MIND *and* MEMORY

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YOUR MIND

By David Mitchell, A.B., A.M., Ph.D.
Director of Instruction, Pelman Institute of America

YOU have a brain capable of wonderful things. In its organization it is the great marvel of life. Composed of millions of units, it is so constructed that each unit plays its definite part in the work of the whole. In fineness of operation and delicacy of construction any piece of machinery as compared to it is crude beyond description.

Because of this endowment that nature has given, your brain or your mind is your greatest possession. You may have wealth. It may have been earned by your own effort, or it may have been inherited. Even so, your brain is more precious than all else.

Without it, all other parts of the body are useless. The hand will not go where the eye wants it. The head and feet work independently. The body cannot act as one person. With the brain, you have an organized machine. Through its operation, eye and hand work in harmony. The feet and the head co-operate. The finest organization in the universe is complete.

The question is—How does this brain work? In simple language we want to show you. In the first place let us take up its parts and their

relation to each other. Brain, for our purpose, is the whole nervous system. It includes that part which is located in the head and also all the nerve cells and fibres in all parts of the body.

At birth this nervous system has some definite ways of working already set. Certain other ways of working are characteristic of it but they do not show themselves until later in life. These definite inherited ways of behavior are known as reflex and instinctive responses.

Our Instinctive Responses

You do not need to learn how to breathe, nor need to train your heart to beat. You know instinctively how to take food. Whenever the lips are stimulated the swallowing movements take place. You eat and drink without being taught. In the early explorations in the world about you, everything you pick up is carried instinctively to your mouth. If an extremely hot object touches your hand, you pull it back. Teaching for this is not necessary. Instinctive responses take care of this much of our behavior.

Take the last illustration and let us follow out what takes place. As the hot object touches the hand a temperature-sense-organ in the skin is stimulated. This stimulation sets up an excitation in the nerve fibre, which is connected with that sense organ. Just what this excitation is, or how it works, we do not know. It may be like the operation of the electric current. The wires are there and the work is done. In the nervous system the fibres are the "wires." The nerve current travels over them. It travels back

to the central part of the system on one set of fibres and after passing through one or more "cells" of which the "gray matter" is composed, it comes out again by way of the motor fibres to the muscles of the arm. The contraction of the muscles, due to this excitation, withdraws the hand from the hot object.

The same principle is operating when we ward off an impending blow with our arms. The eye is stimulated by the moving object. Nervous excitation travels over the fibres leading from the eye to the central part of the system. From central cells it again travels over motor fibres to the muscles of the arm. The result is again the use of these muscles to bring the arm into position for protection.

The Teachable Brain

Your brain is capable of many responses besides these original inherited ones. You do not know how to write, to play the piano, or to read, unless you are taught. Being taught means that the nervous system works in a different or modified way. When letters or words were first put in front of you, they brought no response. You did not write; neither did you read. The response of the nervous system had to be developed and modified for this kind of stimulus.

Your eye *saw* the queer looking scrawls on the paper. But your hand did not at first attempt to imitate them. Some one said: "Write like this!" You watched how it was done. You tried to do the same thing. Your eye saw "a"

but your hand did not make it until after many trials.

As you made the attempt, what was going on? Exactly the same type of behavior as when you moved your arm to protect yourself against a blow. An excitation in the eye which sees, is carried over by the nerve fibres to the central system. It is there transferred to the fibres leading to the muscles of the arm. Your arm and hand moved in response to that stimulus.

Why then did you not write the letter correctly the first time and with as much ease as you now do it? The answer is—Writing is not an inherited ability. It is a habit way of acting. It must be taught; and the nervous system must be modified for this particular purpose.

Mental Habits

The modification takes place, through making use of certain fibres of this nervous system as paths over which special excitations travel. When the teacher began, if she moved your arm in the right way to write the letter, the learning was much easier. The simultaneous moving of the arm and seeing the letter brought the two nerve paths into close connection. The tendency for them to work together was set up. The next time you saw the letter it was easier to use those same nerve fibres than any others. Each successive use made that "path" more marked. It was soon deeply grooved. The habit of writing "a" had developed.

Most of our mental development depends on such habits being set up. You think in a certain way. Thus, what you will think under certain conditions may be foretold. You meet these words: "George Washington was the first ....." How do you fill out the blanks? You will do it as hundreds of others do and as you have done before. You have a habit of thinking in this way.

Someone says: "Think of any color." What is your response? What word do you think of first? Is it not Red? Most people think this way. Few think of any other color. The laws of association and of habit have operated. Think of one thing and certain other thoughts follow inevitably in the train.

It is because of such well known facts that PELMANISM as a mind training system is possible. In this course of instruction we give enough information concerning the laws of thought and action to enable you to understand mental operations. The chief aim of course, is to *set up the right mental habits.* We want your mind to function efficiently. Just as a physical instructor develops the body, so PELMANISM trains and develops your mind.

MIND-WANDERING

Concentration and Weak Will-Power are two of the characteristics which, almost universally, people wish to develop. A cure for mind-wandering is an urgent demand of the day. Mind-wandering is largely a habit. It is per-

nicious in its effect, but is overcome by the development of the opposite mental habit. In PELMANISM you will find the methods clearly outlined, and the exercises prescribed, for the development of concentration. With will-power the same thing holds true.

The competition of life calls for people who think for themselves, who are not afraid of new things, who are willing to take the initiative and open up new fields of endeavor. In every person's thinking there comes, time and time again, the wish to do something worth-while, to make a contribution that will add something to the welfare of the world. The greatest obstacle in the fulfillment of this wish is the failure in originality. We fall into the rut of custom and accepted procedure. PELMANISM develops originality and initiative so that the ruts of custom are broken down and the mind is free to make its own observations, draw its own conclusions and initiate enterprises.

YOUR OCCUPATION NEEDS IT

An inquirer writes: "How can this system apply to the mind of the federal judge as it does to the mind of the day laborer?" It applies because the operations of the human mind are fundamentally the same. It makes no difference what your occupation is, it is the *trained mind* that makes you more efficient in it. The ditch-digger with the trained mind will dig ditches better than one with an untrained mind. The bank president has no more need for the training

of the mind than has the man who attends the furnace for the heating of the bank. The ability to make independent observations, to persist in the necessary tasks, to devise new methods and take responsibility is as desirable in the man who watches the steam gauge as in the man who keeps his hand upon the financial pulse of the world.

In our school training, the chief consideration is the acquisition of a certain amount of information and the training in doing certain things. The brain is supposed to work automatically, and the original capacities are rarely considered. The child is taught to read, to spell, to write or to do similar things. He is seldom stimulated to observe, or to use the sense avenues with which he is endowed. The observations which he makes are largely through chance. His teacher is not supposed or required to show him how he can make use of the possibilities of all the senses.

Do You Really See?

Pelmanism, on the other hand, develops an efficient use of all the sense organs. Most of us view situations lazily, and the result is a hazy, ill-defined perception. People pass before our vision, but it is as though we were looking through a fog, and they are nothing but vague, shadowy forms. We do not get a clear-cut picture as to how the person looks, or what the chief characteristics are. Likewise our ears fail to differentiate the innumerable sounds which, if separated, would mean music—not noise. To overcome these difficulties and to enable us to

get clear first-hand knowledge of the world about us, PELMANISM has worked out a set of exercises the practice of which will greatly increase the clearness of perceptions.

This is the first step in the development of a reliable memory. A fundamental law is that memory depends upon the vividness of the first impression. PELMANISM goes further and shows how in the organization of material, facts are readily remembered, which if taken without this organization would soon be lost in hazy general impressions. Through the exercises prescribed by this course of instruction one's memory becomes clear, well-defined and serviceable.

THE SCIENCE OF RIGHT THINKING

PELMANISM will train you to see things more clearly, to hear meaningful sounds where there had been only a rumble. It will lead you to develop interest and driving power, so that the necessary job is done. Mind-wandering will be cured and concentration will become a habit. It will also show you the way to originality, to initiative and to thinking for yourself. PELMANISM will train you to make efficient use of all your mental powers.

PELMANISM is the science of right thinking, the science of putting right thought into dynamic action. It will help you to use fully the powers that you know about, and what is even more important, how to discover and use hidden, unsuspected powers.

THE STORY OF PELMANISM

By George Creel

President of the Pelman Institute of America

PELMANISM is neither an experiment nor a theory, but a world idea, a world force. For more than twenty-five years it has been fighting inefficiency and failure in many lands and languages. England, Ireland, Scotland, Australia, Canada, South Africa, India, France, Italy, Holland and Russia—all have paid tribute to the dynamic effects of this time-tested, time-proved course in mental training. In response to overwhelming demands, the work is being extended to new countries, and by special appeal, the lessons have been put into Braille for the use of the blind.

I heard first of Pelmanism during a London visit in the spring of 1919. Its advertising matter filled pages in papers and magazines and "Are you a Pelmanist?" was a question on every side.

It was T. P. O'Connor, "Father of the House of Commons," who satisfied my curiosity and gave me facts. I learned that there were, at that time, more than 400,000 Pelmanists in action, figuring in every walk and condition of life. Lords and ladies of high degree, clerks and cooks, members of Parliament, laborers, clergymen and actors, farmers, lawyers, doctors, coal miners, soldiers and sailors, even generals and admirals, all

were PELMANIZING, and heads of great business houses were actually enrolling their entire staffs in the interest of larger efficiency. In France, Flanders and Italy, over 100,000 soldiers of the Empire were taking PELMANISM in order to fit themselves for return to civil life, and many members of the American Expeditionary Force were following this example.

PELMANISM AMERICANIZED

As a matter of fact, the thing had all the force and sweep of a religion. It went deep into life, far down beneath all surface emotions, and bedded its roots in the very centers of individual being. It was an astonishing phenomenon, virtually compelling my interest, and I agreed gladly when certain members of Parliament offered to take me to PELMAN House. A growing enthusiasm led me to study the plan in detail, and as a consequence, I made arrangements that gave me the full right to introduce the famous course to the United States.

Adapted to American needs by America's foremost psychologists, operated by an instructional staff composed of Americans holding post-graduate degrees in education and psychology, PELMANISM is now an American product available for American use. It is, and I say it advisedly, the biggest thing that has come to the United States in many a year.

Viewed historically, PELMANISM is a study in intelligent growth. Twenty-five years ago it was a simple memory training system. Time has broadened it. To-day it does not confine itself

to the training of just this one function of the human mind, but scientifically exercises and develops all of the mental powers.

Not a Memory System

The founder of Pelmanism had an idea. He went to the leading psychologists of England and also to those of America, and said: "I have a good memory system. I think I may say that it is the best. But it occurs to me that there is small point in memory unless there's a *mind* behind it. You gentlemen teach the science of the mind. But you teach it only to those who come to you. And few come, for psychology is looked upon as 'highbrow.' Why can't we popularize it? Why can't we make people train their minds just as they train their bodies? Why can't you put all that you have to teach into a series of simple, understandable lessons that can be grasped by the average man with an average education?"

And the eminent professors did it! Pelmanism to-day is the one known course in applied psychology, a course that builds minds as a physical instructor builds muscle. There is nothing really new in it. All of its truths are as old as the hills. But it reduces these truths to practical use. It puts them into harness for the doing of the day's work.

It teaches how to develop *personality,* how to build *character,* how to strengthen *individuality.* Instead of training memory alone, or will-power alone, or reasoning power alone, it recognizes the

absolute inter-dependence of those powers and trains them *together.*

Our Limitless Minds

The course comes in twelve lessons—twelve "Little Gray Books"—each one a guide post to success, and the student fills out work sheets that are gone over with pen and ink by a staff of trained instructors. There is nothing arduous about the course, and it offers no great difficulties, but it does require *application.* Pelmanism *has got to be worked at.*

There is no "magic" or "mystery" about it. It is not "learned in an evening." Brains are not evolved by miracles. Just as the arms stay weak, or grow flabby, when not used, so does an unexercised mind stay weak or grow flabby.

You can take a pill for a sluggish liver, but all the patent medicines in the world can't help a sluggish mind. Pelmanism is not a "pill" system. It proceeds upon the scientific theory that there is no law in nature that condemns the human mind to permanent limitations. It develops the mental faculties by regular exercise, just as the athlete develops his muscles. It gives the mind a gymnasium to work in; it prescribes the work scientifically and skilled educators superintend the work. The "Little Gray Books" are intellectual dumb bells.

I say deliberately, and with the deepest conviction, that Pelmanism *will* do what it promises to do. Followed honestly, it *will* give greater power of self-realization and self-expression, in

word, thought and action. It *will* stop woolgathering and mind-wandering. It will develop mind, character, personality, giving ambition, energy, concentration and self-reliance.

Americans need it as much as England needed it. There are too many men who are "old at forty;" too many people who complain about their "luck" when they fail; too many people without ambition or who have "lost their nerve;" too many "job cowards" living under the daily fear of being "fired."

Go Forward or Drop Back

Original thinking is almost a lost art. We look at games instead of playing them. The less the mental demand the more popular the play. There is music in restaurants because it is too much trouble to talk intelligently. Life is cut to pieces by deep ruts, with the people in them never looking over the sides.

There is nothing more true than that success and failure are next-door neighbors. The success of to-day may be the failure of to-morrow, and the inefficient can rise to efficiency when he *wills* it. No one can mark time in modern life, much less stand still. We *go forward* or *drop back.*

Too many people are mentally *lopsided,* knowing just the one thing or taking interest in only one thing. Of all living creatures they are the most deadly. I have seen eminent scholars who were the dullest of talkers; successful business men who knew nothing of literature, art or

music; people of achievement sitting tongue-tied in a crowd while some fool held the floor; masters of industry ignorant of every social value; workers whose lives were drab because they did not know how to put color in them, and I have heard men and women of real intelligence forced to rely on anecdotes to keep up a conversation.

The Complete Personality

The emphasis of Pelmanism is on a *complete* personality. It does away with *lopsided* developments. *It points the way to cultural values as well as to material success.* It opens the windows of the mind to the voices of the world; it puts the stored wealth of memory at the service of the tongue. It burns away the stupid diffidences by developing self-realization and self-expression. It makes unnecessary the stereotyped in speech and thought and action.

Nor is Pelmanism bound by sex, class, creed or circumstance. Its benefits are as broad as the needs of mankind. Any man or woman, no matter whether rich or poor, skilled or unskilled, will find strength and advancement in Pelmanism. The truth of this claim is proved by the books of the Pelman Institute of America. A study of enrollments shows that every State in the Union has its growing group of Pelmanists, and that the list includes every field of human endeavor. The home, the shop, the farm, the bank, the store, the factory, the bench and bar, the office, all have their representatives, and the letters show that this great system of mental training comes as an answer to a tremendous need.

THE BUSINESS VALUES OF PELMANISM

PELMANISM is able to guarantee advancement and increased incomes for the very simple reason that it gives workers the qualities that employers are hoping for and searching for. Salary is no longer the determining consideration: the main thing is *intelligent service.* One of the country's greatest executives, speaking recently to the writer, made this statement:

"For every efficient man or woman, there are ninety-nine inefficients. Stenographers who listen with one ear only; secretaries who can't remember; clerks who keep their eyes on the clock; department heads who are afraid to make decisions of their own; superintendents utterly lacking in initiative and originality—nearly all of them a wool-gathering lot without ability to concentrate on anything but quitting time. Not one in a hundred has any real interest in his work beyond doing as little as he can for the money he gets."

The same complaint comes from the trades and professions: Carelessness, laziness and indifference instead of intelligent enthusiasm, driving purpose and quick thinking: A willingness to "stay put" instead of the eager ambition that fairly begs for new opportunities and larger responsibilities. As a result, employers of every kind are the *hunters* today, scouring the country in search of men and women who can "deliver the goods."

It used to be the case that one or two lines in the "Help Wanted" columns answered every business necessity. Pick up the papers today, however, and one will find expensive display advertisements, such as these:

> "We have an immediate opening for a man with the ability to organize, direct, and get results from a staff of salesmen. He must have balance. He must have speed. He must have initiative and imagination. Above all, he must have personality. For the right man, this carries with it the chance to accomplish some of the biggest things ever done in business, and we wish to leave no stone unturned to find the right man."

> "An industrial corporation offers an unusual opportunity for a man between 25 and 38, who possesses forceful personality and good business judgment. A place on the Board of Directors to the man who can qualify, in addition to a liberal salary."

Initiative! Imagination! Personality! Good Judgment! Originality! These are the master words of modern life, and it is precisely these qualities that PELMANISM develops, strengthens, and directs. It opens your mind for *inspection*, letting you see wherein you are strong, wherein you are weak, and even as it adds to strength, so does it correct weakness.

The trouble with so many people is that they express themselves in *day dreams* and *not in action*. When analyzed, this is seen to be a misfortune, not a fault. How can they *listen* when they have never been taught concentration? How can they have *initiative and originality* when our educational system tries its best to turn pupils

into parrots and have them all uniform in type? How can they have *purpose,* and hold to it, when our life ignores the fundamental truth that the human mind has got to be exercised in order to *get fit* and *stay fit?* As a matter of fact, the majority of workers are doomed to day dreams because their training, or lack of it, has robbed them of their *mental teeth.* They can't take hold and hang on. The mind, unused to continued effort, tires quickly and jumps from one thing to another like a grasshopper.

Self-Realization

Pelmanism does the simple, obvious thing; first of all, it teaches self-realization. Very few people really know themselves. They imagine they are this or that, and blunder through life the victims of their own ignorance. In the second place, Pelmanism trains the mind, exercising it scientifically, meeting its new strength with new tests, until, at the end, there is perfect balance, full power and an amazing tirelessness.

Routine efficiency is not sufficient for the demands of modern business. The call is for the quick, leaping brain that is able to create ideas, to find fresh viewpoints, to make decisions as logical as they are swift, and to manufacture opportunities instead of waiting for them. Imagination, courage and resourcefulness are assets as real as stocks and bonds.

The competitive factor is ever present and important. There are always the "other fellows" to be considered. What are *they* doing? In business, as well as in war, victories are won by

quick thinking, quick striking. The Germans lost Paris because they *walked* their soldiers across Belgium. Armies had always marched, and the Germans followed tradition. Gallieni commandeered every taxicab in Paris and *rode* his poilus to the Marne. Had any German general possessed Gallieni's imagination, and shot his Huns across Belgium in automobiles, the French defense would not have had time to form.

Here is a parallel. It was the habit of a certain metropolitan newspaper to carry the electroplates in an elevator from one room to a room seven floors below. A new foreman padded the bottom of the shaft and threw down the plates, saving an average of three minutes, forty-eight seconds. This enabled the paper to place its "extras" on the streets ahead of its rivals, a time saving that meant success for the paper whenever a big story "broke."

In the same way imagination and originality have always overcome difficulties and ruled the world. The Alps had never been crossed by an army. It was one of the things that "couldn't be done." Hannibal did it.

Thousands of dollars were being lost by lack of means to "keep" eggs, meats, etc. They "spoiled" and there was "nothing to do about it." A young chap rejected this point of view; with initiative which would not be downed, with an imagination seeing beyond all difficulties, and with originality in the face of discouragement, he continued his effort. The result—cold storage with its unlimited possibilities.

Business is the Great American Romance. It is business that has harnessed the stream, tunnelled the mountain and spanned the river, turned deserts into orchards, and made the United States *the* world power in one hundred and forty-three years. It calls for the *best* and it *deserves* the best. It is this *best* that PELMANISM develops, trains, and directs.

Business needs the *whole* mind, not just part of it. It is often the case that a man of vision, forethought, initiative, resource, courage, and confidence is forced to confess that he has "no head for detail." On the other hand, masters of detail "fall down" on big problems.

THE BALANCED MIND

The PELMANIST finds no difficulty in assimilating detail and he rises supreme when big issues confront him. His training gives him the balanced mind, the alert mind, the mind that is receptive and responsive. And that is just the type of mind which achieves success with almost miraculous ease while other men lag behind, puzzled, confused, and inert.

The appeal of PELMANISM is neither narrow nor specialized. The beginner will find the secret of promotion in it. The veteran "job holder" will get from it new courage, self-confidence and a resourcefulness that will lift him above his fears and out of his ruts. Executive heads will discover that PELMANISM takes up "mental slack," tones up the mind processes, and acts as a tonic to vision, decision and imagination. Business

permits no standstill. Those who do not *go forward* commence to *drop back.*

This great course comes at a great time. Never before in the history of American business were such chances open to intelligent ambition. Our whole industrial and commercial structure is in process of reconstruction. A world is waiting to be rebuilt. At home, and in the far places of earth, great tasks call to the creative, constructive and administrative forces of American life. Old barriers are down, the gates of success swing wide, and the ranks of the country's workers are being *combed* for the "right sort."

Make yourself that sort!

YOUR UNSUSPECTED SELF

ARE you the man or woman you ought to be?

Beneath the Self of which you are conscious there is hidden an unsuspected Self, a thing of sleeping strength and infinite possibilities. That Self is the man or woman you *ought to be.*

It is the Self of power and pride; the Self of courage, confidence and decision; the Self that will lift you from the ruts of life to the hilltops of ambition; the Self that leaves "footprints on the sands of time."

It is this unsuspected Self that occasionally rises uppermost in some crisis of life after you have set your teeth to go in and win and *have* won. And then you say, wonderingly: "How strange! I didn't think I had it in me."

Let that Self be always uppermost! Resolve to be always the man you ought to be! *But first discover your unsuspected Self.*

Search through all the muddle and chaos of wrong thinking, of doubt and self-distrust, and *find* those fine qualities, those powerful potentialities, all those slumbering talents which every one of us possesses.

Developed and used, they will lead you to a higher, finer place in life; they will lift you from the dead levels of mediocrity to the broad speedway of progress. The human mind, freed from slavery to slothful habits, and trained to strength by proper exercises, has the drive of a mighty machine.

These statements are not advanced as empty speculation, but are stated as *facts;* facts that have behind them the testimony of more than five hundred thousand men and women who have studied PELMANISM, that science of Self-Realization which bids fair to revolutionize our conceptions of "Destiny" and Possibility.

Educationally, Intellectually, and Socially, PELMANISM is a factor whose power must be felt to be fully appreciated. To thousands it has been the means of discovery of latent mental powers and unsuspected talents. Thousands who were wont to go inarticulate through life have learnt the joy of Self-expression.



PELMANISM FOR WOMEN

THE new status of women is one of the most remarkable of all the great world changes. Who does not remember when an unmarried girl of twenty-five was an "old maid"; when forty was the "cap and chimney corner" age for women, and when it was "unseemly" that any of the "gentler sex" should work outside of the home. Fully twenty years have been added to the *youth* of women; they have escaped from the glass cages of tradition and prejudice and there is no trade or profession closed to them.

The one test is *capability*. Money Making no longer says, "I am going to shut you *out* because you are a woman," but it is not saying, "I am going to let you *in* because you are a woman." What business demands, regardless of sex, is ability to deliver the goods.

The one great handicap under which women labor in entering the world of work is lack of training in business ways of thought. Their natural abilities are equal to those of men, and it is often the case that they have superior intuitive powers, but their minds have not been "broken to commercial harness." A course in PELMANISM is the quick and authoritative answer. PELMAN training develops close reasoning, quick thinking, intelligent decision and executive facility. Thousands of women PELMANISTS have written letters telling of their rise to high salaried positions of power and responsibility.

PELMANISM is no less valuable to the women who work *in* the home. There was never a time

when it was more necessary to run a household as a *business proposition,* making every cent count. Capacity — downright administrative ability—is demanded today of the wife and the mother who wants her home to be a success. Running a house is a far more important job than running a factory, and a home superintendent isn't born any more than a factory superintendent is born. Both jobs call for training and PELMANISM gives it in both cases.

SOCIAL VALUES

Another point: PELMANISM has social as well as material values. It enables one to increase income and to win promotion, but it also opens the door to a richer, more interesting life. Too many women let themselves "go slack," losing the keen perceptivities and eager interests of youth, and "sagging" mentally, emotionally and physically. PELMANISM tones up the mental processes, and the result is quickly apparent in looks, speech, thoughts and action.

Amongst the women students of the Course are very many who have probably never looked at a lesson book since their schooldays, and it is instructive to note their pleasant surprise at finding the study so full of *interest.* That is one of the outstanding features of the PELMAN Course —it presents principles of profound importance in the simplest way, and follows with a series of exercises so ingenious and so interesting that they constitute an agreeable recreation.

AUTHORITATIVE OPINIONS

GEORGE LUNN, the famous mayor of Schenectady, New York, has no hesitancy in indorsing PELMANISM. He writes:

> "Self-confidence wins. It wins because only the man with a completely efficient mind can be completely self-confident. Self-confidence is not 'bluff.' It is not self-assurance. It is the wonderful feeling that comes from self-knowledge. The man who knows his own capabilities and his own aims attempts the things he knows he can do—and always succeeds."
>
> "PELMANISM makes you *know* yourself. It makes you *take stock*. If pursued in honesty and industry, the course cannot fail to be of tremendous value to any man or any woman."

THE whole life of Dr. Frederick C. Howe has been devoted to the cause of human progress and equal justice. His books, "The City," "Privilege and Democracy in America," "Why War," etc., have done much to stimulate the thought of America, and his work as Commissioner of Immigration at the Port of New York proved his ability to put great theories into successful practice. This is Dr. Howe's opinion of PELMANISM:

> "It is one of the great misfortunes that many of the simple truths of life are hidden under high sounding names. Psychology and psycho-analysis, for instance, have values for the humblest, holding benefits that are as good and tangible as government bonds. PELMANISM can, and will, teach self-knowledge and with self-realization is bound to come self-expression."

WHAT I THINK OF PELMANISM

By Ben B. Lindsey

World Famous Judge of Denver's Juvenile Court

WHEN I learned that Pelmanism had been brought to America by Americans for Americans, I was among the first to enroll. My reasons were two: first, because I have always felt that every mind needed regular, systematic and scientific exercise, and secondly, because I wanted to find out if Pelmanism was the thing that I could recommend to the hundreds who continually ask my advice in relation to their lives, problems and ambitions.

Failure is a sad word in any language, but it is peculiarly tragic here in America where institutions and resources join to put success within the reach of every individual. In the twenty years that I have sat on the bench of the Juvenile Court of Denver, almost every variety of human failure has passed before me in melancholy procession. By *failure* I do not mean the merely criminal mistakes of the individual, but the faults of training that keep a life from full development and complete expression.

If I were asked to set down the principal cause of the average failure, I would have to put the blame at the door of our educational system. It is there that trouble begins—trouble that only the gifted and most fortunate are strong enough to overcome in later life.

Either think back on your own experience or else look into a schoolroom in your own town. There is no room for originality or initiative because these qualities would throw the machinery out of gear. Individuality is discouraged and imagination frowned upon for the same reason. No steadfast attempt to appeal to interest or to arouse and develop latent powers, but only the mechanical process of drilling a certain traditional ritual on each little head.

What wonder that our boys and girls come forth into the world with something less than firm purpose, full confidence and leaping courage? What wonder that mind-wandering and wool-gathering are common, and that so many individuals are shackled by indecisions, doubts and fears? Instead of walking forward in enthusiasm and certainty, they blunder along like people lost in a fog.

It is to these needs and these lacks that PELMANISM comes as an answer. The "twelve little gray books" are a remarkable achievement. Not only do they contain the discoveries of modern science as to the mind and its workings, but the treatment is so simple that the truths may be grasped by anyone of average education.

In plain words, what PELMANISM has done is to take psychology out of the college and put it into harness for the day's work. It lifts great, helpful truths out of the back water and plants them in the living stream.

As a matter of fact, PELMANISM ought to be the beginning of education instead of a remedy

for its faults. First of all, it teaches the science of self-realization; it makes the student *discover* himself; it acquaints him with his sleeping powers and shows him how to develop them. The method is *exercise,* not of the haphazard sort, but a steady, increasing kind that brings each hidden power to full strength without strain or break.

The human mind is *not* an automatic device. It will *not* "take care of itself." Will power, originality, decision, resourcefulness, imagination, initiative, courage—these things are not gifts but results. Every one of these qualities can be developed by effort just as muscles can be developed by exercise. I do not mean by this that the individual can add to the brains that God gave him, but he can learn to make use of the brains that he has instead of letting them fall into flabbiness through disuse.

Its big value, however, is the instructional note. Each lesson is accompanied by a work sheet that is really a progress sheet. The student goes forward under a teacher in the sense that he is followed through from first to last, helped, guided and encouraged at every turn by conscientious experts.

This point, that is its strength to me, may prove to be the weakness of the course. Americans want everything at once. They love to think that they can find something to take at night that will make them "100 per cent. efficient" by morning. PELMANISM is no miracle. It calls for application. But I know of nothing that pays larger returns on an investment of one's spare time from day to day.

SOME WORLD VOICES

MAJOR GEN. SIR FREDERICK MAURICE is justly regarded as the world's foremost military authority. His analysis of the Great War's progress was a daily feature in the European press, and his articles appeared regularly in the great metropolitan papers of the United States. Such a man does not lend his name to a movement without due investigation, and he gives the following endorsement:

> "The PELMAN System is not cram or trick, but a scientific method training which has proved its value to the soldier in war, and it would, I am certain, be of the greatest benefit if it were adapted to Army training generally."

MR. T. P. O'CONNOR, known the world over as "Tay Pay," so long a member of the British Parliament that he is now "the father of the House of Commons" and for years a force in the world through his brilliant articles and equally brilliant speeches, is an ardent PELMANIST. He says:

> "Of two young men in business, one takes the PELMAN course and the other does not. Other things being equal, the young man who takes the PELMAN course will quickly pass the one who has not availed himself of this advantage in the race of life.
>
> "Not one person in a thousand who takes this course but will find it a distinct benefit as many thousands have done before him.
>
> "The PELMAN System is not only unique in itself, but deserves well of the country and of the world."

ADMIRAL LORD BERESFORD was England's best-loved "sea dog," and when he died recently the whole Empire went into mourning. The British Navy was the great passion that dominated his entire life, and when he learned that PELMANISM was commanding the eager interest of officers and men alike, he took instant steps to discover for himself whether it was a "good thing" or a "bad thing." So thoroughly was he convinced of the benefits of PELMANISM that he volunteered a public statement from which the following extract is taken:

> "I judge the PELMAN System from the experience gained during the fifty years I was associated with the training of officers, men, and boys in the Royal Navy. . . . I should describe the System as inculcating self-reliance, and the perfecting of the mind, memory, and mental equipment generally."

SIR RIDER HAGGARD may well be put down as the world's favorite "story teller." His novels—"She," "King Solomon's Mines," "Allan Quartermain," etc., have been translated into every language and read by millions. This is his verdict of PELMANISM:

> "I recommend PELMANISM to those who, in the fullest sense, really wish to learn and to become what men and women ought to be."

GENERAL SIR ROBERT BADEN-POWELL, though famous as a soldier, will live in history as founder of the Boy Scouts, that wonderful organization that has captured the

imagination and the energies of every civilized country, making for a finer youth and a more wholesome manhood. This man, duly conscious of the responsibility imposed upon him by the trust of countless thousands, endorses PELMANISM as follows:

"Now, in PELMANISM I find practically the same principles enunciated as in the Boy Scouts training, including even a number of the same ideas in detail.

"It is because these attributes are common to both Movements that my sympathy has gone out to PELMANISM. The PELMAN System appeals to me because it deals with the individual, and because it offers to him in a practical form the cardinal steps to the development and strengthening of mental character, which is the foundation of success in any line of life.

"How much or how little benefit he will derive from such a scheme depends largely, of course, on the extent of the student's previous education and on his own application. I feel, however, that no man—no matter how educated, or what his age, or what his profession—who seriously takes up the course offered can go through it without improving himself in some degree, while to many it will assuredly point a path that will help them to successful careers."

Sir WM. ROBERTSON NICOLL, M.A., LL.D., *the famous Editor of "The British Weekly," said in an editorial article upon* PELMANISM:—

"From the battlefields in France and Italy I have received many remarkable accounts of the practical value of PELMANISM to officers and men. A University Professor who was out lecturing at the Front found everywhere that the PELMAN System was being discussed by officers. . . .

". . . We know the coming of a new era is at hand. To fit ourselves for worthy life in that new world, we need new ideals, new courage, and new strength, and the sources of these will be found in the 'little gray books' in abundance by the diligent student of PELMANISM."

A GREAT WRITER'S VERDICT

JEROME K. JEROME, author of "The Passing of the Third Floor Back," "Three Men in a Boat," "Idle Thoughts of an Idle Fellow," and one of the world's most brilliant authors, publicists and dramatists, is an enthusiastic PELMANIST and gives this open testimony:

"All book learning depends for its usefulness upon memory. We give the boy the books to learn, but we take no trouble to teach him how to remember. We give him the books first, and twenty years later let him, if he chooses, go to the PELMAN Institute to learn how to make use of them. The consequence is that two-thirds of the time he has spent upon his book learning is so much of his life wasted.

"Every youngster comes into this world provided with a fine box of tools necessary for his life's work. It is neatly packed and nothing is missing. He carries it in his brain. It contains Concentration, Observation, Imagination (the Mother of Enterprise), Organization—quite a number of useful tools, mostly ending in 'tion.' And, above all, Memory. Properly employed, they will enable him to accomplish any task to which Fate may call him. But nobody shows him how to use them. 'Oh, that's all right,' we say; 'he'll find out in time.' So he does, with luck, towards the end of middle life, after years of bungling and despair. And by a little help in the beginning, by the help of PELMANISM—I don't care what it's called, I mean by showing him how to employ and become deft in the use of his brain—how to observe truly and perceive rapidly; how to concentrate his attention and arrange his ideas; how to think and how to reason—above all, how to remember, he might have been a useful member of society from the beginning.

"As it is, he has to trust to hearing about PELMANISM. I am more than willing to help in making it known to him. He ought to have been taught it when he was young. The sooner he takes it up the better for him and for the country. It won't turn him into a genius. It won't put more brain into him than the Lord gave him. But it will enable him to make full use of the brain he has been given. Most of us at present are wasting it."

LETTERS FROM PELMANISTS

THE following extracts, taken at random from thousands of letters received from PELMAN Students, will give some idea of the great value of the Course to men and women of every occupation and business:

DISTRICT NURSE.

I shall continue to PELMANIZE, in fact, I don't think I could stop now. It is so interesting and such a help.

LITHOGRAPHER.

The principal benefit to me has been in the restoring of self-confidence that had been badly shaken. It has assisted me in overcoming fear and worry and aroused my interest in greater mental improvement.

I had been drifting whereas now there is a definite course before me. I hope to succeed.

Have calmed down—practically cut out mind-wandering, improved power of concentration and helped memory.

DRUG CLERK.

My interest power has improved beyond my expectations. I can apply myself to my studies for three hours or more at a time without fatigue. Auto-suggestion is certainly putting me in trim, for I am rapidly losing that nervousness. In another month I feel that I'll be entirely rid of it.

SERGEANT.

I am thoroughly satisfied with your curricula, and I have recommended your course to a number of students of Camp Pike.

CIVIL SERVICE CLERK.

I am a booster, and I think it a wonderful course.

TRUST CLERK.

I find that I am slowly but surely overcoming the tendency to mind-wandering; that I am acquiring a greater power to hold to and concentrate on my subjects; and with it has come renewed confidence in myself.

HOUSEKEEPER.

I still have bad habits and never until I took up PELMANISM did I realize the advantage of *really seeing things.*

I sleep better, never go to bed worrying about the work or the weather for next day. Feel cleaner and think clearer.

ACCOUNTANT.

Have already overcome inclination to procrastination, am gradually improving my ability to concentrate on the subject at hand.

LITHOGRAPHER.

I have more confidence in myself and know, if there should come any difficult problems, I will handle it.

REAL ESTATE BROKER.

My mind-wandering was originally caused by economic causes. The monotony of the work so exasperated me that I began to feel irritated, nervous and gloomy and a job slave, causing me to become discouraged by slow progress. I got sick and my physician advised me to change my occupation which I did two years ago, and I am becoming more self-assertive and active. Being of impulsive temperament, my sickness greatly weakened my nervous system, but by determination, gymnastic exercise, your teachings, and good books I am making a very satisfactory advance.

TELEGRAPH OPERATOR.

I have been able to tolerate some people and things I felt I could not endure. I feel my memory is better and I find my work more pleasant.

TRAVELING SALESMAN.

(a) I see more, hear more, know more, I think more clearly and concisely, read with more understanding and interest and am surely gaining character.

(b) The course is designed for the profit of every man, therefore each will find points of greater and of less value to himself and should accept the course as a whole.

The only suggestion I care to make is that I should like the Examiners to give me sharper criticism in their remarks.

BANK TELLER.

I have accepted a position with the Dollar Savings and Trust Company as teller in the Foreign Exchange Department. It would have been very hard to decide, but for the PELMAN Course. I also feel that had I not taken it, I would, probably, not have gotten this position that means fifty per cent. more money to me than the last.

BOOKKEEPER AND STENOGRAPHER.

Since taking the course I have an entirely new viewpoint in life from that which I had last year. One of my reasons for enrolling in the Course was to increase my salary, and you will be glad to know that I have already done so. When I began the Course in PELMANISM I liked my work and was doing it to the best of my ability, but I know I have improved and also that my self-confidence has increased by its teachings as formerly I should

never have had the courage to go to see that president of the other concern to find out what he thought I was worth and then to set my price to my present employer.

SECRETARY AND TREASURER.

Am going at PELMANISM again now, for I have proved to my own satisfaction that it is worth while. My immediate aim in this direction is for an increase of two thousand dollars this next year. My salary was increased six hundred dollars per year within a few months after taking up the study of PELMANISM.

It is enabling me to overcome a certain trouble not necessary to mention. It is also aiding in relieving my mind along a certain subject by giving greater self-confidence.

FOREMAN CABINET MAKER.

I can now, by sheer force of will, check a line of angry thought and revert to some pleasant memory. This lesson appears to me to be the most easily understood of any—at least I can read it like a story book.

I am satisfied that I note and remember details much more easily than formerly. I find that no effort is required to meet a group of people and then sometime afterwards call to mind the appearance of each, and nearly always with and by some distinguishing feature or detail.

ASSISTANT PURCHASING AGENT.

A number of changes in the manner of handling my business. I did not think possible a few months ago. I have been able to decrease the detail of my work.

RETIRED BUSINESS MAN.

Has directed my mind into interesting channels, through the dull winter months in the country. Has given me a means of expression through the written exercises. Has shown me the value of correct sense impressions. Has offered a great many exercises to develop concentration and memory that if I haven't been benefited by it, is my own fault. It is as good as a correspondence school in thinking could be.

PRESIDENT COPPER CO.

I believe that these lessons have helped me tremendously in looking at the cheerful side of life.

NAVAL OFFICER.

I am very much pleased with this Course, think it is perfectly wonderful. I feel that I have already had my money's worth.

COST CLERK.

The PELMAN Course is an eye-opener as others have already said. "It cannot be measured in dollars and cents."

CAPTAIN, U. S. ARMY.

I have learned two vital truths. (1) In order to achieve success it is essential that the individual have a definite purpose in

life. (2) Even though a man be well equipped mentally he can attain no lasting success where interest in his work is lacking. I have also learned many valuable things relative to will-power, memory, concentration, and imagination. The chapters on originality and the sub-conscious mind have also furnished me with new conceptions as to the part they play in an individual's life. The necessity of thoroughly training the senses and the importance of close observation and keenness of perception have been impressed upon me and will be of great value hereafter.

ASSISTANT FISCAL AGENT.

These lessons have stirred up in me a tremendous desire to improve myself and I keep thinking about them all the time.

TRAINED NURSE.

My principal difficulty was in selecting the subjects. I tried many and thought them foolish. I have persuaded two other people to take the course. Their interest is not great. The course is helping me more than I can express—I want it to help others.

MINING ENGINEER.

I passed the oral examination in a mining course with 97% and the written with 91%, and I attribute my success in great part to PELMAN principles applied in learning the course.

SALESMAN.

I am much pleased with the way you criticize as your notes and remarks would indicate that there is nothing stereotyped or perfunctory in your criticism and advice. In my opinion this course from your end of the work is valuable in proportion to the degree that each student is handled as an individual, and that I am sure you do as far as possible.

PATTERN WORK.

It is with pleasure that I enclose Work-Sheet No. 9. At times lessons act on me like a looking glass, *i. e.*, they show me what I am like.

BROKER.

In sending you the last lesson of my course, I cannot let the opportunity pass without thanking you and say—that I have greatly benefited by your instructions.

Especially useful to me in that though I had spent many months in France, and five months in Hospital wounded, thus throwing my brain out of gear as regards business, I found on my return to business that I was quite as mentally keen and alert as if I had only been away for a short holiday, and I felt quite eager and confident, quite ready to face the many problems that business presents at the present time.

THE COURSE DESCRIBED

A Synopsis of the Twelve Chief Lessons Comprising the PELMAN *Course of Training*

A MERE survey of titles and topics gives no more than the barest idea of the course. PELMANISM is the product of twenty-five years of study and experimentation by master psychologists and educators.

There is not a line in any of the lessons that does not represent careful thought and thorough testing. Every word is a bullet that drives straight at its mark.

The pride of PELMANISM, and its strength, is in the orderly march of the course. The closing lessons, taken by themselves, would prove quite difficult indeed, but when reached in their natural order, are simple to the student with only a grade school education behind him.

Not only does each lesson prepare for the next, leading the mind forward to new tests of strength and power, but at every point of progress there is the aid and guidance of the instructional staff. Each student has his own individual instructor, following his work-sheets, guiding, correcting, advising and encouraging.

This is the *point* of PELMANISM. No matter what the course, or how cleverly and brilliantly its matter may be prepared, it is the *personal* instructional touch that is necessary for results. This is what every PELMANIST gets.

Lesson I—The First Principles of PELMANISM:

I. PELMANISM at once makes you realize how your brain works. You see that all success must come from it. You are shown what mental ability is. You learn to understand yourself and to realize that you have powers within you to be developed. You begin the training which increases your power of observation and, consequently, your memory.

Lesson II—Purpose: Or What Is Your Aim?

Are you drifting, not knowing where your goal is? In this lesson you are shown how to secure a rudder for your life, and to develop enthusiasm. You realize the meaning of purpose or aim. You see how this purpose develops energy, concentration, memory, will and increases knowledge and self-confidence.

Lesson III—Knowledge and the Senses

You wonder why you do not know things. This lesson shows you how all knowledge comes through the sense avenues,—sight, hearing, etc. It develops the first fundamental tools for reaching a higher position. You are taught *how to observe* and how to reap the benefits of observation.

Lesson IV—Will and Effort

The practical training of Will is what you want and what this lesson gives. How to make yourself do the work that seems so dry and uninteresting, how to get those letters written, how to finish that job,—these are the things you want to know and these the lesson teaches. Will depends on the development of certain *mental habits* and our exercises develop them.

Lesson V—Concentration

You sit down to read a book or to talk with your friend. Suddenly you *wake up* to wonder what you read or what your friend was just saying. You have been "wool-gath-

ering." In this lesson on Concentration, we teach you how to overcome this habit and develop your ability to concentrate.

Lesson VI—Mental Connection

Your mind is stored with many memories, but you find it difficult to recall them at the appropriate time. This lesson drills you in the organization of thoughts and ideas. It increases your power of recollection and makes your memory stronger and more serviceable.

Lesson VII—Imagination and Originality

Your imagination rules your life. During your early training, imagination may have been deadened. It needs awakening. It is the basis of progress. You must see yourself as you wish to be. How to increase imagination and develop originality is the chief problem. Here you are shown how it is made a workman, not simply a play-fellow.

Lesson VIII—The Pursuit of Truth

To have knowledge and be wise means that you must seek truth. You are taught how to become a hunter of fact. You learn how to follow evidence, not prejudice, or wish. We give you the right methods and teach you how to use them.

Lesson IX—On Personality

Personality is what you want. It is developed by the principles given here. Self-confidence is increased. Unreasoning fear is eliminated. Shyness or self-consciousness disappears, and you are trained to be yourself and express yourself. You are made a positive, not a negative character.

Lesson X—Organizing Your Mental Life

A book is a look at life through another's eyes. It tells you what he thinks of a problem. Does he tell you truly? This lesson teaches you how to give ideas their proper value. It guides you in your reading and shows how to retain what you have read.

Lesson XI—The Subconscious

You will be tomorrow the product of your today. The subconscious is like a store house for the experiences, the feelings, the emotions, the reactions of the present. This lesson teaches the significance of this fact and trains you in such a way so that the stored up energy will be a vital dynamic force in your life.

Lesson XII—PELMANISM *in Action*

The mind is a unity. In the preceding lessons we have taken up different phases. In this lesson the principles of PELMANISM are brought together, and in brief, pointed sentences, you are shown the whole system in action. It has become part of you, and this summary rounds you out as a complete PELMANIST.

PELMANISM AND HEALTH

IT is obvious that, given a healthy bodily constitution, the mental state is possible of much greater development, because there is no handicap, no conflicting circumstance or obstacle.

Believing this implicitly, an easy series of sane and comfortable physical exercises are now incorporated as a part of the PELMAN Course. If followed regularly, and practiced for a few moments each morning, they will help to secure for the student that physical fitness which all desire, that cleanness of body which has its effect upon the mind.

Students of the PELMAN Course thus receive, for one inclusive fee, a complete and individual mental training, as well as a course of health training under the direction of the foremost living exponents of mental and physical culture.

"WHY I NEED THE COURSE"

THE failures in life are those who hide themselves *from* themselves; the successes are the men and women with enough sense and courage to "take themselves to pieces" in order to find the weak spots. To be sure, it is not at all pleasant to take stock of one's own lacks, faults and weaknesses, but unless you see them, recognize them, confess them, how are you going to correct them?

The thing that wins to-day is the amount of *efficient* brain power that you can call into instant action. How often have *you* gone over your own mental machinery. Here, by way of example, are the workings of a PELMANIZED brain, one in which power is fully developed.

Such a brain judges with wisdom and decides with promptness and accuracy; yet it remains elastic and impressionable—never becoming incapable of adapting itself to new ideas and new circumstances. The *un*trained brain is "old at forty," the PELMANIZED brain is young at seventy.

Such a brain concentrates instantly and completely upon any subject with ease: discovers interest in even the driest topic. It sifts, selects, and arrays facts, ideas, and observations: treating them as raw material from which it manufactures that desirable thing we call Experience.

Such a brain makes right use of its Imaginative and Creative powers: two qualities of supreme value but which are rarely employed rightly. A well-ordered imagination is one of the most profitable faculties of the mind: generally, however, it is rendered useless by being neglected or by being allowed to run riot. A PELMAN training makes imagination a business asset of real importance.

Such a brain readily absorbs all impressions which come to it by Reading, Observation, Hearing or Thought, and retains them securely as memories, which it recalls at will.

There is an entire absence of that painful endeavor to *memorize* or the desperate effort to *recall* which are so tantalizing and usually so fruitless.

Compare these workings of the PELMAN-trained brain with the workings of your own; does not the difference suggest to you the possible cause of most of your difficulties? Do you not feel that if your brain worked better you would be in a much better position? Do you not realize that, at present, a good deal of your brain power "goes to waste" simply because you cannot control it effectively?

DOUBT *vs.* CERTAINTY

Have there not been occasions when your failure to recall a fact, a figure—to identify a person or remember an episode—has handicapped you? Have you not experienced, sometimes, doubt and self-distrust—hesitation, possibly, to make a decision upon some vital matter? Have you not chafed at your inability to give effective expression to an idea or opinion?

These disabilities are wholly unnecessary, and they are such serious obstacles to progress and success that you ought to take steps to remove them. They can be removed, *permanently*, by the PELMAN Course, which represents the combined work of men who have made Mind and Memory their life-long study, and who are recognized as the leading authorities upon the brain and brain-training.

The twelve lessons are so admirably graded, one slipping easily and swiftly into the other, that they fit into your daily life without a break. Time thus spent, although not amounting to more than a few minutes each day, will certainly repay you as no other reading ever can; and the benefit increases as times goes on. *Throughout life you reap the advantage.* In plain words, PELMANISM will more than double the value of all that you read, observe, experience, and learn: will increase your interest and pleasure in your work: and will enable you to employ your energies so that every unit contributes to your success in life.

You will find these promises fulfilled to the letter. It is *you* who must answer the question, "Do I need this Course?"

"AM I TOO OLD?"

MANY letters are received from men and women of fifty and over, asking this question, "Am I too old to take PELMANISM?"

One of the strangest, most incomprehensible things about a young country like America is the determined manner in which we make haste to get rid of youth. In England they speak of a "rising young barrister of forty-five." Here in the United States we regard forty-five as a ripe old age. In England, sixty is regarded as the very prime of life, the time when men and women do their best thinking, their best work. Americans look upon sixty as "doddering."

As a matter of fact, age is a state of mind. You can be "old" at twenty and you can be "young" at seventy. It depends entirely upon the way you *think*. Clemenceau, seventy-eight years old, recently make this statement:

> "Yes, I have discovered the fountain of youth. The secret is simple. Never let your brain grow inactive, and you will keep young forever.
>
> "I am younger today than I was ten years ago, because I have worked hard and never have been idle. *Idleness and old age go hand in hand.*
>
> "I firmly believe it is the weak-minded that grow old, and that, therefore, sufficient strength of mind must be preserved to vanquish age."

PELMANISM has its benefits for the youth, with mind to be trained, but it has even larger benefits for men and women past forty, whose minds must be exercised and kept "toned up." No one is too old for PELMANISM who has the *will* to be alive, virile and vital.

QUESTIONS OFTEN ASKED

I—How much time does PELMANISM *take?*

PELMANISM does not ask you for fixed hours of attendance and set times for study. It fits into your time instead of demanding that your time fit into it. Half an hour daily should enable the student to complete the lessons in three to six months.

II—What education is necessary?

If you have had an ordinary school education you will find nothing in PELMANISM which you cannot understand. This does not mean that you must have gone to school a fixed number of years. Many of our students have been to school only a year or two. If you read a newspaper with understanding, your education is sufficient.

III—Is the instruction individual?

Yes. The same instructor follows you through the course from beginning to end. Each Work-Sheet is returned to you with the pen and ink corrections and comments of the instructor. Whenever necessary, personal letters go out to you. If within calling distance, personal interviews are welcomed, otherwise personal letters may be written and are quickly and fully answered.

IV—Are results permanent?

Absolutely. There is this to remember, however. The man who is put on the right road to physical health must continue to respect physical laws, otherwise his health declines once more. It is the same in the mental world. PELMANISM shows a man how to use his mind in the best way, and only if he becomes careless can be possibly lose what he has gained.

V—Are there any extra expenses?

None whatever. The fee covers everything in the way of text books, instruction, question forms, individual letters, and correction of exercises. There is no expense beyond the fixed fee.

VI—Must the course be finished in a given time?

Students are expected to complete the Course within twelve months of enrollment, but more time is allowed when circumstances warrant.

VII—How are time payments related to lessons?

If you take the Course on the installment payment plan, your progress has nothing to do with your monthly remittance. We allow you the necessary time to complete the Course. It is your right to send in Work-Sheets whenever you see fit. The Course is left to your convenience. Installments, however, are fixed amounts due at thirty-day intervals.

VIII—Can I allow my friends and members of the family to read my course?

In the enrollment blank you will note the agreement that you will not teach the system or dispose of the Text-Books or Work-Sheets. However, we are always willing to give a broad interpretation of this and we would in the main leave the question entirely to the honor and integrity of the subscriber. The chief benefit of the course is its individual instruction, and of course the more personal and individual this instruction the greater the benefit.

"Once a PELMANIST, *always a* PELMANIST." *You are as free to make use of the services of the Instructional Staff in a year or five years as while you are actually studying the course.*

THE PELMAN Institute's Course of Instruction is personal to the student and given conditionally on the student's undertaking not to teach the System or dispose of the Text Books and Work-Sheets supplied. The Institute trusts to the honor and integrity of the student to keep the agreement.

It is a distinct condition of the Instruction that a student shall not demand or be entitled to any succeeding lesson of the Course until the Work-Sheet on the preceding book shall have been worked by the student to the Instructor's satisfaction. The Text Books issued to the students are to enable the PELMAN Course to be conducted by Correspondence, and are not to be considered as a sale of books in return for the fee paid.

Fourth Edition

ENROLLMENT FORM

for THE PELMAN INSTITUTE
COURSE OF MIND TRAINING

To the Secretary
THE PELMAN INSTITUTE OF AMERICA
2575 Broadway, NEW YORK, N. Y.

PLEASE enroll me as a student for "The PELMAN Institute" complete course of correspondence instruction in mind training, for which I enclose $50.00 to be accepted in full payment. I agree to observe the conditions under which the instruction is given. (See bottom page 46.)

Name .....

Street address .....

City .....State .....

Occupation .....

Date .....

If cash is sent be sure to send it by registered mail. Checks and money orders should be made payable to THE PELMAN INSTITUTE OF AMERICA.

PLEASE ANSWER THESE QUESTIONS

All Replies Will Be Treated Confidentially

(1) Is your power of concentration strong or weak?

.....

(2) Is your memory good or poor?

.....

.....

(3) Do you lack confidence in yourself?

.....

(4) If you lack power of concentration, have you reason to believe that you inherited this disability, or was it acquired at school, in consequence of the unattractiveness of your studies?

.....

.....

(5) Has there been a change for the worse in your memory? If so, can you indicate the cause? Has it been since a particular illness, a great trouble, excessive mental toil, or some physical injury? State the nature of the illness or shock.

.....

.....

(6) To what extent is "interest-power" necessary for persistent effort? Can you carry through an uninteresting task by "will-power" alone?

.....

.....

(7) Can you attend to a conversation or read for any length of time without your mind wandering?

.....

(8) Do you suffer much from self-consciousness or shyness?

.....

.....

(9) What is the general condition of your health at the present time?

.....

.....

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Opportunity

IT IS THE COMMON BELIEF that Opportunity knocks once, and having knocked returns no more. This is what Gilbert Chesterton would call the Ultimate Lie.

Opportunity is not content, and never has been content, with any single summons. It is not even the case that she comes and goes. Opportunity stays.

Her home is not in the clouds, but right on the doorstep of every-day life. Instead of a single tap, her knock is the continuous drumming of a machine gun.

Each day offers men and women the chances that they missed yesterday. Tomorrow was never a bigger or more inspiring word.

There is no excuse for failure when every gate to advancement is wide open. Those who fall back or who stand still, have only themselves to blame. Their obstacles are not in front of them, but inside them.

It is the self-starter that the world needs today—the man or the woman who figures each morning as a new race with a fighting chance to finish first.