple reason that the greatest satisfaction comes from doing things first rather than trailing along after the crowd.

Incidentally, the best financial rewards go to those who express new ideas—who develop an individuality and have the courage to express it.

What is the cause of this new ambition?

Simply that the demands upon each individual life have increased to such an extent that it requires more to satisfy us.

We have higher ideals—a better conception of the fitness of things—we are progressing individually and as a nation.

Where ambition is strong the mind is continually being developed—to *merit* success as well as to *realize* success is the real inspiration to commercial as well as to individual progress.

ALBERT E. LYONS.

Are There Any Questions?

"What literature do you recommend as good reading for an office man?"—*B. F. M.*

AS a basis for all his other reading I should advise any office man to take up some course of study for the purpose of training himself to think, remember, and imagine; to develop strong, positive feelings; and to crystallize into positive action the result of the thoughts, memories, imaginations and feelings gained and inspired through his reading.

There is little use of reading unless that reading finally manifests itself in some kind of positive action.

The man who reads without knowing how to think does not properly understand what he reads.

If his memory is untrained, then his reading flows through his mind like water through a sieve.

If he is deficient in imagination, he is unable to apply what he reads to his own problems or to develop from the ideas gathered while reading new and valuable ideas for his own use.

The man who reads but does not feel strongly is like a piece of ground with hardened surface off from which the rain quickly runs away or evaporates leaving it unwatered and barren.

The man who reads but does not act is like an open kettle over a fire—the steam generated evaporates into thin air without doing any work.

When the office man is fully prepared to read there are several courses open to him, according to his purpose or ideal in life, and also, as a corollary, according to his character and aptitudes.

Some men are by nature specialists and can with profit spend a lifetime reading up on some tiny subdivision of some particular science or art. For the man who is so constituted there are innumerable oppor-

tunities for rapid advancement. The man who attempts to plow only an acre is bound to finish his job much more quickly than the man who plows a quarter section.

The moment one becomes the highest authority on any particular subject, that moment he, in a sense, commands his own price and is permitted to fix the conditions of his work.

But not all men can be specialists. It is the nature of many men to overlook details and to demand wide scope of action and a grasp of affairs in the large sense.

What an office man reads also depends upon whether he wishes to perfect himself and advance in office work or whether he has ambitions to take up some other line of endeavor.

For any man, however, there are certain lines of reading necessary to progress. Every man ought to have at least an elementary knowledge of the principal sciences: mathematics, astronomy, physics, chemistry, geology, mineralogy, physical geography, biology, botany, zoology, human anatomy and physiology, economics, English grammar, logic, psychology, philosophy and ethics.

Any reputable book store or publisher can supply you with inexpensive little primers of each of these sciences which will give you a glimpse into them and enable you to decide which, if any, you desire to pursue further.

Every man ought also to have at least an elementary knowledge of the history of the world and the country in which he lives.

There is no better reading for any ambitious man than biography, and of them all perhaps none is more valuable than the autobiography of Benjamin Franklin. Your reading of history will suggest to you men whose

biographies it would be interesting and valuable for you to read.

For the inspiration that he will gain and the general culture that will be his as the result, every man ought to read something every week at least from the classics, such as Longfellow's, Whittier's, Shakespeare's, Scott's, Burns', Goldsmith's, the Brownings', James Whitcomb Riley's, Edward Markham's, Tennyson's, Kipling's, Holmes', Byron's, Keat's, Goethe's, and other poems; Emerson's Essays; Ruskin's works, and the novels of Dickens, Irving, Scott, Thackeray, Hawthorne, George Eliot, Victor Hugo, Cervantes, Winston Churchill, W. D. Howells, Mark Twain, Balzac, De Maussapant, and others.

There are times when every man seeks reading as a diversion and for relaxation. In such cases it is not necessary to descend to the cheap and utterly trivial, for there is the best of fun and plenty of quaint philosophy in the works of Mark Twain, Jerome K. Jerome, George Horace Lorimer, George Ade, and in the better grade of our popular magazines.

It is understood, of course, I am not advocating that any man should sit down and conscientiously and painstakingly read through in a year or in two years the great mass of literature I have here enumerated. It is enough for a beginning that he familiarize himself with these subjects and authors and then pursue his reading of them according to his own best judgment through the course of a lifetime.

We now come to the technical reading of an office man. What this should be depends entirely upon the nature of his work and his ambitions.

If he is an accountant, let him perfect himself in the theory of accounts and study the sciences of cost accounting, efficiency accounting and other special and highly developed phases of accountancy.

If he is a correspondent, let him study Cody on "How to Do Business by Letter," Sheldon on Salesmanship and the Art of Selling, Wadsworth on Advertising.

If he is ambitious to become an advertising or publicity man, let him study Parsons on "The Principles of Arrangement in Advertising," Walter Dill Scott on "Psychology of Advertising," Gerald Wadsworth on "Advertising," E. St. Elmo Lewis on "Financial Advertising," and Shryer on "Analytical Advertising."

If he is ambitious in the direction of Efficiency work, let him study Emerson's "Twelve Principles of Efficiency" and "Efficiency," Frederick W. Taylor's "Principles of Scientific Management," Frank B. Gilbreth's "Motion Study," H. L. Gantt's "Work, Wages and Profits," Frank B. Gilbreth's "Primer of Scientific Management," Frederick A. Parkhurst's "Applied Methods of Scientific Management," Walter Dill Scott's "Increasing Human Efficiency in Business," C. E. Wood's "Organizing a Factory."

If you are ambitious to become an executive, read in addition to the technical works on the particular business in which you are engaged Walter Dill Scott's "Influencing Men in Business," also his "Increasing Human Efficiency in Business," James H. Collin's "The Art of Handling Men," and Dr. Katherine M. H. Blackford's "Employers' Manual."

In addition to these, he may find it advantageous to read Cooper's "Financing an Enterprise," Herbert N. Casson's "Ads and Sales," Arthur Phillip's "Effective Speaking," and Redfield's "The New Industrial Day."

While this is not the Advertising Department of THE BUSINESS PHILOSOPHER, we may say that it will save you time, trouble and postage if you will write for any of these books direct to Sheldon University Press, Area, Illinois.

"We would greatly appreciate a full discussion of the subject of paying help when away on sick leave. We mean particularly office help, foremen in the factory, salesmen, etc., and not the office operatives."—*S. & A.*

If I selected, assigned and managed my office help, foremen, salesmen, and even factory hands, in such a way as to be assured of their loyalty and enthusiastic interest in their work and the success of our business—mine and theirs—I should certainly pay them in full for all time lost on account of sickness.

If, on the other hand, my employes were so badly selected, so inefficiently assigned and so incompetently handled that I suspected them of inventing illness in order to remain away from work, go shopping, attend base-ball games, picnics and other diversions, then I should "dock" them at least half of their wages for the period of their absence.

In selecting my employes I should select those with naturally good health and endurance as a prime qualification. I should also select

them for work for which they were physically and mentally adapted.

In assigning my employes I should assign them to superiors and working associates with whom they would be harmonious and happy.

In managing my employes I should make their working conditions as clean, sanitary, pleasant and wholesome as possible. I should make their working hours neither so long as to leave them physically and mentally depleted at the end of the day or week, nor so short as to give them too much idle time for dissipation and worry.

Selecting, assigning and managing my employes in this manner, I should instruct them as tactfully as possible and yet in no uncertain way that they owed it to themselves and to their business to keep in robust health. I should give them every opportunity to learn how to care for their health. I should also provide periods of relaxation during working hours, healthful amusement and recreation and opportunity for outdoor play and exercise.

Essentials of Real Character

TO be gentle, generous, kind; to win by few words; and to disarm criticism and prejudice through the potency of a gracious presence, is a fine art. Books on etiquette will not serve the end, nor studious attempts to smile at the proper time, nor zealous efforts to avoid jostling the whims of those we meet; for an attempt to please is often to antagonize.—*Elbert Hubbard.*

Are You Coming Back

By JAMES A. WORSHAM

YES—You—The man who put up his best at stake—
and failed.

At this moment—Discouragement has you on the
down grade and you can't find the brakes—

She is drilling it into your mind that your next efforts
will prove as fruitless—

She is hammering at you to hang up your hat and quit
for good and all—

She is jamming you down in a corner and saying that
there is your place—

She is hedging you in with "Impossibilities"—"Nobody
can do it" and "You are a fool to start over again"—

She has your eye glued on the past and your head bent
over your failure—

She is making you say "What's the use" and "I am one
of the Downs and Outs"—

She has painted your sky a bluish tint and you are ready
to look to the sign boards she has set up.

And—Because—The call of her kind rings so loud to
your ears—Opportunity raps away in vain.

But—Listen—

We are banking on your coming back.

Failure means to stop dead still and to stay dead still.

If you are on your way back you haven't failed—you
have only struck a rough place in the road of trade.

And—If you are coming back make the start right now—

Because—Waiting by the side of Failure classifies you
with the Failed—

Hesitating too long in her company brands you as one of
her kind—And you know—

How Branded goods are shelved up.

Therefore—

Call Courage back—Invite Persistence in—Line up with
Grit once more—

And—Have Faith—

It may be a little rough to travel along the road—But—
It's the only way to get to the end.

Experiences and Observations in Business

By EDWIN N. FERDON

In the "Business Builder"

SAFETY FIRST!"

"A very good slogan," says the young man in commercial life—the employe who hopes to become an employer in time, "but I do not work on or near a machine. What's the connection?"

Well, we are not talking about the dangers of any machine this time.

Your body is safe enough, perhaps, but is your business future absolutely safe?

Are you making no false steps that may injure it, that may even crush it entirely?

Are you careful to step out of the way of every possible action that might hurt your business future as you are to step out of the way of the automobile that might maim your body for life?

Carelessness and thoughtlessness are largely responsible for the many employes injured on railroads or in factories. So are carelessness and thoughtlessness responsible for many of the accidents that hurt a business career.

Sometimes, perhaps, your daily work becomes monotonous. The call of the green fields and shady woods echoes in your ears. Do you let your mind linger away from your work; do you do that work less perfectly because of this fact?

You say this cannot affect your success very greatly. No, not a single instance, of course—but repeat that instance times enough and it will become a habit.

In these busy days concentration is a very real aid to energy and ability. Yet every time your mind wanders away from the work at hand to dwell on irrelevant subjects, just so much have you weakened your power of concentration.

The safe way is always to keep your mind on your work. Remember—"Safety first."

SAFETY AND THE ROAD TO PROMOTION

You are looking forward to holding a more responsible position in the near future. Are you preparing yourself for such a position?

Or are you waiting for the position before worrying about preparation?

We have known men to create better positions for themselves—but they always did it by first preparing themselves for the positions.

Are you working along this line—or are you just waiting for something to turn up?

The safe way is always to keep ahead of the job you are holding, lest someone beat you to the job you'd like to hold.

Remember—"Safety first."

By the way, do you always put your employer's interests before your own, even when you think your own demand a different setting?

Perhaps the fact that the boys are all going canoeing tonight makes it pretty hard to stay at the office and get rid of that little job that should be out tomorrow. Your pleasure demands that you go canoeing—your employer's interest demands that you finish that job.

The safe way is to finish the job tonight, for he who does things is given greater things to do.

Remember—"Safety first."

Do you like jolly company, the sort that gets out once or twice a week, perhaps, and has a gay night of it, with plenty of cigarettes and a full supply of liquids?

You notice how dull it makes you the next morning, how your work drags—but you say to yourself that

a fellow must have a good time occasionally.

SAFETY ON THE ROAD TO SUCCESS

But look at it from the angle of your future business success.

Who is more likely to get the job higher up—you, with two or three mornings a week lost to your employer, or the man next to you, who has his fun but never allows that fun to leave him where he will not be fit as a fiddle next day?

The safe way is to be temperate in all things.

Remember—"Safety first."

Are you loyal to your house and your boss—in word and thought and deed? Do you feel that personal pride in the business that gives you a sense of part ownership in it? Or are you just a pay-envelope man—nothing more?

The safe path toward greater business, success and advancement is loyalty.

Remember—"Safety first."

These are but a very few of the little things that may cause accidents upon the road. There are hundreds more that might be named.

Some chaps flirt with them all their lives and never suffer an accident. But the large majority of those who keep taking chances, take one too many.

If you would meet with no accident on the road to business success, take no chances—not even little ones.

Remember—"Safety first."

THE VALUE OF A LITTLE GIFT—TO THE GIVER

THERE was once a certain merchant who bought a supply of very attractive art calendars with his advertisement shown upon them, and he said to himself: "I will send forth one of these calendars to each of those from whom I desire business during the coming year, and perchance the good will engendered

and publicity secured will enlarge my business."

Thereupon, when the holiday season came round, he sent the calendars forth about the countryside and turned again to selling of goods.

And it happened that the next day there dropped in upon the merchant one of his best and most important customers, one who carried a big account and paid his bills promptly. This customer said to the merchant: "I want to thank you for the calendar sent me. I appreciate it; and it indicates to me that you are not unmindful of the business I give you."

Whereupon he placed another order and left the merchant rubbing his hands with pleasure.

As he stood there, however, another of his customers entered the store, a lady of moderate means, who perforce had to buy sparingly. And she smiled at the merchant and said: "I want to thank you for the beautiful gift you sent me. I appreciate it the more because I recognize that I am only a small customer, yet you show me that my little account is desired and appreciated—that I am not more trouble than I am worth."

And she made a small purchase and departed, while the merchant smiled happily after her.

But, as the lady passed out of the door, there entered a young man, at sight of whom the merchant gasped, for this young man had not entered the store for twelve months. He came up to the counter and shook hands with the merchant and said: "I am going to forget the misunderstanding we had about those goods that didn't get to me just when I needed them. The calendar you sent me came as a surprise and indicated to me as plainly as could be that you still remembered me and desired my business and I guess I am not the one to nurse a grudge because of an unfortunate occurrence."

Then he ordered what he needed and went away, leaving the merchant whistling blithely.

The merchant then went out to lunch and, seated at a table in the restaurant, found himself facing a former customer who, not having paid his bill promptly, had forced the merchant to go to considerable trouble to collect.

Much to the merchant's surprise, this man leaned forward and said: "Thank you for the calendar sent me. And while perhaps you won't want my business any more after all the trouble I made for you, I want to tell you I am coming back to your store and pay cash if necessary, until I've established my credit to your satisfaction. The fact that you remembered me under such circumstances shows me that you have forgotten the unpleasantness."

The merchant returned to his place of business to find a man looking over the stock on the counter. He did not recognize this man, but the latter smiled and remarked: "I guess you don't know me, for I live well out of town, and have been doing my trading over at Competitorville, but that calendar you sent so clearly asked me to drop in here that I just determined to come over today. You seem to have a fine stock of goods. I would like to start an account here."

And many others there were that came in during the day and thanked the merchant for his calendar, so that when he at last put up the shutters for the night he remarked to himself: "One thing I have learned today and that is that every little good-will gift has 'a meaning all its own.' I thought I was just sending out calendars for publicity purposes; but it seems that each one carried a separate message, according to my relations with the person who received it. One calendar has solicited business, another expressed appreciation of patronage, a third cleared the atmosphere of misunderstanding, a fourth invited a renewal of business relations—each one doing its work according to the necessity."

And he went home that night with an idea of good-will and personal appeal advertising different from any that he had ever before harbored, for it was plain to him that here was an advertising that did something different—an advertising that carried to each possible customer a meaning all its own.

LOVING YOUR BUSINESS

TWO men were conversing at the table next to mine. "Business over for the day and a Saturday afternoon ahead. I'm going to take my auto and spin into the country this afternoon. My, but it's a treat to get away from the office."

So said one of them.

The other smiled as he remarked: "I like a play-time, too, but if the office were open this afternoon I could return to it and enjoy myself just the same."

"Well," continued his companion, "You're an anachronism."

"I hardly think so," was the reply. "It's just because I enjoy the business I'm in."

"I look about the factory that has grown from nothingness to greatness and I feel pleasure at the thought that I have helped to do something in this world. For the work I do helps provide work for others to do—I am doing a little to lighten the economic burdens of the world."

"And not only that, but the product that goes from our factory is a good product. There is always a place in the world for such goods. That, too, is worth while."

"The work I do is little compared to all the work that is done in the world—but because it is a good work, it must be of use to others. Therefore, I feel that my business life has not been lived in vain."

The other man tapped his glass meditatively for half a minute. "I guess," he said, "that you have the happy faculty of idealizing things—"

even your business. You are a bit of a poet and a dreamer. It must be very fine to feel about one's everyday business life as you do. It must be very satisfying."

"It is satisfying," came the answer, "but there is nothing wonderful about it. Work is not work to me—it is play. Only it's a different sort of play from that outside of business hours. Yet I'm no more of a dream-

er or poet or idealist than you are."

"What's the secret, then?" asked the other.

"No secret. Only my work appeals to me just as a good wife appeals to a man and makes him contented with home and everything in it. That's because he loves her."

"Well?"

"Well, I suppose it's just because I love my business."

A Mosaic from Sundry Sources

PRACTICAL ATTAINMENT

THOSE things that are not practicable are not desirable.

The realities of today surpass the ideals of yesterday.

Hopes are good, but patiently worked out realities are better.

If the ancients left us ideas, to our credit be it spoken that we moderns are building houses for them.

You cannot dream yourself into a character; you must hammer and forge one yourself.

The ideal is the absolute real; and it must become the real in the individual life as well, however impossible they may count it who never tried it.

If Geniuses are born, as we sometimes hear, they must yet be born again of study, struggle and work.

Ideas must work through the brains and the arms of good and brave men, or they are no better than dreams.

In the long run a man becomes what he purposes and gains for himself what he really desires.

When you are forming a high ideal, don't forget to

make it practical. Aim at genuine results. Remember that true success includes more than money-getting.

It is not how much a man may know, that is of importance, but the end and purpose for which he knows.

Self-discipline and self-control are the beginnings of practical wisdom; and these must have their root in self-respect.

Words are very little, almost less than nothing; but attitude and action are everything.

It is only by mixing in the daily life of the world, and taking part in its affairs, that practical knowledge can be acquired and wisdom learned.

A boy should dream great dreams, of course, but he ought to set his dream-gauge so as to make it indicate a line of endeavor it will be possible for him to follow.

The world cares little for theorists and theories, little for schools and schoolmen, little for anything a man has to utter that has not previously been distilled in the alembic of his life.

Practical wisdom is only to be learned in the school of experience. Precepts and instructions are useful so far as they go, but, without the discipline of real life, they remain of the nature of theory only.

What we call common sense is, for the most part, but the result of common experience wisely improved. Nor is great ability necessary to acquire it, so much as patience, accuracy and watchfulness.

Thought allied fearlessly to purpose becomes creative force. He who knows this is ready to become something higher and stronger than a mere bundle of wavering thoughts and fluctuating sensations; he who does this

has become the conscious and intelligent wielder of his mental powers.

Do the thing which is in proportion to yourself; and if that thing is not great, still you have served yourself, your family, your country, and the world, just as much as he who has done a larger thing, and you deserve just as much credit for doing it.

There is nothing in the world really beneficial that does not lie within the reach of an informed understanding and a well-directed pursuit. There is nothing that God has judged good for us that he has not given us the means to accomplish, both in the natural and the moral world. If we cry, like children for the moon, like children we must cry on.

There is no better provision for the uses of either private or public life, than a fair share of ordinary good sense guided by rectitude. Good sense, disciplined by experience and inspired by goodness, issues in practical wisdom. Indeed, goodness in a measure implies wisdom—the highest wisdom—the union of the worldly with the spiritual.

All nations have been made what they are by the thinking and the working of many generations of men. Patient and persevering laborers in all ranks and conditions of life, cultivators of the soil and explorers of the mine, inventors and discoverers, manufacturers, mechanics and artisans, poets, philosophers and politicians, all have contributed toward the grand result, one generation building upon another's labors, and carrying them forward to still higher stages.

Taking the Sunny Side

By ANNIE H. QUILL

WHICH side do you take?
The sunny side if you are wise.

There are enough who will take the other side to keep the world balanced.

The sunny side of life is really the only side to take if we would get any good out of living.

What would you think of a person who always trudged along in the middle of the road when there was a nice dry sidewalk he might use if he only would?

What is the difference between such a person and the one who trudges in the mud mentally.

One is an acknowledged fool and the other is not, that is all.

The person who takes the gloomy side of everything in life is foolish, he is pushing the good things away from himself and living on the crusts.

The tissue of the life to be
We weave with colors all our own,
And in the field of destiny
We reap as we have sown.

—Whittier.

The Quaker poet lived on the sunny side through all his serene life. So can you, if you only will.

It is the old fear of what might be, not what really is, that keeps us in the shadow.

Every day comes to us full to the brim with life's treasures. That we do not take them, but let them slip by to be lost to us forever, is entirely our own fault.

Some one remarks to you that it is a delightful day.

What is your answer? It is very likely that you say fretfully, that you suppose it is, but that it does not make any difference to you, you have no time to enjoy it.

How silly that is!

The President of the United States

cannot claim a particle more sunshine than the poorest creature in all this broad land. Nature does not make the sky an atom bluer for him than she does for you, and all the beauty of landscape or sea is yours if you will but have it.

You are waiting for some one else to put the good things of life into your hand, but that is not the way to succeed. It was all well enough to live in this way when you were a little child, but now, when you have grown to manhood, why should you deny yourself the rights of a man and remain a child?

David Graham Phillips, who was a deep thinker, said: "—I must, myself, promote myself, for in this world all promotion that is solid comes from within."

And he is right.

Another may lend you a helping hand now and then, but you must do all the real climbing yourself. You can do it lots easier and with far more pleasure and profit if you keep on the sunny side.

My heart believed in sunshine,
And the sunshine I received.
There came to me no shadows,
Because my heart believed.

—Kate Clark Brown.

If a thing does not look just right to you, it may be your view point that is wrong. Put yourself in a different position and look again. Every good thing will seem diverted to you, just as you will seem reanimated to those who have been accustomed to your gloomy mental state.

Have you ever noticed a person training for a feat of any kind?

If you have, you will remember that at the beginning of the training the aspirant for honors was weak, and fell far short of the mark. It was only after he had reached and

strained again and again that he was able to win.

There are two things one should remember in regard to the training of any person for any game of life: First, that the trainer is ever cheering the workers on, he keeps them on the sunny side; and again, that the ones who really try are the winners.

This applies to everything, even your own little struggle with the wolf who cannot beat down your guard when you look him fearlessly in the eye recognizing your own strength, the strength of perfect manhood. If it is not perfect, make it so, and keep it so for the world holds nothing finer, or stronger. And remember that the heart of a perfect

man is filled to overflowing with sunshine, always.

But, of course, you have your excuse ready as usual; here it has been raining all the week when you wanted to do this and that. You could have done the things that it was best to do when it rained, instead of sitting with folded hands and moaning. Then you would have had so much more time to enjoy the sunshine when it came.

Your mind is crooked if you feel like that.

Straighten it out.

A crooked thought will always

Despoil the face you'll find,

From head to foot you're crooked

If you have a crooked mind.

—*Eleanor Kirk.*

A Parable

By MARK A. BAUR

THERE were four sons—so the story goes—who fell heirs to a great business. The oldest lacked wisdom, as sometimes happens, and his share soon went to his brother. He proved dishonest, and, falling among thieves, was stripped of all he possessed. The third squandered his portion in riotous living; and the last, though blessed above all his brethren, toiled not. And so for want of ability, reliability, endurance, and action, all was lost.

And it came to pass after many days, that the business fell into the hands of the chief book-keeper. He had known the business from the days of his father, and all its affairs he had kept from his youth up: he wasted not his substance, nor looked upon the wine when it was red; and he labored from the rising of the sun even to the going down thereof. And it is spoken by the profits that it is a great business to this day.

Good luck will carry a man over a ditch, if he jump well; and will put a bit of bacon in the pot if he looks after his garden and pigs. Luck taps at least once in a lifetime at everybody's door, but if Industry does not open it, away it goes.—*Charles Haddon Spurgeon.*

Are You Looking for Your Chance?

By FRITZ WEBER

I HAVE been trying lately to find somebody satisfied with his job. Well, it's jolly hard to find a single one. They would all have done fine in some other line, but they have all simply missed their vocation. They have all got fine ideas for the business of others; but they show a singular lack of them when it comes to their own business.

Anything like that with you? If not—well, my compliments, and you need not go further with this inquiry. If so, couldn't you apply a few of your fine ideas, which come forth so profusely for things that are not anywhere near you, to the job you are actually doing?

There is very likely something wrong in your conception of success.

If you think that success is the accidental realization of a nice dream, you're far off the mark. It won't be given to you ready made.

If you want anything, you must get it yourself. That's the only way, and if you think there will be a special one for you, you may just as well close up your account now, as there is not going to be any change in it.

If you have read a little history about men who won success, you may know that they did not get it one fine sunny day, as one gets a new cap. They had to struggle for it, and struggle long and hard, but at last they got it. If you want it, you've got to struggle too.

You might also get rid of your idea that the machines have been invented, the continents discovered, and the

fine business transactions done, and that there is nothing left for you.

To put the thing down plainly, there is infinitely more scope for success today than there has been at any time before, not for men who regret that they came too late to do what others have done, but for those who are eager to find out what can be done now.

At all times the world has been crowded with men craving for success. But only a few get it, because they are the only ones who see the possibilities of the present, and do not lose their time thinking about those of the past.

If another job would be better for you, why don't you get it?

Perhaps simply because you have a feeling that you may be mistaken again. Very likely you would.

If your case is not quite exceptional, the best chances for you are where you are if you just try to make the best of your actual job.

Concentrate your efforts and energies on it, find ideas for it, put an aim in it—you will soon find that something can be made of it.

There is a dark side to everything. If that is the one you see now of your job, better look out quickly for the other one.

There is plenty of room for men of success—they never crowd. It is just a question of whether or not you mind the extra trouble it will mean for you to start on the road to success.

It takes grit, will, perseverance, endurance. You pay your price, but it is well worth it.

Great minds have purposes, others have wishes.
Little minds are tamed and subdued by misfortune; but
great minds rise above them.—*Washington Irving.*

Do You Feel Discouraged?

Be Encouraged by the History of Others.

Copyrighted, 1908, by American-Journal-Examiner

A young man lost his money in stocks the other day and killed himself.

Other young men lose heart when things go against them and drift through life helpless, useless derelicts.

Let us give such men a bit of advice:

Don't let failure discourage you.

Almost all the brilliantly successful characters of history have known early trials and reverses.

The great philosopher, Epictetus, was a slave.

Alfred the Great wandered through the swamps as a fugitive and got cuffed on the ears for letting the cakes burn.

Columbus went from court to court like a beggar to try to raise money for the discovery of the New World, and when he finally won the favor of the Spanish Queen he was so poor that he could not go to court until Isabella had advanced him money enough to buy decent clothes.

When Frederick the Great was fighting all Europe he fell into such desperate straits that he carried a bottle of poison about with him as the last way of escape from his enemies. If he had taken that dose the whole history of our time would have been different.

Instead of shaking a "mailed fist" at the world, young William of Hohenzollern might have been a mediatized prinlet on the lookout for an American heiress; there might never have been a Leipzig or a Waterloo, as there certainly would not have been a Sedan, and the heirs of Napoleon might now have been ruling over an empire covering all Central Europe, from the Tiber to the Baltic.

Nobody ever had greater cause for discouragement than George Washington had when he led the straggling remnants of his army across the Delaware in December 1776. But in the very darkest hour, when absolute ruin seemed inevitable and a British gallows appeared the

probable ending of his career, he struck a blow that cleared the way to the highest place in the world's history.

Andrew Jackson was born in a cabin, suffered every sort of adversity, lost his mother and two brothers from the sufferings of war, was cut with a sword for refusing to clean a British officer's boots, and grew up almost without education.

Abraham Lincoln, poor, ignorant, sprung from the lowliest stock, deprived of all advantages for culture or for money making, distressed by domestic troubles, might have had some excuse for discouragement. But he kept on, with what results the world sees.

If ever there was a man who seemed doomed to failure it was U. S. Grant in the Spring of 1861. He had cut loose from the profession for which he had been trained, and, after drifting from one occupation to another and failing in all, he was now, at thirty-nine years old, a clerk in a country store and unable to make ends meet at that. Three years later he was Lieutenant-General of the armies of the United States, and five years after that he was President.

Solon said it was never safe to call any man happy until he was dead.

Unhappiness is equally uncertain.

If you are poor now, you may be rich tomorrow. If you are unknown now, you may be famous tomorrow. If you are even in the penitentiary now, you may be running a street car system tomorrow.

So don't be discouraged if your fortunes are in temporary eclipse.

The savage is in despair when the sun goes into the moon's shadow, for he thinks that some monster has swallowed it, and that there will never be daylight again.

But to the astronomer an eclipse is merely an interesting opportunity to make scientific observations.

Be as sure of the coming of daylight as the astronomer is, and your moments of darkness will trouble you no more than his trouble him.

Crooked Heart

I loosed an arrow from my bow
Down into the world below;
Thinking—"This will surely dart,
 Guided by my guiding fate,
Into the malignant heart
 Of the person whom I hate."
So by hatred feathered well
Swift the flashing arrow fell:
And I saw it from above
 Disappear,
 Cleaving sheer
Through the only heart I love.
Such the guard my angels keep!
 But my foe is guarded well:
I have slain my love and weep
Tears of blood, while he, asleep,
 Does not know an arrow fell.

—*James Stephens.*

The Wickedest Lie

By ARTHUR W. NEWCOMB

IF YOU MUST lie, lie to some one else—not to yourself. Other people may not believe you, and your untruth will not carry far. But your victim is almost sure to be deceived if you lie to yourself.

And it is very largely because people lie to themselves that they break known law and suffer the severe penalties.

Benjamin Franklin once wrote, with gentle irony, that one of the great advantages of being reasonable was that thus one could always find a good reason for doing the thing he wanted to do.

For your convenience, let me list a few of the lies that you and I tell ourselves when we want to do something that is against natural law:

Just this once.

I'll stop before it begins to do very much damage.

I can't help it.

I was born that way.

It doesn't amount to much anyway.

This is different.

I'll make it right later.

I wouldn't want to so bad if it weren't right to do it.

I don't believe it will hurt me.

I've done it a dozen times, and I'm all right so far.

After the present peculiar conditions are over, I'll quit.

I need the experience.

I don't do it very often.

I have to have some pleasure.

No one will know.

So-and-so does it.

I'm no mollicoddle (nun, hermit, Simon Stylities, or Puritan, as the case may be.)

I know when I've got enough.

If I don't do it, someone else will.

Let the other fellow look out for himself.

The law doesn't cover a case of this kind.

I'll take the consequences.

This last is one of the worst of all self-deceptions.

It is impossible for you or me, or anyone else to take all the consequences of any act.

We can not injure ourselves without injuring others.

We cannot benefit ourselves without benefitting others.

The art of living, as I have remarked before in this Vertebral Invigorator, is the highest and finest of all the arts. It is also the most complicated and difficult. But it pays the very highest rewards to those who learn it best.

Art—true art—is based on truth: the art of living more than any other.

It is a wonderful, glorious, and beautiful thing to be true to oneself.

And it is a great, big thing to be truthful with oneself.

The Philosopher Among His Books

THE SHELDON BULLETIN. By K. A. Nisbet.
*Published by Messrs. Martin & Morris,
Cleveland, Ohio.*

Here we have Volume 1, No. 1, of a four-page publication devoted to the interests of Area Clubs and the Sheldon business in Cleveland.

On the front page there is a striking little two-page editorial on the value of time, impressing upon the reader the worth of the margin.

On the second page is a portrait of Mr. Sheldon and announcement of his lectures in Cleveland during September.

The third page is devoted to a program of the doings for the month in the Sheldon Club Rooms, a program which indicates lively activity in the big Ohio city along the lines of Scientific Business Building and Salesmanship.

On the third page there is also a Service Department, in which students are given an opportunity to place before employers their little selling talks about their own services, and employers are given an opportunity to state their wants in the way of competent employees.

The fourth page is devoted to announcements, including announcements of valuable and interesting articles in current magazines.

Altogether The Sheldon Bulletin is a publication which will be read with interest by Area Club members and their friends in Cleveland as well as by many who are in sympathy with the Area movement elsewhere. Incidentally it will no doubt prove to be of great value to the publishers in building up a spirit of unity among their friends and students.

TONCAN METAL. *A Text Book on Corrosion*
by Stark Rolling Mill Co., Canton, Ohio.

This is a popular and easily understood discussion of corrosion of iron and steel and how to avoid it. This is accompanied by many photographs showing installations of Toncan Metal, which has been treated so as to prevent corrosion.

This should be an interesting and valuable book to any individual or firm contemplating the installation of metal roofs, flumes, culverts, troughs, pipes, sidings and any other metal sheets.

As an example of typography and printing the book is a gem. The text and halftones

are printed in brilliant black ink upon velvet enamel paper, treated with shadow illustrations in ecru tint.

"ADVERTISING CONSTRUCTION SIMPLIFIED." By A. G. Chaney. *50 cents postpaid. Published by Flora Book Co., P. O. Box 1214, Dallas, Texas.*

This book is devoted especially to retail advertising. The material in it is indeed simplified as the title claims. The author begins by stating six principles, every one of them fundamental as follows:

"First principle: The power of an object, or advertisement, to force itself into our attention depends upon the absence of counter attractions.

"Second principle: The power of an object, or advertisement to attract attention depends on the contrast it forms to the object, or advertisements, presented with it, preceding or following it.

"Third principle: The power of an object, or advertisement, to attract attention, depends on the tenacity of the sensation aroused.

"Fourth principle: The power of an object, or advertisement, to attract attention, depends on the ease with which we are able to comprehend or read it.

"Fifth principle: The attentive value of an object, or advertisement, depends on the number of times it comes before us, or repetition.

"Sixth principle: The attentive value of an object, or advertisement, depends upon the intensity of the feeling aroused."

Following these principles are definite instructions for applying them to the writing of advertising. These instructions are illustrated and made clear by diagrams and reproductions of successful advertisements.

Following these come the technical instructions as to types, headings, illustrations, media, records, appropriations, trade marks and brands, and other practical details of the advertising man's business.

All this concrete, practical information is compactly and entertainingly given in a little book of forty-three pages. The book is handsomely printed, with broad margins, on egg-shell paper, and should prove a valuable addition to the library of everyone interested in practical advertising.

"SECRETS OF MENTAL SUPREMACY." *By W. R. C. Latson, M. D. Cloth binding. Price \$1.00, postpaid. The Elizabeth Towne Co., Holyoke, Mass.*

This book tells how to develop mental efficiency. Practical methods are described, in the shortest, most direct manner possible. It is a book of bare facts, free from literary verbiage.

Instruction is given for developing the perceptions, the memory, the power of concentration, the will, the imagination, the eye, the ear, the attention, etc.

"Secrets of Mental Supremacy" should prove of special help to the young man and young woman because it tells them how to form habits of efficiency, how to control and develop their natural faculties so that they may become effective workers in the world.

"THE RENEWAL OF THE BODY." *By Annie Rix Millitz. Cloth. 170 pages. Price \$1.00 postpaid. The Elizabeth Towne Co., Holyoke, Mass.*

The new ideas which are abroad in the minds of the people under the names of New Thought, Christian Science, Divine Science, etc., have become proven facts to thousands, substantiated by daily experiences.

This new book approaches the subject of bodily renewal in the light of these new ideas. Instead of focusing the thought upon the physical the author would help her readers to lay hold upon the principle of all life which lies back of the physical.

"The power of mind, exercised through the will and understanding, is the key to bodily renewal," says Mrs. Millitz. "Truth believed and applied delivers the body from the ills that flesh is heir to." By thought the body was built; by thought (of the right kind) it can be rebuilt. This, in brief, is the message that "The Renewal of the Body" brings to its readers.

The announcement of the publication of the first complete collection of the works of James Whitcomb Riley brings to light the fact that within the last year, while the edition has been in the course of preparation, the editors have collected more than four hundred poems by the Hoosier poet which have never appeared in book form. Of this number Riley has definitely suppressed 180 while the remaining 220 poems will appear in complete form in the Biographical Edition, the title by which the complete works will be known.

In addition all of Riley's prose works will be included, as well as a sketch, largely in the poet's own words, of his life and literary career; elaborate notes giving the circumstances attending the composition of the poems, their first publication and subsequent history; a bibliography of all the books of Riley poems previously issued and all articles in print about him; indexes by titles, subjects, and first lines and refrains,

and many interesting photographs of the author, his most notable manuscripts and scenes of his boyhood in and about Greenfield, Ind., his birthplace.

Mr. Riley, himself, has taken an active part in the preparation of the complete edition of his works. He has read every proof and supervised the work of his editors, chief of which is his nephew, Edmund H. Eitel, who has acted as the poet's secretary for several years and has followed his work closely.

The publication is attracting world-wide attention, for James Whitcomb Riley has achieved an international reputation. By all odds the most popular of all American poets, England and the continent of Europe have recognized him as well, and wherever poetry is read the works of James Whitcomb Riley, the American poet laureate, may be found.—*The Bobbs-Merrill Company, Indianapolis, Ind.*

MAN BUILDING. *By Louis Ransom Fiske, L. L. D. 364 pages. Price, \$2.00. Sheldon University Press, Libertyville, Ill.*

In former times a man's position in life was almost absolutely fixed by the accident of birth.

In these days of opportunity a man's position in life is not fixed, but is capable of unlimited progression depending only upon the individual man's knowledge of himself, and willingness to make an effort to grasp that which lies within his reach.

The biographies of hundreds of successful Americans show us that the difference between success and failure is not a difference in heredity or a difference in luck so much as a difference in development.

We are beginning to recognize the fact that every normal man has within him, either well developed or in latency, the power to become a man of achievement, and that latent powers can be wonderfully developed by scientific methods.

These are the reasons for such books as this one of Dr. Fiske's; also, the reason for their immense popularity. Men have, through such books as these, discovered their inherent powers, learned the secret of their development, and have come out of unfavorable and restricted environment into positions of power, wealth and influence.

In this book Dr. Fiske analyzes the law of personal development—laws formulated as the result of careful study of the lives of successful men. Having analyzed his laws in an interesting, entertaining, and convincing manner, he applies them in an intensely practical way to life. In the development of this practical application he treats man first physically, then intellectually and morally, and finally in his relation to society.

This is a new and revised edition of Dr. Fiske's popular work, and is excellently printed and bound.

SUPPLEMENT TO
The Business Philosopher

February, 1913

CORRECTION—This supplement is inserted to take the place of pages seventy-two and seventy-three, which are incorrectly printed

esses which seem to be constant in their activity require frequent periods of complete rest."

You learned in your school physiology that your heart, which beats from seventy-five to a hundred times every minute, comes to a full stop and utterly relaxes its tension after each beat. The same thing is true of respiration. So long as breathing is carried on involuntarily there is a short period of complete rest for the muscles of the chest, diaphragm and abdomen after each breath.

Professor Scott says:

"No bodily activity is at all continuous. Mental processes, too, can be continued for but a very short time. By attempting to eliminate these periods of rest from bodily and mental acts, we merely exhaust without a corresponding increase in efficiency. The laws of nature are firm and countenance no infringement."

I DOUBT very much whether the average business man has any conception of the tremendous increase he might make in his own efficiency and the efficiency of his workers, if he and they were to learn the art of relaxation.

The story of men loading pig iron has often been published, and has appeared in the *Business Philosopher*, but it is worth repeating here as an illustration of this truth.

A gang of men was employed in loading pig iron on flat cars. All they had to do was to stoop

over, pick up a ninety pound pig, carry it upon the car, and drop it. In this way each man was loading an average of twelve tons of pig iron a day.

By studying their movements and working out a schedule with frequent periods of relaxation, an efficiency expert was able to direct them in the use of their physical energy so that they were each able to load an average of forty-seven tons a day with no greater fatigue than when they were loading only twelve tons.

If a man is able to perform nearly four times as much crude physical labor by taking brief periods of relaxation, how great the effect must be in the case of a mental worker when he learns to take sufficient relaxation?

Don't you think it is enough to account for the difference in the results between Saxton and Calhoun?

PERHAPS YOU think you rest enough, and perhaps you do.

But when you rest, do you relax? Many people do not let down tension, even in sleep.

Proper relaxation requires training.

One of the requirements of a patient taking osteopathic treatment is that he shall completely relax his muscles. And any osteopathic practitioner will tell you that only a few people know how to relax, so that the first, and sometimes the most difficult task he has is to teach his patient this art.

There is a deep psychological reason for the statement that in order to relax the mind you must relax first the body. Fear, worry—which is but prolonged fear—**anxiety and other such negatives, are emotions. We call them states of mind, but we might just well call them states of body. Psychologists tell us—and we can prove the truth of what they say if we will observe ourselves—that it is impossible to experience any emotion without its bodily expression.**

Joy and pleasure expand and renew the body. I have known, and doubtless you have, sudden good news to cure an attack of disease.

Fear, worry, anger and grief depress and lower the vital tone of the body. You know how sudden fear will cause a sinking, collapsing feeling in “the pit of the stomach.” It sometimes causes weakness and even faintness. It turns the body hot or cold, so that one either perspires freely, or shakes and trembles.

A psychologist says that this occurs because in the beginnings of mental life, thinking and feeling have normally been connected with some activity of the body. Men thought and felt because they intended to act. In this way, mental states and bodily conditions became so identified that they are now inseparable.

The bodily expression of mental tension and anxiety is muscular tension.

The bodily expression of anger is clenched fists and jaw, increased respiration and heart action, and a fierce expression of countenance.

A man who is angry can quickly dissipate his wrath if he will but open his hands, loosen his jaw, breathe deeply and quietly, and assume a cheerful expression of countenance.

If you don't believe it, try it the next time you get angry.

In the same way, a man who is anxious and worried can very largely eliminate these negative emotions by relaxing all the muscles of the body.

Unless you study yourself carefully, however, you will not relax. Direct your attention consciously to each of the muscles in your body.

Some people keep the leg muscles, even when seated, at a constant strain, as if ready to rise. Other people find that they clench their fists, and keep the hand and arm in a state of tension.

Think of the muscles of your throat and jaw. Many people keep these taut. Watch yourself to see that you are not pressing your tongue against the roof of the mouth, or the teeth, compressing your lips or drawing your brow together in frowns. These are expressions of mental tension. Many of them are habitual with anxious, nervous people. They not only dissipate and drain off valuable nervous energy, but they also interfere with concentration, and largely

The Study of Advertising



MR. G. L. WATSON
Director of the Chicago College of Advertising

Increases the efficiency of the advertising man by improving his work.

Benefits the business man by training him to write advertisements that produce the greatest possible results.

Offers a career to the man of intelligence who will enter the profession of advertising, and qualify himself to take one of the positions now open to advertising men in all parts of the United States.

The Chicago College of Advertising

332 So. Michigan Boulevard, Chicago, Illinois

Offers to the advertising man, the business man and the man who wants to increase his salary by entering the advertising profession, the choice of twenty-four different courses, as follows:

- | | |
|--|---|
| 1 Department Store Advertising. | 13 Advertising Food Products. |
| 2 Advertising Men's Wearing Apparel. | 14 Advertising Household Specialties. |
| 3 Advertising Women's Wear. | 15 Advertising Jewelry and Silverware. |
| 4 Advertising Men's and Women's Boots and Shoes. | 16 Advertising Office Equipment and Supplies. |
| 5 Mail Order Advertising. | 17 Advertising Candy and Confectionery. |
| 6 Advertising Furniture, Carpets, Stoves, Ranges. | 18 Advertising Beverages. |
| 7 Advertising Automobiles. | 19 Advertising Soaps and Cleansing Powders. |
| 8 Advertising Real Estate. | 20 Advertising Farm Machinery. |
| 9 Financial Advertising. | 21 Advertising Engineering Specialties. |
| 10 Insurance Advertising, Life, Fire, Accident. | 22 Advertising Toilet Preparations and Accessories. |
| 11 Advertising Pianos and Musical Instruments. | 23 Advertising Subscription Books. |
| 12 Advertising Builder's, Supplies and Building Equipment. | 24 Complete Advertising Course. |

Many of these Courses contain instructions on advertising to the consumer and advertising to the dealer, or retail and wholesale advertising.

Our instruction is not confined to the practical details of printing, cut making, and other similar mechanical features. We teach you advertising-salesmanship as well as practical advertising work. Advertising-salesmanship is different from personal salesmanship, because the writer of advertising does not come into contact with the buyer and cannot use his own personality.

WRITE FOR THIS BOOK

We have just issued a very interesting booklet describing all our courses of instruction and containing valuable advertising information. Write for it today. It's free and it will show you how you can greatly increase your earning power. To enable us to advise you in reference to our courses, give us your occupation and tell us something of your work. We want to help you and we can do so, if you will give us the opportunity.

Chicago College of Advertising

332 So. Michigan Boulevard

CHICAGO, ILLINOIS

Chicago College of Advertising
332 So. Michigan Blvd., Chicago

Send me your book.

Name.....

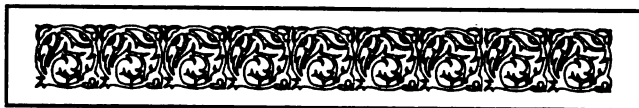
Street and No.....

City and State.....

Occupation.....



BUSINESS is beginning
to learn the lesson
taught by three-dollar
roses and fifty-cent
cabbages. —SHELDON





THE BUSINESS PHILOSOPHER

ARTHUR FREDERICK SHELDON+EDITOR

February 1913

Price 20 Cents

Efficiency Through Relaxation

By A. F. SHELDON

Importance of Agricultural Education to Business

By DR. EDWARD A. RUMBLY

Service to the Customer

By ARTHUR W. NEWCOMB

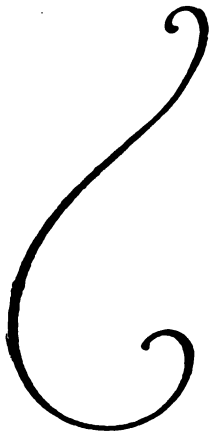
Manufacturers' Advertising Problems

By MELVILLE W. MIX

SHELDON UNIVERSITY PRESS
LIBERTYVILLE   **ILLINOIS**

Impressive Stationery at a Usable Price

Obtainable of
the best printers
and lithographers
in the
160 principal cities
of the
United States



Your letters must secure *immediate* and *favorable* attention *before* they can "get the business." Take care that your letters *look* their *importance* and the order is half won.

CONSTRUCTION BOND

is helping thousands of concerns to get more business because it gives *impressive character* to their stationery. Also the use of Construction Bond practically assures an attractive design and good workmanship all at a moderate price. The reason is beyond dispute.

Construction Bond is sold *direct* to *responsible* printers and lithographers, *only* in quantities of 500 lbs. or more at a time, while other fine papers are sold thru jobbers, 20 lbs. or so at a time, to any printer. Our way eliminates the jobber's profit, saves the expense of handling small lots, and puts Construction Bond only in the hands of those best able to produce stationery of the character you want. The result is Impressive Stationery at a Usable Price.

CONSTRUCTION



BOND

Best at

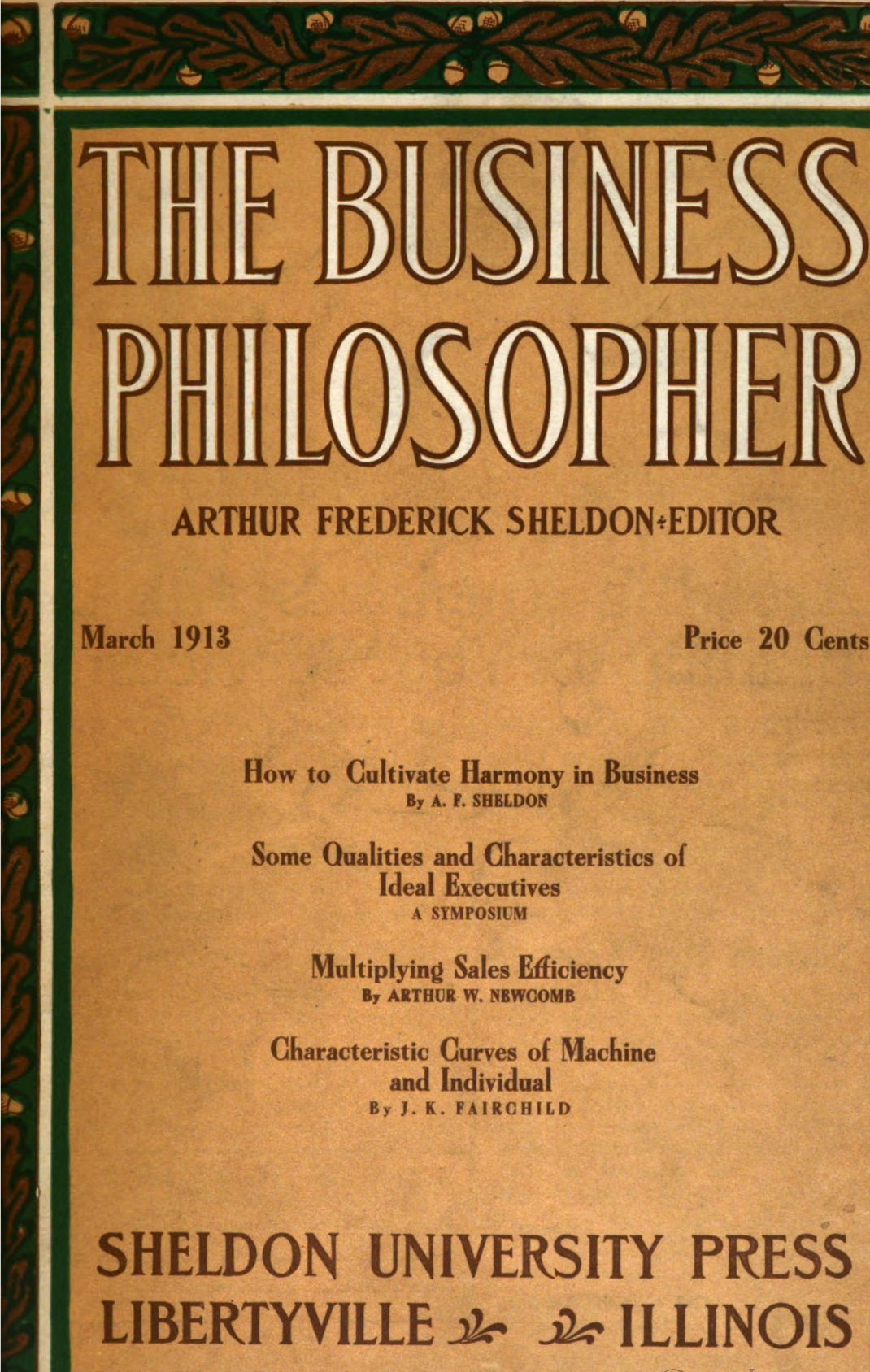
the Price

Want to see 25 specimen letterheads that may help you improve your own? Ask us on your business stationery and we will send them *free*. Also we will tell you the firms in your locality who handle and recommend Construction Bond.

W. E. WROE & CO., 1004 Michigan Ave., Chicago

Made in White and Eight Colors
with Envelopes to Match

SAY "I SAW IT IN THE BUSINESS PHILOSOPHER"



THE BUSINESS PHILOSOPHER

ARTHUR FREDERICK SHELDON, EDITOR

March 1913

Price 20 Cents

How to Cultivate Harmony in Business

By A. F. SHELDON

Some Qualities and Characteristics of
Ideal Executives

A SYMPOSIUM

Multiplying Sales Efficiency

By ARTHUR W. NEWCOMB

Characteristic Curves of Machine
and Individual

By J. K. FAIRCHILD

SHELDON UNIVERSITY PRESS
LIBERTYVILLE ❧ ❧ ILLINOIS



Are Big Business Men Bidding for Your Services?

Some men are constantly receiving *big offers* and *big propositions*—business chiefs are bidding for their services. Others have to take *anything* they can get. Sheldon has a way to pick men out of class *No. 2* and put them up in class *No. 1*. Are you ready for the change?

A trained man does not necessarily mean a man of years who "went through the mill." Some of the ablest young men who are *making good* in a big way, got the foundation for

their training in a few months of home study. The question for you to decide is "How can I get the *right* training and get it *quickly*?" The answer brings you back to Sheldon.

Sheldon Men Know How to "Sell" Themselves

If you will devote a little of your spare time at home to Sheldon methods in Salesmanship and Business Building, you need *never again* sell your services below par.

All human endeavor is "selling." When you offer your services to the highest bidder—that's selling. And the sooner you learn what salesmanship has to do with boosting *your* salary and *your* prospects, the sooner you will

have big business men bidding for *your* services.

To get the story of the Sheldon idea *costs you nothing*, it comes with The Sheldon Book. But it is sent only to men in earnest—men who actually want to grow. If you belong to that class, write Sheldon today. The book is *Free*—this coupon brings it.



The Sheldon School

1332 Republic Building,
Chicago, Illinois

A "Bid" for The Sheldon Book

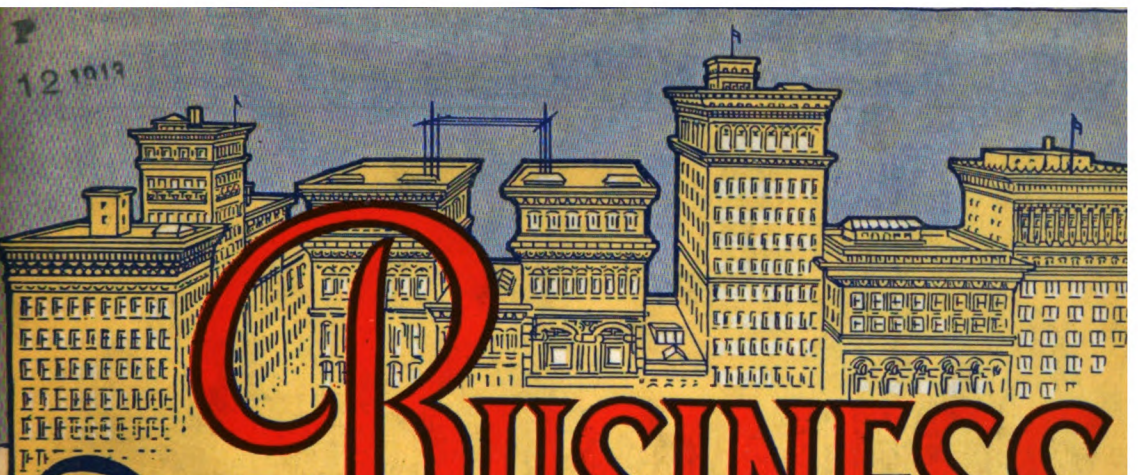
THE SHELDON SCHOOL 1332 Republic Building, Chicago. I make this bid: If you will send me "The Sheldon Book" Free, I will agree to read it.

Name

Street

City..... State.....

SAY "I SAW IT IN THE BUSINESS PHILOSOPHER"



The **BUSINESS**
PHILOSOPHER

ARTHUR FREDERICK SHELDON-EDITOR

April 1913

Price 20 Cents

Business Problems Outside Your Doors
By A. F. SHELDON

What Constitutes Good Selling English
By W. R. HEATH
Vice-President Larkin Company

A Unique Sales Contest
By R. S. DAVEY

Securing Good Service
By ARTHUR W. NEWCOMB

SHELDON UNIVERSITY PRESS.



Well, this looks worth reading

That's the way you want a man to feel when he gets your letter. Unread letters bring no orders. Your letters must seem as important as they are. Make a move now to insure impressiveness in your business stationery by writing us for our collection of 25 handsome specimen letterheads produced on Construction Bond.

These specimens were produced by the highest class printers and lithographers in the United States. They show to perfection the fine character of stationery you can secure on any of the nine colors and four finishes of Construction Bond with envelopes to match. Some of the firms who produced these specimens are near you, ready to do the same class of work for you on Construction Bond.

Construction Bond is a substantial impressive paper with a valid reason for its moderate price. It is sold only in large quantities direct to the most responsible printers and lithographers in the 160 principal cities of the United States—not through jobbers. High quality at a low price is the result. Obviously those concerns who handle Construction Bond are able to give you impressive Stationery at a Usable Price. Write for their names and the specimens.

W. E. Wroe & Co., 1006 South Michigan Avenue, Chicago, Ill.

Impressive Stationery at a Usable Price



The BUSINESS **PHILOSOPHER**

ARTHUR FREDERICK SHELDON - EDITOR

JUNE 1913

PRICE 20 CENTS

The Principle of Service
By A. F. SHELDON

Training the Will for Action
By MORTON MAYNE

A Sales Contest That Smashed Records
By MARON WATSON

The Efficient Executive
By ARTHUR W. NEWCOMB

SHELDON UNIVERSITY PRESS



That certainly ought to get the business

Can you feel that way about your letters? Do they impress a man, at a glance, as worth reading? Unread letters bring no orders. Make your letters seem as important as they are. The right kind of stationery will do it—a handsome letterheading on a substantial paper, Construction Bond.

Construction Bond is a product of modern economies in both manufacture and distribution. It is sold in large quantities direct to responsible printers and lithographers in the 160 principal cities of the United States. It carries no jobber's profit, no expense of handling small lots, no losses on questionable accounts. You can secure Construction Bond only through the best equipped and most competent manufacturing stationers in America. The result for you is always fine business stationery on a paper of manifest quality and character, all at a moderate, usable price.

As possible suggestions for the improvement of your stationery, let us send you free of charge our collection of 25 handsome specimen letterheads on Construction Bond showing its nine colors and four finishes, with envelopes to match. We will also tell you the firms in your locality who can supply Construction Bond. Please write us on your business stationery.

W. E. Wroe & Co., 1006 South Michigan Avenue, Chicago, Ill.

Impressive Stationery at a Usable Price

V
JUL 7 1913



The BUSINESS **PHILOSOPHER**

ARTHUR FREDERICK SHELDON-EDITOR

JULY 1913

PRICE 20 CENTS

The Problem of Human Selection

By A. F. SHELDON

Some Things Your Will Can Be Trained To Do

By MORTON MAYNE

Heart-to-Heart Talks With Dealers

By J. H. NEWMARK

Beauty in Business

By ARTHUR W. NEWCOMB

SHELDON UNIVERSITY PRESS

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“We Cannot Speak Too Highly of the Sheldon Course”

The Head of a World-Famous Dry Goods Store Writes Us as Follows:

“We cannot speak too highly of the Sheldon Course and of the results derived from it. We have had two classes, the first of about eighty-five students and the other of about twenty.

finished the work and were awarded diplomas, and in nearly every instance we have noticed a marked improvement in their selling ability and conduct, in some cases the salesman lowering his percentage of cost to such a degree that he was given an increase in wages.

“Of these two classes, the great majority

“The course is applicable not only to salespeople, but to all branches as well. Quite a number of our employes who took the Course hold positions outside the sales force. We feel safe in saying that if we could induce all of our employes to take up this work we would increase our business 50 per cent

(Fac-Simile of this letter, complete, furnished by permission on request)

Many of the best business men in the world are studying the science of business building as taught by the Sheldon institution. This is not strange.

The best lawyers are continuous students of the law; the best physicians invest the most energy to keep themselves up-to-date; the best business men are doing the same thing today

Science is organized knowledge. There is much knowledge in the world as to the “how” of building any business. We have organized the natural laws of growth in every profitable business. The results of all our research work are at your command for a very nominal sum.

Many of the clearest thinkers in the business world are taking advantage of this work, not alone personally but they are also encouraging and helping their co-workers to do so

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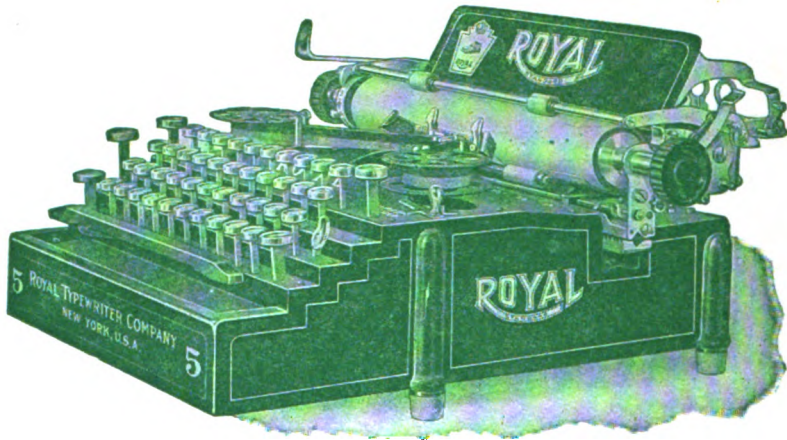
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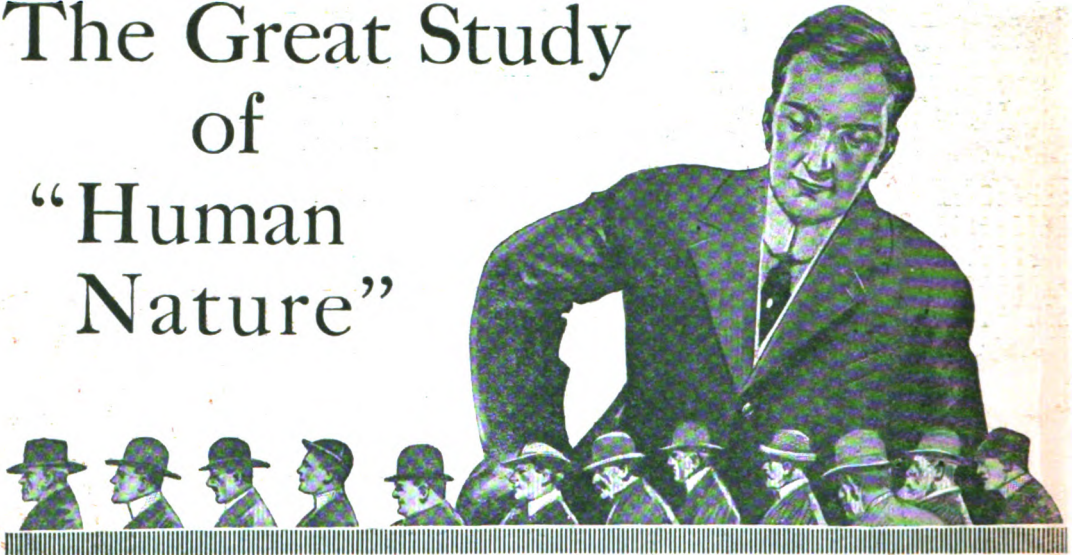
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"I feel bully today, I slept only four hours last night."

This customary morning greeting of the great inventor after one of the *big* days he delights in, gives an insight into his wonderful recuperative powers, which enable him to "come back" constantly, with undiminished vim and energy, after the most arduous work.

To realize how fully Mr. Edison lives up to his sobriquet of "the Human Dynamo," you must read the intensely interesting account of one of his *ordinary* days (a mere eighteen hours or so) in

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"I know a College Graduate who is a Dunce"

Elbert Hubbard

"I know a man who is fifty-five years old. He is a student. He is a graduate of three colleges and he carries more letters after his name than I care to mention, but this man is neither bright, witty, clever, interesting, learned nor profound. HE'S A DUNCE! And the reason is that he cannot remember. Without his notes and reference literature he is helpless," writes Elbert Hubbard.

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For over 20 years I have been training people to STOP FORGETTING—aiding them to greater business and social success—and I have seen enough and learned enough to know positively that the person with a strong, tenacious memory, though he be far behind at the beginning of the race for success, advances and soon out-distances his forgetful rival.

I prove every day that the great secret of business and social success is the ability to instantly remember experiences and facts and apply them when needed.



Stop Forgetting!

I Can Show You How

Easily, quickly, in your spare time, at home by mail. Spend 10 minutes daily and I will make your mind an infallible classified index system from which you can instantly select thoughts, experiences, facts, figures and arguments. I will enable you to concentrate your mind on any one subject to the exclusion of others—I will enable you to absorb, weigh, reject and classify ideas, names and faces for instant reference—I will enable you to think rapidly on your feet, to address an audience without hesitating, with that confident, forceful conviction that wins success.

My System Is Easy, Infallible

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For 20 Years I Have Trained People To Stop Forgetting

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To the Readers of the Business Philosopher

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\$300,000,000—Think of it!

TO contemplate this sum of money is staggering, but to realize that *one-third* of it, *one hundred million dollars* of this money is permitted to go to waste every year, is a fact still more staggering and yet with all of our modern genius, with all of our boasted skill, no heed was taken of this colossal waste of money; no one seemed to realize that this \$100,000,000 should be saved, *and could be saved*, until a practical housewife made a discovery and pointed the way.

Approximately \$300,000,000 is spent every year for ice which is used in refrigerators, ice boxes, cold storage rooms, etc., and more than one-third of the value of this expenditure, more than one-third of the efficiency of this ice is permitted to go to waste by allowing the *ice water*, the melting ice, to run straightway out of the box without being utilized or made to do its proportion of the refrigeration.

The ice water possesses more than half as much commercial value for refrigeration as is given out by the *ice* itself. More than one-third of the refrigerating and preserving efficiency of this yearly consumption of *ice* which is now lost can be saved automatically by properly corralling and circulating the melting ice; the ice water, through the food compartment of the box or refrigerator.

This is now being most successfully and profitably done by means of hollow metal shelves which catch and circulate the *ice water* and pass it off from the box after its efficiency has been utilized. *The commercializing of a valuable by-product heretofore allowed to go to WASTE.* Not only will this invention save millions of dollars yearly and, therefore, appeal to those looking to save money, but it improves the condition in the refrigerator *so decidedly* as to make it appeal to the rich, the poor and the great middle classes alike. Therefore, its market is practically without limit.

A large percentage of saving in this outlay of money, a real improvement in this all important factor in our daily lives and very existence, *is a matter of immense human interest.* Let us assume for argument sake, that only ten per cent. of this sum were saved each year, and many of those using this article for the past two years claim a saving in *ice bills* and food stuffs, exceeding thirty (30%) per cent., yet ten per cent. of this annual cash outlay would be *Thirty Million Dollars.*

Thirty Million Dollars—think of an invention which so immensely improves vitally important conditions, and can automatically save *thirty million dollars* each year; such an invention is destined to take rank in commercial importance with

the sewing machine, the typewriter, the telephone, the linotype machine, the pneumatic tire, and hundreds of other important inventions and discoveries which are now the foundation of great fortunes.

This invention is owned and manufactured by the COLD RADIATOR COMPANY, which is incorporated in Delaware with a capital stock of \$250,000—divided into 25,000 shares of the par value of \$10.00 each, all common stock. Mr. Lowen E. Ginn, President; Mr. Wm. Theo. von der Lippe, Treasurer, and Mrs. H. Douglas Layman, Secretary. The Company's offices are at 1328 Broadway, cor. 34th St. and B'Way., where this invention can be seen in practical operation.

The market for this article is practically without limit as it has a logical place in every ice box or refrigerator in use, whether household or commercial; butchers, grocers, restaurants, dining and refrigerator cars, passenger boats, public institutions, in fact all users of ice can effect large savings and improve vital conditions by using this device.

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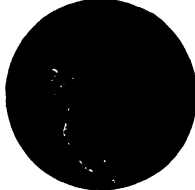
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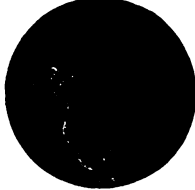
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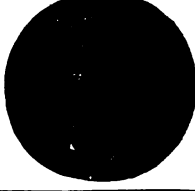
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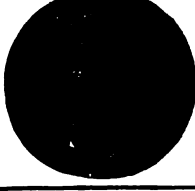
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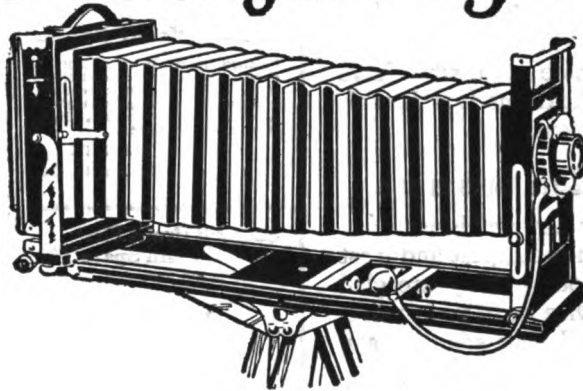
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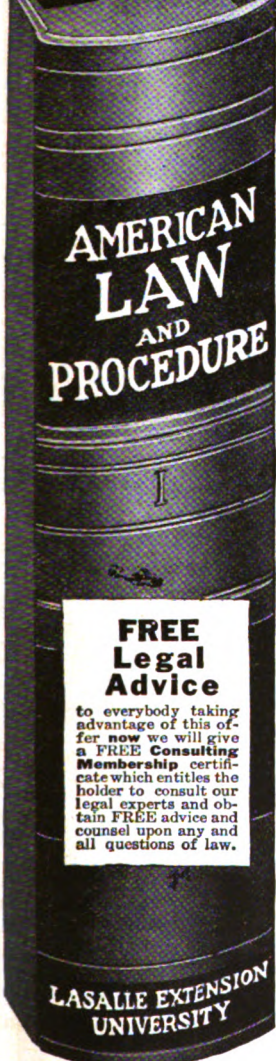
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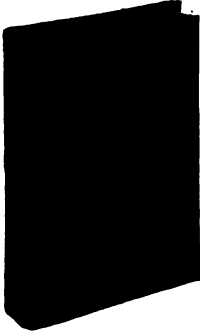
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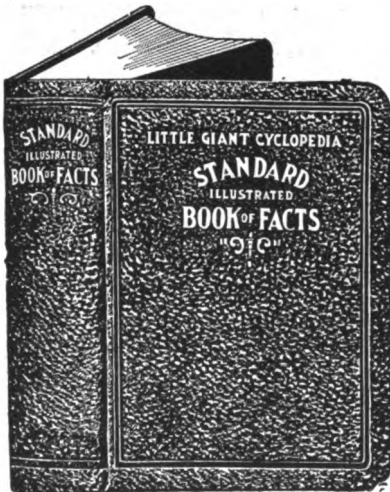
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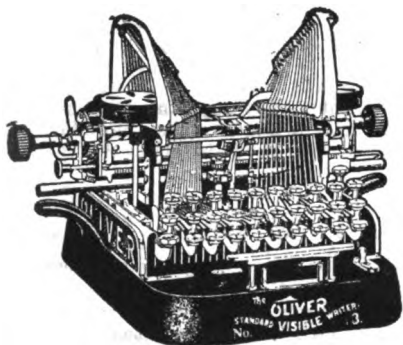
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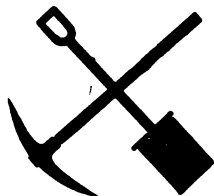
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