

THE NEW SALESMANSHIP

AND HOW TO DO BUSINESS

BY
CHAS. LINDGREN

REVISED EDITION, WITH VALUABLE ADDITIONS BY

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Personality in salesmanship is that force of mind which inspires belief. It is a force which springs from knowledge. The real salesman obtains results. To say the right thing at the right time requires good judgment and forethought. Ambition, enthusiasm, determination, resourcefulness and originality are essential to success.

EQUAL TO A SCHOOL COURSE IN SALESMANSHIP



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THE KEY TO SUCCESS

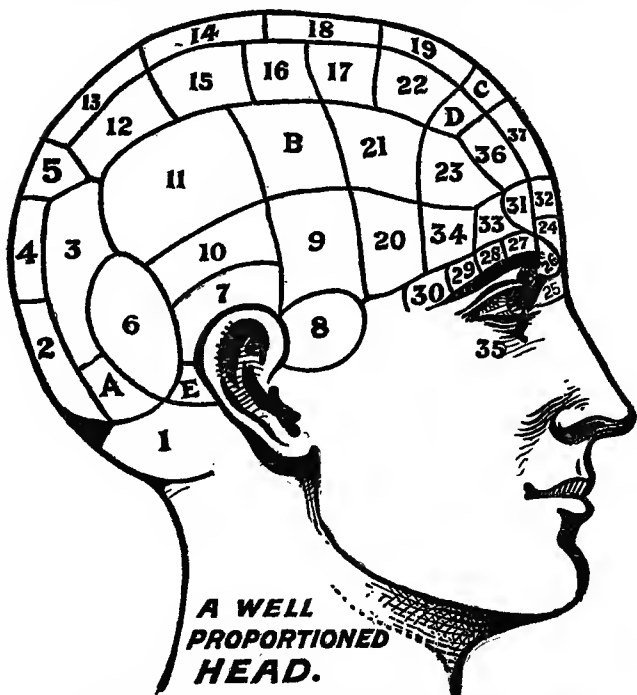


THE SCIENCE OF SALESMANSHIP
HOW TO DO BUSINESS
THE ART OF READING HUMAN NATURE

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CHART OF THE HUMAN FACULTIES.



NUMBERS AND DEFINITIONS OF THE ORGANS.

- | | |
|--|---|
| 1. Amativeness, Love between the sexes. | 20. Constructiveness, Mechanical ingenuity. |
| A. Conjugal Love, Matrimony—love of one. | 21. Ideality, Refinement—taste—purity. |
| 2. Parental Love, Regard for offspring, pets, etc. | B. Sublimity, Love of grandeur—infinity. |
| 3. Friendship, Adhesiveness—sociability. | 22. Imitation, Copying—patterning. |
| 4. Inhabitativeness, Love of home. | 23. Mirthfulness, Jocoseness—wit—fun. |
| 5. Continuity, One thing at a time. | 24. Individuality, Observation—desire to see. |
| E. Vitativeness, Love of life. | 25. Form, Recollection of shape. |
| 6. Combativeness, Resistance—defense. | 26. Size, Measuring by the eye. |
| 7. Destructiveness, Executiveness—force. | 27. Weight, Balancing—climbing. |
| 8. Alimentiveness, Appetite—hunger. | 28. Color, Judgment of colors. |
| 9. Acquisitiveness, Accumulation. | 29. Order, Method—system—arrangement. |
| 10. Secretiveness, Policy—management. | 30. Calculation, Mental arithmetic. |
| 11. Cautiousness, Prudence—provision. | 31. Locality, Recollection of places. |
| 12. Approbateness, Ambition—display. | 32. Eventuality, Memory of facts. |
| 13. Self-esteem, Self-respect—dignity. | 33. Time, Cognizance of duration. |
| 14. Firmness, Decision—perseverance. | 34. Tune, Sense of harmony and melody. |
| 15. Conscientiousness, Justice—equity. | 35. Language, Expression of ideas. |
| 16. Hope, Expectation—enterprise. | 36. Causality, Applying causes to effect. |
| 17. Spirituality, Intuition—faith—credulity. | 37. Comparison, Inductive reasoning—illustration. |
| 18. Veneration, Devotion—respect. | C. Human Nature, Perception of motive. |
| 19. Benevolence, Kindness—goodness. | D. Agreeableness, Pleasantness—suavity. |

The Various Temperaments

The salesman should become so proficient in the study of human nature, that he can, in less than a half minute, tell the predominant element of temperament in his prospective buyer, that he may not only get that person's attention, but awaken and hold his interest while he presents and explains the merits and acceptable side of his goods, or article. The surest method to pursue is to study the phrenological system of temperaments. We will classify them briefly under three heads, viz., The mental or thought producing, the motive, or will type, the vital or feeling type. These have an anatomical and physiological basis and are very simple and comprehensive.

The Mental temperament embraces the brain and nervous system and is the instrument through which mind is manifested and develops sensation, emotion, thought and feeling. A person in whom the mental temperament predominates has a very large head for the body. The forehead is large, being broad and high; the upper side-head is expanded, the base of the brain is narrow and small; the face is pyriform in shape, the features are delicately cut, if not sharp; the countenance is mobile and very expressive; the skull delicate and thin, as are all the bones of the body. The figure is not strongly marked like the motive temperament; seldom imposing, but may be graceful and elegant; the muscles are small and com-

pact in quality, adapted to rapid action rather than strength. In short the whole structure is distinguished for its fineness and delicacy. Such persons are very quick



Mental.

in their motions and have great sensitiveness to pain and suffering. They will be inclined to study, think, write, teach and speak; to do indoor head work in preference to manual labor. The mind will generally predominate over the body and with fair culture, the person will be clear-headed, intense, susceptible to enjoyment and suffering and to every internal and external influence.

The brain makes the whole body its servant and hence the whole body is the medium of mental manifestation. If the brain is larger in proportion than the body it is liable to exhaust the body, because the exhausting power is in the brain. It is proper to call this temperament mental rather than nervous. Some are nervous because they have taken strong tea, coffee, tobacco, or other poisons, and also from over work, dissipation or bereavement of family or friends; in these cases the nervous system is keyed up too high. But the mental being dependent upon nerve, is indicated when there is a predominance of brain and nervous force over bone and vitality.

The Motive temperament is indicated by large bones, strong, hard muscles, prominent joints and an angular figure, usually associated with more than average height;

the shoulders are broad, the abdomen is moderate in fullness, the face is oblong, the cheek bones are rather high, the jaws large, the teeth strong, the features in general rugged and prominent. The expression of the face is striking, it is strong, earnest, determined and probably



Motive.

severe and stern. In proportion as there are good bones and muscles there is power in the constitution, power to endure, to sustain hardship, to overcome obstacles in the way. It is the machinery of the body. A man who has a strong, muscular frame will walk rather than ride and will delight to take active exercise. The motive temperament is connected with action,

motion, endurance, hardihood and toughness. This temperament inclines a person to labor, to be industrious, to desire constant employment and to work without fatigue. They are not so polished and refined in their manners, with the same opportunities for mingling in refined society, the same amount of training and discipline as those who have the mental temperament. They are more thorough, plodding, tenacious, direct, plain, practical, efficient and persevering.

THE VITAL TEMPERAMENT.

The vital includes three classes of organs, the lymphatics, the blood vessels and the glands, which, through their function of absorption, circulation and secretion,

are the source of the body's nourishment and purification. Persons of the vital temperament are characterized by stature of medium height and by breadth of body, rather than height. The bones and muscles are not so heavy or strongly developed as in the motive temperament. The chest is full, the abdomen rounded and large, the limbs plump and tapering, the hands and feet relatively small, the neck comparatively short and thick, and the face corresponds with the other parts, and is well filled out with adipose tissue, while the expression is



Vital.

lively, frank and good natured. As Washington Irving puts it, "who ever saw a fat man leading a riot?" They tend toward physical activity with mental facility and versatility, are distinguished for elasticity, rather than firmness, for more diligence than persistency. They have a ready perception and an active imagination and express themselves with quickness and brilliancy.

A balance of power in the organization is much more desirable. We need a framework of good bones and muscles as well as good nerves and a healthy brain. We have spoken of these temperaments when each has been predominant, and the other two rather neutral in the individual. It is a very common thing for a person to possess two of the temperaments quite harmoniously developed and the third very deficient. Then again an occasional man or woman who is blessed with a perfect

blending of the three; they have what we term a balanced temperament. They have a good sized, well proportioned head, rather large bones and powerful muscles, and the vital organs are large enough to round out the body. Such as are thus fortunately organized, if properly educated and trained to industry and thrift are capable of turning their head and hand to any line of thought and work with almost equal facility and success of effort.

THE KINDS OF SALESMANSHIP TO WHICH THE VARIOUS TEMPERAMENTS ARE ADAPTED.

Men of the mental temperament who wish to become salesmen should adapt themselves to things that call for active sensibilities and artistic tastes, such as fine clothing, gentlemen's furnishings, books, dry goods, art goods, etc. The motive temperament should deal in something



Balanced.

that has resistance and strength, where endurance and use is the chief quality and that is of practical everyday demand and necessity, for instance, mechanical things, hardware or machines, building materials, factory supplies, grains, horses, cattle, etc. The vital temperament is adapted to the selection of anything good to eat or drink, the drug business or practical

household and hotel necessities. They are also well adapted to the dealing in clothing if they possess enough of ideality and perception to give taste and quickness of

discrimination and approbative enough to make them desire to dress well. One may, in fact the majority of people do, possess one of these elements slightly in the lead. Two elements of temperament may be well represented and the third weak, they could, therefore, choose according to the combination they possess. The person who has the three elements of temperament so combined as to produce a harmonious and well balanced organization,—we mean by this where the intellect, feelings and will are all fairly uniform in power,—can select from the whole field of things that are to occupy the salesman's attention and if a careful selection is made and thoroughly studied, he can, other things being equal, feel certain of achieving success.

ANALYSIS OF VALUES.

For those who are beginning as salesmen, it would be wise to form an estimate of a thing according to the following four laws, since these give all the talking points for buying or selling a thing, i. e., suppose you were buying a suit of clothes, the first thing that should be considered is the kind of material (first the amount, second the state, that is, whether it is old or new material, well dyed or poorly dyed) ; second, the make or manufacture, whether the suit is finely tailored, moderate or indifferent, hand sewed or machine made ; third, the durability, which depends upon the foregoing points ; fourth, the use, which includes the term desirability, that is, is it a winter suit, summer suit, dress suit, business suit, hunting suit, etc., is it this year's style or last year's style, etc. One can analyze out the value of anything by applying these four laws in the order in which they are given.

Many young men are not highly developed in the faculty of combativeness and in order to become good salesmen they require this faculty brought into positive function that they may not give up or become undecided and discouraged. Combativeness functions through the shoulder and arm muscles, as shown by the soldier, prize-fighter, athlete, etc., and when well developed, it imparts a feeling of enthusiasm, physical vigor and power of decision that no other faculty can give. The best way then, of bringing it into proper function is to take up some form of exercise that will call into use the shoulder and arm muscles, each morning immediately upon arising, devoting ten or fifteen minutes to this. The same amount of time may be devoted with profit in the evening, if one feels the extra need. Again, the faculty can be brought into function by tackling one's hardest task first and doing it in a positive manner.

Whenever one feels that they are becoming excited or that they are likely to lose control of themselves, they should practice slow deep breathing, breathing about twelve times a minute, the usual number of breaths being from nineteen to twenty-one. The vagus nerve, which controls the movement of the lungs, heart and stomach, can be set into function to check off the activity of the heart beat by slow rhythmic breaths. In that way the heart does not pump into the base of the brain an excessive quantity of blood, giving either a feeling of excitement, anger or confusion. This is of importance if one is going to call upon a person whom they know to be easily excited or to lose control of their temper.

IMPORTANT.

FACULTIES OF THE BRAIN ANALYZED AND DESCRIBED.

In the following analysis and description of the faculties of the human brain is first given a list of the qualities which go to make up the respective faculties, and then follows a description of the characteristics of the persons in whom these faculties are large or small. The locations of these faculties in the brain are shown by the chart at the front of the book.

ACQUISITIVENESS.

Qualities: Economy ; frugality ; the acquiring, saving, and hoarding instinct ; laying up a surplus, and allowing nothing to be wasted ; desire to possess and own ; the mine and thine feeling ; claiming of one's own things ; love of trading and amassing property. Adapted to man's laying up the necessities and comforts of life against a time of future need. Perversion—A miserly-grasping, close-fisted penuriousness.

Large.—Save for future use what is not wanted for present ; allow nothing to go to waste ; turn everything to a good account ; buy closely and make the most of every-

thing; are industrious, economical, and vigorously employ all means to accumulate property, and desire to own and possess much; with large social organs, industriously acquire property for domestic purposes, yet are saving in the family; with very large Adhesiveness (Friendship) and Benevolence, are industrious in acquiring property, yet spend it too freely upon friends; with large Hope added, are too apt to indorse for them; with small secretiveness, and activity greater than power, are liable to overdo, and take on too much work in order to save so much, as often to incur sickness, and thus lose more than gain; with large Approbativeness and small Secretiveness, boast of wealth, but with large Secretiveness, keep pecuniary affairs secret; with large Constructiveness, incline to make money by engaging in some mechanical branch of business; with large Cautiousness, are provident; with large Ideality, keep things very nice, and are tormented by whatever mars beauty; with large intellectual organs, love to accumulate books, and whatever facilitates intellectual progress; with large Veneration and Self-Esteem, set great store on antique and rare coins, and specimens, etc.

Small.—Hold money loosely; spend it often without getting its value; care little how money goes; with Hope very large, enjoy money today without saving for tomorrow; and with large Approbativeness and Ideality added, and only average Causality, are prodigal, and spend money to poor advantage; contract debts without providing for their payment, etc.

AGREEABLENESS (SUAVITY).

Qualities: Persuasiveness, pleasantness, blandness, adapted to please and win others.

Large.—Have a pleasing, persuasive, conciliatory mode of addressing people, and of saying things; with Adhesiveness (Friendship) and Benevolence large, are generally liked; with Comparison and Human Nature large, say unacceptable things in an acceptable manner, and sugar over expressions and actions.

Small.—Say even pleasant things very unpleasantly, and fail sadly in winning the good graces of people.

ALIMENTIVENESS.

Qualities: Appetite; the feeding instinct; relish for food; hunger. Adapted to man's need of food, and creating a disposition to eat. Perverted, it produces gormandizing and gluttony, and causes dyspepsia and all its evils.

Large.—Have a hearty relish for food; set high value upon table enjoyments, and solid, hearty food; with Acquisitiveness large, lay up abundance of food for future use—perhaps keep so much on hand that some of it spoils; with Ideality large, must have everything clean about the table and have food nicely cooked; with large Language and Intellect, enjoy table-talk exceedingly, and participate in it; with large social faculties, must eat with others; can cook well, practiced in culinary, apt to be ceremonious and over-polite at table, etc. Such should

restrain this faculty by eating more slowly, and often less.

Small.—Eat with “long teeth” and little relish; hardly know or care what or when they eat; and should pay more attention to duly feeding the body.

AMATIVENESS.

Qualities: Sexuality; the love element; attached to the opposite sex; desire to love, be loved, and marry.

Large.—Are sexed, or much of a man or woman; that is, have the form, carriage, spirit, manners and mind of the true man or woman in a high degree; are eminently both loving and lovely; are full of love, and with Conjugality large, of the real conjugal sentiment and intuition; strongly attract, and are strongly attracted by, the opposite sex; admire and love their beauty and excellences; easily win their affectionate regards, or kindle their love; have many warm friends, if not admirers, among them; love young and intensely, and are more powerfully influenced by the love elements for good or evil, according as it is well or ill-placed; with Adhesiveness (Friendship) and Conjugality large, will mingle pure friendship with devoted love; cannot flourish alone, but must have a matrimonial mate with whom to become perfectly identified, and whom to invest with almost superhuman perfections, by magnifying their charms and overlooking their defects; in the sunshine of whose love be perfectly happy, but proportionally miserable without it.

Small.—Dislike the opposite sex, and distrust and refuse to assimilate with them; feel little sexual love, or desire to marry; are cold, coy, distant, and reserved toward the other sex; experience but little of the beautifying and elevating influence of love, and should not marry, because incapable of appreciating its relations and making a companion happy.

APPROBATIVENESS.

Qualities: Regard for character, appearances, etc.; love of praise; desire to excel and be esteemed; ambition; affability; politeness, desire to display and show off; sense of honor; desire for a good name, for notoriety, fame, eminence, distinction, and to be well thought of; pride of character; sensitiveness to the speeches of people; and love of popularity. Adapted to the reputable and disgraceful. Perversion—Vanity; affectation; ceremoniousness; aristocracy; pomposity; eagerness for popularity, outside display, etc.

Large.—Love commendation, and are cut by censure; are keenly alive to the smiles and frowns of public opinion; mind what people say; strive to show off to advantage, and are affable, courteous, and desirous of pleasing; love to be in company; stand on etiquette and ceremony; aspire to do and become something great; set much by appearances, and are mortified by reproach; with large Cautiousness and moderate Self-Esteem, are careful to take the popular side, and fear to face ridicule of others; yet, with Conscientiousness and Combativeness large,

stick to the right, though unpopular, knowing that it will ultimately confer honor.

Small.—Care little for the opinions of others, even of friends; are comparatively insensible to praise; disregard style and fashion; despise etiquette and formal usages; never ask what will persons think, and put on no outside appearances for their own sake.

BENEVOLENCE.

Qualities: Sympathy; kindness; humanity; desire to make others happy; a self-sacrificing disposition; philanthropy; generosity; the accommodating, neighborly spirit. Adapted to man's capability of making his fellow-men happy. Perversion—Misplaced sympathies.

Large.—Delight to do good; make personal sacrifices to render others happy; cannot witness pain or distress, and do what can well be done to relieve them; manifest a perpetual flow of disinterested goodness; with large Adhesiveness (Friendship), Ideality, and Approbateness, and only average propensities and Self-Esteem, are remarkable for practical goodness; live more for others than self; with large domestic organs, make great sacrifices for family; with large reflectives, are perpetually reasoning on the evils of society, the way to obviate them, and to render mankind happy.

Small.—Care little for happiness of man or brute, and do still less to promote it; make no disinterested self-sacrifices; are callous to human woe; do few acts of kindness, and those grudgingly, and have unbounded selfishness.

CALCULATION.

Qualities: Cognizance of numbers; ability to reckon figures in the head; mental arithmetic. Adapted to the relations of numbers.

Large.—Excel in mental arithmetic, in adding, subtracting, multiplying, dividing, reckoning figures, casting accounts, etc., in the head; with large percepts, have excellent business talents; and large Locality and Causality added, excel in mathematics.

Small.—Are dull and incorrect in adding, subtracting, dividing, etc.; dislike figuring; are poor in arithmetic, both practical and theoretical, and should cultivate this faculty.

CAUSALITY.

Qualities: Perception and application of causation; thought, originality; comprehensiveness of mind; forethought and resource-creating power; adaptation of ways and means to ends. Adapted to nature's institutes, plans, cause, and effect. Perverted, it reasons in favor of untruth and injurious ends.

Large.—Desire to know the why and wherefore of things, and to investigate their laws; reason clearly and correctly from causes to effects, and from facts to their causes; have uncommon capabilities of planning, contriving, inventing, creating, being resourceful, and making the head save the hands; kill two birds with one stone; predicate results, and arrange things so as to succeed; synthesize, and put things together well.

Small.—Are deficient in reasoning and planning

power; need perpetual telling and showing; seldom arrange things beforehand, and then poorly; should work under others; lack force of idea and strength of understanding.

CAUTIOUSNESS.

Qualities: Carefulness; watchfulness; prudence; provision against want and danger; solicitude, anxiety; apprehension; security; protection; avoiding prospective evils; the sentinel. Adapted to ward off surrounding dangers, and make those provisions necessary for future happiness. Perversion—Irrresolution; timidity; procrastination; indecision; fright; panic.

Large.—Are always on the lookout; take ample time to get ready; provide against prospective dangers; make everything safe; guard against losses and evils; incur no risks; sure bind that they may sure find; with large Combativeness, Hope, and an active temperament, drive, Jehu-like, whatever is undertaken, yet drive cautiously; lay on the lash, yet hold a tight rein, so as not to upset plans.

Small.—Are rash, reckless, luckless; and with large Hope, always in trouble; with large Combativeness, plunge headlong into difficulties in full sight, and should assiduously cultivate this faculty.

COLOR.

Qualities: Perception, recollection, and application of colors, and delight in them. Adapted to that infinite

variety of coloring interspersed throughout nature. Perverted—Are over-particular to have colors just right.

Large.—Can discern and match colors by the eye with accuracy; with Comparison large, can compare them closely, and detect similarities and differences; with Constructiveness, Form, Size and Imitation large, can excel in painting.

Small.—May tell the primary colors from each other, yet rarely notice the color of dress, eyes, hair, etc.; can not describe persons and things by them, and evince a marked deficiency in coloring, taste, and talent.

COMBATIVENESS.

Qualities: Resistance-opposition; defense; defiance; boldness; courage; spirit; desire to encounter; self-protection; presence of mind; determination; get-out-of-my-way; let-me-and-mine-alone. Adapted to man's requisition for overcoming obstacles, contending for rights, etc. Perversion—Anger; contrary; fault-finding; contention; ill-nature; and fighting.

Large.—Are bold, resolute, fearless, determined, disposed to grapple with and remove obstacles, and drive whatever is undertaken; love debate and opposition; are perfectly cool and intrepid; have great presence of mind in times of danger, and nerve for encounter.

Small.—Are inert and inefficient; can accomplish little; never feel self-reliant or strong; and with large moral and intellectual organs, are too gentle and easily satisfied; with large Cautiousness, run to others for protection, and are always complaining of bad treatment.

COMPARISON.

Qualities: Inductive reasoning; ability and disposition to analyze, classify, compare, draw inferences, etc. Perverted—Is too redundant in proverbs, fables, and figures of speech.

Large.—Reason clearly and correctly from conclusions and scientific facts up to the laws which govern them; discern the known from the unknown; detect error by its incongruity with facts; have excellent talent for comparing, explaining, expounding, criticising, exposing, etc.; employ similes and metaphors well; put this and that together, and draw correct inferences from them.

Small.—Have a poor talent for drawing inferences; lack appropriateness in everything, and should cultivate this faculty.

CONJUGALITY.

Qualities: Monogamy; Union for Life; the pairing instinct; attachment to one conjugal partner; duality and exclusiveness of love. Perverted action—A broken heart; jealousy; envy towards love rivals.

Large.—Seek one, and *but* one, sexual mate; experience the keenest disappointment when love is interrupted; are restless until the affections are anchored; are perfectly satisfied with the society of that one; and should exert every faculty to win the heart and hand of the one beloved, nor allow anything to alienate the affections.

Small.—Have but little conjugal love, and seek the promiscuous society and affection of the opposite sex, rather than a single partner for life. Would incline to

regard an engagement as a kind of bondage, and would prefer to have no positive engagement until the near approach of the marriage.

CONSCIENTIOUSNESS.

Qualities: Moral principle; integrity; perception and love of right; innate sense of accountability and obligation; love of justice and truth; regard for duty; desire for moral purity and excellence; disposition to fulfill promises, agreements, etc.; that internal monitor which approves the right and condemns the wrong; sense of guilt; penitence; contrition; desire to reform. Perverted—It makes one do wrong from conscientious scruples, and torments with undue self-condemnation.

Large.—Love the right as right, and hate the wrong because wrong; are honest, faithful, upright in motive; mean well; consult duty before expediency; feel guilty when conscious of having done wrong; ask forgiveness for the past, and try to do better in the future; with strong propensities, will sometimes do wrong, but be exceedingly sorry therefor; and, with a wrong education added, are liable to do wrong, thinking it right, because these propensities warp conscience, yet mean well; with large Cautiousness, are yet solicitous to know what is right, and careful to do it; with weaker Cautiousness, sometimes do wrong carelessly or indifferently, yet afterwards repent it.

CONSTRUCTIVENESS.

Qualities: The making instinct; the tool-using talent; slight of hand in constructing things. Adapted to a man's need of things made, such as houses, clothes, and manufactured articles of all kinds. Perverted—It wastes time and money on perpetual motion and other futile inventions.

Large.—Love to make, are able and disposed to tinker, mend, and fix up, build, manufacture, employ machinery, etc.; show mechanical skill and dexterity in whatever is done with the hands; with large Causality and Perceptives, are inventive.

Small.—Are deficient in the tool-using capability; awkward in making and fixing up things; poor in understanding and managing machinery; take hold of work awkwardly and wrong end first; write poorly and lack both mental and physical construction.

CONTINUITY.

Qualities: A patient dwelling upon one thing until it is done; consecutiveness and connectedness of thought and feeling. Adapted to a man's need of doing one thing at a time. Perversion—Prolixity, repetition, and excessive exemplification.

Large.—Give the whole mind to one thing in hand till it is finished; complete at the time; keep up one common train of thought, or current of feeling, for a long time; are disconcerted if attention is directed to a second object, and cannot duly consider either.

Small.—With activity great, commence many things, yet finish few; crave novelty and variety; have many irons in the fire; lack application; jump rapidly from promise to conclusion, and fail to connect and carry out ideas; lack steadiness and consistency of character; may be brilliant, yet cannot be profound; fly rapidly from one thing to another; have many good thoughts, yet they are scattered; and talk on a great variety of subjects in a short time, but fail sadly in consecutiveness of feeling, thought and action.

DESTRUCTIVENESS.

Qualities: Executiveness; severity; sternness; the destroying and pain causing faculty; harshness; extermination; indignation; disposition to break, crush and tear down; the walk-right-through spirit. Adapted to man's destroying whatever is prejudicial to his happiness; performing and enduring surgical operations; undergoing pain, etc. Perversion—Wrath; revenge; malice; disposition to murder, etc.

Large.—Impart that determination, energy, and force which remove or destroy whatever impedes progression; with Firmness large, give that iron will which adheres to the very last, in spite of everything, and carry points anyhow.

Small.—With large moral faculties, posses too tender a soul to enjoy our world as it is, or to endure hardships or bad treatment; can neither endure or cause suffering, anger being so little as to provoke only ridicule, and need hardness and force.

EVENTUALITY.

Qualities: Memory of facts; recollection of circumstances, news, occurrences, and historical, scientific and passing events; what has been said, seen, heard, or once known. Adapted to action, or those changes constantly occurring around or within us.

Large.—Have a clear and retentive memory of historical facts, general knowledge, what has been seen, heard, read, done, etc., even in detail considering advantages, are well informed and knowing; desire to witness and institute experiments; find out what is and has been, and learn anecdotes, particulars, and items of information, and readily recall to mind what has once entered into it; have a good general matter-of-fact memory, and pick up facts readily.

Small.—Have a treacherous and confused memory of circumstances; often forget what is wanted, what was intended to be said, done, etc.; have a poor command of knowledge, are unable to swear positively to details, and should strenuously exercise this remembering power.

FIRMNESS.

Qualities: Stability; decision; perseverance; fixedness of purpose; tenacity of will, and aversion to change. Adapted to man's requisition for holding out to the end. Perversion—Obstinacy; willfulness; mulishness; stubbornness; unwillingness to change even when reason requires.

Large.—Are set and willful; stick to and carry out

what is commenced; hold on long and hard; continue to the end, and may be fully relied upon.

Small.—With activity great, and the head uneven, are fitful, impulsive, and, like the weather-vane, shift with every changing breeze, and are ruled by the other faculties, and as unstable as water.

FORM.

Qualities: Cognizance and recollection of shape; memory of countenances and the looks of persons and things seen; perception of resemblances, family likenesses, etc. Adapted to shape. Perverted—Sees imaginary shapes of persons, things, etc., as in delirium tremens.

Large.—Notice, and for a long time remember, the faces, countenances, forms, looks, etc., of persons, beasts and things once seen; know by sight many whose names are not remembered.

Small.—Have a poor recollection of persons, looks, etc.; often meet persons the next day after an introduction, or an evening interview, without knowing them; with Eventuality large, may remember their history, but not their faces; with Locality large, where they were seen, but not their looks, etc.

FRINEDSHIP (ADHESIVENESS).

Qualities: Social feeling; love of society; desire to congregate, associate, visit, seek company, entertain friends, form and reciprocate attachments, and indulge the friendly feelings. When perverted it forms attach-

ments for the unworthy, and leads to bad company. Adapted to man's requisition for concert of action, co-partnership, combination, and community of feeling and interest, and is a leading element of social relations.

Large.—Are cordial, and ardent as friends; readily form friendship, and attract friendly regards in return; must have society of some kind; with Benevolence large, are hospitable, and delight to entertain friends; with the moral faculties large, seek the society of the moral and elevated, and can enjoy the friendship of no others; with the intellectual faculties large, seek the society of the intelligent; with Alimentiveness large, love the social banquet, and set the best before friends.

Small.—Think and care little for friends; dislike co-partnership; are cold-hearted, unsocial, and selfish; take little delight in company, but prefer to be alone; have few friends, and, with large selfish faculties, many enemies, and manifest too little of this faculty to exert a perceptible influence upon character.

HOPE.

Qualities: Expectation; anticipation of future success and happiness. Adapted to man's relations with the future. Perverted, it becomes visionary and castle-building.

Large.—Expect much from the future; contemplate with pleasure the bright features of life's picture; never despond; overrate prospective good, and underrate and overlook obstacles and evils; calculate on more than the

nature of the case will warrant; expect, and hence attempt, a great deal, and are therefore always full of business; are sanguine, and rise above present trouble by hoping for better things in future, and though disappointed, hope on still; build some air-castles, and live in the future more than present.

Small.—Expect and undertake very little; with large Cautiousness, put off till it is too late; are always behind; may embark in projects after everybody else has succeeded, but will then be too late, and in general knock at the door just after it has been bolted.

HUMAN NATURE.

Qualities: Discernment of character; perception of motives; intuitive physiognomy. Adapted to man's need of knowing his fellow-men. Perverted, it produces suspiciousness.

Large.—Read men intuitively from their looks, conversation, manners, and walk, and other kindred signs of character; with Individuality and Comparison large, notice all the little things they do, and form a correct estimate from them, and should follow first impressions respecting persons; with full Secretiveness and Benevolence added, know just how to take men, and possess much power over mind; with Mirthfulness and Ideality large, see all the faults of people, and make much fun over them; with comparison large, have a talent for metaphysics, etc.

Small.—Are easily imposed upon by others; with large

Conscientiousness and small Secretiveness, think every body tells the truth; are too confiding, and fail sadly in knowing where and how to take things.

IDEALITY.

Qualities: Perception and admiration of the beautiful and perfect; good taste and refinement; purity of feeling; sense of propriety, elegance, and gentility; polish and imagination. Adapted to the beautiful in nature and art. Perverted, it gives fastidiousness and extra niceness.

Large.—Appreciate and enjoy beauty and perfection wherever found, especially in nature; give grace, purity and propriety to expression and conduct, gracefulness and polish to manners, and general good taste to all they say and do; are pure-minded; enjoy the ideal of poetry and romance.

Small.—Show a marked deficiency in whatever appertains to taste and style, also to beauty and sentiment.

IMITATION.

Qualities: Ability and disposition to copy, take pattern and imitate. Adapted to man's requisition for doing, talking, acting, etc., like others. Perverted, it copies even their faults.

Large.—Have a great propensity and ability to copy and take pattern from others, and do what is seen done; describe and act out well.

Small.—Copy even commonplace matter with extreme

difficulty and reluctance, and generally do everything in their own way.

INDIVIDUALITY.

Qualities: Observation; desire to see and examine; cognizance of individual objects. Adapted to individual existence, or the thingness of things. It is the door through which most forms of knowledge enter the mind. Perverted, it makes the starrer and the impudently observing.

Large.—Have a great desire to see, know, examine, experience, etc.; are great and practical observers of men and things; see whatever is transpiring around, what should be done, etc.; are quick of perception, and with large Acquisitiveness, quick to perceive whatever appertains to property.

Small.—Observe only what is thrust upon the attention, and are quite deficient in this respect.

INHABITIVENESS.

Qualities: The home feeling; love of house, the place where one was born or has lived, and of home associations. Adapted to man's need of an abiding place, in which to exercise the family feelings; patriotism. Perversion—Homesickness, when away from home, and needless pining after home.

Large.—Have a strong desire to locate young, to have a home or room exclusively; leave room with great reluctance, and return with extreme delight; soon become

attached to house, sleeping-room, garden, fields, furniture, etc.; highly prized domestic associations, and are not satisfied without a place on which to expend his home instinct.

Small.—Care little for home; leave it without much regret.

LANGUAGE.

Qualities: The expression of all mental operations by words, written or spoken, by gestures, looks, and actions; the communicating faculty and instinct in general. Adapted to man's requisition for holding communication with man. Perversion—Verbosity, pleonasm, circumlocution; excessive talkativeness, telling what does harm, etc.

Large.—Express ideas and feelings well, both verbally and in writing; can learn to speak languages easily; recollect words, and commit to memory well; have freedom, copiousness, and power of expression.

Small.—Have poor lingual and communicative talents; hesitate for words; speak with extreme difficulty and very awkwardly, and should cultivate this faculty by talking and writing much.

LOCALITY.

Qualities: Cognizance of place; recollection of the looks of places, roads, scenery, and the location of objects; where on a page ideas are to be found, and position generally; the geographical faculty; desire to see

places, and have the ability to find them. Adapted to nature's arrangement to space and place. Perverted, it creates a cosmopolitic disposition, and would spend everything in traveling.

Large.—Remember the whereabouts of whatever they see; can carry the points of the compass easily in the head, and are lost with difficulty either in the city, woods or country; desire to see places, and never forget them; study geography and astronomy with ease, and rarely forget where things are seen.

Small.—Are decidedly deficient in finding places, and recollect them with difficulty, even when perfectly familiar with them.

MIRTHFULNESS.

Qualities: Intuitive perception of the absurd and ridiculous; disposition and ability to joke and make fun, and laugh at what is improper, ill timed or unbecoming; pleasantness; facetiousness. Adapted to the absurd, inconsistent, and laughable. Perverted, it makes fun on solemn occasions, and when there is nothing ridiculous at which to laugh.

Large.—Enjoy a hearty laugh at the absurdity of others exceedingly, and delight to make fun out of everything not exactly proper or in good taste, and are always ready to give a good joke as get.

Small.—Make very little fun; are slow to perceive, and still slower to return jokes; seldom laugh, and think it foolish or wrong to do so.

ORDER.

Qualities: Method, system, arrangement. Adapted to Heaven's first law. Perverted, it overworks, annoys others to keep things in order, and is tormented by disarrangement.

Large.—Have a desire to conduct business on methodical principles, and to be systematic in everything.

Small.—Have a very careless, inaccurate way of doing everything; take a long time to get ready; can never find what is wanted, and have everything in perpetual confusion.

PARENTAL LOVE.

Qualities: Attachment to one's own offspring; love of children, pets, and animals generally, especially those young or small; adapted to that infantile condition in which man enters the world, and to children's need of parental care and education. This faculty renders children the richest treasure of their parents, casts into the shade all the toil and expense they cause, and lacerates them with bitter pangs when death or distance tears them asunder. It is generally much larger in woman than in man; and nature requires mothers to take the principal care of infants. Perverted, it spoils children by excessive indulgence, pampering, and humoring.

Large.—Love their own children devotedly; value them above all price, cheerfully endure toil and watching for their sake; forbear with their faults, and win their love.

Small.—Care little for their own children, and still less for those of others.

SECRETIVENESS.

Qualities: Self-government; ability to restrain feelings; policy; cunning; adapted to man's requisition for controlling his animal nature. Perverted, it causes duplicity, double-dealing, lying, deception, and all kinds of false pretensions.

Large.—Incline to throw a veil over countenance, expression and conduct; appear to aim at one thing, while accomplishing another; love to surprise others; are guarded, politic, shrewd, managing, employ concealment, and are hard to be found out.

Small.—Are very transparent; seem to be just what and all they really are; disdain concealment in all forms; carry the soul in the hands and face, and make way directly to the feelings of others, because expressing them so unequivocally.

SELF-ESTEEM.

Qualities: Self-appreciation and valuation; self-respect; self-reliance; magnanimity; nobleness; independence; dignity; self-satisfaction and complacency; love of liberty and power; an aspiring, self-elevating, ruling instinct; pride of character; manliness; lofty-mindedness, and desire for elevation. Adapted to the superiority, greatness and exalted dignity of human nature. Perversion—Egotism; hauteur, forwardness; tyranny; superciliousness; imperiousness.

Large.—Put a high estimate upon self—sayings,

doings, capabilities; fall back upon your own unaided resources; will not take advice; are high-minded, and will never stoop, or demean self.

Small.—Feel diminutive; lack elevation and dignity of tone and manner; place too low estimate on self, and with Approbativeness large, are too anxious to appear well in the eyes of others; lack self-confidence; underrate self, and are therefore undervalued by others, and feel insignificant, as if in the way, or trespassing upon others; should cultivate this faculty.

SPIRITUALITY.

Qualities: Faith; prescience; the “light within”; trust in prophetic guidings; perception and feeling of the spiritual; interior perception of truth, what is best, what is about to transpire, etc. Adapted to man’s prophetic gift and a future life. Perversion—Superstition; witchcraft; and with Cautiousness large, fear of ghosts.

Large.—Perceive and know things independent of the senses and intellect, or, as it were, by prophetic intuition; experience an internal consciousness of what is best, and that spiritual communion which constitutes the essence of piety; love to meditate; experience a species of waking clairvoyance, as it were “forewarned.”

Small.—Perceive spiritual truths so indistinctly as rarely to admit them; are not guided by faith, because so weak; must see the fullest proof before believing; have no premonitions, and disbelieve in them.

SUBLIMITY.

Qualities: Perception and appreciation of the Vast, Illimitable, Endless, Omnipotent and Infinite. Adapted to that infinitude which characterizes every department of nature. Perverted, it leads to bombast, and a wrong application of extravagant words and ideas.

Large.—Appreciate and admire the grand, sublime, vast and magnificent in nature and art.

Small.—Show a marked deficiency in this respect, and should earnestly cultivate it.

SIZE.

Qualities: Cognizance of bulk, magnitude, quantity, proportion, etc., ability to measure by the eye. Adapted to the absolute and relative magnitude of things. Perverted, it is pained by disproportion and architectural inaccuracies.

Large.—Have an excellent eye for measuring angles, proportions, disproportions, and departures therefrom. This faculty is necessary to artisans, mechanics, and all kinds of dealers, students, etc.

Small.—Are obliged always to rely on actual measurements, because the eye is too imperfect to be trusted.

TIME.

Qualities: Cognizance and recollection of duration and succession, the lapse of time, when things occurred, etc., and ability to carry the time of the day in the head;

punctuality. Adapted to periodicity. Perverted, it is excessively pained by bad time in music and not keeping step in walking, etc.

Large.—Can generally tell when things occurred, at least the order of events, and the length of time between one occurrence and another, etc.; tell the time of day without time-piece or sun well, and keep an accurate chronology in the mind of dates general and particular.

Small.—Fail to keep the correct time in the head or awaken at appointed times; have a confused and indistinct idea of the time when things transpired, and forget dates.

TUNE.

Qualities: The music instinct and faculty; ability to learn and remember tunes by rote. Adapted to the musical octave. Perversion—Excessive fondness for music to the neglect of other things.

Large.—Love music dearly; have a nice conception of concord, discord, melody, etc., and enjoy all kinds of music, and with large Imitation, Constructiveness, and Time, can make most kinds, and play well on musical instruments.

Small.—Learn to sing or play tunes with great difficulty, and that mechanically, without emotion or effect.

VENERATION.

Qualities: Devotion; adoration of a Supreme Being; reverence for religion and things sacred; disposition to

pray, worship, and observe religious rites. Adapted to the existence of a God, and the pleasures and benefits experienced by man in worshipping him. Perverted, it produces idolatry, superstitious reverence for authority, bigotry, religious intolerance, etc.

Large.—Experience an awe of God and things sacred; love to adore the Supreme Being, especially in His works; feel true devotion, fervent piety, and love of divine things; take great delight in religious exercises; have much respect for superiority.

Small.—Experience little devotion or respect, and are deficient in fervor; care little for religious observances, and are not easily impressed with the worshipping sentiment.

VITATIVENESS.

Qualities: Tenacity of life; resistance of death; love of existence; dread of annihilation; love of life, and clinging tenaciously to it for its own sake.

Large.—Will struggle resolutely through fits of sickness, and will not give up to die till absolutely compelled to do so.

Small.—Like to live, yet care very little about existence for their own sake.

WEIGHT.

Qualities: Intuitive perception and application of the laws of gravity, motion, etc. Adapted to man's requis-

tion for keeping his balance. Perverted, it runs imminent risks of falling by venturing too far.

Large.—Have an excellent faculty for preserving and regaining balance, riding a fractious horse, skating, carrying a steady hand, etc.; easily keep from falling when aloft, or in dangerous places; are pained at seeing things out of plumb; judge of perpendiculars very exactly, and can safely walk on the edge of a precipice, etc.

Small.—Are quite liable to sea-sickness, dizziness when aloft, etc.; never feel safe while climbing, and fall easily.

EFFICIENCY.

1. Having the required knowledge or skill.
2. The power of producing results.
3. Keeping everlastingly at it—the only sure road to success.

OPPORTUNITY.

The man who will work for the satisfaction of work well done—for the joy of achievement—for him there are large opportunities.

FAITH

In order to be successful, a man must have faith in his ability to do what he undertakes, and in the thing to be accomplished.

THE NEW SALESMANSHIP

PREPARATORY

Personality in salesmanship is that force of mind which inspires belief.—

Salesmanship is the science and art of influencing the mind through the five senses. The number of senses that can be played upon depends on the line or article to be sold.

A wine merchant or salesman can play upon all five senses. The sense of Sight is played upon by the merchant's or salesman's manner, expression, gestures, and the color of the wine. The sense of Smell by the bouquet and flavor of the wine. The sense of Taste by the sweet or sour taste of the wine. The sense of Feeling by the generous warmth imparted by the wine to the Feeling. The sense of Hearing by the salesman's voice and argument.

The dry goods salesman can only play upon three of the senses. The Sight by himself and his samples. The Feeling or Touch by letting the buyer handle his samples, and Hearing by his voice and argument. The salesman selling from a catalogue, or who is selling anything of which no sample is shown, can only play upon Sight and Hearing, but to the expert this is enough.

Operating upon the sense of Hearing is by far the most important, for through the Hearing a salesman can persuade the mind that the other senses are mistaken in their perceptions, or that the consensus of opinion favors the direct opposite of what the mind conceives.

The style of argument and the kind of reasoning to be used must be determined by the proposition the salesman is selling, and by the character of the buyer. This will be shown when the different types of buyers, and the building of the sales argument is taken up. Continuing with the Hearing we still have the voice, and the pitch and tone of the voice used is often half the battle.

The voice can be trained to become so strong and forceful that its very force carries conviction to the mind of the hearer.

It can be trained to become so even, and matter-of-fact, that its very tone suggests truth, and the mind of the hearer unconsciously adopts the suggestion that the proposition is entirely as represented.

The voice can be trained to become so subtly soft and low that it deadens the resistance of the brain like a soothing narcotic.

I will give illustrations of the different voices, taken from my own experience, but it is first necessary to explain to the reader what the mind is and part of its workings.

The three regions of mind are Emotion, Intellect and Volition.

Emotion is any agitation of mind, or excitement of sensibility. It is what is commonly called the feelings.

Intellect is that region of the mind that receives and comprehends the ideas communicated to it by the senses. It is the region of the mind that understands and thinks.

Volition is the Will.

The emotions are the natural impulses of the mind. The intellect acts as a guard upon the emotions. If the salesman wishes to play upon the emotions he must first penetrate the intellect.

Any experienced buyer knows that to allow the emotion of interest to become intense soon leads to the emotion of desire, which unduly influences his judgment, and he guards against it as much as possible. A sale may be made by dealing with the intellect and will only, or it may be made by dealing with the intellect, emotion, and will.

When the intellect and will have been dealt with the different stages that the mind passes through for the accomplishment of the sale are these: Attention, sustained attention, approbation of judgment, consent of the will.

When emotion has been dealt with the stages are these: Attention, interest, desire, approbation of judgment, or disapprobation of judgment yielding to desire, consent of the will.

Attention is of two kinds—Spontaneous, or natural, which arises from the emotions; and Voluntary, or artificial, which requires an effort of the will. The difference between sustained attention and interest is that sustained attention must be intensified to become interest, which is an emotion.

Desire is an emotion and has no place in the sale made

through the intellect only, for the buyer that is ruled by the intellect says to himself, "I can use it," while the buyer that lets emotion rule him says to himself, "I want it."

To illustrate: The salesman, by a proper approach, has gained the attention of the buyer ruled by intellect. By his argument, and the proper pitch of voice and tone, he sustains attention. By the sound logic of his reasoning he convinces the buyer and gains approbation of judgment. This is where the buyer says, "I can use it," and if there has been no antagonizing influence consent of the will is voluntary.

But in the case of the buyer ruled by emotion the process of mind is different. The salesman, after gaining the buyer's attention, sees that he has an emotional character to deal with, proceeds to intensify attention into interest, turns interest into desire, and if approbation of judgment is gained, consent of the will is spontaneous. But if disapprobation of judgment follows desire (too expensive, etc.) the salesman again plays upon desire so strongly that disapprobation of judgment yields to desire and consent of the will is voluntary.

Where disapprobation of judgment occurs in the transaction with the buyer ruled by intellect the salesman must effect the sale by convincing the buyer that he has made an error of judgment.

It is of the utmost importance that the salesman should be able to discriminate between the two kinds of buyers, for if he makes a persistent attempt to play upon the emotions of the buyer ruled by intellect, this buyer

is likely to abruptly close the interview and refuse to entertain the proposition any longer. In the case of the buyer ruled by emotion, if the salesman does not understand his man, his mode of operation is often times too mild and no impression is made, or too strong at the start and he never gets beyond attention.

Where intellect holds sway, but the emotions can be reached, the salesman deals with intellect until he can slip in his opening wedge and then plays upon emotion.

How the buyer is read, how he is handled, the styles of argument to be used, and the voice to employ will all be taken up in their proper place and treated of thoroughly.

Now that the reader knows what mind is and part of its workings, I will proceed with the sense of Hearing and show the effect of the voice on the mind by illustration. One time in the month of January I was out selling goods for March delivery. I called upon a merchant who agreed to look over my goods. As we went over the line the numbers that the merchant liked were laid aside but not purchased.

Before we had proceeded very far I knew my man, for his free manner of selection, and his favorable comments on the goods were in direct opposition to his character. The end I foresaw would be a put-off.

After we had gone through the line the merchant pulled a pencil and memorandum book from his pocket and said, "I will take down the numbers I have selected and order later."

This I was prepared for, and augmenting an anger

that I felt in some degree into a very torrent of passion, I pushed the goods aside and turned abruptly upon the merchant with every fibre of my body quivering with intensity, and in a voice fairly ringing with passion I shouted, "No, sir! You cannot have those numbers. That is not the way I do business, for I cannot keep my employer's factory running by giving out numbers. You are merchant enough to know your own mind—your every appearance indicates it. You know that my goods are right, and that my prices are right—you have voluntarily said so several times."

I got no farther. The merchant started for the samples and I saw that I had conquered; but pretending I thought that he still wanted the numbers, I pushed him back in order to increase his desire, and make him fight for what he did not want before.

"What's the matter—what's the matter? I'll buy 'em—I'll buy 'em!" he cried.

"Very well," I replied, and proceeded to take his order. And I will add that I took many more orders from him after that.

The reason I used such a strong voice was that I saw the buyer was endowed with large cautiousness. The fact that he had gone over my line praising it as we went along, and then wanted to put me off, confirmed this. I also saw that the faculties that would resent such a voice were innocuous. Over-cautiousness is always attended by hesitation and indecision, and when played upon by fear the mind is instantly thrown into a panic, when unrestrained by the other faculties, and immediately mani-

fects itself by a desire to propitiate. I therefore operated with the idea that he would not get my goods unless he purchased them at once, first sensitizing his mind by throwing it into surprise, by my manner, expression, gestures, and voice, so that the idea would sink deeply, and have its full effect. The end justified my course of procedure. The reader will also see a little flattery in my argument to the buyer, which, when delivered in the voice and manner I used is always effective when the emotions have been touched.

By explaining at this stage why I used this voice and manner is encroaching upon another part of the work, but it is necessary, for some readers may think that I risked a punch on the eye, which no verbal argument would have overcome.

The next illustration will be of the even and matter-of-fact voice.

At one time I was engaged in marketing an expanding syringe. The instrument was scientific in its construction, simple in its workings, and artistic in appearance, but rather suggestive.

After handling the instrument a time I conceived the idea of putting it on demonstration and suggested this to the inventor and owner, who met the idea with enthusiasm.

I presented my proposition to the buyer for one of the largest department stores in Chicago, who, after considering it, was impressed and requested me to see the merchandise manager, whose consent must first be gained.

Going to the merchandise manager's office I went over the proposition with him, first telling him that I had already gone over it with the buyer, who thought very favorably of it.

I then explained and demonstrated the instrument thoroughly and when through handed it to him for a closer inspection. After handling, working, and considering the instrument for a few minutes he turned to me and said, "It's a rather suggestive thing to demonstrate, isn't it?" This I was prepared for and replied in a most even and matter-of-fact voice, "No; a thing is only as you assume it to be. If there is that in the demonstrator's manner or voice that implies that it is suggestive it is accepted as such; otherwise it is accepted in the spirit intended. On that score you need have no fear, for we will furnish a very clever lady demonstrator, who not only knows the instrument thoroughly, but who knows human nature as well, and who, by her tact and skill in handling the women with whom she comes in contact, will make a large number of sales and lay the foundation for a future money-maker for the department. When you consider the instrument from a hygienic standpoint you will see that it is really a necessity and should be in every home. False modesty should not be allowed to stand in its way."

He thought a few moments, then finally said, "Well, I think it will be all right. You can tell Mr. Blank that I say he can go ahead."

And so permission for the demonstration was secured. But had there been any excitement or undue emphasis in

my voice the battle would have been lost, for he was a man who thinks—not feels.

Next we have the low voice.

One day I entered the sample room of the house where I was employed as a salesman and found one of the proprietors engaged in an attempt to sell one of my customers some goods.

I shook hands with the customer, and after a few pleasant words, drew back a little, signifying that I did not wish to interfere.

They started again from where they had left off and were soon in a hammer and tongs argument, the proprietor affirming that the goods and prices were right, and the customer denying it. I let them go on until they were worked up to a white heat of excitement, then I took a hand. Leaning slowly but deliberately between them I picked up one of the samples and laid it before the customer. Keeping my eyes fixed intently upon the sample, I stroked it a few times in a caressing manner and said in a low, soothing voice, "John, there is a number that you should not pass up."

One who does not understand the mind and its workings cannot imagine the effect my action produced. The proprietor's jaw dropped, and he sat staring at me in open-mouthed amazement, his eyes nearly popping from his head.

The buyer gave one uneasy movement in his chair, then sat perfectly still with his eyes riveted on the sample in a fascinated gaze.

My unexpected interference, and the sudden transition

from a loud and antagonizing voice to one that was softly low and soothing, so shocked his mind with surprise that he was utterly incapable of thought. His mind was so highly sensitized that my suggestion sank into his brain like a ten-penny nail hit by a pile-driver.

Continuing in the same voice I said, "From what I know of your trade I am sure that it will be one of your best selling numbers of the season. We will lay it aside, shall we?"

The buyer nodded. He was still incapable of speech. And so I went on, in the same voice, selecting such numbers that I knew he could use, and suggesting that he should take them, and meeting with his acquiescence each time until the order was booked.

In justice to myself I must say that I did not overload the buyer.

The reader will be surprised to learn that the art practiced upon this man was hypnotism, although I did not know it at the time.

Many may say that it was unscrupulous to take advantage of the buyer when I saw that he was influenced, but in justification I will say that there is not an honest business man today that can deny that he has at some time or other lowered his voice when in the heat of an argument and he saw that the battle was going against him. His object was to influence the other man.

So was mine, only that my method of operation was stronger. And in further justification I will ask, "What is value?" Many of our richest men could answer, "Value is the least you can give for the most you can

get." I will simply say that value is a matter of opinion. And it is the business of the salesman to influence opinion. That is what he is paid for.

The prices of goods are marked according to what is paid for them, and according to what they will bring.

I am not digressing, but have simply led up to the subject of hypnotism for the purpose of showing that it is necessary to know what it is when dealing with the five senses.

We all know of the young salesman who starts out on his first trip and makes a wonderful success, but when he makes his next trip falls down most miserably. This is due to the fact that he had so influenced his buyers by the intensity of his faith, that was founded on ignorance, and by his unbounded enthusiasm, that the buyers heard, saw, and felt only as the salesman did. The salesman, not knowing that he had the buyer so strongly influenced, naturally wished to sell as much goods as he could and suggested that the buyer should purchase everything that the salesman liked. The result was that the buyer was overloaded, the salesman's chances for future business killed, and a customer lost to the house that the salesman represented.

I will now tell you what hypnotism is so that you can guard against this.

Hypnotism is nothing more than the power of an idea, whether it is caused by the operator holding up a small or glittering object and telling the subject to concentrate all his attention upon the object and think of nothing but sleep; whether it is caused by the operator looking his

subject in the eyes and making passes with his hands, or whether the mind is subjected to positive sense delusions while in a waking state. That is the mind thinks it sees something, but is mistaken in its perceptions. When the operator makes passes with his hands in putting the subject to sleep the passes are auxiliary only in this way—they suggest to the subject that the operator is throwing a hypnotic or magnetizing fluid into his mind that will force him to succumb. If the subject attempts to stem the force of the idea by exercising his will he only succumbs the more readily, for it increases his self-attention and he realizes his impotence, which immediately demoralizes his power of resistance and he succumbs accordingly. It is not a matter of will with the subject, it is a matter of knowledge. In order to keep from being hypnotized he must keep his mind off the idea.

With the operator it is a matter of will and a knowledge of the workings of the mind when influenced by suggestion, or in its true sense, by the power of an idea. Hypnotization is produced by strong and sudden excitement of the senses, by fixing the attention upon an idea or object, by limiting the involuntary movements of the subject so as to keep his blood quiet, and by limiting the field of consciousness so that only one sense is in action and the others are all unconscious. They all tend to produce inhibition which will be taken up in the next chapter.

I will now illustrate how the senses are deluded. We will suppose that an ignorant or rascally salesman is selling cloth made of cotton, but which resembles wool. The salesman approaches a merchant, who gives him at-

tention. The salesman commences his selling talk to the effect that his goods are wool, avoids antagonism and keeps the blood of the merchant quiet. The merchant has a belief that the goods are cotton, but continues to listen to the salesman who talks so positively and convincingly that the buyer's senses of Sight and Touch succumb to the sense of Hearing, and he believes that the goods are wool. He is then under the influence of a sense delusion.

Then again we have the other side of the case. A buyer's Hearing may be defective. His sense of Sight may be impaired. He may be afflicted with color blindness, or he may not observe closely. His senses of Taste and Smell may be impaired so that he cannot distinguish differences in odors or tastes, and his sense of Touch may have become blunted so that he cannot detect slight differences of feeling.

When such is the case and a buyer forms a wrong opinion of a thing he is then deluded by his senses, and a salesman suffers accordingly unless he reverses the opinion by inhibition.

More will be said of the senses farther on, but we will first see how the blood is controlled.

THE PHYSIOLOGICAL EFFECT OF THE POWER OF AN IDEA.

We have now seen that the Emotion, Intellect, and Will are influenced through the five senses by the powers of an idea.

But the power of the idea may be affected by the state of mind or mood that the buyer is in.

The skillful salesman knows this, and he therefore prepares, or sensitizes the mind for the proper reception of the idea.

This he does by playing upon the nervous system and the heart beat, or circulation of the blood, which is governed by the nervous system. That is he uses an idea that will create an emotion, or thought, and change the trend of existing thought.

The quantity of blood that is circulating in the brain, which is the organ of mind, determines its capability or capacity of receiving or comprehending an idea. A brain that has been stirred to rage fills with blood and restrains heart action: it is almost impossible to reason with it until the blood has subsided.

But when the brain has been acted upon by strong surprise the effect is just the opposite—the blood leaves the

brain, the existing ideas vanish, and the mind being practically blank is open to another idea, which on this account impresses itself on the mind with powerful force. When the mind is practically blank it is highly sensitized. We therefore see that there are emotions which augment or accelerate the action of the heart, and consequently increases the circulation of the blood, and also emotions that check or inhibit the action of the heart, which decreases or stops the circulation.

Following is a classification of the thoughts and feelings that accelerate or inhibit the action of the heart, acting either mildly or strongly.

ACCELERATING.

All of the following quicken the action of the heart:

Rage.	Disdain.	Love.
Anger.	Contempt.	Tender Feeling.
Determination.	Disgust.	Devotion.
Indignation.	Avarice.	Ambition.
Obstinacy.	Pride.	Flattery.
Ill-Temper.	Vanity.	Shame.
Affirmation.	Interest.	Admiration.
Negation.	Desire.	Rapture.
Sneering.	Joy.	Passion.
Defiance.	High Spirits.	Rapid Thought.

Sympathy is both accelerating and restraining.

Excitement is accelerating, but when opposed to excitement it restrains or checks.

INHIBITING.

All the following check the action of the heart :

Surprise.	Astonishment.	Wonder.
Arrested Attention.	Impotence.	Moroseness.
Fear.	Anxiety.	Reflection.
Horror.	Grief.	Meditation.
Patience.	Dejection.	Propitiation.
Guilt.	Low Spirits.	Sulkiness.

The following will illustrate how the ideas work :

We will suppose that a salesman has said something that causes the buyer to become angry. The ideas expressed by the salesman enter the buyer's ears and are carried by their nerves to the brain. They cause thoughts, and the impressions are perceived by the spinal cord, which passes the impression on to the sympathetic nervous system. The impression causes the nerves to become limp and their control over the blood vessels is gone ; the blood gathers in the vessels and rushes to the brain. Now this condition can be sustained by repeated stimulation ; that is, the salesman continues to anger the buyer. By repeated stimulation of the accelerating nerves a fairly vigorous heart, especially one without much blood, may be reduced to a very feeble condition ; that is, the action of the heart becomes exhausted and is no longer capable, of pumping the blood to the brain. This condition is known among salesmen as tiring out a buyer, but is the worst way of selling goods that there is for the buyer

knows that he has been forced into buying, and will avoid the salesman thereafter. The proper way to handle anger is to use an inhibiting idea. This idea affects the Vagus nerves and these nerves put a brake on the heart, and the blood flows back to the heart again.

If the inhibiting idea is Propitiation the brake is applied gently and the blood gradually subsides. But if the inhibiting idea is sudden and strong Surprise the effect is instantaneous. The brake is applied so strongly that the blood rushes from the brain back to the heart.

If a salesman has used a low voice when presenting the inhibiting idea he can sustain the inhibition by quickly following up the idea with the other strong ideas in the same low voice. This is called rhythmical stimulation.

But if the salesman has used a strong voice he must follow up his idea with other ideas in the same strong voice until he sees that the buyer is yielding.

Anger, however, should be avoided.

The proper way to control the blood when making a sale is this: create attention, which is a slight inhibition, by stating something that will cause a slight surprise or wonder, or state something that will cause reflection. This will produce a mild inhibition. The next statement you make should be interesting and suggestive. This will release the inhibition, and the action of the heart is accelerated. Interest is then established and the blood is aroused in the salesman's favor.

When interest is aroused it is only necessary to keep the blood going in the salesman's direction by properly

guiding the mind. How this is done will be shown when the building of the sales argument is taken up. Remember this: that the more vigorous the action of the heart, the more rapidly it is beating, the easier it is to bring about inhibition.

The more slowly or weakly the heart is beating, the more readily it responds to acceleration. Either condition can be sustained by rhythmical stimulation, but when the stimulation ceases the action of the heart is reversed.

The professional hypnotist uses inhibition to put his subject to sleep. The fool salesman uses inhibition to overload his buyer, for the blood is kept away from his brain and he is unable to protect himself. The true salesman uses inhibition simply to create attention.

Inhibition and acceleration are used by every salesman in the world. Those who do not know how the blood is controlled use them unknowingly. Those who do know how the blood is controlled use them scientifically.

When determining the kind of idea to be used the salesman is guided by the state of mind or mood that the buyer is in, and by his knowledge of the faculties of the brain, their peculiarities and workings. The location of these faculties is shown in the chart at the front of the book; further on is shown how the different faculties work and how they are influenced, and in the Appendix the faculties are analyzed and explained.

The expression of the face will tell a salesman whether a buyer is emotional or intellectual. The expressions most common to the emotional are these:

EMOTIONAL.

Mild—Sympathetic, kind, some yielding.

Medium—Equable, but not deeply so.

Sensitive—Animated, impulsive, mobile, excitable, irritable, irascible.

Blasé—Surfeited, worldly-wise.

INTELLECTUAL.

Where the intellect strongly predominates it is characterized by quiet and deliberate thought, speech, and actions. It rarely acts on impulse. The face is calm and expressive of deep thought.

Where an intellectual buyer possesses great nervous energy there is a constant conflict between emotion and intellect and while the intellect prevails in most cases it sometimes yields to emotion. The expression of the face is strong, determined, and marked by repression. Do not form the opinion however that the intellectual is never influenced by his emotions, for he often is. But the ordinary business proposition is not of a nature that will allow the employment of ideas which will arouse anything much stronger than inclination in this type.

When inclination is gained it is only necessary to properly guide the mind to effect the sale. This will be shown in the building of the sales argument. In handling the emotional, the mild requires a low voice, mild stimulation.

The medium requires an even matter-of-fact voice until his equability changes. If it changes in your direction

slightly raise your voice to give emphasis. If it turns against you drop your voice in an explaining tone.

The sensitive requires either low or strong voice, according to conditions. If mild stimulation proves ineffectual suddenly change to the strong and continue until they yield, then gradually drop lower.

The blasé require rather strong stimulation, for their nervous susceptibility has become somewhat blunted. The intellectual requires an even, matter-of-fact voice, slight emphasis if any.

The intellectual of strong nervous energy requires an even, matter-of-fact voice. If he interrupts let him finish, then proceed in the same voice, with a strong argument, raising a trifle in your voice as you go along. The degree of femininity in a man is an extremely good guide in determining his nervous susceptibility. The more femininity in a man the greater his nervous susceptibility.

Individuals possessing fine hair, thin skin and large, round, wide-open eyes are sensitive.

We will now consider the forty-two faculties of the brain. These faculties are analyzed and explained in the Appendix. When the salesman has studied these he will possess an insight into human nature that he never deemed possible. The senses of Sight and Hearing affect all of the faculties.

The sense of Touch affects all of the faculties except Color. A blind man has the use of all of his faculties but Color, and is guided by his sense of Touch. You would hardly think that a deaf and dumb salesman could sell to a blind man, but he can by guiding the blind man's

fingers over his alphabet. The senses of Taste and Smell primarily affect the faculties of Alimentiveness, Acquisitiveness, Cautiousness, and Combativeness.

If the reader will remember, it was stated farther back that when the action of the heart is strongly inhibited by surprise the blood rushes from the brain back to the heart.

But all of the blood does not leave the vaso moter center of the brain, for then unconsciousness would ensue, as in the case of a woman who faints from some strong and sudden emotion. Instead, there is some blood retained in the brain and it is directed to the faculty or faculties affected by the idea used by the salesman.

To illustrate:

I enter the store of a merchant whom I have never seen before. As I approach the merchant his faculty of Human Nature or Individuality forms an opinion of me. The opinion is rather inclined to be against me and his faculty of combativeness is slightly aroused. I see this from the expression of his face. I also see that he has rather large Cautiousness, and that his Combativeness and Destructiveness are not very strong.

When introducing myself I do so in a manner intended to propitiate him. But he is not to be propitiated, so I see that I must draw the blood away from Combativeness by surprise. I continue however to be propitiating but am gradually working up a passion, which I hide. At last I appear to see that he is most unreasonable and suddenly straightening up my body with a sudden jerk, throwing the intensity of my feeling into my expression and voice,

I shout at him strongly and positively to the effect that my proposition is of a nature to demand attention. He gives a start, and his eyes open wide at the unexpected attack. Cautiousness is aroused and is given the blood necessary for it, but the action of his heart is inhibited and the blood flies from Combativeness and his other faculties back to the heart, and his brain is sensitized. I instantaneously follow up my attack and tell why my proposition demands attention and the blood is directed to Causality and Comparison. I waste only a moment here, but direct the blood to the faculties that my proposition affects. Say that they are Form, Size, Color, Weight, and Constructiveness. I dwell on each faculty clearly and positively, and lead from one to the other until I have analyzed my proposition. Never by a word or look have I created a suggestion that will divert the course of his blood from the direction I am guiding it in. When through with the details of my proposition I direct the blood to Acquisitiveness, and suggest so strongly that the merchant should have my proposition that when I am through talking the first words he utters are, "How soon can I get it?" Making a sale is a game like chess or checkers. Each game has its rules. It has its openings and their variations. It has its positions where a skilled or scientific player can force a win. It has its endings which result in a win, loss, or draw.

A scientific player who has resolved to win and not experiment will select an opening in which he is thoroughly versed, and any move that his opponent makes he is prepared for. He guides the game into the strongest

variation of the opening, and every move that his opponent makes can only be a defense, for the variation will allow of no attack from his side. There is an opening in the game of checkers called "The Old Fourteenth." In this opening is a variation that leads up to a move for the black side that looks to be the strongest move on the board. If the black side makes this move its game is utterly demoralized, for it allows white to play what is known among book players as the "big shot," which wins with ease. So it is in salesmanship. A salesman can lead up to a point where he causes the buyer to make an assertion that he is prepared to overcome most convincingly, and the buyer's game is lost. A salesman is like a player who has discovered a new variation and is showing it to another player. As he makes each move he explains or analyzes why this move is made. He has so thoroughly analyzed the variation that he cannot be contradicted, or if he is, he is prepared to show that he is right. When he has played the game to its end he has convinced the other player that the variation is a win. And so it is in salesmanship; the salesman convinces his buyers that what he is selling is a money-winner. The buyer's brain is the board upon which the game is played. The faculties of the brain are the men. The salesman moves or guides the blood to these faculties as he would chess-men or checkers on a board. It all lies in your selling argument, and you will see how to build your selling argument farther on. We now see that in dealing with a buyer we are dealing with the faculties of the brain. The predominance of some of these faculties tends to produce

peculiarities and idiosyncrasies, which result in types and characters. In this chapter it has been the purpose to reduce psychology to a working basis; that is, reduce it as much as possible to material form, so that the salesman will cease to regard mind in the abstract and consider it in a concrete and tangible form that will enable him to deliberately plan his mode of attack in a truly scientific manner. Farther on in the book is given an elaboration of the subject discussed in this chapter.

Regarding the matter treated here, as well as in following chapters, it should be said that after the salesman has digested and assimilated the ideas set forth he will seldom have to recur to them in the process of making a sale, for they will have become a part of himself, and he will unconsciously, or instinctively, use them at the right time. Were this not so, the book would be of little value to him, for it would be almost impossible to think of a book while trying to make a sale.

It has often been said that when a salesman has sized up his man correctly his sale is practically assured. But this is only partly so, for while the salesman may know the kind of man he is dealing with, he may not know how to handle him. This will all be explained farther on.

These types and characters, and the way to handle them, will be taken up later, but we will first take up the twenty weapons of attack that a salesman has at his command, beginning on the opposite page.

THE TWENTY WEAPONS OF ATTACK.

These are as follows:

Knowledge.	Interest.	Inducing	Forget-
Suggestion.	Enthusiasm.	fulness.	
Voice.	Desire.	Wonder.	
Manner.	Sympathy.	Surprise.	
Expression.	Self-Attention.	Imitation.	
Gestures.	Persuasion.	Fear.	
Excitement.	Propitiation.	Persistence.	

KNOWLEDGE.

This weapon gives a salesman the ability to size up a buyer and conditions. It gives him the ability to handle a buyer by knowing the mind and its workings. It is the result of Intuition, Observation, Study, and Memory. It gives self-control because it knows the mind and its workings, and is not easily diverted or surprised from its course. It gives self-confidence because it knows itself and its ability, and its superiority over untrained minds. It gives practicalness because of its ability to size up men and conditions.

But knowledge must be systematized so that it is ready

for instant use, and must not depend upon inspiration for its efficiency. Then knowledge is power.

SUGGESTION.

A suggestion is any idea, image, or object, in fact anything, that presents itself to the mind through the five senses and causes thought, emotion, action, or all three. An auto-suggestion is an idea that arises within the mind itself and is caused by a recurrence of memory, prompted by suggestion. Suggestion is a simple thing, yet so extremely subtle that none can tell definitely to where it may lead. A suggestion will work either for or against a salesman when he uses it, and it requires a knowledge of conditions and men to determine how to use a suggestion. To illustrate: A certain article in the line that a salesman is handling is becoming scarce and the price is likely to advance. In such a case a salesman should protect his customers. All buyers expect this, but many do not appreciate it until it is too late.

The salesman calls upon one of his customers who is endowed with large Firmness, Self-Esteem, and Combativeness. Upon entering the store the salesman sees that the customer is nearly sold out of the article. After a little preliminary talk with the customer he brings up the subject and says: "I see that you are nearly sold out of (here he names the article). I am glad that I noticed it for the stuff is selling so rapidly that it is becoming scarce. I received a letter from the house telling me not to push the article, and to confine it to our regular customers, for there is likely to be an advance in price. If

you will allow me, I would like to suggest that as the article is a seller with you it will be good policy to double up on the quantity this time, or if you think you can use it, take even more."

Now this is a customer who cannot be driven, but has to be led. The suggestion will therefore act favorably for the salesman, and the chances are that the customer will order at least double the quantity of his original order. But if a customer is weak-kneed and timid he has almost to be driven to do things that are for his own good. The suggestion just used is not strong enough for him. It would only elicit the reply that the same quantity he had before would be enough, and that he did not like to carry too much stock.

You leave off the sugar coating on his pill and let him taste a little of the bitterness, in a manner something like this: "I see that the last lot of (here he names the article) is nearly all gone. You had better prepare yourself, for the house writes me that the stuff is getting scarce and that the price is likely to advance."

"Do you think so?" asks the customer.

"I know it. Everybody is laying in as much as they can handle, and it won't be long before the market will be clear of it. Then you can't get it for love nor money."

"Well, I think I had better take a little more this time," answers the customer.

Every word and every act uttered or committed by a salesman has a favorable or unfavorable effect upon a buyer's mind, and unless the salesman is proceeding systematically and with judgment he is very apt to do or say

something that will be detrimental to him. Suggestion lies in the salesman's conduct as well as in the selling argument.

A salesman may be too suave and oily, and may grease his buyer so that he slips through his fingers. The suggestion is that the salesman is too smooth. A salesman may be timid and his manner will suggest a lack of merit in his goods, or he would have more self-confidence.

Again, the salesman may be too aggressive, and the suggestion may be that it is aggressiveness and not merit that is selling an article, and aggressiveness in many cases will suggest combativeness and an attack upon self-esteem.

Again, aggressiveness may suggest merit in an article or proposition because of the extreme confidence suggested by aggressiveness.

It is merely a matter of knowing the type of buyer you are dealing with, which will soon be taken up. A mere hint, intimation, or insinuation, suggests influence, coercion, or maliciousness, as well as the idea it embodies. They must be well veiled when used.

There are two kinds of suggestion—direct and indirect.

Direct suggestion is a direct statement, or act of reasoning, presented to one or more of the faculties of the brain and contains an obvious meaning or truth.

Indirect suggestion is the presentation of an idea, or ideas, to one or more of the faculties with the intention of influencing another faculty by implication, intimation, hint, insinuation, or innuendo.

Either of the two kinds of suggestion will cause an

idea or chain of ideas that will produce an act of the will.

As you go along through the book you will find many forms of suggestion, especially in the figures of speech. In the analysis of the sales argument you will find the secret of the power of an indirect suggestion.

Before using a suggestion ask yourself these questions. What does he know about what I am going to say, or show him? How will it affect him, or how will he feel about it? How shall I present my ideas?

When using suggestion always consider how it will affect the faculties of Self-Esteem, Approbativeness, Conscientiousness and Cautiousness. If you do not attack any of these three faculties you will not arouse Combaticiveness, and with Combaticiveness quiet there will be no antagonism.

THE VOICE.

The three winning voices are the strong and incisive, the even and matter-of-fact, and the mild but positive. They all suggest confidence and a thorough knowledge of the proposition in hand. This confidence is contagious. The tone may be positive, sincere, ingratiating, hinting, insinuating, interrogative, propitiating, doubtful, and indifferent. The last three should only be used in propitiatory circumstances.

In most cases the voice should be firmly positive, whether strong or mild. But all depends upon the type of the buyer. On the voice mostly depends the ability to inhibit or accelerate the action of the heart, and its consequent action on the brain, and the sustaining or moderating of the effect produced.

THE MANNER.

When approaching a buyer the salesman's manner generally determines whether he will receive spontaneous or voluntary attention. If spontaneous the buyer will be in sympathy with the salesman. If voluntary he will be rather indifferent, or mildly or strongly combative toward the salesman.

When combative he must be propitiated or surprised in order to draw his attention from the restraining factor. Strong combativeness toward a salesman is often an aid to him, for the action of the heart is accelerated and is easily inhibited by surprise.

When using strong inhibition a sudden straightening of the body increases the effect.

To sustain very strong inhibition the salesman's entire body should tremble and shake with emotion. When you have a buyer in this condition plant your strongest idea at once in your most positive manner and voice. Do not allow yourself to relapse into a quieter manner before planting the idea, for the brake on the heart will be released, the blood will rush to the brain, and your idea will meet with opposition.

When a buyer is seated a slight inclination and stillness of the body is best, for it does not distract attention.

EXPRESSION.

The expression must always change with the voice and the thoughts or feelings that the voice expresses. It should express a language as eloquent as the voice.

It may be positive, persuasive, interrogative, ingratiating, conciliatory, enthusiastic, and in fact it may display every emotion that is felt by man. Be careful of the use of the interrogative expression for it suggests to some buyers that you are trying to read their mind, and they will be on guard. The eyes are the most important in creating expression, for the eyes are the windows of the soul, and the soul speaks a language that all can read.

GESTURES.

Gestures suggest and express feeling, and greatly help to enforce an argument or opinion. They must be suited to the subject and be in perfect harmony with the voice, manner, and expression. Never swing your arms wildly outward, for it suggests that you are talking to the whole world, and scatters attention. Short, sharp jerks of the fore-arm directly in front of the body concentrates attention and adds intensity. Some salesmen use a gentle, wavy motion of the hands to add effect to a pleasing idea, but personally I have found it best to depend upon the strength of the idea, the voice, and expression.

EXCITEMENT.

This weapon should be used to overcome indifference and lead up to interest and enthusiasm; or to inhibit excitement that is directed against you.

If you have noticed you will remember that when a person has become excited at you, and you become excited in turn, his excitement will calm down unless he is of a fighting disposition. Do not become excited with such.

Sudden excitement directed at a calm mind that is indifferent toward you is a farce. Avoid it. Begin gently and work up by degrees.

INTEREST.

When a buyer has become interested in a proposition he has given the salesman a hold upon him that cannot be shaken off, if the salesman keeps his blood properly directed. It all lies in the selling argument.

ENTHUSIASM.

This is a great weapon of suggestion, for enthusiasm is contagious after the action of the heart has been accelerated.

The emotional buyer readily responds to strong enthusiasm, but the intellectual requires suppressed enthusiasm. Feigned enthusiasm deceives no one. You must feel it before you can arouse it in others.

DESIRE.

In dealing with desire a salesman is dealing with two aversions proper,, and two desires proper. The aversions act against the salesman, and the desires for him.

The first aversion is where a buyer has an impulse to avoid the proposition that the salesman is handling, and which forms a belief that the proposition will not prove successful, and will cause loss instead of gain. The second aversion is where a buyer wishes to retain what he has and does not wish to change to something else. The first desire is where a buyer longs or wishes for what he has not, and which the salesman has.

The second desire is where a buyer wishes to change from what he has for something better.

The first desire overcomes the first aversion, for the salesman has his argument ready to prove that his proposition is successful, and will create profit, not loss. He proves and demonstrates this so thoroughly that he creates a longing in the buyer's mind for what he is selling.

The second desire overcomes the second aversion, for a salesman can cause a buyer to become dissatisfied with what he has, and make him wish to change to something better. This, the salesman does by showing that his goods are more attractive, are of a better quality, or of superior workmanship, and will show greater profits through increased sales or lower price.

The power to create desire lies in the proper presentation of the selling points.

All lines have some excuse for their existence; they are based upon an idea. But some lines are poor excuses; they are based on mistaken ideas.

SYMPATHY.

When a buyer has given spontaneous attention he is in sympathy with and has created a favorable opening for the salesman.

Sympathy will in some cases cause a buyer to purchase a thing he does not desire, or has not much use for. If a salesman wishes to take advantage of this it is better to let well enough alone and not try to impress the buyer with value or desirability, as it destroys the original intent

and will in many cases cause the loss of the sale. The buyer wishes to give, more than to buy, and finds a pleasure in doing so.

SELF-ATTENTION.

Self-attention is holding a buyer up before his own eyes with the intention of weakening his opposition to the proposition in hand. It will often descend to flattery, or resort to ridicule. It may often run on into propitiation, sympathy, persuasion, and induce forgetfulness. It is a strong weapon used against some types of the emotional.

PERSUASION.

Persuasion lies in the proper presentation of a proposition, in the manner, expression, and voice. It lies in overcoming all opposition, and completely reversing a buyer's mind, or guiding it when you have a favorable start. Persuasion may be advice, coaxing, an emotional appeal, or it may be a strong current of logic that washes away all opposition and leaves the mind free from all but one idea. And this idea is that the buyer wants, or can use, the proposition the salesman is selling. This is the hypnotism of salesmanship.

INDUCING FORGETFULNESS.

Inducing forgetfulness of an idea that is inimical to the prospects of the salesman is one way of overcoming an obstacle. This is done by sudden inhibition, or by adroitly changing the subject and gradually leading up to another variation of the proposition.

This should only be resorted to when a stronger idea cannot be used to overcome the one opposed, or when the mind is not favorable to reason.

PROPITIATION.

Propitiation may be used when a salesman has purposely wrought up the buyer in order to stir his blood into action. The salesman should never stir up a buyer who is obstinate or short on benevolence, for these do not forgive very easily.

Propitiation is often a very effective weapon when used to conciliate a buyer who considers himself wrongly used. I have often made a firm friend and lasting customer in this way.

Ordinarily a salesman should have his subject so well in hand, and judge the character of his buyer so well, that the trend of the sale will not run into a channel that will require propitiation.

WONDER.

Wonder creates natural attention and fixes the mind on the proposition in hand to the exclusion of everything else.

When the salesman has created wonder in the mind of the buyer he has an excellent start and, unless something antagonistic is interposed, should be able to guide the mind through the different stages that lead to the consummation of the sale.

SURPRISE.

Surprise is the most efficient weapon of all. When the

mind is surprised it is highly sensitized and the idea that the salesman wishes to introduce sinks into the brain with such force that, if the salesman is skillful and follows up his advantage, he has practically won his battle.

If the reader will consider the effect that surprise has had upon himself, or upon others whom he has seen surprised, he will appreciate the efficiency of this weapon far better than any description I can give.

The expression, "I was so surprised that you could have knocked me down with a feather," is an apt description of this condition.

When using surprise the salesman should quickly follow up his advantage to prevent combative ideas from arising in the mind.

IMITATION.

The idea of imitation is used by the salesman to influence a buyer by what his competitors, or others, are doing. When used upon a buyer who lacks originality, and conducts his business on lines imitating others, it is a strong weapon. Yet the trend in many lines today runs toward handling different goods from that of competitors. When such is the case with a salesman's line he must make sure of his buyer before using this idea; otherwise the sale will be lost.

Ordinarily, however, example is a powerful weapon and can be used upon all classes of buyers.

FEAR.

Fear can often be used as an important factor in the closing of a sale.

The fear that there will be a scarcity of an article, that the price will advance, that unless a buyer acts immediately he will be unable to get the article, that his competitors will have it, that the best numbers of a line will soon be sold, and many other arguments of a similar nature can be used.

Use them only when they are true, never as a bluff. When used as a surprise fear is most effective, and should be forcibly impressed on the mind of the buyer, but never in a manner suggestive of coercion.

PERSISTENCE.

Persistence is necessary, but must be rightly used. Many salesmen lack tact in their persistence, and make enemies instead of friends.

Other salesmen are afraid to be persistent for fear that they will make enemies.

The mode of persistence depends upon the buyer. We will now take up the different types of buyers.

HANDLING THE DIFFERENT TYPES OF BUYERS.

Many of my lady-like, timid, and ultra-conservative readers have no doubt been greatly shocked at some of the strong methods I have used.

To such readers I will say that salesmanship is everything from gentle tact to shirt-sleeve diplomacy. Not that a salesman is ever obliged to fight. He is too shrewd a judge of human nature for that. A salesman meets all kinds of buyers when on the road. Some are thorough gentlemen and must be treated as such. Others are extremely boorish, and there are few such that are influenced by dignified composure. Some boors know so little of men and the world that they consider calm dignity as a confession of weakness. A few of these may be quelled by a stern and steadfast look, but obstinacy and sullenness follow, and these are not always passed over successfully. I have found that well calculated excitement that is sincerely expressed produces better results. Nor are the rude mannered confined to the lower classes of buyers. I have in mind a certain buyer who is one of the largest of his kind. I have sold this buyer thousands of dollars' worth of goods, but have never received a

pleasant word from him. But that buyer never started an argument with me that I did not leave with an order.

Most buyers prefer to deal with equals. Some with those whom they think that they can influence. Others with those whom they consider their superiors.

A salesman ascends, descends, and finds his own level as he goes along the road.

The following types of buyers have been taken from the writer's own experience. The phrenological names of the faculties are given for their identification. The writer has sold all classes of merchants, from Marshall Field & Co., the largest in the world, down to the smallest country merchant. His experiences have led him from the Atlantic to the Pacific. He has constantly been a close observer and student of men and motives.

Handling a buyer lies mostly in conditioning his mind for the selling argument.

THE BUYER WHO LOVES TO ARGUE.

The love of argument springs from Combativeness, Approbativeness and Language. If the buyer be strong on Conscientiousness and you have an argument that will overcome the one opposed, use it and the buyer's honesty will compel him to admit the force of your argument. If you lack a stronger argument on some point than the one he opposes, you have failed to prepare yourself. In this case you must bring up some point or points that you are thoroughly familiar with and cannot be contradicted upon. As you analyze the point or points the buyer's honesty will create doubt as to opposing

your proposition as a whole. When you have created doubt, press your points. Avoid argument with those deficient in Conscientiousness, for they will resort to almost any means to gain their point. Those of this class generally have rather strong Approbativeness and will always want to be right whether they are right or wrong. Argue only enough to show them that they are wrong, then give them a chance to yield gracefully by telling them that while they are right in a way there is a point that should be considered in connection. He will want to know what it is. Take up the next point and continue in a voice and manner that is devoid of contention. He sees that you know your business and will be inclined to listen.

THE DISPUTATIVE BUYER.

The difference between the disputative and the argumentative buyer is that the disputative is more forceful in his argument. This is because Destructiveness is added to Combateness. The disputative will be very aggressive in his arguments.

If this buyer cannot be controlled without dispute he must be strongly inhibited. Lead him into a heated debate and when you have him all wrapped up in the subject cause him to make an assertion that you are prepared to overcome most convincingly. When he has made his assertion, pause a moment, then plant your argument in a low, soothing voice. The sudden change will utterly dumbfound him because it is unexpected, and the shock of the surprise will draw the blood from Combateness

and Destructiveness and your suggestion will strike the faculty at which you have aimed it with powerful force. Then continue in the same low voice, directing the blood from faculty to faculty, until you have finished your argument. Remember that your manner and expression must be in perfect harmony with your voice, and all three should express absolute sincerity. If you laugh when you see his sudden change of expression you will anger him and lose the sale.

THE OPINIONATED BUYER.

The Opinionated buyer is strong on Firmness and Combativeness. He differs from the Argumentative and Disputative type in that he is honest in his opinion and clings to it for this reason and not from a desire to argue or dispute. He differs from the Inflexible buyer because he is honest in his opinion and not really stubborn. He is generally quietly firm and not disposed to argue after he has given his opinion.

When you see wherein the fallacy of his reasoning lies, do not commence your attack in a direct manner. Instead you must partly agree with him and blend your ideas with something expressed in his opinion and then work towards your point in a way that gradually enlightens him, and you will have him convinced without antagonism.

THE INFLEXIBLE BUYER.

This buyer is most unreasonably stubborn and this stubbornness is caused by extremely large Combativeness,

Firmness and Self-Esteem. His face expresses stubbornness. Any attempt to persuade this buyer by reasoning with him is only a waste of time and will increase his resistance. Your only method lies in planting a suggestion that will cause him to take the initiate in investigating your proposition. Plant your suggestion tactfully and when explaining or suggesting avoid all antagonism.

THE IMPOLITE BUYER.

Impoliteness may sometimes spring from thoughtlessness or irritability, but when it is a permanent trait it is caused by weak Approbativeness and agreeableness.

In this case I have never yet seen one of the type whose Combativeness and Destructiveness would strongly resent an angry voice and manner that was quickly followed up by convincing arguments in favor of a proposition.

Do not make the mistake of getting angry and demanding respect for yourself from this type. Instead take advantage of his surprise to impress him with your proposition.

THE IRRITABLE BUYER.

Irritability springs from Approbativeness. With this faculty and Combativeness and Destructiveness strongly in the lead over his other faculties a buyer will be very susceptible of anger or passion. You must soothe this type into calmness before attempting to impress him with your proposition. When you have him calm proceed with your argument without antagonism and tactfully

explain away any reasons or opinions that he may oppose. Do not lose your self-possession and you can surely control him.

THE BUYER OF CHOLERIC TEMPER.

This type is created by the same faculties as the Irritable, only is much stronger. The color of the face is fiery red or very dark. The expression of the face shows strong temper.

Avoid arguments with this buyer for when heated he will not listen to reason and will often resort to force. Show no fear, for some of them will take pleasure in making you afraid. Let your manner show a liking and respect for them. This will please their Approbativeness. If they have humor make them laugh. Do not attempt to gain interest for your proposition until you have drawn the blood away from Combateness and Destructiveness.

THE AGGRESSIVE BUYER.

Aggressiveness springs from the faculty of Destructiveness. In this case Secretiveness is added and Combateness is innocuous.

The aggressive buyer is the one who tries to take the reins into his own hands and conduct an interview or an inspection of samples his own way.

To allow this is reversing the order of things, for the salesman is influenced and not the buyer. If a buyer attempts this a salesman should put a stop to it at once, and at the same time gain an advantage. This method is generally employed as a bluff to frighten salesmen into

giving lower prices or yield some other advantage. Bluffers are cowardly at bottom, and a sudden and unexpected attack catches them off their guard.

This type is generally pretty well endowed with Cautiousness, and the salesman can gain a decided advantage by quickly turning angry and by forcibly expressing his anger by voice, manner, expression, and gestures. This will surprise and shock the mind and sensitize it so that a strong suggestion planted immediately will produce good results. The suggestion to use is a positive statement in favor of the salesman's proposition, and should be quickly supplemented by other suggestions in order to keep the buyer's mind solely upon the proposition and prevent him from thinking about his wounded feelings.

When this method is due to haste on the part of the buyer, the salesman can suggest that in order to save time for the buyer he will take a short cut. The salesman has then gained attention, which he should sustain or run into interest; and the buyer will forget his hurry. The curious sometimes take this method to conceal their curiosity, but they are handled in a different way, which will be taken up later.

THE "KNOW IT ALL" BUYER.

This buyer has large Approbativeness and Self-Esteem. When large Combativeness, Destructiveness, and Firmness are added the buyer is extremely "know it all." Rule yourself by this buyer's Approbativeness. Create doubt in a conciliatory manner. The larger his Cautiousness, the easier it will be. Your conciliatory manner will satisfy

his Approbativeness. Then proceed with your argument in an interrogative manner ; that is, by asking his opinion on every point. The flattery to his Approbativeness and the doubt you have created will influence his opinions and he will be combatively acquiescent. Continue along this line and you will gain consent of will.

THE DISAGREEABLE BUYER.

This type is created by Destructiveness, Approbativeness, Combativeness, and Comparison. It will love to criticise and boast.

When dealing with this type, quickly put a stop to his criticising and boasting by a forceful, positive, and even angry voice and manner. Then justify your attack on his Approbativeness by quickly presenting your strongest arguments in favor of your proposition. The attack must come as a surprise, which will drive away his opposition and excite interest in your proposition. Quickly press your advantage in a strong and positive manner and he will yield.

THE ANTIPATHETIC BUYER.

A salesman will sometimes meet a buyer who shows a marked aversion toward him, and he experiences the same feeling toward the buyer. This is natural, for the natures are exactly opposite. The faculties that are predominant in one are weaker in the other and no sympathy exists between them.

The salesman can overcome this antipathy by throwing

himself into sympathy with the other's feelings. This will surprise the buyer and create doubt. When doubt is created press the advantage. By persistence and study of the character the salesman can win the buyer over.

THE BUYER WHO IS AN EGOIST.

Egoism springs from the faculty of Self-Esteem. This buyer considers everything only in relation to himself. All his other faculties are made subservient to his Self-Esteem.

His manner toward the salesman will be so equably self-sufficient as to be disconcerting unless you know the type.

You must lead this buyer into a discussion of your proposition. Do not attempt to do all the talking yourself. Do not use a suave or heated voice or manner. Instead use a voice and manner that is even and matter-of-fact. Talk until he shows a desire to take the initiative. He will then create an opening for you, generally by offering some objection.

Your talk up to this point should be with the distinct purpose of leading up to an objection that you can easily overcome. After you have tactfully removed the objection you have created doubt and he is not so sure of himself. Then proceed systematically with your argument.

THE BUYER WHO BRAGS.

Bragging springs from Approbativeness, Combative-ness and desires approval and praise.

Listen patiently to the braggart, for that man is revealing a part of his nature to you.

Praise and approve those of large Firmness and Self-Esteem, for to show disbelief makes them sullen.

To those of small Firmness and Self-Esteem appear partly unconvinced, to pique them. After they have convinced you again you can give them your praise and take advantage of the elation that follows.

THE CONSERVATIVE BUYER.

The faculties that create conservatism are Acquisitiveness, Conscientiousness, Secretiveness and Cautiousness. The faculties of Vitativeness, Veneration, and Approbativeness furnish the motives. The face expresses conservatism.

A true conservative dislikes anything radical and it is therefore necessary to present a radical proposition in a manner that will blend with his conservative ideas. This blending of ideas weakens the distinct idea of opposition and creates doubt. With doubt in his favor the skillful salesman can gain interest, or sustained attention that lacks strong opposition.

To effect the blending of ideas the salesman must select the points of his argument that he knows are most closely associated with the conservative's mind and then progress systematically, step by step, constantly preparing the mind for each new idea, so that instead of seeming radical, the new ideas will seem as a natural or logical sequence to the preceding ideas.

In order to do this it is necessary that the salesman be thorough master of his proposition.

THE CURIOUS BUYER.

Curiosity springs from the faculty of Individuality and any of the faculties of Constructiveness, Causality, Approbativeness, Cautiousness, and Secretiveness. If the opposite sex is concerned it will spring from Amativeness. The curious will conceal their curiosity by indifference, exaggerated interest, or by expressing surprise and by agreeing with the salesman in all he says, but ends by saying, "I don't think I want it," or an expression to that effect.

Never show anger toward the curious, for they are expecting it, and anger should only be used to create surprise, unless you have some hold on the other. The curious already have a sense of guiltiness, and anger will not surprise them, it will only drive them away.

When a salesman sees that he is dealing with curiosity he should never allow the curiosity to become satisfied, but should concentrate upon a point that he knows the other will become interested in. This will induce forgetfulness of curiosity and develop genuine interest.

The apparent experience of the buyer and the salesman's knowledge of phrenology will enable him to determine the point of attack.

THE CONCEITED BUYER.

Conceit is self-flattery and displays itself by extreme self-assurance. It comes from Approbativeness. Never antagonize this type. The best line of attack is to pay deference to his opinions and he will unbosom himself. When you have drawn him out, select his weak points

and attack them by tactful suggestions. This will create doubt, which advantage should be quickly pressed.

The conceited are seldom deep, for their conceit causes them to become too easily satisfied with themselves.

THE BUYER THAT CANNOT SAY NO.

This character's faculties of Friendship, Approbateness, and Benevolence are in the lead over his Firmness and Self-Esteem. When pressed this character will show weak determination. His Friendship will make him yield through affection. Benevolence makes him yield to a desire to be kind. Approbateness will make him yield through fear of displeasure or ridicule.

This buyer is easily handled through these faculties but should not be taken advantage of.

THE COMMUNICATIVE BUYER.

This character has large Language and friendship, and rather small Secretiveness. His eyes are full if not large or bulging. His face wears a guileless expression.

This buyer will tell all he knows, even his innermost secrets, if tactfully drawn out.

Simply find out his weak points and use them against him.

THE CREDULOUS BUYER.

The credulous are weak in the faculties of Human Nature, Secretiveness, Casuality and Comparison, and strong on Spirituality, Conscientiousness and Veneration.

This type is very susceptible to plausibility and some

salesmen, who yield to the worst side of their nature, seeing that they have a sucker to deal with, hand them a package. (Excuse the expression.)

This is a short-sighted policy, even though we do not consider the right and wrong of the matter. The buyer is overloaded or buys goods that he cannot use, and a customer is lost for the house.

Yet there are some of this type who are stung time and time again by the same salesman, and each time they vow never to have any more dealings with him. But when the salesman next arrives he gives the buyer another dose of plausibility, and hands him another package.

If you are honest and sincere with this type they will give you their confidence, and it should not be betrayed.

Sometimes a buyer possessing all these faculties normal will by circumstances be reduced to necessity for a thing and is easily convinced because he wishes to be.

THE CUNNING BUYER.

Cunning springs from Secretiveness and is actuated by Acquisitiveness and Approbativeness.

This buyer will resort to tricks and stratagems to get the best of a salesman.

You can instantly recognize the type by their unwillingness to meet a point directly. They prefer to employ finesse. If their method takes a straightforward manner you can detect it by a searching or questioning look in their eyes.

After this type becomes interested they generally wish

to take the initiative. You can allow them to think that they are having their own way, but by tactful suggestions you should lead them along the line of your argument. As you proceed, it will gradually dawn upon his mind that he is being led, and, while he may feel a bit nettled, he will respect you, and when it comes to the question of price you can take a firm stand.

You can, if you wish, take a straightforward manner and hold them directly to the point, but this manner is displeasing to them. They love and admire finesse.

THE COLD-MANNERED BUYER.

A cold manner is caused by weak social faculties and weak Approbativeness, or by these faculties being held strongly in check. If the latter, it generally springs from Secretiveness and is actuated by Acquisitiveness.

This buyer is handled through the intellect and Acquisitiveness.

Present your argument in an even, matter-of-fact voice and wait for an opening. When the opening presents itself, press it, but not too eagerly.

If he is strong on some particular faculty that you can attack, do so, but not in a manner that will suggest influence.

THE BUYER WHO IS CONCENTRATIVE.

Concentrativeness comes from the faculty of Continuity. When strong Causality and Comparison are added to Continuity it will cause a buyer to fall into a deep study of a thing that interests him.

Should a salesman suddenly stop in his argument, the buyer will go on thinking and the salesman does not know just where the buyer's mind is at.

It is therefore necessary that a salesman should have his selling argument so prepared that he can proceed systematically, and thoroughly elucidate each point as he goes along. In this way he guides the mind and knows where he is at.

THE BUYER WHO LIKES TO COMPARE.

A desire to compare springs from the faculty of Individuality. Although a buyer may compare things, he may not be a competent judge, for he may be weak on the faculties that are affected by the thing sold.

The salesman should know what faculties are affected by his proposition and after seeing the faculties that his buyer is weak or strong on, can act accordingly.

BUYERS WHO ARE CHANGEABLE.

Experience must also be taken into consideration.

Changeableness comes from weak Continuity, Self-Esteem, Causality, and Firmness.

The lack of Firmness and Self-Esteem gives you the key to the mode of operation. Play upon the faculties of Friendship, Benevolence, and Approbativeness.

THE CHEERFUL BUYER.

A lastingly cheerful disposition comes from strong Hope, Mirthfulness, Benevolence, Conscientiousness, Spirituality, Self-Esteem, and Combaticiveness.

These faculties strong give a character a natural and permanently cheerful disposition.

Temporary cheerfulness is different. It does not spring so much from the faculties as from the events that affect the faculties.

Present prosperity, or temporary smooth sailing, causes cheerfulness. Some late success causes a feeling of elation or satisfaction that induces cheerfulness. Future events that are auspicious for the individual cause cheerfulness.

Those of the natural and permanent disposition are not influenced by their cheerfulness, while those of the temporary are. They are tempted to take chances through the feeling of elation that induces their cheerfulness. The expression of the face tells the difference between the two. The face of the temporary shows elation or satisfaction and only partially effaces some other expression, while that of the natural or permanent shows that cheerfulness is habitual.

Use the permanent disposition as a means to a propitious beginning, but use the temporary as a means to an end.

THE DECEITFUL BUYER.

The deceitful are weak on Conscientiousness, Veneration, Friendship, and Benevolence, and are strong on Acquisitiveness, Secretiveness and Approbativeness.

This type is extremely selfish and will use any means to deceive you in order to gain their point.

They are very undesirable customers. You can place

no confidence in them, for they will try to get the best of you at every opportunity. They will take discounts to which they are not entitled, and will return goods that they cannot sell, upon some lying pretext. They will go further if necessary to avoid loss to themselves.

Hold this type strictly to an agreement or understanding. Do not give them an inch, for they will take a yard.

BUYERS WHO INTEND TO DEFRAUD.

This character has Acquisitiveness far stronger than Conscientiousness.

A buyer who intends to defraud, and lacks Secretiveness, will show his intentions by a guilty and hurried manner, and indifferent or loose buying.

If he has Secretiveness large he will use almost as much care as an honest man.

But if the salesman is a close observer of expression and heads he will be suspicious when he sees a tricky or unreliable expression, or a deficiency in Conscientiousness. Observe the eyes when asking for references, and if you find any tell-tale expression there, it is best to suggest care to the credit man.

If the buyer has been dealing with the house for any length of time, and stands all right with the credit man, he is likely to slip one over, unless he betrays himself by his buying.

BUYERS WHO ARE DOUBTERS.

Doubt springs from Cautiousness.

This buyer lacks positive qualities and is continually

doubting that he is getting the lowest price, the best terms, that the goods are right, or anything involved in the transaction.

When you see that you have a doubter to deal with and cannot control him by ordinary means, lead him up to a strong surprise. Get angry if necessary. When you have created surprise, quickly follow it up in a strong and positive voice and manner. His doubts are inhibited and his mind follows yours.

THE DIGNIFIED BUYER.

True dignity comes from Self-Esteem, Approbation, Conscientiousness, Veneration, and Benevolence. It dislikes anything mean, underhanded, or sinful. It is honest with itself and others.

True dignity is easily distinguished from assumed dignity, for there is no exertion, it is spontaneous, and not voluntary.

This type is influenced by a quiet, open, straightforward and sincere manner. When this manner is used, attention is spontaneous. Sustained attention or interest is gained by quiet discussion. When he shows doubt or acquiescence, press your point with quiet but positive assurance.

BUYERS WHO ARE DRINKERS.

The desire to drink comes from Alimentiveness.

Drinking between buyer and salesman is far more prevalent than is supposed, although not so openly as formerly.

A drink will often warm a buyer's feelings toward a salesman, but a salesman should never make a practice of drinking, for it will affect his success in many ways, and will surely get him in the end.

Drinking makes a Mr. Hyde of a Dr. Jekyll and it also makes a Dr. Jekyll of a Mr. Hyde for the time being.

Letting drink alone and working on the better side of a buyer's nature will prove the best course in the end.

THE ENVIOUS BUYER.

Envy comes from Self-Esteem and Approbativeness. Envy in a buyer will spring from mortification, or a feeling of discontent, that is caused by a salesman's success, or because the salesman possesses some superior qualities or advantages that the buyer lacks.

The salesman should never show that he sees a buyer's envy, or allow him to put the envy into action.

Instead, he should show good-will toward and an interest in the buyer. Do not speak of your success unless it is to influence the buyer to emulate the action of others.

Be sure to gain his good-will, and the fact that you are successful will have a positive influence in forming his opinion in your favor.

THE BUYER WHO IS ALWAYS BUSY.

This is the hustler who is always in action. He is ambitious. His ambition comes from Approbativeness, Conscience, and his hustling from Destructiveness.

This type is always busy, and if you are a stranger, the chances are that you will receive but scant attention if it is left to the buyer.

Go after him. Be persistent. Attack his Combative-ness if necessary. If he has large Mirthfulness, make him laugh. Touch his Cautiousness, Acquisitiveness, Combative-ness, Benevolence, Conscientiousness, Approbative-ness, or Imitation. Talk forcefully and rapidly. Induce forgetfulness of his work. When you have done this, proceed systematically with your argument. If you are master of yourself and your proposition, you can master him.

But be sure that your voice and manner are sincere.

THE EXTRAVAGANT BUYER.

This buyer has Acquisitiveness and Approbative-ness in the lead over Conscientiousness, Cautiousness, and Causality. His desires are not regulated by his needs, and he is continually overbuying or buying things he has no need for.

This buyer is generally in hot water and finds it hard to meet his obligations.

If a salesman knows his man he should not be too enthusiastic, for he will find it hard to keep him from overbuying.

This is not a practical man, and his face will show it.

THE BUYER WHO IS EASILY INFLUENCED.

Those who are easily influenced are strong on Benevolence, Friendship, and Approbative-ness. They are weak

on Firmness, Self-Esteem, Combativeness, Conscientiousness, and Continuity.

Their character is evinced by a lack of firmness in their manner, a strong desire to please, or a weakly combative attitude.

They are susceptible to sympathy, a sincere manner of good-will, and to positiveness. Use tactful persistence with this type, and once you have aroused their interest your battle is won.

THE BUYER WHO IS EASILY RATTLED.

This buyer has large Approbativeness, Cautiousness, and when Conscientiousness is added, is more easily rattled. His face and manner will show that he is excitable. If you cannot handle this buyer without excitement work him up in a manner that will cause an eager and rapid debate and when you have him worked up to the proper pitch lead him to make an assertion that you can overcome most positively and convincingly. He will then either propitiate, remain silent, or stutteringly attempt a further argument. In any case quickly press your point, for you have him going.

THE FLIGHTY BUYER.

This buyer lacks Continuity. If he is considering some proposition he will fly from one point to another without coherency. If he is looking over samples that are spread, his attention is distracted and he will wish to run around and examine the samples, and the salesman finds it hard to control him.

The salesman can control flightiness by having his selling argument arranged so that each point follows in its logical order. If the buyer interrupts, raise your hand and ask him to kindly let you finish, and tell him that you are coming to that point.

When showing a line of samples a salesman should have them in piles and not spread. This prevents distraction and forces concentration.

THE FASTIDIOUS BUYER.

The fastidious buyer has large Ideality and Order. He will always have some suggestion to make relative to improving the thing you are selling.

If this buyer indicates his willingness to purchase a thing, but wants a change made, guide yourself by these three questions—"Will it pay?" "Can it be done without serious inconvenience?" "Is it practical?" If the answer is in the negative tell the buyer so, and tactfully discourage the idea by suggestions to the effect that it would be to the buyer's interest or advantage to purchase the thing as it is.

THE FORGETFUL BUYER.

When a salesman has been "stood up" on an appointment and it is due to forgetfulness on the part of the buyer the salesman has only himself to blame. He has simply failed to properly impress the faculties that he is dealing with. Had he done so memory by association would have been established, and an auto-suggestion planted that would have recalled the appointment.

Never be satisfied with an appointment that is indifferently given.

BUYERS WHO BUY FOR FRIENDSHIP'S SAKE.

Friendship is the goal toward which the salesman must always work. Gaining true and lasting friendship that favors you in the buying is the culminating point of salesmanship. This friendship will sacrifice many things in order to give you the business.

Friendship may spring into blossom at the first meeting, or it may require long and patient cultivation.

Use your knowledge of phrenology to promote friendship.

BUYERS WHO ARE OLD FOGIES.

This type has large Continuity and Firmness.

The old fogey can be reached through his hobbies and through humoring him. Do not directly antagonize him, for he will tell you that he has been doing so and so for many years and that you cannot change him.

Instead, you must use a pleasant manner that shows good-will toward him. Draw him into a good-natured argument and let him unbosom himself. When you have found out the weak points of his opposition, change from the good-natured manner to one that is grave. Then advance your argument in a quiet voice that expresses respect for him, but that is also firmly in favor of your proposition. When you see that you have him convinced, create an opening that will allow him to appear to have found something to his advantage that will serve to justify his buying. This will please him, for he does not like

to give in. You can create the opening by asking a question that will suggest the idea to him.

THE BUYER OF LARGE FEMININITY.

The faculties that create the predominance of Femininity in a person are these: Parental Love, Conjugality, Benevolence, Approbateness, Cautiousness, Comparison, Human Nature, Color, Order and Spirituality.

Femininity and masculinity are combined in all. When the Feminine is strongly in the lead a person will appear girlish or womanish.

A buyer of this type will be influenced by their likes and dislikes more than by the proposition itself.

Use an agreeable, ingratiating voice and manner with this type and you can gain their good-will. After their good-will is gained they will feel inclined to favor you.

THE STRONGLY MASCULINE BUYER.

This buyer will have the masculine faculties in the lead. These are Firmness, Combateness, Destructiveness, Self-Esteem, Causality, Constructiveness, Acquisitiveness, and Amativeness.

A salesman of the masculine type will be more apt to receive spontaneous attention from this buyer than one of the feminine type. The feminine type of salesman must preserve his coolness and show neither fear nor resentment at anything the buyer may do or say, for the buyer will expect it. Do the unexpected and remain cool and firm. This will surprise him and create respect for you.

In any event, whether you are of the feminine or masculine type, preserve your coolness with this buyer and do not become rattled. He has some weakness that you can pick out and attack. All men have some weakness.

BUYERS WHO ARE GRAFTERS.

The grafter's Acquisitiveness is greater than his Conscientiousness. The mode of operation employed by a hired buyer is generally to have a relative, or a close friend, get lines that he can buy. These lines are generally handled on a commission basis. When the salesman draws his commissions he divides with the buyer.

Sometimes the salesman employs some one else to sell the buyer, to avert suspicion. He may handle several lines.

Some buyers employ no go-between, but apply direct for their graft. When the graft originates with the salesman, he first forms a close intimacy with the buyer and then broaches his proposition.

Grafting is an easy way to sell goods. The grafters in higher circles set an example for those of smaller caliber.

Leaving honesty out of the question, there is this to be said against it: It spoils a man's salesmanship, and will eventually lead to trouble.

BUYERS WHO LIKE GOOD TIMES.

By a good time I do not mean ordinary entertainment. I have reference to the buyer whose good time consists

of getting drunk and associating with women of easy virtue. The salesman who makes a practice of getting business in this way generally spends all he makes, and the habits he contracts continually keep him in hot water. He may continue for a long time, but sooner or later it will put him on the toboggan.

Work on the better side of the buyer's nature. You can do so by real salesmanship and will not have to buy your man.

BUYERS WHO ARE GULLIBLE.

This type is weak on Human Nature and Secretiveness. They are most often gulled through the faculties of Spirituality, Benevolence, Friendship, and Approbateness. To take an unfair advantage of this type is wrong. When you see that they are easy, put yourself in their place and treat them as you would yourself.

To gain their confidence is easy. By treating them fairly and showing a genuine interest in them you can gain an influence that will be hard to overcome.

THE BUYER WHO IS A HYPOCRITE.

The genuine hypocrite has large Veneration and small Conscientiousness. He recognizes the value of religion as an asset in business. He wears a sanctimonious, sorrowing look. His voice will be forgiving, suave, and insinuating. The more sorrowful and sanctimonious his look, the more apt he is to be engaged in misleading some girl or defrauding some one by legal means.

When dealing with this type, adopt a suave and insinuating manner immediately and continue in the same way.

unless he forgets or drops his mask and becomes sincere. If so, you must become sincere also.

There is another type of hypocrite that uses religion or a professed love of others to gain his ends. His manner is almost sincere and he uses strong logic or sophistry to deceive and gain his ends.

If a man professes a strong love of others, look at his Conscientiousness. It will tell the story.

THE HONEST BUYER.

Honesty is this buyer's distinguishing trait and comes from Conscientiousness. With large Firmness and Self-Esteem added to a large degree of this faculty a man will be unswervingly honest. Their faces will bear an honest expression and their eyes will be steady and open.

Be frank and open with this buyer for he dislikes anything secretive.

BUYERS WHO ARE GOOD JUDGES OF HUMAN NATURE.

These buyers have the faculty of Human Nature large. If their Individuality is also large they are generally correct in their first impressions of people. These two faculties are easily seen.

When the salesman is dealing with this type he must always be sincere and straightforward in his manner, for this buyer will follow your motives instead of paying attention to your proposition if you are not. Get his mind off you and draw it to your goods, unless there is a sympathy between you. If there is, use this sympathy to your advantage.

THE IMPULSIVE BUYER.

This buyer has some faculties that are predominant and the moment they are touched he acts or speaks without mature thought.

Rapid speech and animated manner distinguish these buyers. If they are combative toward you lead them to make some assertion that will be damaging to their opposition; then tactfully press your point. When all else fails use strong inhibition.

If they are in sympathy with you and your proposition their desire is easily awakened and consent of will is generally spontaneous.

THE BUYER WHO IS AN IMITATOR.

Imitation comes from the faculty of the same name.

This buyer follows the example of others in conducting his business. All men are swayed more or less by example, but this buyer is strongly so. He is weak on Individuality, Ideality, and Constructiveness.

These buyers wish to have the same goods as the buyers who are more successful than themselves. If the other buyers are in the same neighborhood the Imitator wants them in order to cut the price.

Where the nature of a line is such that, if the same things are handled by two merchants in the same neighborhood, and will cause confliction, it is poor policy to sell the less successful merchant the same things that you have sold to the successful. You will first lose the

business of the successful and then that of the imitator, for he no longer has the successful merchant to imitate. It is best to hide the things that you have sold to the successful and sell the Imitator something else.

Where things do not conflict, the example of the successful is a strong weapon used on the less successful.

The Imitator will often ask if you have sold so and so. You can tell him that you have, but it is not necessary to tell what you have sold.

THE INCREDULOUS BUYER.

The incredulous are strong on the faculties of Human Nature, Causality, Comparison, and Secretiveness. They are generally weak on Conscientiousness and Spirituality.

This buyer will evince a disbelief of a salesman's assertions by his manner and expression, even though he says but little.

When dealing with this type, secure comparison for your proposition as quickly as possible, and reserve your strongest arguments, if possible, until your proposition is being compared.

BUYERS WHO ARE LIARS.

Lying is generally caused by Approbativeness and Secretiveness. Sublimity causes strongly exaggerated lies. When dealing with this type, do not appear to doubt them, but run in some point of your argument where you can pin them down, but do not show them up too strongly. Make it appear that you think that they are mistaken in their opinion, and not that they are lying.

THE MIRTHFUL BUYER.

The buyer who has large mirthfulness is easily provoked to laughter, and by causing him to laugh you can weaken the strength of his opposition toward you, especially if he is not strong on Firmness and if he has large Benevolence.

A buyer with small Firmness can be persuaded almost against his will when persuasion is mingled with laughter. But the buyer with large Firmness and Combative-ness is not so much influenced by mirth. It is better, in fact, to be serious with him and only use laughter to induce forgetfulness of some point opposed, and to change the trend of the argument into a channel more favorable to yourself.

THE MALICIOUS BUYER.

Malice springs from the faculty of Destructiveness. This buyer will deliberately show ill-will toward a salesman without provocation. He will take pleasure in injuring your feelings without cause. His malice shows in face and manner.

The salesman should never appear to notice the buyer's maliciousness, but should show good-will instead. In this way you render his malice ineffectual. When you have diverted him from his purpose, you can proceed with your argument in a systematic way, but never until you have him conditioned.

THE METHODICAL BUYER.

Method springs from the faculty of Order.

This buyer likes to conduct his business in a sys-

tematic and orderly way. You can see it by his place of business. When he is buying a line he plans his purchases beforehand, and if the buying is extensive will make out a list and consult it while buying, or have it memorized. He tries to limit his purchases to his needs, but he can be induced to buy more than he intended, if tactfully handled. By this I do not mean that a salesman should try to overload him, but that he is inclined to underestimate rather than overestimate what he can use.

This is a favorable type to do business with, for after they have given attention they are easily carried along by a well arranged and systematic selling-talk, or showing of samples.

THE OPTIMISTIC BUYER.

Optimism springs from faculties of Hope and Self-Esteem.

This buyer will continually look at the brighter side of things, even though they are not running smoothly at the present. His face will show a buoyant spirit, even though it is submerged at the moment.

In your conversation with this buyer he will express his opinions of conditions, and if business is slow he will say that it will soon pick up.

Here is where the salesman can use a little enthusiasm, and this buyer is very susceptible to it. Tell him positively and convincingly that you know it will pick up; that some of the merchants of your acquaintance are now taking advantage of the lethargy prevailing among their competitors to acquire the business that is to be gotten by aggressively going after it; that they are having

sales, employing new methods, showing new goods; that they are advertising, and giving away premiums; that they are creating interest for themselves and drawing attention from their competitors, and that they are taking away their competitors' customers.

If your voice and manner is sincere and convincing you cannot fail to arouse enthusiasm in your man, and when you show him that your proposition will help him his consent of will is easily gained.

THE PESSIMISTIC BUYER.

The pessimist is weak on Hope and Spirituality, and strong on Cautiousness, Approbativeness, and Secretiveness. This type is generally in a state of depression and his face expresses discouragement.

At first you must fall into sympathy with this type and get him to unburden his woes. He will tell you that times are bad; that competition is too keen, and that prospects are poor.

Then you can agree with him in that competition is too keen; that some merchants are too aggressive; that they are having too many sales, and doing too much advertising. Then change your tactics and tell him how you helped a friend of yours in another town take advantage of the aggressiveness of his competitors. Tell him that your friend is a conservative man and does not like to spend too much money in creating interest in his store, for he feels that it takes away too much of the profits.

Tell him that at the time you called on your friend his

competitors were forcing business most aggressively, and that your friend was deploring the great waste involved in the methods employed.

Tell him that you conceived the idea of taking advantage of the interest that brought the people out on the street and that you suggested to him the advisability of starting a little sale that would catch the people as they passed along.

Tell him that you had some new things that were very attractive and so reasonable in price that they would show a good profit and still be bargains.

Tell him that these things were ordered for the merchant and when he received them he dressed up his windows and put out a sign. Tell him that the next time you called the merchant was highly gratified at the success of his sale.

Now turn the merchant's attention upon himself.

Tell him that you have some things that will surely attract business if well displayed. Describe them in such an enthusiastic way that he will want to see them, and you will then have a favorable start.

Of course a salesman cannot conscientiously use this self-same story if it is not in his experience. This illustration is merely to show you the line of attack to adopt. A salesman who has ingenuity and resourcefulness can easily draw the material from his own experience.

Remember that this buyer is in an inhibited condition and that you must accelerate the action of his heart.

Interest will do so.

THE SUAVE BUYER.

Suavity comes from the faculty of Agreeableness.

This is the buyer who turns a salesman down so pleasantly and in such an agreeable manner that the unsophisticated salesman feels that it has been a pleasure to call on such a merchant. He does not realize that it is only this man's way of getting rid of a salesman.

After a salesman has learned where Agreeableness is located, and has noticed the facial expression that accompanies it, he can tell by a glance at the face that he has suavity to deal with.

When dealing with this type you should use suavity, and use it first. Do not give him a chance to use his suavity until you are well launched into your argument. If he attempts to interrupt you, slightly raise your hand and ask him to kindly let you finish. When he sees that he cannot overcome you with his suavity he will give you attention.

THE OPEN-MINDED BUYER.

This buyer is a man of pretty well balanced faculties. He does not pretend or think that he knows it all, but is open to conviction. His face and manner are pleasant and show that he is impressible to reason.

When dealing with this type, use an even voice and manner. Invite discussion, but lead the discussion along the line of your argument so that you will be in perfect control. When you have caused him to make enough admissions to show that he is well impressed, finish up

your argument, using a little sincere but careful emphasis.

THE TACITURN BUYER.

The taciturn buyer is strong on Secretiveness. He is a man who is habitually silent. He does not like to be asked questions. His manner is reserved.

When dealing with this type come right to the point. State your proposition in a quiet voice and even manner. Your argument should be so well arranged, and the selling points so well brought out that he cannot fail to be impressed. This, coupled with your quiet manner, will induce him to discuss your proposition. Conduct the discussion in a quiet way and lead it along the line of your argument. Press any advantage in a quiet but positive manner.

THE SUSPICIOUS BUYER.

This buyer is strong on Secretiveness, Cautiousness, and Acquisitiveness. He will show his suspiciousness in his manner.

The salesman must be perfectly open and straightforward in his manner toward this buyer. He should present his argument positively, but not antagonistically. He should invite comparison and when pointing out the superiority of his article should refrain from evincing any satisfaction that he may feel, but should take it as a matter of course. He should quickly follow up his advantage by further argument and make the buyer forget the attack on his Approbativeness, for you have shown up his poor judgment.

Only by being thoroughly honest in your manner, and by burying your personality in your argument can you persuade this buyer.

THE BUYER WHO IS A PLUNGER.

The plunger has large Calculation, Acquisitiveness, Hope, and Destructiveness. Cautiousness is moderate.

The plunger can be told at a glance. He is thick in the side head and especially at the corners of the eyes. He will be full in the head at this point. Narrow-headed buyers are never plungers. They get heart failure at the mention of quantity. Some of the narrow-headed are in a position where they buy large quantities, but their buying is not plunging.

Talk quantity to the plunger. The greater the quantity the more you will interest him. He will then want price. If you talk quantity you must be prepared to give price.

THE OVER-CAUTIOUS BUYER.

This buyer has large Cautiousness. His faculties of Firmness, Combateness and Destructiveness are moderate or are weakened by disuse. He has allowed Cautiousness to rule the other faculties too long. He will be undecided and hesitating in his manner, and will be inclined to put things off. Do not be aggressive with this buyer at first, but take him easy. You can gain his attention by sincerely and positively stating what you can do for him, or what advantage or benefit he will derive from dealing with you. His Cautiousness will

incline him to investigate your proposition if you have impressed him.

When you are going over your proposition carefully, note his face without any interrogation or watchfulness in your look. When you see that you have him strongly impressed, and you come to the point of consent of will, and he wishes to put you off, suddenly change your manner to excitement and in strong and positive voice express your reasons against procrastination.

Your sudden change will surprise him, his mind will be sensitized, and your ideas will have powerful effect. If you do not gain consent of will, you may be sure that your voice and manner were not strong enough nor convincing.

BUYERS WHO ARE OBSERVERS.

The experienced salesman will no doubt remember that many of his buyers have been very quick to perceive and grasp the details of a thing at first sight, while others required some time to think it over.

The reason for this is that the one of quick perception was endowed with strong perceptive faculties and the slow one was weak on these faculties.

Buyers who are observers have large Individuality. Add to this large Size, Form, Color, Order, and Calculation, and you have one who can distinguish even slight differences almost at a glance. This type is quickly recognized by the prominence over the nose and eyes. When one of this type has a forehead that slopes backward, he will be a man who judges quickly, if not cor-

rectly. This is due to small Causality and Comparison. Do not dwell on details that are apparent to the eye when dealing with this type, for he will interrupt you or pay little attention to what you are saying. He has already seen these details and should be guided through the essentials not perceptible to the eye.

This type is the opposite of the thinker, which follows:

BUYERS WHO ARE THINKERS.

The reflective faculties are Causality and Comparison, and it is these two that make the thinker.

A buyer with the reflective faculties large and the perceptive faculties small, must be pointed out the details of a thing, for he is not quick to see them, and must think and reason them out.

When dealing with this type, a salesman should carefully explain the details of his proposition, and systematically guide his mind from point to point, giving him ample time to think as he goes along. Never use rapid speech with this type, but talk in a low and deliberate tone. A buyer with both the perceptive and reflective faculties large is quick of perception and a rapid thinker, unless an intricate point is in question.

THE REASONING USED IN A SALES ARGUMENT.

In the presentation of a selling argument a salesman uses sound common sense expressed in language that fully and clearly brings out the ideas he wishes to impress upon the buyer.

The salesman need not be a logician to reason soundly. He need not be a grammarian to speak correctly, nor need he be a rhetorician to speak effectively.

There are two methods of reasoning—the Inductive and the Deductive. The process of reasoning is the same in both. The difference lies in the source of the knowledge; that is, in the knowledge from which we start to reason.

All our reasoning springs from two sources. It springs either from what we know by actual experience and observation, or from authority.

To reason from experience is to use knowledge that is gained by actual contact with the thing reasoned of, and the impressions that create this knowledge come through the senses.

But to reason from authority is to use knowledge or opinions that come from words either verbal or written.

This comes through the senses of sight and hearing also, but it does not come from actual contact with the things reasoned of.

Inductive reasoning is the reasoning from experience and observation.

Deductive reasoning is the reasoning from authority that is founded on accepted facts, or is an argument that springs from opinion, or supposition.

We never feel certain as to the accuracy of the conclusion of an argument unless we derive the truth of the conclusion from experience.

Also, we cannot always furnish enough evidence from experience and observation to warrant the forming of a convincing conclusion, and it is therefore necessary to draw enough argument from further facts not directly connected with the proposition, or from opinions or suppositions, that will enable us to form a reasonable conclusion.

A salesman must use Induction and Deduction together when he is presenting his sales argument.

These two methods have different ways of expression and are as follows:

Reasoning by Syllogisms. A Syllogism is a fully expressed form of an Inductive or Deductive inference. That is, everything connected with the reasoning is set forth explicitly. It is not necessary to directly state everything. Much can be implied.

The salesman uses this form of reasoning when he demonstrates or proves a point as he goes along. The entire sales argument should be in the form of a

syllogism. That is, the syllogising or reasoning together of the separately assumed or admitted parts should maintain consistency and tend to the one conclusion that the salesman wishes to arrive at.

Reasoning by Analysis. This is the separating of the proposition into its essential parts.

Before a salesman can thoroughly and intelligently elucidate his proposition to a buyer, he must first have thoroughly analyzed the proposition himself, and have duly considered each part separately, drawing out the important and rejecting the unimportant. The important parts constitute the selling points. Thorough knowledge of a proposition is essential in building a sales argument.

Synthesis is the opposite of Analysis. It is the combining of the different parts after analysis.

Synthetical reasoning is the proceeding by a regular chain from point to point, as they are established, until the conclusion is arrived at. It systematically arranges the points so that each one sustains or strengthens those preceding it. It inducts the proposition into the mind of the buyer so that he sees it exactly as the salesman does.

In synthesis lies the power to persuade.

Reasoning by Conversion. This is the changing of the subject of a proposition into the place of the predicate. Every proposition has a subject and a predicate. The subject is the thing that is being sold. The predicate is that which can be affirmed or denied of the subject. Where a buyer is familiar with the subject of a proposition it is already established, or is thought to be, and

the salesman reverts to the predicate; that is, he affirms the desirability or advantage of his subject, and removes objections and denials. In this way he works back to his subject and establishes it as he wants it to be.

Where the buyer is unfamiliar with the subject of a proposition, the subject must be thoroughly explained and its use or purpose made clear.

Reasoning by Opposition. This is where a buyer opposes another proposition against the one the salesman is selling. That is, the two propositions have the same subject and predicate, but they differ in quantity, quality, or both.

Reasoning by Comparison is the bringing together of things, either in the mind or in the actual, for the purpose of ascertaining their likeness or difference.

Reasoning by Contrast is the setting in opposition of different things to show the superior excellence of one to advantage.

Reasoning by Analogy is the deducing of inferences from some agreement or relation which things bear to each other.

Reasoning by Example is an induction of what may happen from what has happened.

For instance, if one merchant has made a success of a thing, it may be inferred that another merchant in like circumstances can do so.

Hypothetical and Categorical Propositions. Hypothetical reasoning is based upon a supposition. Categorical propositions are positive and absolute.

There is this to be said for hypothetical reasoning:

If a buyer will allow a salesman to base an argument on a supposition the salesman can reason to the heavens and back again, and so word his argument that the buyer cannot directly oppose him. But there is this to be said against hypothetical reasoning: Some buyers, as soon as they hear the word "suppose," fly up in the air and yell, "Suppose nothing!" It is therefore best that the salesman omit the word "suppose" from his argument except in some cases where it is necessary to be negative.

It probably never occurred to the salesman that every time he opens his mouth to speak he is reasoning in one form or another; either by direct or indirect argument, or by suggestion that implies an act of reasoning? Yet this is so, and it must therefore be apparent to one that the cultivation of logical reasoning is indispensable to successful salesmanship.

A man's mental calibre is instantly revealed by the manner and correctness of his reasoning. If his reasoning is at fault, he cannot hope to impress those who are experienced and well informed.

Correct reasoning springs from sound judgment, and sound judgment must have knowledge as its basis. Judgment is supposed to supply want of certain knowledge, but it requires other knowledge to supply this deficiency.

THE FOUR STYLES OF PRESENTING A SALES ARGUMENT.

The Assertional or Declarative style is the advancing of a proposition by assertions and explanations.

This is the winning style, but its efficacy depends upon the voice and manner of the salesman.

The Imperative style conveys command, advice, and exhortation.

The command should lie in suggestion. Use advice conditionally. Use exhortation only when driven to extremes.

The Interrogative style is the asking of questions. Questions should rather be used to elicit opposition that you can overcome rather than as an influencing agent, except in such cases as were shown in the handling of the buyers.

Where a buyer honestly concedes a point he is influenced by it, but where a buyer dishonestly concedes a point the salesman is misled, and the buyer is not influenced.

Questions also suggest secretiveness and will often tend to weaken the advantage a salesman has already

gained, especially if there is any doubt remaining in the mind of the buyer.

Questions also suggest contention, and where this has not been the purpose of the salesman he will often be obliged to overcome objections that could have been avoided.

By carefully studying the different types of buyers that we have dealt with you will know when and how to use questions.

The Conversational style is a quiet discussion of a proposition and is generally used when dealing with friends and equals. When using this style the salesman should always lead the conversation along the line of his argument.

At the beginning of this chapter it was stated that the Assertional or Declarative style is the winning style of presenting a sales argument. This is particularly so when delivered in a matter-of-fact voice. When this tone of voice is used, it often borders on, or descends to, the conversational style. The salesman should be warned that while the Conversational style is calculated to place the buyer and salesman on terms of equality, and is the basis of heart-to-heart talks, this style is displeasing to some men, especially if one is a stranger. Should a salesman happen to make this mistake, he can quickly remedy it by reverting to the Interrogative style.

In the chapter on building the sales argument is given a selling talk delivered in the Declarative style. It will be found worthy of careful study.

FIVE RULES FOR CONTROLLING THE SALES ARGUMENT

In order to have perfect control of the argument from beginning to end, the salesman must be prepared to overcome or prevent the following ideas or opinions that may be in the buyer's mind or may occur there.

The first is a preconceived opinion of your proposition that is erroneous. It may amount to prejudice.

A salesman must therefore consider everything concerning his proposition that is likely to create prejudice where it is not understood, and be prepared with convincing arguments that will prove to the buyer that he is wrong.

The second is to compel close observation of your proposition.

A buyer that has a preconceived opinion that is opposed to your proposition will not observe closely, or if he does he will wish to find that he is right, rather than wrong, in his opinion.

You must compel close attention and bring out everything in your proposition so fully and clearly that he cannot evade a fair judgment.

Then again a buyer who is not prejudiced may be mistaken in his perceptions by not having observed closely. He is apt to draw a rapid inference that is prejudicial to your proposition. You must therefore compel close attention and bring out everything clearly.

The third is where a buyer will assert that your proposition is impossible, or express strong doubt to that effect.

You must know what there is about your proposition that will cause him to make this assertion, and be ready to explain it away and satisfy him that your proposition is not impossible.

The fourth is to anticipate arguments that will occur during an interview and explain them away before the buyer advances them, unless you have a purpose in letting or causing him to do so.

By this I do not mean that you should anticipate petty arguments or non-essentials, but those points upon which the sale will hinge. In a selling argument that follows you will see how this is done.

The fifth is to avoid confusion.

If a salesman scatters his arguments, or uses words or expressions that are ambiguous, they will create confusion and the buyer is likely to draw erroneous inferences.

Present your arguments coherently, and in language that fully express your ideas and leaves no doubt of their meaning.

BUILDING THE SALES ARGUMENT.

The building of a sales argument is the arranging of the selling points and auxiliary ideas in their proper order so that all unite to form a conclusion.

To illustrate: The following lines are selling points and must be arranged in their proper order:

And wouldn't it be wiser
Will it make it any easier
Suppose your task, my little man
Than waiting like a dunce
And learn the thing at once
Is very hard to get
To go to work in earnest
For you to sit and fret.

These lines mean very little as they stand, but after arrangement they bring out a logical conclusion:

Suppose your task, my little man,
Is very hard to get;
Will it make it any easier
For you to sit and fret?
And wouldn't it be wiser
Than sitting like a dunce

To go to work in earnest
And learn the thing at once?
—Phoebe Cary.

There are three elements that enter into the building of a sales argument, and are as follows:

First. The proposition, goods, or thing to be sold.

Second. Conditions.

Third. The workings of the buyer's mind.

The proposition must be established by bringing out the cause of, or reason for, its existence; its use or purpose; its qualities that make it desirable; and its connection with the buyer.

Conditions are general or particular. Of the general conditions, hard times and dullness of business are the most common.

I have always worked with the idea in mind that, no matter how hard times are, or how dull they are, there are always some goods being sold, and that the salesman who will awaken his ingenuity and apply his resourcefulness can get some of that business.

During the late panic the writer was employed in the selling of ladies' silk waists.

At one time business was brought to such a point that it had to be forced. I went to the buyer of one of the largest department stores in Chicago and offered to sell him one thousand waists of a particular style and color at a certain price. He immediately set up a howl that he was not in the wholesale business.

I replied that I knew he was not but that he could

easily sell one thousand waists by placing them on sale and advertising them; and that it only involved an outlay of two thousand, seven hundred and fifty dollars.

He finally calmed down and asked me what price I would sell the waists at if he would buy one hundred. I raised the price reasonably and secured his order. The quantity was twice what he would have bought ordinarily.

A little later I went back for a re-order and was told that he did not think he wanted any more, because he could not use the quantity.

I quietly told him that at the time I sold him the others I was obliged to force business, but now things were running smoothly and he could get his own quantity.

When I told him this he gave a start and had a strong impulse to anger, but he did not give vent to it. I knew my man.

Instead, he gave me an order for the regular quantity.

A little later I received an order for one hundred more of the same waists and one hundred and fifty more of different styles.

To another buyer I went to close out some waists that we had on hand. Before seeing the buyer I went to the department and looked over the waists lying on the counter. I saw a waist that I liked particularly well and asked the saleslady if that style was selling. She replied in the affirmative.

I then went to the buyer and succeeded in selling the waists to be closed out. After the sale was made I told the buyer that I had seen a waist on the counter that

I would like to make. The buyer asked me which it was and I went to the counter and brought the waist to the buyer. I was given permission to make a sample and when I submitted it to the buyer was immediately given an order for seventy-five waists.

Through confidence and by keeping in touch with this buyer I secured a very nice business through the worst time of the panic.

Another buyer I influenced by the argument of what I was doing with other houses. I pointed out that as I was getting good business from other buyers right in the face of hard times I must certainly be in a position to interest this buyer.

The buyer looked over my samples and selected a few styles. I was told to come back the next day for the order. When I came for the order the buyer was not ready.

Waiting until the following day I called up the buyer on the 'phone and stated that I must have immediate action on the samples as the buyer across the street wanted them, but not if this buyer had them.

I was told that what the buyer across the street wanted to do did not concern this buyer, but that I should expect a telephone call within an hour. The telephone call came and I was told to come and get the order.

By keeping in touch with this buyer I was able to get much business that would otherwise have gone to someone else.

There was another condition that I overcame at this time and that was bad health; in fact, I was very ill for

some time. But by a supreme effort of the will I forced myself to work three or four hours a week and in these few hours secured enough business to keep the factory busy.

The salesman who will not allow conditions to overcome him can overcome conditions.

Particular conditions lie in the peculiarities of a line or in the dealers who buy the line. Everything being sold has peculiar conditions that must be overcome before a sale can be made.

These conditions are so many, and so varied, that I will not attempt to describe them here, but I will show in a selling talk that follows how I overcame conditions opposed to a specialty I was engaged in selling.

We will now see how the buyer's mind works and why the sales argument must be framed accordingly. The salesman must remember that he must have consent of will from the moment that he gains attention to the closing of the sale. There is but one thing that will gain consent of will and hold it and that is a motive. This motive must run all through the transaction. The will is a whole and cannot be divided, but it has different phases, which are as follows:

Motive. This is the feeling that prompts the will in any one case.

Deliberation. This supposes conflicting motives.

Resolution. This is a volition, or willing with the act deferred.

Desire. This feeling prepares the mind to give final consent of will.

Belief. This is the last phase, and is preparedness to act.

We will see how this works out.

The salesman makes his approach and introduces himself. The introduction should consist of stating the firm that the salesman is representing and what their business is. If the salesman tenders a card, his name should be thereon. The handshake should only be used with equals or where you see that sympathy exists.

So far you have given the buyer no motive to listen to you except that of simple courtesy, so you must give him a real motive. This you do by stating the nature of your business. In many cases a buyer will abruptly say that he is not interested. It is here necessary to tell you that there are two kinds of will—the Evocative and the Directive.

When the will is Evocative it is dormant and needs calling forth. When it is Directive it is in action. If it is Directive and in sympathy with you it only requires sustaining. If it is directed against you it must be reversed. There is but one way to reverse the will, and that is by inhibition. You already know how to use inhibition. When the motive is broached and the buyer has given you attention, the next step is to state something regarding your proposition that will create a favorable opinion of it. A buyer's opinions are influenced by his self-interest, his inclinations, and his passions.

Self-interest affects the faculty of Acquisitiveness.

From the purely commercial side the following faculties are influenced by inclination or passion:

Locality, Imitation, Ideality, Constructiveness, Calculation, and Order.

Locality. A buyer may have an inclination or a passion for buying his goods from some particular market. He is influenced by price, quick delivery, express or freight rates, or he may simply have a biased feeling in favor of the market, that springs from no particular reason.

Have your talk prepared on these points, either for or against.

Imitation. A buyer may have an inclination or passion for following the example of others. He is influenced by what others do.

Ideality. A buyer may have an inclination or passion for things that are beautiful and refined. He is influenced by the artistic appearance or superior excellence of a thing.

Constructiveness. A buyer may have an inclination or passion for inquiring into the construction of things. He likes to see how they are made. He is influenced by any peculiarity of construction.

Calculation. A buyer may have an inclination or passion for buying large quantities of things. He is influenced by quantity and price.

Order. A buyer may have an inclination or passion for conducting his business in an orderly manner. Things pertaining to system influence this buyer. The salesman must analyze his proposition and have his arguments on these points framed ready for instant use. When the salesman determines on the use of these points, he sizes

up the buyer's place of business before his approach, and looks for the faculties when he introduces himself. The faculties are seen at a glance as they are all in the front part of the head.

When the salesman makes his statement regarding one or more of these points it starts the buyer's faculties of Causality and Comparison to work and Deliberation sets in. To prevent the buyer from forming any wrong conclusion the salesman does not leave the deliberation to the buyer but argues so convincingly for his proposition that the next phase sets in, which is Resolution. That is the buyer resolves to go farther into the matter. An element of desire has been created. He may have formed a resolution that if the thing is as the salesman represents it to be he wants it or can use it.

If the salesman has not been convincing aversion sets in and the belief that he does not want the thing follows. The initial desire must now be augmented into a wish or longing.

Here some of the following faculties are brought into play in addition to any used of those already mentioned. They may have been used during Deliberation, but here they are brought out more strongly. Individuality, Form, Size, Weight, Color, Tune, Time, Eventuality, and Language.

From a purely commercial standpoint the faculties that come under the head of deliberation are those which buy to sell again. The perceptive faculties just named are those which help to pass upon a thing's desirability. But the faculties which buy to sell again must consider

a thing from the consumer's point of view. This brings one or more of other faculties into play.

For instance, Approbativeness will buy fine clothes. Alimentiveness buys things to eat and drink. Destructiveness will buy a gun. Secretiveness will buy a desk with secret drawers in it. Inhabitiveness will buy a home. Parental Love will buy things for children. In fact every one of the forty-two faculties buy, or help to buy, something. Some of the faculties will work for a salesman, others against him. When a faculty is working against a salesman it has too much blood in it. The idea in the faculty must be inhibited.

As was stated in the fore part of the book a salesman can play upon a certain number of the senses. He must consider how his proposition will affect the senses; whether the effect will be pleasing, indifferent, or displeasing. If the effect is pleasing it should be augmented. If the effect is indifferent, or displeasing, there is a reason for it, and it is generally based upon necessity. Remember this: That any opinion a buyer may have that is favorable or unfavorable toward you can be either augmented or inhibited through the sense of hearing by literal explanations, or through figures of speech. The use of figures of speech is to make an idea or thought more attractive or striking. The different figures of speech are as follows:

Simile. A simile is an expression that likens two things that are different, but have a point of resemblance in appearance, actions, qualities, or in producing the same effect.

Example: A salesman is showing a mattress to a man who complains that he cannot sleep well on the mattress he is using. The salesman gives his selling talk on the mattress he wishes to sell and ends up by saying, "It will induce rest and sleep like a soothing and harmless opiate." This is a simile.

Metaphor. A metaphor is also founded on resemblance, but the resemblance is implied instead of being formally expressed.

Example: A salesman selling some device that will reduce operating expenses, says to a prospective buyer, "From wastefulness to economy is but a matter of system." The word system implies that it will effect economy.

Allegory is founded on resemblance, but it takes the form of a fable, parable, or fictitious story that furnishes an illustration or points out a moral or conclusion.

Example: A salesman is trying to sell a buyer something, but the buyer is very obstinate and refuses to believe some assertion that the salesman has made. The salesman sees that it will be almost impossible to prove his statement while the buyer is in the present mood. He sees that he must inhibit the idea that is in the buyer's mind, so he says, "Mr. Jones, you put me in the position of the man in the fable who was discussing with a lion the relative strength of men and lions in general. The man contended that men were stronger than lions by reason of their greater intelligence. He said to the lion, "Come with me and I will prove that I am right."

So they went to the public gardens and the man showed the lion a statue of Hercules overcoming the Lion and tearing his mouth in two.

"That is all very well," said the lion, "but proves nothing, for it was a man who made the statue."

"Mr. Jones, I didn't make the statue, but I did make an assertion. I am not going to ask you to go to the public gardens, but I will ask you to take your mind over to Monticello. You know Black & Co. and Tom Johnson over there. I have been selling them this same article for a year and they have had splendid success with it. You have the same class of trade as theirs, and it is logical to infer that you can do as well with it as they have been doing. If you want me to, I will call Mr. Black up on the long distance telephone and ask him which way he finds it easiest to sell the article. I will tell him the information is for you, and I know he will give it to me. When I was over there we happened to mention your name, and got to talking about you. I know that Mr. Black likes you. Shall I call him up?"

The buyer has become calm while the salesman has been talking. The moral of the fable flattered the buyer's intelligence. He sees that the article is successful, and is pleased to know that Mr. Black has a favorable opinion of him. He does not wish to call Mr. Black on the phone, so he says, "No, I don't think you need to call him up. Let me see that thing again."

The use of an allegory, an anecdote, or a true narrative has the effect of diverting the buyer's mind from opposition and gives the salesman an opportunity of

leading up to a point in a manner that is pleasing to the buyer.

Personification. This is attributing life to an inanimate thing or to an abstract idea.

Example: A salesman is dealing with a buyer who wishes to put off buying until later. The salesman says, "Mr. Brown, Procrastination is the thief of time and profit."

In the present case this should be carried out by the salesman reverting to the points of his argument that the buyer has been impressed by, and ending up with some particularly strong argument. It should all be expressed with strong feeling.

Antithesis. Where words that are opposed to each other, or form a contrast, occur in the same sentence the figure is antithetical.

Example: A salesman is selling a thing that is new. He presents his proposition to a buyer who tells the salesman that he prefers to continue handling what he has because it is advertised and well known. The salesman says, "Mr. Reed, the character of goods lies in what they are; the reputation of goods lies in what people think they are." Character and reputation are contrasted.

The salesman should follow it up by saying, "My goods have character and distinctiveness. They do not need reputation to sell them. You say that the other goods are advertised. My goods do not need advertising; they will sell on sight. Here, consider this article and the one you are handling. Which would you choose for your own use? Mine? Certainly! So will your trade; it only

requires a few words of assurance to your customers and they will buy this article. They will be better pleased, and you will make a bigger profit."

Epigram. An epigram is a brief pointed saying. Example: A salesman is selling "Blackbird" fast black hosiery. He says to the buyer, "The fastest colors are those that won't run; the less they run the faster they go."

This is an epigram. It should be followed up something like this: "Blackbird hosiery goes swiftly; it flies." Mean it, don't joke it. Go ahead and tell of its success, and why it is successful.

Metonymy. This is changing the name of one thing to another, but the mention of one suggests the other.

Example: A salesman is showing his line of ladies' dresses to a buyer in his own store. The buyer gets one of his dresses to compare with one of the salesman's. The buyer is not sure as to the superiority of his dress, but puts on a bold front and says, "There! what do you think of that!"

The salesman looks at the dress, and says, "It looks to me like a phantasmagorical production of a disordered brain." (Meaning that the man who designed it was crazy.)

He then goes on to pick out the flaws in the garment to prove his assertion.

You can find flaws in anything if you wish to be fair minded. Such words and expressions as pippin, gold mine, red tape, gray hairs, etc., are commonly used metonymically.

Synecdoche. This is a figure which consists of putting the whole for a part, or a part for the whole.

Example: A salesman says regarding an article that is well known, "The world knows its value." (Whole for a part.)

Interrogation. This is a figure of speech that asks a question. Example: A salesman is dealing with a buyer who wants a lower price. The salesman says, "Mr. Smith, can you draw water from a well that is dry?"

Hyperbole. This is a figure of speech that exaggerates for effect.

Example: A salesman is selling a small but valuable book. He says to his prospective buyer, "The book is about as big as a minute, but its contents are the concentration of centuries."

Irony. Irony suggests the contrary of what is expressed. When you praise a thing, meaning to ridicule it, you use irony.

Example: A salesman is showing a line of shirts to a buyer in his own store. The buyer thinks he has something better. He gets one of his shirts and shows it to the salesman, saying, "What do you think of that?"

The salesman sees that the shirt has been skimmed in the making, so he quietly says: "It's great. What I admire about it more than anything else is the ingenuity of the manufacturer who can make a size 17 out of a size 14½."

Vision. This describes the past, absent, or the imaginary as if it were actually before our eyes.

Example: A salesman is showing phonographs to a

prospective buyer who intends to make a present of one to a friend who has a family.

The salesman wishes to clearly establish the place, persons, and object in the buyer's mind, so he asks what kind of music they like, and about the home.

The buyer tells the salesman, who suggests the kind of phonograph to buy and the kind of music they would appreciate. He ends up by saying, "As a surprise for them, I would not send a card with it or let them know from whom it came, but I would put a blank record in the phonograph and talk to it just as you would when presenting it to them in person. I would then take the record and pack it so that when the package is opened they will see it first. Mark on the record, 'Play this first.'

"I can just imagine the look of wonder and pleased surprise on their faces as they stand around the table listening to the machine. They will see you in their mind's eye in a way that will endear you to their hearts as long as they live."

Vision is contained in the last sentence. The balance is merely description.

Litotes. This is the making of a statement by denying its opposite.

Example: A salesman is showing an article to a buyer who does not like its appearance. He says to the salesman, "It's an ugly thing." The salesman replies, "It is not made for show." (Meaning it is made for practical use.)

Allusion. This is a reference to some familiar expression, or event, for the purpose of illustration, explanation, or description.

Example: A salesman tells a buyer that he can use the thing that the salesman is selling as a "Big Stick" against his competitors.

Euphemism. This is the substituting of agreeable names or expressions for those that are disagreeable.

Example: Overcharges are called errors. Lying is called over-active imagination, thoughtlessness, or mistaken ideas. Excuses are called reasons. Extravagance is called necessity. Indecency is called art. In fact a pleasant name can be found for anything that is unpleasant. It all depends upon the point of view, and how much your self-interest is involved.

The reader no doubt wonders why I have introduced the figures of speech here in the phase of desire instead of treating them separately. I will tell you. There lies in figures of speech a suggestiveness so powerful in its effect in inhibiting aversion and augmenting desire that it cannot be too strongly impressed upon your mind. That is why. We have seen that the salesman has supplied the buyer with a Motive. The buyer has Deliberated upon the Motive. He has Resolved to go farther. We have seen that the salesman can play upon a certain number of the senses and that his proposition effects certain faculties. He plays so successfully upon these faculties through the medium of the senses that Desire is aroused. The next and last phase is Belief, and it is here where the will decides to act. It is here where the mind

is persuaded to assent to the opinion that the buyer can use the proposition being sold, and the will gives its consent.

In the beginning of the book it was stated that there is a difference in the workings of the minds of the Intellectual and Emotional Buyers. The names of the different stages given there are only general and are for general apprehension. Now that you know what the five phases of the will really are they mean but little to you.

The real difference between the two is this. The Intellectual buyer is calm and calculating. His faculties of Causality and Comparison are constantly at work. He does not allow desire to sway his reason. He is constantly analyzing what is presented to his mind. The phase of belief means to him a logical conclusion. The Emotional buyer is different. The mere sight of the article, or one of its selling points, may arouse his desire to such an extent that it greatly impairs the working of Causality and Comparison and he does not fully analyze the proposition. Or he may be so strongly influenced that his Causality and Comparison almost cease working and he accepts everything on simple faith.

There are three kinds of belief in salesmanship. The first is the belief that is the outcome of pure reason, and springs from the faculties of Causality and Comparison.

The second is that of simple faith and springs from the faculty of Spirituality. This is blind confidence and has but little of reason in it.

The third is a combination of reason and faith. It is strong confidence that has much of reason in it. This

is a combination of Causality, Comparison, and Spirituality.

Belief is influenced by the faculty of Acquisitiveness; and Acquisitiveness, from a purely mechanical standpoint, is influenced by the following faculties:

Hope. From this faculty springs the hope of profit.

Ideality. From this faculty springs the love of the beautiful or ideal.

Imitation. From this faculty springs the desire to follow the example of others.

Locality. From this faculty springs the desire to favor some particular market.

Constructiveness. This faculty influences Acquisitiveness by its appreciation of superior construction or composition.

Order. From this faculty springs the love of system.

Calculation. From this faculty springs the desire for price and quantity.

Combativity. From this faculty springs the desire for things that will combat competition.

Destructiveness. From this faculty springs the desire for things that will kill competition.

We will now see how a proposition is analyzed. The following will about cover everything from the commercial standpoint:

The Proposition. What is its use or purpose? What is the cause of, or reason for, its existence?

Action. What is its effect when in action? Is it an article of wearing apparel, and is it so beautiful in

appearance that it will cause a person to forget prudence or economy and impel them to buy it?

Is it an automobile that speeds like the flash of a thought? Is it a cigar whose fragrant perfume lingers in the mind of the smoker and at every desire to smoke causes a remembrance of its name?

Is it a whisky whose mellowing influence creates a feeling of good-will and love toward all mankind, or is it full of bad thoughts and deeds?

Is it a machine whose efficiency is so great that it will take the place of many men?

In fact, what will your proposition do?

Under this heading ask yourself these questions: How does it look? How does it feel or fit? How does it taste, smell, or sound? What effect will it produce?

Quality of Trade. What class of trade is it adapted to?

Quality of Construction or Composition. What is it made of? How is it made? Is the material good, or only indifferent? If so, why so? There's a reason.

Manner. What is its manner of production? What is its manner of handling? Does the manner of production and handling affect the quality and price?

Comparison. How does your proposition compare with what will be put into competition with it? Does it compare favorably with others? There must be something about your proposition that will make it desirable in the face of competition. Call up your resourcefulness and ingenuity. If you admit that your proposition cannot compete with others, then you are done for, and have

no excuse for handling it, unless it is that you need the money, and that is a motive the buyer will not accept.

Quantity. What quantity is it sold in? How is it put up?

Price. Is the price reasonable or is it a little high on account of superior quality of material and workmanship? Is the law of supply and demand affecting the price, or is it only a matter of opinion? Is your price cheap? If it is you must have a very reasonable explanation for its being cheap, otherwise you may create the opinion that there has been a fall in prices, that your proposition is not as you represent it, or that your goods will not come up to sample.

Terms. What are your terms, and why are they so?

Time. How long does it take to make your article, or is it carried in stock? When is it to be shipped?

Place. Where is it to be shipped from? Where is it to be shipped to? What is its effect upon freight rates?

Direction. By what route is it to be shipped? Is the route selected on account of freight rates or on account of quick delivery?

Affirmation. What must I assert regarding my proposition?

Negation. What must I deny, or explain?

Interrogation. What must I ask the buyer that I cannot tell from his manifest experience in order to present some point more intelligently or effectively?

Order. What is the relative strength of my selling points and in what order shall I arrange them?

Write down your selling points and revise them until

you have a clear, smoothly running, and convincing argument.

I will now give an example of a sales argument and then analyze it.

This is a sales argument that I used while selling a specialty. It proved very successful with me and has landed all classes of buyers from the most representative to those of the smaller type. In some instances I was obliged to change the argument a trifle, but the variations were so slight that it did not affect the body of the argument. This argument is adapted only to the buyers in the retail stores. To the buyers in the mail-order houses I used a different argument. I sold five of the mail-order houses in Chicago through an argument based upon what the sixth one did not do. This shows you what you can do with a single idea if you only take advantage of it. The argument is as follows:

“Mr. Smith, I am representing the Hall-Miller Co., of Chicago, manufacturers of Dr. E. E. Hall’s All-Metal Expanding Douche Point. (I would produce the instrument.) This is the only instrument of its kind that can be expanded to any size required. It is regulated by turning the dial. (I would turn the dial and the instrument would expand.) The expanding points are held firmly in place at any degree of expansion. (I would squeeze the points.) When the instrument is inserted within the parts the walls are fully expanded, leaving a perfectly smooth surface, so that the water or medication reaches all parts of the canal. (I would hold up my hand and open and spread the fingers.) After the instrument has

been used it can be sterilized by being placed in boiling water, for it is all metal and there are no parts that can be destroyed by the heat.

There is no other syringe on the market that can be sterilized, for they are all made of rubber, and rubber is softened by the heat.

A douche point that cannot be sterilized is dangerous, for it can cause reinfection after having been used to treat infected parts.

In order to thoroughly sterilize the instrument it should be taken apart. This is done by pressing the button and slipping off the shell. (I would do this, the instrument would fall apart, and I would spread out the pieces.)

The instrument is easily put together again. (I would put the instrument together, work it a few times, and hand it to the buyer, who would look at it, work it, and would then ask the price.)

The price is \$24.00 per dozen. The retail price is restricted to \$3.00.

(The buyer would consider a moment and would then say, "I don't think I can get \$3.00 for it; they can buy other douche points for less money.")

Mr. Smith, I have already shown the superiority of my instrument, and could now reply that it is cheaper than any other syringe in the long run, for it is all metal and is indestructible. It will last a lifetime, while other syringes have to be replaced quite often. But that is not a convincing argument.

The first day that I took hold of the instrument I found

that the buyers liked it, but it was new and untried, and they were afraid that they could not get the price.

Those that I sold it to acted as though they were buying against their better judgment, and I knew that when they received the instruments they would make but little effort to push them.

The next few days were the same, and at last I concluded that the only way to prove the instrument was to put it on public demonstration.

This I succeeded in doing, and it is now being demonstrated at (here I named three stores) and has been for some time.

The fact that we are allowed to continue with our demonstration is proof that we are making a success, for floor space in these stores is too valuable to be wasted on failures.

These three stores cover the upper, middle, and lower classes of trade, so you can see that the sale of the instrument is not confined to any one class. When the demonstrators started to work I instructed them not to talk up the instrument to those who came to the store for the express purpose of buying a syringe, but simply lay out the different syringes, take our syringe, work it a few times, and lay it beside the others. Invariably the customer picks up our syringe and wants to know about it.

The demonstrator simply says, "That is Dr. E. E. Hall's Douche Point. The other syringes do not irrigate thoroughly, that is why Dr. Hall invented this."

She then takes the instrument apart, puts it together, and tells the customer the price.

If the customer complains that the price is too high the demonstrator says, "No, the price is reasonable. It cannot be sold for less. The only question that you must settle with yourself is whether you can afford to take chances with your health in order to save the difference in price, or whether you want to buy the best and get quick and thorough results. This instrument is really the cheapest because it lasts a life-time." The demonstrators report that in almost every case the customer buys our instrument, and I construe this to the fact that there is no apparent influence on the part of the demonstrator. The customer's mind is simply directed into the right way of thinking, and they cannot fail to see the benefit of buying our instrument.

When the demonstrators deal with those who had no intention of buying a syringe before they were attracted to the demonstration the demonstrators are obliged to do a little more talking, and they report that sales are often made to those who already have a syringe but find them inefficient. Many who have not the money with them come back the next day, or later, to buy one.

Now this is sufficient proof that the instrument is a seller, but the most convincing proofs of all are the re-orders we are getting from the dealers that had no demonstration but simply bought them because they saw better profits in ours than in the others. They have no competition because the price is restricted. They were quick

to see that it only required a few simple statements to guide the customer's mind into the right way of thinking.

We will furnish you with booklets to send out in your packages like the others are doing. The rest you can do by placing the instruments where they will attract attention.

(I would stop right here to give the suggestion time to operate, and would generally land my order without further argument.)

The conditions were these: the thing sold was constructively attractive, and desirable for its efficiency, but its salability was untried, and it was not advertised. The class of dealers who handle goods of this kind dislike to adopt anything that is not advertised, or requires any talking to effect a sale.

This I was prepared for, but gave no intimation of my knowledge until I had the buyers properly conditioned to receive the argument that was intended to overcome this aversion. Instead I dwelt on the price and treated the aversion incidentally but convincingly.. I forced the buyer to ask the price for a two-fold reason. The first was to make him show his interest. The second to create a favorable opening for persuasion.

When I named the price I knew perfectly well what the answer would be, for I had proven it by experience.

I had my argument so constructed that after his first and only objection the buyer was left no opening to start an argument or dispute. I convinced and guided his mind at the same time. This is following the line of least resistance.

We will now see how I followed the five rules for controlling the argument.

First. I was thoroughly prepared to overcome any opinion that was prejudicial to the instrument.

Second. I compelled close attention by bringing out the details fully and carefully.

Third. I proved that it was not impossible to get the price for the instrument.

Fourth. I tactfully anticipated the arguments that the buyer would bring up.

Fifth. I avoided confusion by expressing my ideas clearly and by presenting my argument in a coherent manner.

The five phases of the will were passed through as follows:

The Motive was established when I produced my instrument. The faculty of Causality was first aroused and Amativeness affected, but I immediately inhibited Amativeness by a quiet dignity of manner and called attention to the working of the instrument. Here Constructiveness was affected and deliberation set in.

In the phase of Deliberation I led from Constructiveness to Destructiveness when I showed the instrument's efficiency in destroying disease and the indestructibility of the instrument. Then I returned to Constructiveness again when I took the instrument apart. When I put it together again and handed it to the buyer it suggested Acquisitiveness. He Resolved to go further and ask the price.

When I named the price Calculation said "No," and

Combativeness was slightly aroused. I was prepared for Combativeness, so I continued with my argument in a manner calculated to inhibit Combativeness and excite wonder. I created wonder when I reverted to the superiority and indestructibility of my instrument and then saying that the argument was not convincing. Wonder springs from Spirituality. The faculty of Spirituality loves stories, so I presented the balance of my argument in the form of a narrative. The narrative was presented to Spirituality, but the suggestion it contained was aimed at Imitation. As I continued with my narrative and showed the success others were having with the instrument, Imitation was being influenced, which in turn influenced Acquisitiveness, and Desire set in.

While relating the narrative my voice, manner, and expression were in perfect harmony with the buyer.

My voice, manner, and expression contained an impressive sincerity that was constantly influencing the faculties of Imitation and Spirituality, and as I gradually showed how easy it was to sell the instrument, belief set in.

The faculties of Causality and Comparison were at work, but their workings were influenced by my involving the buyer by implication instead of presenting the argument to him directly. That is the secret of the power of indirect suggestion.

The selling talk I have just given is that of a single specialty. A general or specialty line is different, but the five phases of the will are the same. The motive

must be established by some particular article or articles, or by the line as a whole.

The individual items of a line are the selling points, and when it is necessary these items are resolved into their own selling points.

In all lines there are some numbers that are good, some that are bad, and some that are indifferent. They are made so by contrast.

Some salesmen lack self-confidence and arrange all their good numbers together for fear that the buyer will not be impressed otherwise.

This is a mistake, for the good numbers are thrown into competition with each other and the strength of the line is reduced.

If the salesman will distribute his good numbers among the bad and indifferent, all of his good numbers will be shown to good advantage by Contrast, and his bills will be larger.

There is also a difference of opinion among buyers as to what they can use. Some of the bad and indifferent numbers may appeal to them. But this can never be the case when a salesman concentrates all his selling talk upon the good numbers and overwhelms the balance of the line by their superiority.

There is another thing to be taken into consideration by salesmen selling a line for a manufacturer. A manufacturer can make his goods at a smaller expense and make better deliveries when he has less numbers to manufacture. It is therefore to the salesman's, buyer's, and

manufacturer's interest for the salesman to tactfully guide the buyer's selections when the line is large.

There is an observation I wish to make regarding salesmen and their lines. I have known many salesmen to make a success of a reasonably good line, but when they dropped that line and took a better one they failed. The reason for their failure is this: They were overcome by the superiority of the line. They thought that the buyers would be impressed in the same manner as they were. In fact they forgot their salesmanship. They forgot that they were dealing with the five senses and the different faculties of the brain. They forgot that each mind has an opinion of its own, and that the business of the salesman is to influence opinion, not so much by the goods themselves as in the manner in which the salesman presents them.

Furthermore a salesman is not always a competent judge of a line. He is often influenced by the opinions of others.

It cannot be denied that there are some lines superior to others, but they generally have their drawbacks, some of which are as follows:

They sell so easily that there is not much money in it for the salesman.

The manufacturer or jobber is unable to make prompt deliveries or fill all their orders. The customers become dissatisfied and cancel orders. If the salesman is selling on commission he has done much work for nothing.

The manufacturer or jobber with the superior line is

very often too independent, and loses customers for the salesman by their unwillingness to arbitrate differences that may arise.

The salesman is treated as an incident, not as a factor, in the business. Such a position is not calculated to build a strong character. There is not enough responsibility. Be careful before you make a change. Do not be influenced by the opinions of others. Rather improve what you have by finding out its weak points and suggesting improvements to your employer. But remember that all your points are not weak.

In closing this chapter there is one thing that should be impressed upon the mind, and that is to refrain from telling one's business to others. The salesman may have made a large sale and is so happy over it that he can hardly refrain from mentioning his success to others. Should it reach the ears of one of his competitors, his attention is directed to the possibility of selling this same customer, and he will strive to secure the business himself.

Or it may be that the salesman has some articles in his line that are having an enormous sale, and by boasting of these articles he directs his competitors' attention toward getting some of that business by copying or imitating them, and the salesman's monopoly on his good things is gone.

Then, again, it is decidedly unwise to tell anyone your business, especially competitors, for from that very moment you have placed yourself in their power to take advantage of what may appear to you to be a sure thing.

THE SALESMAN.

A bull-frog cannot sing like a nightingale, no matter how much you cultivate his voice.

Nor can you make a silk purse out of a pig's ear. The poor salesman is like the pig's ear—the animal fiber is there, but no process has ever yet been invented that will transform pig bristles into silk.

Nor has there ever been a process invented that will make a poor salesman who says "I can't" or "It can't be done" say "I will" or "It can be done" when the accomplishment of the thing devolves upon the poor salesman's ingenuity, resourcefulness, and action.

Had Lincoln said to himself, "A poor, ignorant backwoods boy can never hope to become a great man," the history of this country would be different than it is today. The poor salesman has the same brain, nerves, and blood as the good salesman, but he has never aroused a desire strong enough to impel him to unyielding action. There are three elements that enter into the character of a salesman.

These are Activity, Emotion, and Intellect.

According to his intellectual ability, the quality of his

emotions, and the amount of his activity, is a salesman good or bad.

There are two kinds of salesmen, the One-Method and the Versatile.

The One-Method salesman is long on Activity and Emotion, and short on Intellect. His activities and emotions are not properly directed. This salesman is generally overcome by the goods or proposition he is selling.

There is another kind of One-Method salesman who is all Activity and decidedly short on Emotion and Intellect. This is the salesman who works much but produces little results.

I do not take into consideration the salesman who is short on all three of the elements, for he is no salesman at all. The extremely Versatile salesman is long on Intellect and Emotion. His Activity is fitful and he lacks application. This is the wonder-worker. He is so emotionally and intellectually developed that he is able to change from mood to mood, emotion to emotion, and thought to thought, with the facility of a moving picture. He is so finely attuned that he senses advantage or danger far in the distance of an argument, and when danger threatens turns down the path of security and evades the peril ahead. One moment he is grave, the next gay; another moment he is convincingly firm, the next diplomatically yielding. Another moment he is outpouring a perfect torrent of argument, the next he is so persuasively soft and low that he thrills his hearer with a pleasurable emotion.

But this salesman is his own enemy for when he con-

siders that he has done enough business his thoughts fly to the present, and present pleasures. His gains are as evanescent as the vapors of the morn.

The best salesman of all is the one who is nearly evenly developed. He has a good intellect. His emotions have not been allowed to become blasé, and he is a steady worker. He is not as brilliant as the extremely versatile salesman, nor do his orders come as easily; but when they do come he appreciates them, and is spurred on by success instead of becoming satisfied.

There is another type of salesman and that is the old salesman who is doing business with old-time friends. He makes little or no effort to gain new business. The first salesman needs development of Intellect. The second needs development of Intellect and Emotion. The third, or as I called him, the no salesman, needs an overpowering desire.

The fourth needs to properly direct and sustain his will. The fifth can be greatly benefited by developing and systematizing his knowledge, and by trying to perfect himself. But absolute perfection is impossible.

The sixth is set in his ways and does not wish to change. The way to develop the Intellect is by systematic study. Plan out what you wish to learn. Then go ahead and learn it.

To develop Emotion read stories of kindness and suffering. Throw yourself into sympathy with the subject.

Read stirring tales of adventure, love, and ambition.

Give free rein to your imagination.

Go to your room, walk up and down, stir your blood

into action, work up your imagination, and put yourself in the place of a conqueror.

This may sound foolish to some, but you can take it or leave it.

Remember, however, that you deal with emotional buyers as well as with the intellectual, and your ability to create emotion in the buyer lies in the ability to arouse emotion in yourself.

Activity lies in the Will.

To develop, strengthen and direct your will, you must handle yourselves like you do a buyer. That is, you must turn the selling process upon yourself. You must first furnish yourself with a motive. Then deliberate upon the motive and ask yourself if it is worth while to attain or accomplish it. You resolve that it is and decide to go further. You then arouse a desire in yourself to attain or accomplish the motive. This you do by becoming dissatisfied with what you have, or are, and by longing or wishing to become what you are not, or to attain what you have not.

When you have aroused desire, go over your plan of action and see what obstacles will be in your path. Consider if you are strong enough to overcome them. If you decide in the affirmative, you have created belief, and this belief should be so strengthened that no power under heaven can change it.

If you decide that you are not strong enough, your will is Evocative; it is still dormant, and needs calling forth. Your desire has not been powerful enough. Put a lazy man fifty miles out on a desert, where he will be

unable to obtain anything to eat, and when he gets hungry he will have a powerful desire to get back home. He will do so.

His motive is necessity, but that is a coward's motive.

A strong man will brave necessity—court it even—to attain or accomplish his purpose.

Furthermore, necessity is not a sustaining motive, for when the necessity is overcome the will becomes passive again. There is no longer a motive. But necessity is a good motive, for this reason—it evokes the will, exercises it, and gives it strength for the time being. When the necessity is overcome, the will can easily be sustained by furnishing it with a new motive.

If the will feels unequal to the task of attaining or accomplishing the motive, desire must be so intensified that all the ingenuity and resourcefulness in the man will unite in evolving his dormant power to remove the obstacles from his path.

As each obstacle is removed, his belief in himself will grow, until at last he becomes firm as a rock, and nothing but dynamite will move him.

Where the will is in action but wrongly directed, it must be reversed.

The man must use an inhibiting idea, supply himself with a motive, deliberate, resolve to go further, arouse desire, and establish belief.

It is a common mistake to call men who drink heavily weak-willed, for they are not. Their will is strong but wrongly directed.

A man will work all week to obtain the money for one night's carouse. His motive is drink.

The man who has received his money and decides to take one drink and then go home, but gets drunk instead, has directed his will wrongly from the start. His intention was good but the one drink inhibited his will and turned it in the wrong direction.

He supplied himself with the motive. He then deliberated and resolved to have one more, then another, until such a desire was created for what he had not that he formed the belief that he wanted everything in sight. One drink to some men is like the taste of blood to a lion—it calls for more.

Other men can take one drink and stop right there. They treat it as an incident, not as a motive. But continued incidents lead to a motive, so beware. The desire to drink springs from the faculty of Alimentiveness, and its strongest inhibiting agent lies in that faculty.

The desire to eat and drink comes from the same faculty. It craves something and must be satisfied. When you have a desire to drink do not do so, but eat instead. The craving will then be gone.

A man who does not drink before a hearty meal will not wish to do so after eating, unless he cultivates the habit. This habit is easily broken off by a little self-restraint, for it is only when the stomach is empty that drink gains a strong hold upon a man.

We would all like to have a strong personality, but few possess it.

You can develop your personality by taking thought—

deep thought. As a man thinks, so is his manner, expression, voice, and actions.

If a man's thoughts are tricky, so will his expression be. If they are kind, good, and honest, his face will express it. A man who constantly and deeply studies his development, his welfare, and the welfare of others, molds his expression so that when the eyes rest upon his face, they are held there and attention is spontaneously given. The intellect behind the expression intensifies that attention, and the hearer feels that he is listening to a man who knows. He is inclined to place confidence in what he hears.

Remember, that when a buyer places confidence in you, the confidence in himself is weakened in proportion to the amount given.

Without honesty you cannot gain lasting confidence, no matter what your knowledge may be. Be honest with yourself, your house, and your customer. Your house will show its appreciation by a raise in salary, provided you do the business. Your customer will continue to give you his business, and as for yourself, you can look the whole world in the face and fear no man.

SCIENCE AND ART.

Science is a creation of the Intellect—Art a creation of the emotions. Science appeals to the Intellect—Art appeals to the emotions. Art is the application of Science—so is Art the application of an inspiration engendered by the emotions. Art bends human nature to its will, and Science is its means.

SELLING GOODS BY CORRESPONDENCE.

THE MAIL ORDER BUSINESS.

The great advantage which selling goods by mail has over other methods is that it is never subjected to unfair competition. The machinery of the postoffice department will carry the goods of the small dealer just as cheaply as it will carry the goods of the greatest houses.

That business experience and capital are not absolutely necessary in order to make a success of the mail order business is proved by the experience of an Ohio farmer 67 years old, who started in with a capital of only \$400 and in eighteen months cleared \$25,000.

Colossal fortunes have been made from the business with spectacular rapidity, and men and women with no capital but an idea are still becoming rich by selling goods through the mail. The opportunities are as great as they ever were, and will be still greater tomorrow. The principle of its success is the ability to create the impression that the seller by mail is able to deliver to the person in the out-of-the-way town or place in the country a something that is better and cheaper than the people near such a town can buy in the home market.

Certain ideas have become accepted as vital in the founding of a successful mail order business, and these ideas have been embraced in a few general rules, as follows:

RULES FOR SUCCESSFULLY CONDUCTING THE MAIL ORDER BUSINESS.

First.—Go slowly. Don't decide to embark upon a mail order career and then resign your present position without knowing definitely in what direction you are going to work. A few weeks of quiet consideration and planning won't do any harm. As much depends upon the *plan* of selling as upon the *article* to be sold.

Second.—Choose carefully a "leader" or article upon which you will base your main campaign and upon which you can get all the profit. To do this, unless you are already the possessor of an exclusive idea, run carefully over the entire list of what people wear, eat, drink, or need from the cradle to the grave. Nothing is too small or too large to be included in this vast catalogue, and your eventual choice will probably come in a flash of inspiration. Try to get something that the great houses can't get. Today the field of the mail order business is commanded by the person who has a specialty which is strong enough in demand by the people, and over which specialty the mail order dealer has an absolute control.

Third.—Having chosen your leader, investigate carefully the price at which you will be able to offer it to successfully compete with other similar articles. Be sure

that you can sell it through the mails cheaply enough to meet competition.

Fourth.—Do not be content with a single leader. Get from supply houses a number of specialties, and inclose circulars for them in all your letters. Any orders thus gained cost merely the 2-cent stamp that carries the bait.

Best Things to Sell.

In the opinion of an expert student of the mail order field there are three general lines along which the beginner in the business must work. First in order would be an invention of general use—the kind of thing that every family seeing it would want, and which as an invention would be within the control of the house selling it. Second in value is some patent medicine, applicable to common ills, and which will do all that the advertiser may claim for it. And third in the rank of possibilities for a new business of the kind is a new and striking scheme adapted to some overlooked chances, perhaps. For instance, this last possibility in the mail order business may be illustrated in the fact that one of the great real estate concerns of the east is conducted along mail order lines. It was a novelty in the real estate world, but with the ideas of the men behind it the whole scheme has been made to go.

Fifth.—Plan your advertising. Consultation[†] with an expert is a safe precaution, as an advertising man possesses experience that will be valuable to you, even if you are brilliant enough to successfully word your own advertise-

ment. A good plan is to take some article that presents points of attractiveness and advertise it at a price which is strikingly lower than the same kind of an article can be bought for at the local store. Your ad should contain an offer to send your catalogue free, so that while the article advertised may not be purchased, the reader of the ad may be interested enough to send a request for the catalogue.

There is no better means for exploiting the mail order business than is afforded by the small advertisement in a newspaper of sound circulation. Beyond any doubt the small beginner in the mail order business can thus put his wares before the public at a cheaper rate and with quicker returns than through any other medium.

To bring returns your ad should state as directly, simply and convincingly as possible the reason why the reader should buy your article. If from your description he is satisfied that it is just the thing he wants, the all-powerful reason *price* will do the rest.

Sixth.—As a general rule, one-fifth of a small capital is not too much to expend in experimenting. When you begin to get results resign your position, devote your whole time to your new business, and develop it economically and judiciously upon the lines originally decided upon.

CORRESPONDENCE.

When in response to your ad you receive letters requesting descriptive matter and other particulars regarding the article advertised, you should proceed to work up sales through correspondence.

When one considers the vast amount of advertising done, realizes that the cleverest advertisement can only bring inquiries, and that business which is to accrue depends upon letters, the necessity of a clever letter writer at the helm will be understood.

Every line of business operated today employs one or more competent correspondents, who are in the confidence of the firm and draw salaries that rank them well up among the best paid employees. The ability to write a good business letter is stock in trade on which any man may well put a high valuation.

Distinction, however, must be made between a well written letter from a standpoint of correct English and of business pulling capacity. Many a college man in command of perfect English could not handle a large correspondence as successfully as a business man who has a heart interest in the matter.

These elements must enter in: A correct handling of the English language, perfect understanding of the business at hand and a practical knowledge of human nature. A professional correspondent has a regular system in conducting a large correspondence. He has, in the first place, his "follow up letters," carefully prepared, each one the result of thought and painstaking pruning. No literary worker gives more attention to the small details of his composition than the correspondent gives to each of his letters. He arranges the whole system with geometrical exactness as to its component parts, a certain proportion proposition and a certain proportion argument, varying with each letter from first to last. These

letters are written and rewritten, pruned and repruned, until the correspondent is satisfied they contain strong argument arranged in order to be most impressive.

Then he makes notes on different points or objections that arise or are likely to do so, and answers each of these points in paragraphs couched in the cleverest and most convincing language. These paragraphs are numbered and kept for ready reference. When an inquiry comes in that is already answered in the "stock book" the correspondent has only to refer the stenographer to the prepared paragraph and add the individualizing touch. In this way the correspondent who handles 200 or 300 letters a day can do so with perfect satisfaction to each patron, never hurrying a letter, never omitting an important point, and, at the same time, not overtaxing himself. A great many letters require individual attention, and it is that the correspondent may handle these in the most satisfactory manner that he should have his stock book ready to handle all ordinary cases. It is a great drain to dictate a large number of letters, and the human brain will lag, the right words refuse to come, if all the helps possible are not resorted to.

The Follow-Up System.

In case there is no acknowledgment of the receipt of catalogue or reply to the letter transmitting it, a series of follow-up letters should be resorted to. The following letters are presented as a good illustration of the follow-up system:

LETTER NO. 1.

Dear Sir: We beg to remind you that we have not received your response to our letter regarding the "Perfection Gas Heater."

Feeling sure that your inquiry was made because you were interested, we believe your failure to respond was purely an oversight.

Do you desire further particulars?

That the "Perfection Gas Heater" is the best article of the kind in the market is proved by the enclosed endorsements. The price cannot be paralleled.

Trusting we shall receive an early response, and assuring you that in case of your ordering the heater, if you do not find it just as represented you may return same at our expense, and we will cheerfully refund the purchase money, we remain,

Very truly yours,

LETTER NO. 2.

Dear Sir: We have not yet received any word from you since we complied with your request for our circular and catalogue, but we still think you must be interested in the matter of getting one of our unequalled "Perfection Gas Heaters." There is nothing else that can take its place, and those who have purchased one wonder how they ever got along without it. You will excuse our friendly persistence, but we know that when we have secured your order we have acquired not only a patron but a champion, whose influence will surely bring us ad-

ditional orders. Our proposition is to send you the Heater on receipt of the price and to refund the purchase money on return of same at our expense any time within thirty days if not found entirely satisfactory.

Expecting an early response from you, we remain,
Very truly yours,

LETTER No. 3.

Dear Sir: We have not as yet received any response to our letters notifying you of our compliance with your request for catalogue and circulars. You doubtless have read the numerous emphatic endorsements of our "Perfection Gas Heater" by patrons who have used it (if not, we will send you others on request), and we cannot but believe that you are interested in securing one. We do not want you to forget it and us in the rush of other matters. We believe your inquiry was made in good faith, else we would not have gone to the expense of forwarding our printed matter. Our records thus far show no response of any sort from you. The days are getting shorter, the evening hours are getting chillier, and your health and comfort demand that you have a little artificial heat in the home for a few minutes every day. If you have made up your mind that you are not going to act upon our favorable proposition to secure one of the quick-action "Perfection Gas Heaters," which supplies warmth and good cheer on tap for a minute, an hour, or a day, won't you be good enough to let us know the fact, so that we may save further expense to ourselves and trouble to you in posting you regarding it?

As a matter of fair-dealing we are entitled to some kind of a reply.

Very truly yours,

The foregoing letters show the spirit in which follow-up letters should be couched, but, of course, different articles require different arguments in order to make the sale.

The follow-up letter should never be impertinent or show resentment because your letters are not answered or your articles purchased. Wheedling goes a great way in effecting a sale, while nagging almost always drives off a customer.

Never misrepresent any article you have for sale. The days of the "fake" mail business are over. The laws punishing offenders for using the mails to defraud the public or to obtain money under false pretenses are very strict and severe. Every now and then a swindle is brought to light, but the government is stern in ferreting out and suppressing such enterprises. It was the government that gave the mail order business its first great impetus by reducing the rate of postage, and it is the government that has doubled the total trade in the last few years by establishing the rural free delivery system.

PUNCTUATION

So much depends upon correct punctuation in business correspondence, that no treatise on salesmanship by letter would be complete without explicit information regarding it.

The purpose of punctuation is to show the relation of the words employed and thereby to clearly indicate the sense or meaning that is to be conveyed.

The principal points or marks in punctuation are: the comma (,), the semi-colon (;), the colon (:), the period (.), the interrogation point (?), the exclamation point (!), the dash (—), the parentheses (), the bracket [], and the quotation marks (“ ”).

The Comma is used (1) after an address: “James, come here;” (2) after certain introductory adverbs, as *however*, *at length*, *at last*; (3) preceding *which* or *who*, when introducing an explanatory clause: “Think no man poor, who has laid up treasures in heaven.” When, however, the *which* or *who* is used in a restrictive sense, the comma should be omitted: “It is labor only *which* gives relish to pleasure”; (4) often used in place of *and*: “We first endure, then pity, then embrace; (5) to indicate contrast or opposition: “Nó *only* in union *with*, but in opposition *to*, the views and conduct of one another;” (6) in a complex sentence, the dependent clause should be separated from the principal clause by a comma: “When our vices leave us, we flatter ourselves that we leave them.”

The Semicolon is used (1) when two or more simple sentences are combined into one: “My friend rose at six o'clock; he breakfasted at nine; and at ten went out for a walk;” (2) When in a sentence complete in construction, a clause is added containing a reason, an

explanation, an inference, or a contrast, it generally should be preceded by a semicolon: "The past seems to promise it; but the fulfillment depends on the future."

The Colon is placed after such expressions as *in these words, the following, as follows*, either expressed or implied. It is also placed after *Dear Sir*, etc., and in reference to Scripture quotations, as Matt. 10 : 14.

The Period is placed (1) after a complete sentence that is not an exclamation or an interrogatory; (2) after abbreviations, as "M. D.," "Esq.," "Mr.," "Oct." (3) After Roman numerals, as "II.," "IV." (4) After a signature or date.

The Interrogation Point is placed after a question.

The Exclamation Point is placed after a word, expression, or sentence, denoting astonishment, emotion or command.

The Dash is used (1) where a sentence is left unfinished; (2) where there is a sudden turn or an abrupt transition; (3) where a significant pause is required. It is often employed in place of the parentheses.

Parentheses are used to enclose a word, phrase or remark which is merely incidental or explanatory, and which might be omitted without injury to the grammatical construction; as, "Know then the truth (enough for man to know)."

The Brackets are used to enclose some explanatory remark or phrase; now used principally in dictionaries and other books of reference.

The Quotation Marks are used at the beginning and end of a phrase, clause, or sentence quoting the exact words of an author or speaker. When a quotation is included within another it is distinguished by a single inverted comma at the beginning and an apostrophe at the close.

Division into Paragraphs.—In letter-writing a proper division into paragraphs adds much to the ease of reading what is written. Commencing on a new line the transition to another branch of a subject is made to appear clearly. When a single subject occupies much space, the larger divisions of it should form separate paragraphs, each of these closing with sentiments of peculiar importance.

Buying Goods by Mail

When ordering goods by letter great care should be taken to give all essential particulars. If several items are ordered, the number and kind of each article should be stated. If there are different styles, sizes or qualities of any articles wanted, offered at different prices, the style, size or quality desired, together with the price, should be given. How the goods are to be sent should invariably be plainly stated, whether by freight, express, or mail. If by freight or express, the railroad or express company preferred should be named. If the goods are to be sent by mail, unless advertised to be sent postage prepaid, stamps should be enclosed to cover postage, or the amount included in the Postal Money Order, Express Money Order, or Chicago or New York draft.

The letter should be brief and explicit, but contain enough explanation to make perfectly plain what is required, and the address to which the goods are to be sent should be plainly and fully given.

When goods are to be sent C. O. D., and the parties are not known to the firm, it is always more satisfactory to furnish references—either your bank, or some responsible person in the town or neighborhood.

When shipment is to be made by freight, bill of lading attached to draft, collect, it is invariably more satisfactory to send part of the amount with the order, because, as a rule, it establishes confidence and thereby strengthens your credit. The balance of the amount should be paid promptly on the arrival of the goods, and it will also save storage charges.

The following forms of letters ordering goods may be readily adapted to any particular case, the signatures and orders used being fictitious, merely to show correct forms of complete letters:

FORMS OF LETTERS ORDERING GOODS.

FORM NO. I.

HAVANA, CUBA, March 12, 1910.

Messrs. A. C. McClurg & Co.,
Chicago, Ill.

Gentlemen—Your new catalogue just received.
Please send us cheapest way, at once:

- 2 doz. Dustless blackboard erasers No. 2711
- 1 gross XXX blackboard chalk, white
- 5 M XXX high cut, all rag white envelopes,
6¾ size
- 1 gross No. 9976 lead pencils
- 1 doz. No. 7421 pencil erasers
- 3 doz. No. A279 pen tablets, letter size
- 2 doz. No. A281 pen tablets, note size
- 6 doz. Laird & Lee's Webster's Modern Dic-
tionary, Handy Edition, list 20c

- 2 doz. Laird & Lee's Vest-Pocket Webster
Dictionary, leather, 25c.
½ doz. Standard Ice Cream Maker, \$1.50
½ doz. Standard Guide for Locomotive Engi-
neers and Firemen, 75c
2 doz. Standard Spanish Dictionary, leather, 50c

Very truly yours,

JONES & JACQUES.

[2]

NO. 17 MAIN STREET,

NO. YAKIMA, WASH., Sept. 6, 1910.

The S. S. Gibson Co.,

Oakland, Cal.

Gentlemen:—Please send me copy of Parker's
Laws of Business, bound in law canvas, on terms
advertised by you in circular received today. If
on examination I find the book satisfactory, I will
remit \$4.50 as payment in full: but if I do not find it
as represented, will notify you to send stamps for its
return.

Truly yours,

R. B. MARTIN.

[3]

CHELSEA, VT., March 8, 1910,

Messrs. Laird & Lee,

263 Wabash Ave., Chicago, Ill.

Gentlemen:—Please send by Am. Express, pre-
paid, the following books:

1 Laird & Lee's Webster's New Standard Dictionary, High School and Collegiate Edition,	\$1.50
1 Standard Guide for Locomotive Engineers and Firemen,	.75
1 Standard Domestic Science Cook Book, leather (Gift Edition, in a box), . .	2.50
	\$4.75

I enclose money-order for \$4.75 in payment for above, which please forward at once as directed.

Very truly yours,

JAMES ROBINSON.

[4]

POTTSTOWN, PA., April 3, 1910.

*Messrs. Marshall Field & Co.,
Chicago, Ill.*

Gentlemen:—Please send the following goods by express:

- 1 pair ladies' No. 6 pique kid street gloves, \$2.00
- 2 ladies' white lace-edged linen handkerchiefs, best you have at about 85c each;
- 3 white jet-trimmed jabots, your best values at about \$1.00 each.

I enclose money-order for \$10.00, and ask that you will please prepay express charges out of balance, and credit me with remainder, pending another order or instructions to return the amount.

Very truly yours,

(Miss) ETHEL THAYER.

[5]

436 OAK STREET,
BLOOMINGTON, NEV., Jan. 9, 1910.

Messrs. Montgomery Ward & Co.
Chicago, Ill,

Gentlemen:—Please send to my address cheapest way, the following:

1 Crown Jewel Oil Heater,	\$3.50
1 Pony Premo No. 1 Camera, size picture 4x5 inches,	10.80
	\$14.30

I enclose money-order for \$14.30, and ask that you kindly send goods as soon as possible.

Truly yours,

JAMES A. SMITH.

[6]

BUTTE, MONT., Feb. 21, 1910.
Messrs. Sears, Roebuck & Co.,
Chicago, Ill.

Gentlemen—Please forward by cheapest way at once,

1 No. 7682 saddle,	\$36.25
1 No. 2167 bridle,	7.15
	\$43.40

I enclose Chicago draft for the amount, \$43.40.
Kindly ship promptly and oblige,

Yours very respectfully,

IKE THOMAS.

Care Benton's Hardware Store.

HOW TO WIN.

What is the prime requisite of success? It can be told in one word—Faith.

It is first necessary that a salesman should have faith in the proposition and in the goods he is selling. Second, he must have an invincible faith in himself if he hopes to win unqualified success.

The salesman who starts out with a line in a half-hearted way, or starts out with the intention of simply trying out the line to see if it will sell is doomed to failure at the start, because he lacks the positive quality of Faith—Faith in the goods, and Faith in his ability to sell them.

Faith in your goods springs primarily from faith in the firm or individual for whom you are working. And it should not be the simple faith that is founded on blind confidence, but the faith that is the result of analysis and absolute knowledge.

A salesman should make sure that those for whom he is working are of unimpeachable integrity; that the things they have to sell will be a benefit or an advantage to the purchaser; and that the firm or individual is in a position to carry out whatever they agree to do.

When the salesman is satisfied on these three points, he has the basis of a confidence that should be absolute and unshakable.

Remember this: No one concern has the best line at the lowest prices. If this were possible, the concern producing the articles could get all the capital it would need to make goods for the entire country and drive every one else out of business.

Experienced merchants do not expect to be always buying the best goods at the lowest prices. They know that certainty on that point is impossible. All they wish to be sure of is that they are buying reliable goods that they can sell at a profit.

Nine-tenths of the salesmen traveling around the country are constantly making the assertion, "I have the best line on earth," and wonder why the assertion carries no conviction to the merchant. They do not realize that the psychological value of the word "best" is practically nil, and in many cases absolutely negative.

In the first place, the word has been so overworked that it produces no effect. In the second place, it is only a broad generality; there is nothing specific or definite about it, and is therefore incapable of exciting any inducement or desire to buy.

Get away from the idea that you must convince a buyer that you have the best line on earth. Instead, you must remember that the merchant's motive for starting in business was to make money—not merely to handle the best goods. You have something in your line that will make money for the merchant; show it to him from

his standpoint and you will have his immediate interest. After you have sold a merchant one order you will find it easier to sell him again.

Remember always : You must have faith in your goods.

FAITH IN YOURSELF.

While it is of the utmost importance that a salesman should have faith in his goods, it is equally as important that he should have faith in himself. This faith should spring from a strong character, otherwise it is nothing more than an empty conceit that is liable to embarrassment and discomfiture at any moment.

A strong character is only formed by cultivating Self-Control, Self-Confidence, and Poise, and eliminating Doubt and Fear.

SELF-CONTROL.

To cultivate self-control, a salesman must learn to restrain his impulses. Not only such impulses as anger, impatience, intolerance, indiscreet excitement, etc., but also the impulse that leads to injudicious remarks which may at the moment seem a happy inspiration, but which in reality endanger the success of the sale.

In many cases there are certain things that should be suppressed, or not touched upon, and it often requires as much tact and judgment to suppress or avoid detrimental ideas as it does to express those that are essential.

Tact and judgment are inseparable, and self-control is highly necessary to both.

SELF-CONFIDENCE.

Self-confidence is indispensable to success in salesmanship. Not the brazen, obtrusive, antagonistic self-confidence that steels a buyer's mind against such a bearing, and creates dislike, but the calm, unconscious self-confidence that creates respect and conveys the impression that you are representing a proposition that is worthy of consideration.

Self-confidence engenders self-reliance, and it is needless to say that without self-reliance a salesman can never succeed.

Self-confidence is a positive power, and is the result of knowing oneself, his ability, his deficiencies, and overcoming or supplying those deficiencies; otherwise it is nothing more than mere self-assurance, or self-delusion. Don't yield to that human pest, FEAR.

POISE.

Poise is the armor of the mind. It turns off adverse suggestions or arguments with the ease of the skilled fencer who parries a thrust.

Poise suspends judgment long enough to subject a doubt to analysis, but the mental balance is not disturbed.

Poise is proof against embarrassment and disconcertion. It gives the power to neutralize inimical ideas by a calm suggestion that turns an argument into another variation and changes the aspect of things. Forceful opposition is by this means turned into doubt.

The secret of poise lies in concentration, self-possession, and in knowing your proposition so thoroughly that you can talk it backward or forward, and both ways from the middle, so that it requires no mental exertion to combat opposition. The ideas necessary to neutralize or influence should come spontaneously, so that the mind is allowed to concentrate itself upon the one idea: "You should have my goods."

This mental attitude will be a positive factor in helping you to make sales, and establish friendships.

ELIMINATING DOUBT AND FEAR.

There is not a salesman living who has not been worried by doubt and dismayed by fear in one form or another.

Doubt is a precursor of fear. It commences in hesitation or indecision, and, unless the antidote of successful analysis is applied, enervating fear ensues. With fear in the ascendency, success is impossible.

Auto-suggestion is constantly being recommended as a cure for fear. This means that if a man repeats to himself: "I am not afraid—I am courageous," and pictures himself as being courageous in action, he will come to feel that he is not afraid.

This is very good as far as it goes, but it does not go far enough. It can only be an aid, or a palliative, but not a positive cure. Let us tell you why:

Fear is caused by ignorance. In order to cure a disease, or an evil, it is necessary to remove or destroy the

cause. True knowledge is the only destroyer of ignorance.

Let us illustrate: A child tries to open an oven door with its bare hand. The door is very hot and the child is burned. Thereafter the child is afraid to touch the oven door until it learns that by protecting its hand with a cloth it can open the door without being burned. When it learns this, it has gained knowledge, and the knowledge has killed the ignorance. The child is no longer afraid.

Again: A salesman is asked to solicit the business of a man of large affairs. The salesman doubts his ability to sell the man. He says to himself: "This man knows more about the business than I do." The fear of failure grips him. He determines, however, to make the attempt, but is worsted. After leaving the man he analyzes the situation, and finally sees where he has made a mistake, or how he can overcome the objections that have been raised. He has learned something and is no longer afraid. He returns full of confidence and shows the man where they have both overlooked the true state of affairs. The man sees that it is to his advantage to deal with the salesman, and places his order.

Had the salesman allowed his fear to deter him from making the attempt, he would have remained unenlightened; the sale would not have been made, and ignorance would have been the cause of it all.

When a salesman learns that the most fatal consequence of failing to make a sale is a gaining of knowledge, he will no longer be afraid.

THE MOTIVE POWER.

The motive power that drives men to success is derived from Ambition, Enthusiasm, and Determination.

True ambition incites a salesman to action; it will not allow him to remain inactive.

Enthusiasm gives a salesman a genuine liking for his work, and without a genuine liking for his occupation no salesman can succeed.

Determination gives a salesman the tenacity of purpose—the stick-to-itiveness—that is necessary to accomplish anything that is worth while.

Many a general on the battlefield has been whipped, but he did not let himself or his men know it, and in the end has won great victories. The salesman who can cope with the most discouraging conditions many times wins the greatest success.

(A few of the following lines may give offense to some of our readers. If so, we shall be glad for their sake. Some men must be stung to the quick before they can be impelled to action.)

The salesman without ambition is figuratively the tramp of the business world. The tramp gives no thought to the future—he is always living in the ever-present now. He has chosen the profession of tramping because it is the easiest way of existing until he is claimed by the Potter's Field. Work to him is a natural evil; it causes pain, distress, and is a calamity. Thought to him is a moral evil, for it is unjust to make men think. He is lazy—both physically and mentally.

The salesman who is physically and mentally lazy chose the profession of salesmanship because it appealed to him as an easy path to success, entailing but little work, requiring no brains, and affording him the pleasures and comforts of life with the least possible effort. He no doubt had ambition when he aspired to become a salesman, but when his aspiration was realized his ambition died an ignoble death.

No salesman who is devoid of ambition can ever hope to attain permanent success. Through a happy combination of circumstances he may prosper for a while, but when the circumstances that have favored him are altered he is necessarily doomed to failure, for he lacks the qualities that sustain the salesman urged on by ambition.

Self-satisfaction, Indifference, and Resignation are three great foes to Ambition and Success.

Self-satisfaction causes a man to lean back in his chair and say: "I have done well enough for a while, and now I'll take a rest."

This is going backward, for you must either progress or suffer retrogression; there is no standing still. Furthermore, a frequent repetition of this resting will engender a love of ease that will be hard to overcome.

Indifference leads to carelessness, and carelessness is heedless of consequences. When you disregard consequences you are rendering your judgment worthless.

A salesman must constantly exercise his judgment, otherwise he will do or say something that will prove fatal to him.

Resignation is the harbinger or acknowledgment of

defeat. To resign yourself to circumstances is an admission of a broken spirit. Once your spirit is broken, your chances for success are almost hopeless. There are very few who have been able to regenerate themselves after yielding to the enervating influence of resignation.

When you feel yourself slipping backward to resignation, then comes the supreme test of your character. Then is the time when you determine whether you are a weakling and are ready to join the down and out class, or whether you have the power within you that has been lying dormant through neglect, and are able to arouse that power to a pitch of sublime courage that arises and says to failure when it calls to claim you for its own: "No! I do not belong to you. Even though you have loaned me fear, discouragement, and depression, I did not bargain to pay my soul in usury. Here! take them back. I want them no longer, but I defy you to collect your usury."

There is a courage that is born of desperation that has pulled many a man from the very jaws of failure. It seems to lash every idle faculty into action and generates a power that is almost irresistible. These men were indifferent to the power that lay within them until they were absolutely forced to exert it. Would it not have been better to have cultivated and used this power during the time they were on the road to failure? Much time would have been saved and they would consequently be farther ahead. The reason in many cases lies in the lack of genuine ambition.

Men of genuine ambition are not plentiful. The ma-

jority of men are only half ambitious; that is, they have a desire for wealth; they have a desire to be somebody, but they lack activity—activity of both mind and body.

The genuinely ambitious salesman is constantly and always thinking; studying when he has a chance, and seeking knowledge that will aid him in his business. He has an unalterable belief in his ultimate success, and works to that end.

In closing on this subject, we would warn the salesman against self-indulgence. It leads to a love of ease and ends in idleness and dissatisfaction with one's self.

ORIGINALITY AND RESOURCEFULNESS.

The value of originality lies in its power to hold attention and create thought. It invests a subject with a new character and therefore gives it a novelty that charms the imagination.

There is nothing wonderful about originality; its secret lies in knowing how to combine two or more old ideas, or things, that will form something new.

To be a creator of original ideas it is necessary to acquire knowledge, and then digest it. After you have digested that knowledge, the ideas that constitute it become part of yourself, and the balance merely lies in fitting your different ideas together as you would a jigsaw puzzle. That is all there is to originality.

Resourcefulness is fertility in expedients. In order to become resourceful, it is necessary to have a fund of ideas that you can draw upon, and use, instantaneously.

This will give you the ability to overcome or circumvent obstacles that would otherwise overwhelm you.

Originality, Ingenuity, and Resourcefulness are closely allied. They all come from the same source; namely, the ability to combine ideas.

Learn to combine your ideas.

When accepting a position be careful to observe the rules.

If smoking, chewing tobacco, using profane language or chewing gum is not allowed in the establishment it is important that you yourself should live up to the requirements.

Be temperate, truthful and persevering, because this is a lasting asset that is sure to count in your favor.

Whenever you can set a helpful example for others don't miss the opportunity. While the proprietor or manager may not at the time seem to notice you, remember the trained business eye most always sees what's going on, and the day may come when you may be advanced to a higher position as leader while others will be still lagging behind as followers.

THE RETAIL SALESMAN.

While there is a difference between selling at wholesale and selling at retail, it must be understood that the principles of salesmanship are the same in both. The principles outlined in the preceding pages are applicable to the retail business as well as the wholesale.

The main difference between the retail and wholesale salesman lies in the fact that the retail salesman waits for customers to come into the store, whereas the wholesale salesman must go out and make customers. But after customer and salesman are brought together there is as a rule practically no difference; the mental process is the same whether you are selling one shirt at retail or ten dozen at wholesale.

The retail salesman, as well as the wholesale salesman, must have a genuine liking for his work. It is, in fact, the only road to success.

No employer likes to have a salesman who regards his work as a hardship. He knows that the salesman will be indifferent toward his customers, and careless of his stock. He knows that the salesman will hurry through everything so that he may be alone with his oppressive brooding and discontent.

Probably the first question an employer should ask a salesman applying for a position is whether he likes his calling, and then judge his man from the manner in which he answers.

A strong liking for his work is the anchor that holds a man to his job. When it is necessary to lay off some of the force of salesmen, this man remains, while those who are indifferent to their work are usually laid off.

Many salesmen overlook the opportunities that the field of retail merchandising affords. First: It gives an opportunity of learning business methods. Second: It gives an opportunity of learning merchandise. Third: It gives an opportunity for studying human nature in the act of spending money.

These three things are invaluable to the retail salesman who is saving money to start in business for himself. He is enabled, through the knowledge and experience he acquires, to avoid many mistakes that would otherwise cost him very dearly were he to start in business without experience.

Again, a salesman has an opportunity of becoming a buyer, superintendent, assistant manager, manager, or head of some of the various departments in a large establishment. In a small establishment there is a possibility of being taken in as a partner.

Furthermore, it should not be understood that the pay of the retail salesman is always small. There are many salesmen in the larger cities making from twenty-five to sixty dollars per week. They are men who have improved their opportunities.

To the retail salesman who is desirous of becoming a traveling salesman it may be said that some of the best traveling salesmen were retail salesmen before they started on the road.

There is one thing that a salesman should see in the proper light, and that is, his employer has paid good money for every article he has in stock. It is therefore the salesman's duty to keep the stock entrusted to his care in a clean and undamaged condition. Otherwise the loss incurred through damaged goods will eat up much of the profit that is made on other goods. It is hard enough to buy the right goods, without the additional handicap of having them damaged. The salesman cannot be loyal to his employer if he allows his goods to become damaged.

In keeping stock a salesman should have a system whereby he can lay his hands on any article at a moment's notice. The stock can be kept according to price, size, color, style, or according to any peculiarity or dissimilarity that differentiates one thing from another.

Your stock should be kept in such a manner that, if you were to be detained from business for a time, another man could step into your stock and become familiar with it in a short while.

Some men are so small and petty-minded that they imagine that they have a hold upon their employer by keeping their stock in such a manner that only they themselves can find the articles wanted.

The salesman should get that idea out of his head immediately. No employer will allow himself to be

coerced in such a manner. He will simply wait for an opportunity to discharge such salesman, and his recommendation to another place may not be of the best.

As to knowing the goods and prices he is handling, a salesman should learn all that he possibly can. His knowledge is his stock in trade; it is the ladder by which he climbs higher and still higher.

The story of how a young dry goods salesman rose to the position of buyer in a few years through knowledge will illustrate this point. This salesman was employed in a piece goods department of a dry goods store in a large city. One day the salesman was requested by the buyer to bring him samples of all the fancy woven goods he had in stock. That means that the colors are dyed in the yarn before they are woven. Among the samples brought to the buyer was one that was printed on both sides in close imitation of woven goods. When the buyer saw this sample he picked it up and tossed it to the salesman, saying, "I don't want that; it's not woven, you 'know-nothing.'" The salesman picked up the sample, pulled out a few threads and saw that it was printed. Right then and there he resolved never again to deserve the name of "know-nothing."

That evening he went to the public library and secured a dry goods dictionary. From this dictionary he learned the names of the different materials. During his lunch hours he would go to different stores and get samples of materials he wished to know about. He secured samples of the same materials at different prices from all

the big stores. He then compared them and in this way was able to learn much regarding values.

He then took up the study of textiles; learned the difference between woven, knitted, and felted goods, and how they were manufactured. He learned about bleaching, dyeing, printing, and how patterns are extracted from goods dyed in the piece. He learned the difference between vegetable and animal fibres, and how they were combined in manufacture. In fact, within a few months he acquired a mass of knowledge that he might never have gained through actual experience.

He then set to work to put this knowledge to use. Going to the different stores that handled the same goods as his department, he secured samples which he compared with the goods in his stock. He saw that some of the stores were selling goods that could be handled to advantage in his department, and suggested this to the buyer.

It was quite a surprise to the buyer to see the "know-nothing" making suggestions to him, but he saw that the young man was right. To probe the depth of the young man's knowledge, the buyer asked him several questions, which were answered promptly and correctly. The buyer said nothing at the time, but simply thanked the young man for his suggestions.

Not long afterward the buyer's assistant was discharged and the young man was promoted to the position of assistant buyer. Some years later the buyer was offered a position at a larger salary by a concern in another city, which he deemed advisable to accept. When

tendering his resignation, the buyer recommended the young man whom he had called a "know-nothing" as his successor. The management, who had been keeping a watch on the young man for some time, decided that he was fit to fill the position, and he was made a buyer.

The foregoing illustration contrasts strikingly with the indifferent and careless salesmen we meet daily in any retail establishment, small or large. Many of them are constantly drifting about from place to place; always dissatisfied, but their dissatisfaction is not of the kind that fills them with an ambition to learn more, earn more, and be somebody.

The salesman whose services are confined to a single department has the opportunity of becoming a specialist in his line, while the man who sells various lines has an opportunity of gaining a wider scope of knowledge that will enable him to get a position at any time he may need it. To the latter, however, it should be said that it is best to know one line well and the balance as well as you can. It is the specialist who makes the most money nowadays.

Regarding a salesman and his customer, it should be said that a salesman cannot treat all customers in the same manner; but there is a manner that a salesman will do well to cultivate: This manner is a commingling of respect for himself, respect for his customer, and respect for the goods he is selling.

At this manner no one can take offense, and from this manner you can quickly change to any manner to which it may be necessary to adapt yourself.

It is often both laughable and irritating to be waited upon by a smirking, over-polite salesman. His affectation and exaggerated effort to please, instead of pleasing, creates contempt.

There are some salesmen who are discourteous, and others who are indifferent. The fault in many cases lies in their not having been shown the right way of thinking.

If a salesman will constantly think from his employer's standpoint, he will acquire a training that will give him a mental attitude that is beyond price.

Next in importance to knowing his goods is knowing his customers, their wants and their ability to purchase. The high-class salesman makes it a point to first find out what his customer can buy, and when he has learned just about what is wanted as to material, style, price, etc., there is not much effort required to make the sale.

The inexperienced salesman shows goods at random, and it's a mere matter of luck if he happens to hit upon what the customer wants. From lack of information that might have been obtained for the asking, he is likely to show the prospective purchaser something he or she might want, but was unable to pay for, and which might be liked so well that anything of a cheaper grade would cause dissatisfaction. And then a person dislikes to ask the salesman if he hasn't something cheaper, as this is offensive to one's self-esteem. Many a possible sale is lost in this way.

Another common mistake of the inexperienced salesman is to excite a negative suggestion in the mind of a customer by the query: "There's nothing else I can show

you, is there?" To which it is but natural for the customer to respond: "No, I think not." Now, an experienced salesman invariably so words his inquiry as to awaken a positive suggestion. For instance, after a purchase has been made or a customer has reached a decision not to buy the articles shown, the expert salesman will ask: "What else can I show you?" Or he will show some popular novelty and say: "Here is something in the line of the goods you were asking about that we are having quite a run on—perhaps this might be just what you want."

The natural or real salesman knows but one purpose, and that is, to produce profitable results for his employer. This makes for his own advancement.

Be always optimistic.

"Turn your face to the sun and the shadows will fall behind you."

DRESS, APPEARANCE, AND WHAT IT MEANS.

A salesman is generally judged by the manner in which he dresses. In fact, his dress is an index to his character. A salesman who wears flashy jewelry, gaudy neckwear, extreme styles in clothing, hats, or shoes, is regarded as a vain, frivolous, and unsubstantial man. But the salesman who wears conservative styles of good material is instantly regarded as a sensible, prosperous, and substantial man, who is entitled to, and is given, respect wherever he goes.

The sole object of a salesman's dress should be to command respect, not to create admiration. You are on the road to persuade business men, not to fascinate or attract the attention of the opposite sex. To dress poorly, with the object of influencing sympathy, is foolish. Ninety-nine out of every one hundred business men will feel that if you are not successful enough to enable you to wear clothes becoming your position, you ought to seek another occupation.

Your dress is part of your capital. Many men, through an adverse combination of circumstances, have been reduced to pecuniary embarrassment, but by managing to keep up their dress were able to land in a good position.

Keep up your dress, by all means, but let it be like yourself—clean-cut and substantial.