JANUARY, 1922

Napoleon Hill's Magazine

Edited by Napoleon Hill
Founder of

HILL'S GOLDEN RULE

GREETINGS!

Brother, sister, wherever you are, whoever you are, I reach out over the space that separates us and extend you my hand and heart with the earnest hope that 1922 may bring you the blessings which your heart craves and teach you the lessons which you may need to bring you happiness and help you to spread sunshine in the path you trod as you tarry by the wayside of life.

The Editor.

The little silver quarter you pay for this copy may mark the most important turning point in your life

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Napoleon Hill's Magazine

A NATIONAL MONTHLY MAGAZINE OF BUSINESS PHILOSOPHY

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EDITORIAL POLICY

This Magazine is the outgrowth of an idea that found a lodging place in its editor's mind more than twenty years ago; namely, the belief that the GOLDEN RULE ought to become the guiding star in all human relationships, and especially in business, industry and commerce.

The sole object in publishing this magazine is to bring men and women together in a spirit of closer co-operation, regardless of race or creed, and cause them to realize the award which awaits all who place principle above the dollar and humanity above the individual; to inspire those who have not yet "arrived" and help them to realize that the rainbow's end can be found only by the pathway which leads through the field of useful service; to teach men and women the uselessness and folly of hatred and envy and intolerance; to bring men to realize that success lies not so much in owning property, as in rendering service which helps to ameliorate the hardships of humanity and deposits something to the credit of posterity; to find the secret doorway to its reader's hearts and plant wholesome thoughts where destructive ones existed before.

This is not intended as a magazine of literary supremacy. Its business is to get its message over—to carry the message to Garcia—and its editor is willing to sacrifice literary art for the sake of reaching men's hearts by a more forceful and direct route. In the editor's personal writings the pronoun "I" is used freely because he writes mostly of that which he has felt and experienced in his walk through the "Valley of the Shadow," during these past twenty years, which is an explanation more than it is an apology.

This magazine is in no way connected with any other magazine using the "Golden Rule" name, a distinction that should be clearly borne in mind.

Contents

(Copyright 1922)

YOUR DEFINITE AIM IN LIFE, The Editor 2

THE EDITOR'S THOUGHT—INSPIRING EPIGRAMS 3

WHAT HATH GOD WROUGHT 7

APPLYING THE GOLDEN RULE 9

PUTTING LEGS UNDER THE GOLDEN RULE
By D. A. Williams, D. C. 10

ACTION!! By Robert K. Williams 13

WHAT THE WORLD MOST NEEDS
By Wm. H. French 15

SHIRLEY RUFFNER TAKES PHILOSOPHY INTO BUSINESS 16

A NEW SYSTEM OF TEACHING SALESMANSHIP 19

SIMPLE SIGN-BOARDS ON THE ROAD TO HEALTH By Harriet Luella McCollum 21

SELLING YOURSELF By Dr. B. J. Palmer 25

HOW THE GOLDEN RULE BRINGS SUCCESS
By Fred High 29

THE PEPTOMISTS SAY 36
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No Wealth or Position Can Permanently Endure Unless Founded Upon Truth and Justice.

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Your Definite Aim In Life!

By The Editor

This is the time of year when good resolutions are in order, therefore you may find it profitable to turn down this page and come back to it again, for it brings a thought that 95% of the people of the world need.

There is a law through the operation of which thought is transformed into action and action into concrete, physical form in the shape of those worldly goods and wares which most people are trying to accumulate.

May I not give you the simple formula through which you may avail yourself of the power of this law?

Write on the front page of a small blank book a clear, concise statement of your Definite Aim in Life. The words in which you write this statement are not important, nor does it make any difference how many or how few words you use as long as you make your statement *definite*.

At another place in the book begin writing out a *definite* plan for attaining your *definite* aim, and add to this plan from day to day until you are satisfied that it is both practical and complete.

Then read both your Definite Aim and your Plan for attaining it every night, just before going to sleep, and at least once a day, at the most convenient time. As you read be sure to *have faith* in your ability to attain your aim through the plan which you have created for its attainment.

To make sure that you will have this faith, which is as necessary as is the plan and the aim itself, read or affirm the aim, as you have it written out in your book, as though it were a prayer.

If you have faith in God this procedure can bring you nothing but *success!*

I am in position to assure you that this plan cannot fail if the object of your *aim* is just and right and does not inflict hardship or disadvantage on others, therefore observe the Golden Rule in creating your Aim and your Plan for attaining it, and success will be yours just as sure as the sun goes to sleep in the West and awakes in the East the next morning.

You can make the year 1922 the banner year of your life if you will adopt this simple Plan and persistently and faithfully carry it out for six months.

You cannot fail because you will have formed an alliance with a power that knows no resistance!

The Editor's Thought-Inspiring Epigrams

A page of condensed philosophy which the editor of this magazine has gathered as he studied the motives which actuated men in their dealings with one another.

Some thoughtful man once said that we develop the ability to get what we want in life by using what we have with intelligence, following a definite plan and aiming at a definite object.

* * *

Power is developed out of *organized* effort; never in any other way. A million rain drops represent considerable power, but it is not developed or available for use until it is organized, concentrated and poured over a Niagara Falls or expanded in a steam boiler. Think this over, then write into your resolutions for 1922 a Definite Plan for organizing every faculty you possess.

* * *

Do not try to destroy your enemies; only combat them to the point of holding them in check so they cannot destroy you, and from that point on thank God that you have enemies because they keep you alert, active, on the job and at work on a plan to keep them from getting the better of you. This develops strength and power in you that you would never otherwise know.

* * *

If our enemies are constantly watching us we are careful not to let them find a weak spot in our fortifications, and this eternal watchfulness develops qualities in us which we would otherwise permit to lie dormant.

* * *

If I had no enemies it would be necessary for me to go out and create some, because I need them to keep me stimulated to top-notch speed and determined to do nothing except that which will pass inspection under the closest sort of scrutiny.

* * *

You will be fortunate when you adopt this philosophy concerning the advantages of having an enemy or two, and you may rest assured that you are developing power and bigness and depth of character when you can smile as you watch your enemies trying to undermine you, knowing that your house is built upon a rock that cannot be disturbed by the destroyer.

* * *

Never give your enemies the satisfaction of involving you in foolish argument. You might as well know, in the beginning, that neither logic nor right will convince an enemy, therefore you will be unwise and waste much valuable time and energy if you stop to argue with the man who is looking only for argument and not for *facts*.

* * *

If you have enemies who are trying to get between you and the Star of your Definite Aim in life, you should pay no attention to the enemies but increase the luster of that Star so it will shine over and above those who would shut off its light.

* * *

My heart and my hand go out to the man or woman who is lost in his or her work, whether it is pushing a wheelbarrow, running a locomotive, scrubbing a kitchen floor or painting a masterpiece on canvas, because the only lasting happiness is found when one is engaged in the work which he likes best.

* * *

It almost staggers the imagination of man when he stops to consider that the incandescent light, the harvesting machine, the typewriter, the X-ray, the wireless, the airplane, the locomotive, the automobile and the myriad of other means of harnessing the powers of the universe were nothing but a form of energy in the beginning, which existed first in the power of *thought* and *nowhere else!*

* * *

The greatest thing which the imagining mind can do is to form new combinations out of old concepts or ideas. This statement opens wide the door to the secret of all inventions and all human attainments and the accumulation of wealth.

* * *

The educated man is the man who has learned how to get everything he needs without violating the rights of his fellowmen. Education comes from within. You get education through effort, and in no other way. To become a man of education one must develop those natural, latent talents which repose within every normal being. A man may be well schooled and still not educated. Lincoln was one of the best educated

men of his time, but he received very little "instruction" in schools. The word educate means to educe, to draw out, to develop from within; not to cram with facts or to sharpen the intellect or to organize knowledge into stealth.

* * *

You will be fortunate when you have learned that what other people think about you is not half as important as what *you* think about yourself. I envy the person who has the courage to go counter to public opinion when his heart carries him in that direction; the man who can walk down the street without a hat when he finds that his hat is causing him to lose his hair; the woman who can select clothes which become her particular type, whether they are in harmony with the latest word from Paris or not; because such souls are gifted with that rare and useful quality called individuality, without which one cannot hope to make his name live after he has passed on.

* * *

We all like commendation and many of us like to be flattered, but it is a debatable question as to whether the indulgence of these tendencies builds character and strength and individuality.

* * *

If I could have anything I want during the year Nineteen Hundred and Twenty-Two, and had to confine myself to just one thing, I would ask for the intelligence to interpret *Truth*—for an understanding heart.

* * *

Time changes everything. No man is the same today as he was yesterday. The world we live in and the universe of which this world is a part are in a constant state of flux. The emotions of the human heart are being modified by every minute's experience. As I walked along the streets today I saw a document printed in a newspaper, lying in the gutter, which was a confidential communication from President Wilson to Secretary Tumulty less than a year ago. Time had changed that communication and made it into practically meaningless words. Time heals all wounds and cures all evils. Time changes places with the rich and the poor. On a recent trip to my birth-place I found that the "first families" of twenty years ago had been reduced to second or third place and the "low brows" had risen to the top. Time had done the work, through the medium of another generation of children. Failure today is but the forerunner of Success tomorrow. Never gloat over success or cry over failure, because Time keeps the Wheel of Fortune everlastingly on the turn and that which you have today may be transformed into its opposite tomorrow.

* * *

Never stop to apologize for anything that you do with deliberation; better by far that you so organize and direct your efforts that no apologies will be necessary.

* * *

I am convinced that one of the evilest of evils is that of talking too much and listening too little. By tactfully drawing people into conversation, which is by no means a difficult task in most cases, you can find out what is in the mind of another. By keeping your own mouth shut and your ears open you surround yourself with a tremendous advantage over the fellow who talks with unguarded enthusiasm. It is a poor compliment to a man to have it said of him that anyone who will stand and listen may know all that he knows, yet this might be truthfully said of 95 per cent of us.

* * *

Today I met a beggar on the street whom I recognized as a man I had known twenty-odd years ago. He was then a famous man—famous for his ability to gather and dispense all the scandal of the neighborhood. He knew the "past" of every other man in the camp and saw to it that everyone else found it out. Incidentally he departed from his place of employment and from the community, by "invitation," because he built nothing but tore down all he could, including the confidence existing between the employer and his men. As I looked this fellow over I learned more from a single glance than I could have gathered from a year's study of the theory of failure. Time will tell. They go up and on or down and out, but Time sees to it that they "move on" one way or the other. The direction is usually determined by the standard a man sets, or the lack of a standard; by the *plan* he adopts or the lack of a plan. Whether he drifts or climbs against the resisting forces of a practical world, he moves on.

* * *

If failures and mistakes and enemies and scandalmongers do not cause a man to come up fighting, with a firm determination to turn adversity into a force which he can use as a power to carry him toward his objective in life, it is a safe bet that he is but a part of that great mass of human "void" which constitutes the riff-raff of unfortunate humanity; that his name will never mark a monument to achievement or be coupled with the blazing of a trail through the wilderness of originality.

* * *

We are all enthusiastic "starters" but most of us are poor "finishers." We start to save money, but quit; we start to create a higher position in life, but quit; we start to render more service than we are paid to render, but quit; we start to be loyal to our friends, but quit; we start to achieve some worthy

end, but quit. However, there is one quality which we possess rather liberally; it is the ability to create a perfect alibi for the things we do not accomplish, the money we do not save, the position in life we do not attain.

* * *

You are the sum total of the thoughts you think, the books you read, the company you keep, the words you speak, the aim in life to which you aspire. In this moving world, where everything is constantly in a state of flux, you resemble most the strongest and most impressionable influences of your daily environment. No man can escape the effects of environment, but he can change and modify that environment, so that it, in turn, may modify and change him.

* * *

Any man can, by writing out a Definite Aim and a definite plan for attaining it and concentrating his mind upon it day after day, finally attain that aim if it is within the possibility of attainment by a man of his education.

* * *

Wealth carries with it a responsibility which not all men are prepared to assume. There is but one thing which a man can do when poverty-stricken, but there are many things which a man of wealth may do if he chooses, wherein may be found the reason why so few people can handle wealth without doing more damage than good. This writer helped to raise a young man to great wealth and he destroyed himself with that wealth in less than a year. The room in which these lines are being written, formerly occupied by Harry K. Thaw, is a constant reminder of the danger of wealth when it is in the hands of a man who has not the strength of character to use it intelligently. But for the $80,000.00 a year which a foolish old woman gave Harry Thaw, the Thaw-White tragedy of fifteen years ago would never have happened. I am wondering how many people there are who could keep themselves in the straight and narrow path if such a sum of money as this were handed over to them without effort on their part. Do not bemoan your poverty-stricken condition too loudly until you have determined whether or not you have learned what to do with wealth when you get it. This may seem like a foolish effort to create sound thought on a timely subject, but it isn't!

* * *

Poverty is an experience through which practically every great and useful servant of mankind has passed. The man who masters poverty and learns how to use wealth to constructive ends is seldom a snob or an idler.

* * *

Horses are trained by jumping them over hurdles and handicaps. On the other hand, the best part of any man's education comes from the difficulties, mistakes and failures of his experience. Do not shield your children too closely from the hardships of life "such as you experienced when a child," because they will need this disciplining before they are prepared to defend themselves against the law of the "survival of the fittest."

* * *

I can truthfully say that the best work I ever performed grew out of the attempt of those who did not agree with me to destroy me. The boldness and audacity of my self-styled enemies aroused in me the necessary *organized* effort to carry me in a direction that I never could have gone had my enemies coddled or flattered me instead of trying to tear me down. This truth may be worthy of consideration by you. Perhaps you can use it to advantage. I have never permitted my enemies to chide me into wasting very much effort in striking back at them; instead, I have used this energy which they aroused in me for strengthening my own position and fortifying myself against all attacks and building that which no enemy could tear down.

* * *

I do not believe there is a more dangerous person; dangerous to himself and to others; than the person who passes judgment *without knowing the facts!*

* * *

The man who can see nothing but the failings and the short-comings of others, and never any of their virtues, is in a class with the fellow who draws indecent pictures and writes vulgar lines on the walls of a public toilet room. No apologies are necessary; if these lines should be read by anyone who resents the truth back of them, it is a friendly warning to get busy with the pattern after which that person's character is being formed.

* * *

The man who will do or say that which he knows will undermine, reflect upon or destroy the character of another is at least a million years nearer the age when men lived in caves and recognized no obligations to one another than is the man who disdains to lower himself to this level.

* * *

There is no better way to find out the degree of a man's culture and refinement than to mention, in his presence, the name of someone whom he dislikes. It is surprising how many of us cannot refrain from inviting ourselves as the messengers of scandal and slander on such occasions. A man may well feel proud of himself when he has opportunity to say some-

thing that will damage another, but keeps still because he knows this sort of destructive effort will do him more harm than it will the other fellow.

* * *

I have a tremendous advantage of those who have done me injustice and tried to undermine my character without cause. I have the advantage of the privilege of forgiving them while they have no such advantage over me. Also, I have the advantage of the privilege of hailing them into court and making them pay dearly; two advantages which they have not.

* * *

One of the finest and greatest character and self-respect building deeds one can possibly perform is that of sending New Year's greetings or appropriate Christmas cards to one's enemies and those whom one does not like. This sort of a deed not only disciplines one's self to advantage, but it modifies, for the better, the attitude of those to whom these friendly greetings are sent. Try it!

* * *

As long as there are men who believe in me; in my integrity, my honesty of purpose and my ability to finish that which I undertake, I will never become discouraged. While adversity and enemies are necessary disciplining forces, we must also have friends who believe in and commend our work. Without these friends we lose faith, finally, in ourselves. I would no more remain in an environment where no one commended anything I did, and where I was severely criticized on every hand, than I would eat food that had been cooked in vessels that were known to contain poison.

* * *

Nagging and fault-finding have turned more homes into ruin than all the scheming vampires that ever existed, either in truth or in fiction. These destructive habits are constantly turning children on the streets and filling the divorce courts and disturbing human relationships that would otherwise be harmonious and pleasant. To "nag" at a person or within hearing of a person is just like picking at a sore place with a pin, and no one can stand it very long.

* * *

Nothing is so good or bad but that thinking makes it so. No day is ever beautiful to the person who eats too much meat and takes too little exercise. The world never looks bright and cheerful to the man who wears blue glasses; he sees the world only in one color. The trouble is not with the world, but with the instrument through which he interprets it.

* * *

"As a man thinketh in his heart so is he!" Through the operation of the Law of Retaliation our thoughts and acts are constantly rebounding to us, in the thoughts and acts of others. We get back exactly that which we, ourselves, set into motion through our thoughts and deeds. It could not be otherwise because this is in harmony with a law which keeps this universe moving and holds the planets in their proper places—the great and never-varying Law of Attraction.

* * *

Oh, yes, there is such a thing as a Law of Attraction! If you do not believe it, go out into the city parks where the "bums" loiter around and see how many successful, producers you find among them. Go down into the prosperous section of the city and see how many of the "bums" you find down there rubbing elbows with the producers. Human beings seek their own kind through the same law which causes water to seek its level. Misery loves company. Success attracts success. Failure attracts failure, for we all know that when a man becomes even temporarily unfortunate the whole world passes him by with never so much as a kindly look. Thoughts of failure cannot attract success. It is not in harmony with Nature's laws. One cannot succeed without believing in one's self, yet the majority of us lack even the foundation upon which self-confidence is built. Make no mistake about this—you will achieve no more and no less than that which you believe you can achieve. Nothing ever just "happens." Whether we understand the cause for motion and energy and action and events that seem to "just happen" or not, there is such a cause, and we may rely upon this fact, that the *effect* always corresponds to the nature of the *cause* which produced it.

* * *

One of the commonest and most detrimental faults of nearly all of us is that of lack of vision. We somewhat resemble the tad-pole which probably considers the mud-puddle in which it is born and raised as the whole universe. No man ever achieves beyond the scope of his power of vision. Henry Ford became the most successful manufacturer of automobiles in the world because he thought in terms of larger denomination than did his competitors.

* * *

Ninety-nine per cent of your troubles are imaginary! The bridge you carry around in your pocket all your life, with which to cross the stream of trouble that you expect to come up with, might as well be left behind, but you seldom know it until the thing has burdened you with its excess weight well into your years.

* * *

I cannot help believing that this would be a better

world in which to spend this sojourn called life if the time which men have spent in the past in preaching of a world that we know not of had been spent in teaching us how to be decent human beings here on earth and preparing us to live by the Golden Rule instead of the Rule of Gold.

* * *

If you have tried and failed, and tried and failed again and again; if you have planned and watched your plans as they were crushed before your eyes, just remember that the greatest men of all history were the products of courage, and courage, you know, is born in the cradle of adversity.

* * *

Finally, in concluding these thoughts I extend the warm hand of friendship to you, no matter who you are, where you live, what is your race or creed, whether you are a success or a failure, and bid you rise and claim your own during the year Ninteen Hundred and Twenty-Two. Opportunity never was quite so abundant as now. We are living in the greatest age of all history. The price of constructive effort never was as high as it now is. Go out to the nearest art store and purchase a small picture of Lincoln and hang it on your walls where you may look upon that rugged face of our beloved man of the people while you remind yourself that neither poverty nor lack of opportunity in early childhood can permanently debar from fame and success the person who keeps faith with self and with those to whom he pledges his sacred word of honor to serve. Lincoln is a mighty inspiration to all who would complain about temporary failure or reverses; he is a mighty object lesson to all who see no opportunity to climb high in the world through constructive effort that is guided by truth and justice. I bid you godspeed—you who have honored me by reading these humble lines—and across the distance I send you thoughts of courage and inspiration to urge you on to bigger and greater achievement during the year 1922 than anything you have yet attained.

"WHAT HATH GOD WROUGHT."

On Armistice Day I stood in Madison Square, in the City of New York, and heard President Harding speaking in Arlington Cemetery, two hundred miles away, as plainly as though he were within ten feet of me.

Nothing should be considered impossible in this day of unfoldment. It is but a matter of time until we will be talking across the Atlantic and the Pacific Oceans just as easily as we now talk across a room.

We have mastered the air and the water and most of the physical forces of the earth. There remains one great enemy of mankind that we must master before we are prepared to enjoy the blessings of the other discoveries we have made, and that enemy is FEAR!

Advancement in any undertaking requires courage!

Courage and fear do not mix well. Where one is found the other is conspicuous by its absence. It required courage to perfect the airplane and the wireless and the steamboat and the myriad of other contrivances through which mankind has harnessed the natural forces of nature.

Folks scoffed at Prof. Langley, the real inventor of the airplane, and he died a heartbroken man. They scoffed at Robert Fulton, as he steamed up the Hudson River with the first steamboat. They scoffed at Marconi, and even jailed him for announcing that he had perfected a system for communication through the air at long distances without the aid of wires.

Always the scoffer and unbeliever and the fear-stricken are with us. In science, in religion, in philosophy, in mechanical invention, in engineering and practically everywhere that men step out and above the heads of the crowd in some advanced undertaking the scoffer and the unbeliever is on hand to discourage, tear down and impede the wheels of progress.

But, the most dangerous of all scoffers and unbelievers is the one which silently and subtly carries on its work inside of *your* brain! It sits there ready to tell you what you *cannot* do. If you are a clerk or a bookkeeper or a stenographer or an ordinary day laborer and even a tramp thought of some step that would lift you into a higher station in life happens to come into your consciousness, this scoffer whispers to you *"You can't do that. Haven't got brains enough!"* And you listen and say, "yes, I guess you are right," and away goes the *thought* that might have raised you to fame and fortune and opportunity to serve, perhaps never to return again.

The next great invention will be—

—but, before I tell you what it will be I want to prepare you to remember it by asking you to read slowly and thoughtfully—as I started to say,—

—The next great invention will be a simple system of education through the aid of which men and women and children can rid themselves of that demon, fear, and develop courage in its place sufficient to bear them to any position in life to which they aspire and for which nature and training have equipped them.

Please go back and read the foregoing paragraph once more. I want you to know that such an invention is possible. I know it is possible *because I have already seen the perfected system in operation and I know what it will do.*

In a period of time ranging from a few days to several weeks, through the aid of this system of education, a person may so thoroughly blot out the curse

of fear that no undertaking seems impossible. This system not only blots out *fear*, but it builds *courage* and *self-confidence* to take its place.

Will this system be offered to the public at large?

It will not! First it will be applied to a relatively small number of people, each of whom will be carefully selected, and when these favored few have demonstrated, by actual achievement, what the system can do for those *who will give it a chance to lay hold of them*, it will then be available to all who want it.

Experience has taught us that no one wants that which is free to all. If you want to benefit men you have got to make them pay some sort of a price for that which you do for them. This does not mean a price in dollars, you understand; but a price in effort, in determination, in desire to get ahead through self-unfoldment, which is real education.

So effective is the system of which I write that it can be automatically applied to children, without their co-operation or consent, in supplanting undesirable habits with desirable ones.

And I, Napoleon Hill, in the year of Our Lord One Thousand Nine Hundred and Twenty-one, boldly announce that the system actually does the business.

If it does not, then I have made a fool of myself, and I am not a candidate for the aforesaid title at present.

It works because it cannot help working. It works by laying hold of a law of Nature and harnessing that law to a given end.

how to use these forces after they have harnessed them.

I am thankful to God for bringing me into maturity in this, the year of our Lord One Thousand Nine Hundred and Twenty-one, because all around me I see opportunity to serve the human race such as I fail to find recorded in history at any other stage of the world's development.

I am thankful to God, also, for the influence, whatever it has been, that has guided my individual efforts through more than fifteen years of patient research in the field of *education* and mind development, because I feel sure that the next great cycle of evolution and advancement of the human race will come through development of the mind to a higher understanding of the possibilities of friendly, co-operative effort on this earth, to the end, finally, that men will no longer cut each other down in battle. Instead, they will exercise at least as much intelligence as does a pack of wild wolves, by co-operating for the preservation of the "pack" instead of pouncing upon each other in deadly combat.

Man's responsibility to man will be understood and observed only through education, and we are now about to receive that education. Within another score of years or less we will understand the value of placing the interests of the race above those of the individual. We will also understand the value of placing principle above the dollar, and that happiness, the real objective of the human race, comes from serving instead of acquiring; from *giving* and not from *getting*.

MASTER Salesmanship begins with the ability to interest one's self in the buyer's game in life, whether it is rolling a wheelbarrow or managing a great institution.

It is a wonderful tribute to man's ingenuity to know that one can stand in Madison Square, New York City, and listen to another delivering an address two hundred miles away, as plainly as though he were in ten feet of the speaker, but how much more wonderful it is to know that a system of education has been developed through the aid of which the character of a little child can be moulded and built after any pattern desired.

The development of mechanics, through scientific discovery, has been a wonderful achievement, but this discovery has brought with it nothing to prevent men from killing each other with these newly developed implements through which the physical forces of nature have been harnessed. What the world most needs now is a system of *education* through which *men* and not tamed animals can be developed. Science and invention along physical and mechanical lines have gone away ahead of *education* through which men are taught

I place the time limit, until we will enjoy the blessings mentioned, at a score of years because that is about the time required to grow and mature the present children into manhood and womanhood, under a system of education through which a full understanding of the Golden Rule can be automatically forced upon the child mind. We will have a race of people who are intelligent enough to use constructively the present physical and mechanical forces and inventions of mankind only *after we develop that race*. Through the system of education of which I write this development will take place.

If you will be responsivle for getting this magazine into the hands of a friend for one year we will be responsible for giving that friend a wholesome attitude toward life generally and his or her own work in particular.

Applying The Golden Rule

The following letter was written by the editor of this magazine to a man who, without knowing the facts of which he spoke or the man of whom he spoke, had indulged in slanderous remarks which might have been answered more severely.

"While I have never met you in person I feel that I know you through a mutual friend who has heard you speak of me.

"The other day a man asked me what I believed to be the greatest work a man could engage in, and my reply was this:

"In this strife-ridden, grief-stricken world as she stands today, when so many are devoting their efforts to trying to tear somebody or something down, and to setting man against man, nation against nation, race against race and creed against creed, and rekindling the fires of hate and prejudice and ignorance of the dark ages, it seems to me, brother, that the greatest work any man could engage in is that of planting constructive thoughts where destructive ones grew before."

"I am doing my very best in person and through my magazine to plant as many such thoughts as I can, as I tarry by the wayside of life, and no one can recall a word or act of mine, unless in self-defense or in defense of a principle, which did not have as its aim the bringing together of men in a spirit of friendly co-operation, in a sincere effort to ameliorate the hardships of humanity and make this old world a brighter spot on which to live during the brief sojourn called life.

"Many of my experiences, however, make it necessary for me to turn often to those beautiful words of our greatest American, the immortal Lincoln, when he said: "I do the best I know. The very best I can; and I mean to keep right on doing so until the end. If the end brings me out all right, what is said against me won't amount to anything. If the end brings me out wrong, ten angels swearing I was right would make no difference."

"I hope that some day our paths may cross in person. I am sure we would find that each of us is gifted with some of both the good and the bad traits of mankind."

Cordially and fraternally yours,

Napoleon Hill

Putting Legs Under the Golden Rule

By D. A. WILLIAMS, D. C., Ashtabula, Ohio

What is this thing we call the *Golden Rule?* We seem to be talking about it a great deal these days, in fact I believe more than at any time previous. Everywhere I go I hear some reference made to it. A few days ago I heard a business man speaking to another business man and he was saying something in favor of the Golden Rule. A banker in public address urged it upon the people to look into it further. An employer and employee were heard discussing the proposition. Magazine writers are beginning to write about it. A school teacher was seen writing it on the blackboard as the daily thought for her pupils. Students of world problems are analyzing it in the hope that a hint for the solution of some of the perplexing questions may be found. If I am not mistaken I heard a preacher saying something about it to his congregation. And some one has gone so far as to suggest it as a text for the disarmament conference assembled at Washington, D. C. Therefore what is it, why are men and nations turning to it today, and what will happen when we get legs, human legs, under it?

This rule, *"All things therefore whatsoever ye would that men should do unto you, do ye even also unto them,"* is the only rule that has ever been formulated with potency enough to heal the wounds of a sick and dying world. Happily, it was not given out to the world by a mere man, but by the teacher of all men. The man with the view from above from which point he could have a vision of all things in right relationship. He himself the very concrete flesh and blood demonstration and exemplification of the great vital principle of life and conduct stated in the rule.

This rule is so simple and void of complexity. It is so easy of understanding that even the most lowly and common of all men may not mistake its true meaning. I have wondered sometimes if that could possibly be the reason why some of the so-called leaders of life and conduct have hesitated to accept this rule as the summing up of all rules of human conduct. Is it too much of humiliation for men to accept a thing so simple? Have the minds of thinkers been so trained to respect the things that are complex that they cannot in reality turn to the wise and simple?

Why are we turning our attention to this *Golden Rule* today? Simply because men everywhere are coming to realize the necessity for it, we are forced to it. If men and nations could go on and half way succeed even for a brief period I suppose we would try to do so, but it can't be done any longer. We are at the end of this complexity. Attempting to follow our complex laws and rules has brought to the world only a harvest of problems more complex than ever before known in the whole history of man. They give no hope for the future, they promise nothing but destruction. So we are turning to the *Golden Rule* today simply because the other rules have failed, they would not solve the problem of human relationship. We are turning away from the false complexities of national relationships because the very economic conditions are forcing it upon the nations. I wish it were some other motive than this. But sometimes it requires a hard, cold, solid, appalling fact to drive a great fundamental truth into the heart and conscience of men and nations and such we have in most gigantic proportions in the facts and figures of world war and militarism. The stupendous proportions that the program of armaments has assumed in modern times followed to its logical conclusion spells nothing but national suicide and annihilation for the human family. We are told in sacred literature that the world was once destroyed by a flood of water, and the military tendency of today, if not checked or diverted, leads to just as certain destruction of the world by war. It requires very little elementary calculating to prove this statement.

IF you do not believe the Golden Rule principle has kick to it, send appropriate New Year's cards to those who do not like you.

But, I like to believe that the spirit of brotherly love and mutual helpfulness and kindness is taking possession of men's minds and hearts in a far more realistic and practical way today than at any other period of the world's history. I believe that men are actually coming to realize that the only way to be prosperous and happy is to love and serve one another. And so I believe there is a universal conscience that simply demands that this great rule of life be given a fair trial at least. And finally, having tried every conceivable rule but this one, it is the only thing left to which men and nations may turn with any hope for relief from the terrible misery

and suffering in the world today. It is the final remedy for the world's ills, if it should fail the world is lost. But it will not fail, it is truth and truth cannot fail ultimately. Here and there men may fail because they do not rightly apply the rule, but the rule will not fail for it is as accurate and immutable as the law of gravity. There must be kindled in men's hearts such a concern for the welfare of their brother men that they will not abide it that a single one, be he rich or poor, white, black or yellow, should be exploited for the profit or pleasure of another. There must be developed, even in the practical every-day social and business relationships of life, that realization of the infinite worth of each personality, which will call, not for the expedient reduction of armies and navies, but for their complete elimination, in order that the instinct for fellowship, which is more widespread than many people suppose, may have a real chance to function. The *Golden Rule* is the only foundation principle upon which the construction of a warless world shall be builded. And so, we turn to it in hope and faith.

We live in a world of continuous and endless change. Everything is forever being altered. There is not a single atom anywhere but is constantly being modified. Although life and the factors and elements all about us may seem to be the same from day to day such is not the case. Even the weather changes. There are no two moments of duration during which we find conditions identical. Everything, without exception, is on the move. There is nothing permanent but change. It is with this wholesale scientific fact in mind that we look with hope and favor upon the paramount program before the people today, *The Reconstruction of the World.* It is this fact of change that makes possible the solution of any problem. Without it there would be no alteration, no reconstruction.

Man is the vital factor in the reconstruction of the world. It is he who builds, tears down, rebuilds again and again from generation to generation the best he knows how. He will keep on doing so until the end of time. As long as men inhabit the earth their chief occupation will be *reconstruction.* But man, too, changes. While he is building and rebuilding he is being built and rebuilt. He is not the same today that he was yesterday. He will not be tomorrow or ever again what he is today. During every living moment of his life he is ever changing. Every hour of his physical existence countless millions of human cells are destroyed and new ones created to take their places and carry on this work of reconstruction in the body. His mind, thought, ideals, ambitions, resolutions, loves, hates, fears, yes, everything in, of or about him is susceptible to change. And man has the will and power to alter, modify and change his own life in almost any way providing only that he *wills* so to do. He may begin any moment to change any ideal or habit of life. This very moment being the very best by just one moment over the next one. And now get this, every society, organization, state or nation is just a composite of individuals, and the quality of life and conduct of the organization will be determined by that of the individuals constituting it. Therefore the only way to get national legs under the *Golden Rule* is for the individual citizens to get *Golden Rule* legs under them.

NO man can rise to fame or fortune without carrying others along with him. It simply cannot be done.

And just so soon as a sufficient number of citizens get the *Golden Rule* legs under them the nation will at once possess the same and when a sufficient number of nations get *Golden Rule* legs under them the *Golden Rule* will have international legs. And when the *Golden Rule* comes to possess real human flesh and blood international legs there will be some change take place in this old world.

The man who says the *Golden Rule* will not work for the good of all has never tried it out. If he means that it will not be a money maker for him I might agree. If you are looking for material profit through the application of the *Golden Rule,* you are likely to be disappointed. If you have in mind to apply this rule for a week or two in the hope that your salary will be raised or your profits increased, you have the wrong idea about it. With the application of the principle of the *Golden Rule* goes no promise of immediate material and financial returns. Do not be moved to apply this rule by any such motive. To do good to others, in the hope that not many days hence they will do you even a greater good, is not practicing the Golden Rule. If you are honest with your neighbor, do good to others, live the Golden Rule merely because you feel it is the best policy you are not a good and honest man, you are only politic. Be good, honest and clean for the sake of being good, honest and clean. They are their own reward. So far as the accumulation of dollars goes a man may often cleanse his heart and wash his hands in innocency all in vain. And yet there is a reward for the individual or nation practicing the Golden Rule. Here the law of compensation is as immutable as the law of gravity. This reward is not measured in dollars or material substance, but in terms

of life, friendship, love, truth, self-improvement, the superadded talent and radiant personality. It is imperishable, eternal.

What is going to happen when we put legs under the *Golden Rule?* The mightiest change that human kind has ever witnessed upon this earth. I do not believe there is a mind anywhere in this world with an imagination big enough to picture the marvelous transformation that will take place in this old world when the lives of men and nations are in reality actuated by the principle of the Golden Rule. If the disarmament conference can just succeed in placing international legs under the *Golden Rule* it will be the biggest and most wholesome piece of business ever transacted by any group of men since the dawn of civilization. It seems to me that nations have been dodging this proposition long enough, nearly two thousand years. If this rule is a good one to govern the conduct of individuals, one to the other, it is likewise good for nations. For nations to continue to dodge this rule means national suicide. A great American statesman once said, "The way to resume is to resume." There is only one way to disarm and that is to disarm. It is simple. To disarm does not mean to partially disarm. If any nation has the idea that it can exemplify the *Golden Rule* principle by having only one *Golden Rule* leg and the other one a military leg it is kidding itself and is not wise. To be one-fourth or one-half prepared for war is just the same in principle as to be fully prepared.

blood reality. If I had the money I would pay every man and woman in the world ten cents a word to read and believe that statement.

It can be done. Anything imagined may be accomplished. Anything that may enter into and take form in the imagination of the mind of man, I care not how mystical, ethereal, unsound, impracticable, and unreasonable it may at first appear, is possible of human performance, accomplishment and realization. Plato's ideal republic may yet become a reality. A heaven on earth is a possibility. As long as there is time and change there is possibility. It is possible for a man to love his neighbor as he does himself. And it's going to come to pass, there are signs of its coming now.

But what good is preaching if we do no practicing? If you read this and do not put into practice more fully the *Golden Rule,* the reading will do you a positive harm. To accustom oneself to listening to good suggestions and then refuse to act upon them is injurious. On the other hand, every time you put forth effort toward a given goal you change, grow and develop. You move onward nearer the ideal and goal. Repeated effort continued long enough lands you at the top of the mountain where you unveil your ideal and it is a living, breathing, radiating reality.

We are nearing that season when we celebrate the birth of the Nazarene Carpenter who is the author of that rule we now call the *Golden Rule.* On the same occasion when he suggested the above mentioned rule as the epitome of all rules and laws for human conduct he also said:

"Every one therefore that heareth these words of mine, and doeth them, shall be likened unto a wise man, who built his house upon the rock: and the rain descended, and the floods came, and the winds blew, and beat upon that house; and it fell not: for it was founded upon the rock. And every one that heareth these words of mine, and doeth them not, shall be likened unto a foolish man, who built his house upon the sand; and the rain descended, and the floods came, and the winds blew, and smote upon that house; and it fell: and great was the fall thereof."

And as it is with men so shall it be with nations.

LET us remind you, once more, that it will pay you handsome dividends if you will form the habit of performing more service and better service than you are paid to perform, and, you'll meet with practically no competition.

When we decided to have prohibition we did not say we will dump one-half of the booze or we will stop making it for ten years. We said it must stop. I would like to see my nation announce to the world something like this, *"We know not what course other nations may take, but as for Uncle Sam, he lays down his arms."* Not some of them, but all of them. If to do that would not touch the imagination of nations, nothing would. That would be the supreme evidence of superiority and greatness. When that day dawns, the first step will have been taken toward universal brotherhood. Destruction will give way to construction, competition to co-operation. Race hatred, antipathies and prejudices will fade away. Labor and capital will recognize a common interest. Millionaires will be inspired as poets, painters, musicians, and inventors are. Religious intolerance will vanish. Peace on earth and good will towards men will become a living, breathing, flesh and

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Of course, you have such a clearly outlined picture in your mind of that which you intend to achieve in life that you can see it vividly, at any time; or have you?

Action!

By Dr. Robert K. Williams.

"Be sure you are right, then go ahead."

This old maxim has come down the ages and has been revered by the corner-store philosopher since heaven knows when.

If any man who ever accomplished anything worth while had waited to see whether he were right before going ahead precious little would have been done.

I've moralized on a number of these time-worn maxims and have decided that to make any of them of effect was Action.

A man's head may be full of information, or knowledge, but unless he puts it in action it amounts to nothing.

The Panama Canal was an Idea once. The Idea was transplanted, so to speak, on paper and the paper became the guide of men of Action—Result the greatest artificial gash on the earth's surface in a record-breaking period of time.

Action is what has converted inert matter into pulsating life. Steel, iron, copper and cotton fabric converts waiting molecules into electricity which turns the wheels of industry and lights our way by night.

If the Wright Brothers had waited until they were "right" before going ahead, sailing seven or eight miles above the earth's surface or planning around the world would have been a dream.

The Doers are men of Action.

If Peary had waited until he was "right" the North Pole would have been a geographic point on a map and the world would not have been thrilled by the account of his men of Action.

I have always noticed that the men of Action "got there." One of the common sins of mankind is slothfulness and procrastination. We are strong for putting off till tomorrow what we know we ought to do today.

There's a little "slacker" self within that bids us wait and tarry along the way, and if we listen to the indolent wretch we'll accomplish nothing.

I've been a victim of the seductive wiles of the inner voice that bids me rest and every time I permitted myself to be beguiled I've felt like kicking myself.

I've seen opportunity after opportunity slip for want of a little action at the right time, and so have you.

It is said that opportunity comes but once in a lifetime. This is not so. Opportunities are coming, and passing, all the time. Scarcely a day passes but that an opportunity, or good chance, presents itself.

There are many homilies written on Success. There are dozens of rules to follow. But all the advice and knowledge in the world will not bring success unless the big, big thing—Action—is brought to bear.

Success is not always measured by dollars and cents. In fact the most successful men we know are not great financial successes.

Shakespeare was not a great success as a money getter; yet he was a man of action and would arise from his bed and write for hours on an inspiration that came during sleep.

The leaders of all religions were not financial successes, but their quick actions grasped opportunities and welded one after another into their purposes, the results of which we see today in the millions of devotees. They were men of action; were always active.

Napoleon's many successes upon the field of battle and in the political arena were made possible by his quick acting mind and acting at once.

I'd rather be wrong a dozen times and have the satisfaction of acting quickly than cogitating for an hour and then be right. This seems paradoxical and perhaps it is. Time and events, or chances, pass all too swiftly if we too long mull them over.

Most mistakes can be rectified. If a mistake is made by acting quickly, it can be unmade by acting quickly too.

The heroic deeds of battle are mostly performed on the "spur of the moment." If the soldier would deliberate for even an instant the chance would be gone and perhaps a tremendous wreckage would follow.

I was walking over a bridge, high above the Mississippi, with a companion one soft summer evening. A row-boat containing two girls was struck by the paddle wheel of a passing side-wheeler and smashed to pieces, throwing the girls into the rough water. Without a moment's hesitation my companion vaulted over the railing of the bridge and struck the water almost fifty feet below and rescued one of the girls, while the other was thrown a rope from a neighboring skiff.

Had he acted upon the "be sure you're right then go ahead" theory perhaps one of the girls would have been drowned. That act was a success.

Quick acting, indeed, is miraculous. You've often heard of bedridden paralytics, under stress of strong emotion, rise and perform deeds of valor and strength beyond normal in their best days.

The tonic from quick action, quick thought, is greater than any medicine. When the sub-conscious mind is

permitted to flow and assumes possession of the physical body there is no limitation.

Another friend of mine was almost paralyzed from the hips down. He could drive a car very well, but walked with great difficulty and could scarcely stand. He was the principal of a boys' and girls' school in Louisiana. One Saturday afternoon he took the children out through the great pines to a small stream for a swim. He sat in the car some thirty feet above the steep, slippery bank, at the bottom of which was a deep pool.

He casually watched the children cavorting in the water and read a book betimes. Above the din and noise and splashing water, he heard the cry of a drowning child and quick as a flash he was over the side of the car and jumped clear to the bottom of the declivity and with another spring was in the middle of the pool where the youngster was struggling and sinking for the third time.

In true rescue fashion he brought the boy ashore, pumped him out and then carried him up the slippery bank and tenderly placed the pale youngster in the car and just then remembered that he was paralyzed!

Needless to say that quick action saved the boy and incidentally the result of that quick action was most salutary on my friend; he threw away his sticks and today walks almost as well as any one.

One of the most gratifying things that an employer can experience is to give an employe a job and have it quickly finished.

I've got more joy out of a reputation that I built for myself in a certain place for doing things quickly than I got from the pay I received in dollars. I've been given jobs to do and somehow or other it just seemed there was nothing so important as finishing those jobs as soon as possible. These people used to say: "If you want a thing done give it to Doc."

I am talking of common things, just the ordinary transactions that take place between folks.

When a person acts quickly, though wrongly, and makes mistakes, there's no one going to blame him for long; on the contrary, it will be said: "Well, he makes mistakes, but he's up and going and doing things."

Isn't it remarkable how you will help the person who is doing things? The active person just seems to have helpers everywhere. Everything seems to assist and every obstacle is a strength giver.

Richelieu, who was almost France at one time, was very active. His mind was constantly at work; he said many times: "Failure! Why, I make use of failure; I turn failure into an advantage."

And why? Because he always acted quickly.

"He went, but—he hesitated; your worship, he went, but—he hesitated," said Rodin to the Pope in Eugene Sue's, Mysteries of Paris.

That phrase has lingered with me for many years and has actually changed my thinking. It helped me to answer quickly yes or no and to do things—to get them off my mind—as soon as possible.

Haven't you experienced the maddening feeling of waiting for an answer while the other person was thinking what to say or how to act?

Until I knew how to "take" a very good friend, I used to get so mad at him because of his slowness of speech and action that I've wanted to bang him on the jaw. I used to ask a question and in a half minute, with a faraway look in the eyes, perhaps he'd answer that he'd "think it over."

Think it over!

Well, by the time he'd think it over the subject or object in question was out of the way, either successfully done or made a failure of and abandoned.

Roosevelt will be known longer as a man of action than he will for his literary or administrative ability. He was always good "copy" for the newspapers because he was always doing something. And, from this fact he always had something to do, and the doing of these somethings made him great and successful.

I saw Roosevelt in the art gallery at the San Francisco Fair several years ago. Was he standing still and admiring the exquisite art objects? No, he was walking back and forth and talking and admiring and vigorously pointing and when he was finished he would stride toward the door and his bodyguard had difficulty in keeping up. His life was characterized by action and action made him what he was.

It isn't what we know, but what we put to work—in action—that counts.

What makes us like Douglas Fairbanks, Jack Dempsey, Charley Chaplin and the host of other great actors, actresses and athletes? What they know, their handsome features or figures? No; their activities, their actions, quick actions.

And the horses, and the autos and the airplanes. We admire these because of strength, speed and action!

AMONG the other things you resolve to "cut out" during the year 1922, include the word "impossible."

The condor, the greatest of birds, flying high above the Andean crags makes us stand in awe watching his majestic movements in the rarified air. We follow him till vision fails.

Quick action has turned the tide of battles, has changed dynasties. A quick, energetic word brought action from a hundred thousand men and the onward surge of the oncoming Germans halted and turned backward and soon a peace was signed.

The men of action are leaders, always leaders. There are many grades of leaders. Every community has them. They exist in the city governments, in churches, in schools, in men's and women's clubs. Whoever they are and wherever they are they are always men and women of action.

The cross-roads whittler on the barrel, whittling away his life, seldom ever becomes a leader; why, he's not even boss around home.

I have a very good friend who is a man of action. He's physically and mentally active. He's always on the go and always thinking hard and immediately puts into execution what he's thinking. This man has made failure after failure, but like Richelieu has turned his failures into stepping stones; has taken them as object lessons.

This man knows a lot of things, but because of his activity he seems to know a lot more. One never seems to plumb his depths, for on account of his activity, when one catches up, he's ahead doing something else, always active, always going, and I see no stop, but a goal. And when he reaches the goal he shall have placed another goal on the horizon, and that friend is the editor of this magazine.

All the inspirational writers tell us that we must have a goal. That's true. But this must be qualified by the word Action. The goal is absolutely unattainable if action is not brought to bear.

I think the most uncomfortable specimen I ever saw was a rich young fellow sitting on a veranda of a big hotel in Atlantic City. He was absolutely unhappy and got a certain joy out of it by sitting around and bemoaning his fate that there was nothing left to enjoy. He said he tried everything and there was "nothin' in it." He never got excited over anything; he never made a mistake; he never had an emotion—he only languidly thought and his tramp mind combed the universe, but he sat still.

If I were giving any one advice I should say get interested in something, and then act.

HIS TURNING-POINT

Present a year's subscription to that friend of yours whom you wish to see get ahead. Have it begin with June issue, in which Mrs. McCollum's first article appears. See page 41.

WHAT THE WORLD MOST NEEDS

By Wm. H. French.

Nearly fifty years ago I read this story which made a great impression on me:

Two gentlemen were sitting together in a railway car and conversing with interest on various topics. One was a clergyman, the other an actor. After some time the reverend gentleman said, "Will you tell me in what business you are engaged?" The other replied, "I am an actor and my name is Forrest." A shock and a shudder were the reaction upon his companion; "What," said he, "you, apparently a gentleman, an educated, enlightened man, give your time and talents to that devil's device, that awful pit of wickedness which debauches and destroys body and soul?" Without apparent irritation Forrest said, "I take it that you are a minister." "Yes," was the reply. "Can you repeat the Lord's Prayer?" "Why, certainly." "May I hear you do so?" In rapid words, letter perfect and with speed that denoted thorough familiarity with the subject, the minister told off the holy orison. "Excuse me," said Forrest, "but I do not think you have given the Lord's Prayer." "What," was the reply, "do you regard as the prayer?" "This," said Forrest, and with solemn mien, and with glorious emphasis bringing out the finer meaning of each simple word and sentence, Edwin Forrest repeated the beautiful petition while his reverend listener sat motionless and wondering; at the conclusion he said, "Mr. Forrest, I beg your pardon; I have never repeated that prayer, and I have never even *heard* it before. But how has one of your profession the knowledge and ability to thus interpret the words?" "My dear sir," said the actor, "I have studied that prayer for forty years."

Almost daily since reading the story I have wished that I might have heard what the minister heard—that the whole world might have heard it. When sometimes in the churches I listen to the glib, gliding, careless saying of those words, noted the haste with which they are said and which necessarily shuts out full realization of their significance I have thought, "Oh, for the actor to teach them that prayer!"

The Lord's Prayer if carefully read, studiously pondered, duly weighed and put into commission comes pretty near being an answer to the question, "What does the world most need for the good of this and future generations?" it is the Golden Rule amplified and expanded and multiplied. Its simplicity and depth, its plain Anglo-Saxon and Divine doctrine when thoroughly understood, appreciated *and applied* will bring into human life all that is needed to make that life happier, more useful, more sympathetic and more

(*Continued on Page* 23)

Shirley Ruffner Takes Philosophy Into Business

Shirley Ruffner was associated with Elbert Hubbard, at East Aurora, New York, and at the time of Hubbard's death was planning an athletic educational department for the East Aurora Hubbard industries that would have popularized physical culture all over America. Mr. Ruffner is well known to the editor of this magazine, who considers him one of the business geniuses of this generation. —EDITOR.

Shirley Ruffner's career is but another link in the chain of evidence which proves that a man can succeed in practically any life work if he learns how to adapt himself to his environment and knows how to make use of the simple fundamentals of ethics and economics upon which success is built.

Mr. Ruffner is the best sort of evidence that a "salesman" can sell hardware, groceries or clothing with equal efficiency after he once masters the fundamental principles of selling.

He is also the best sort of evidence that a successful preacher can do something besides preach sermons; likewise, he is a living demonstration of the soundness of the Golden Rule philosophy applied to economics.

Approach Shirley Ruffner's story, then, with the object of gathering from it the delicate threads out of which may be woven the cloak of a successful career, regardless of the work in which you are now engaged or wish to engage later.

Both physically and philosophically Shirley Ruffner is a man worth studying. Fifteen years ago the physicians told Ruffner he hadn't many more summers to spend on this old ball of mud; that he might even consider himself lucky to be able to pull through the winter. This news brought him up with a "bang," but it did not scare him. He started a cross country hike and in less than six months of life in the open he built a body that was and still is a marvel to look upon.

Two years ago, in the middle of winter, Mr. Ruffner came from Atlanta, Georgia, to visit with me in Chicago. I met him at the Blackstone Hotel and walked down Michigan Boulevard with him during one of the coldest spells I had ever felt in Chicago. He wore neither hat nor overcoat; not even a vest, while my teeth were chattering and I was about to freeze to death in a big fur overcoat and other clothing in proportion.

Ruffner saw that he needed a sound body, so he went to work and gave nature some decent co-operation while she built it for him. This may seem like a simple procedure, and it is, but it requires more intelligence than ninety percent of us possess. Most of us are too indifferent or too lazy to actually study and care for our bodies as we would care for a Ford autombile.

Shirley Ruffner was raised in West Virginia where he was engaged, for many years, in the coal mining business. He made a small fortune in that business. He applied exactly the same rules in the coal business that he applied in building up a strong sound body, one of which was persistency and another being a definite plan of action.

He knew that two factors entered very largely into the successful conduct of the coal industry; one was that of keeping his miners satisfied and the other was that of keeping the purchasers of the coal satisfied. From the very beginning he laid down a set of rules by which he measured his business transactions, and the warp and woof of those rules was the Golden Rule philosophy. The result was satisfied miners and satisfied customers, no strikes, more orders than he could take care of at all times, and profits all the year around.

I said that Ruffner applied the Golden Rule to his coal mining business in such a way that both his miners and the purchasers of his output of coal were pleased. I should have added, also, that he did not overlook his stockholders, either. Mr. C. L. Donevant, of Huntington, West Virginia, was one of Ruffner's stockholders in the coal mining business, and he had this to say about Ruffner and his Golden Rule business philosophy:

"The first work I ever did was for a company managed by Shirley Ruffner. Later he went into business for himself and I took stock in his company for $5,000.00. Upon this investment I made a profit of $40,000.00 in four years. Mr. Ruffner is a wonderful man and he makes money in any business he goes into."

Of course he "makes money in any business."

Why shouldn't a man who bases his business transactions on the Golden Rule make money?

I am writing about Shirley Ruffner for two reasons:

First, because it is the policy of this magazine to seek out men who have risen to unusual heights through strict adherence to the Golden Rule principle, and secondly, to show that one can succeed in any business if sound fundamentals are observed.

I suppose there is still another reason why I selected Ruffner as a subject about whom to write, namely, because he began at the very bottom of the ladder, as a poor boy, and fought for every inch of the ground he has covered, just as this writer has had to do.

Ruffner is an unusual character!

I never saw his duplicate and never expect to; not that I have not met many men who had ability and who were as honest as Ruffner is, but, because he has a pleasing personality such as I have never seen in any other person. I do not give him any credit whatsoever for his good judgment in applying the Golden Rule to all of his transactions with his fellowmen, for the reason that the Creator so built him that he could not deal with people on any other basis if he tried. He

applies the Golden Rule for the very good reason that the principle back of it is a part and parcel of his character.

During his coal mining days he had a man in his employ who was known as the "bad man" of that part of West Virginia. This man worked in the commissary and carried one of the keys to the store. The man went wrong and Ruffner had to let him out, so this is the way he went about it:

To begin with he was told by those who knew the "bad man" that to undertake to discharge him was the equivalent of committing suicide, for surely this chap would shoot Ruffner the minute he asked for the key to the store. The one with the bad reputation was down at the railroad station, so Shirley went down, called him out to one side and said:

"I have bad news for you. I have to let you go because you have not been square with me. I gave you a job when no one else would tolerate you much less trust you; now you have bitten the hand that fed you. Give me your store key."

The man handed over the key with never a sign of "badness" with which he was accredited. Ruffner turned and walked away a few steps, then, as he saw men watching the show at a safe distance, hidden behind stumps and places of shelter where the bullets would not hit them, he turned and walked back to the "bad man" and said:

"Bill, I'm damned sorry to fire you. I am sorry because you are not as bad as people make you out to be. They said you would shoot me the minute I tried to fire you and I wanted to see if you would. I thought all along that they had you down wrong and now I know it. Old scout your salary will continue until you get another job, but I can't put you back in the store. It would not be just to the other boys and it would not be just to the stockholders of my business, but I will help you find a job where temptation will not be so strong and you can have a chance to show that you are a decent human being."

The "bad man's" eyes filled with tears as he thanked Ruffner (for discharging him), and it is of record that Ruffner made a man out of that fellow. He quit being the bravado of that part of West Virginia and got down to business. Some say that he lost his prestige as a "bad man" after Ruffner humiliated him before his crowd, but Ruffner has another notion about it; he has a notion that the man quit being a bad man because this experience shocked him into a realization of his mistakes.

As I have already said, a man who is a salesman can sell locomotives as well as he can sell lead pencils, and a man who understands human nature and the sound fundamentals upon which business is conducted can succeed in practically any undertaking that is sound. I will prove what I say by Ruffner.

He saw, with foresight far more encompassing than that of men who had been in the coal business longer than he had, the coming slump in that industry, and sold out.

With his business eye to the horizon, looking for another profitable business, he was attracted to the unusual opportunity offered in the candy business as a result of prohibition. He knew that when men consumed less liquor they would consume more candy, so he went down to Atlanta, Georgia, and organized the Sophie Mae Candy Corporation. He knew nothing about the candy business except that candy was sweet and most people liked it, and, that pretty soon millions of pounds more candy would be marketed than had been sold prior to the closing out of the saloons.

He knew, also, that he could surround himself with men who knew the manufacturing end of the candy business, just as he surrounded himself with men who understood the coal mining business when he went into it many years ago.

I want to show you how Ruffner's mind worked when he entered the candy business, not that you will be particularly interested in Ruffner individually, but, that you may get a slant at his philosophy and perhaps use it in working out your own problems. While he had considerable money, himself, and could have gotten all he could possibly use from men with whom he was in the coal business and for whom he made fortunes in profit, he never-the-less had an entirely different idea. He reasoned that a candy factory ought to have a wide outlet for its product. He reasoned, also, that if a thousand or so druggists and candy dealers owned stock with him they would naturally give his line of candies preference. His reasoning was sound. At a single stroke he created a plan which financed his candy business and at the same time insured the marketing of his product.

Who, but a genius, could have thought of such a plan, even though it may seem simple enough?

THE man who is afraid to give credit to those who have helped him perform a creditable piece of work is so damned small that opportunity will fail to see him someday.

Another stroke of genius manifested itself in Ruffner when he located his candy factory in Atlanta, in the very midst of the pecan growing country, and entered into contracts direct with the nut-meat growers to supply him with nut-meats without adding on the middle-man's profit which would have been necessary had he located his factory in the North.

New York City is a pretty good sized "berg" and we have a lot of people engaged in the candy business here, and they offer some very fine candy, yet I send down to Atlanta for Shirley Ruffner's "Sophie Mae" candies because there is absolutely nothing offered in New York City which pleases me as well.

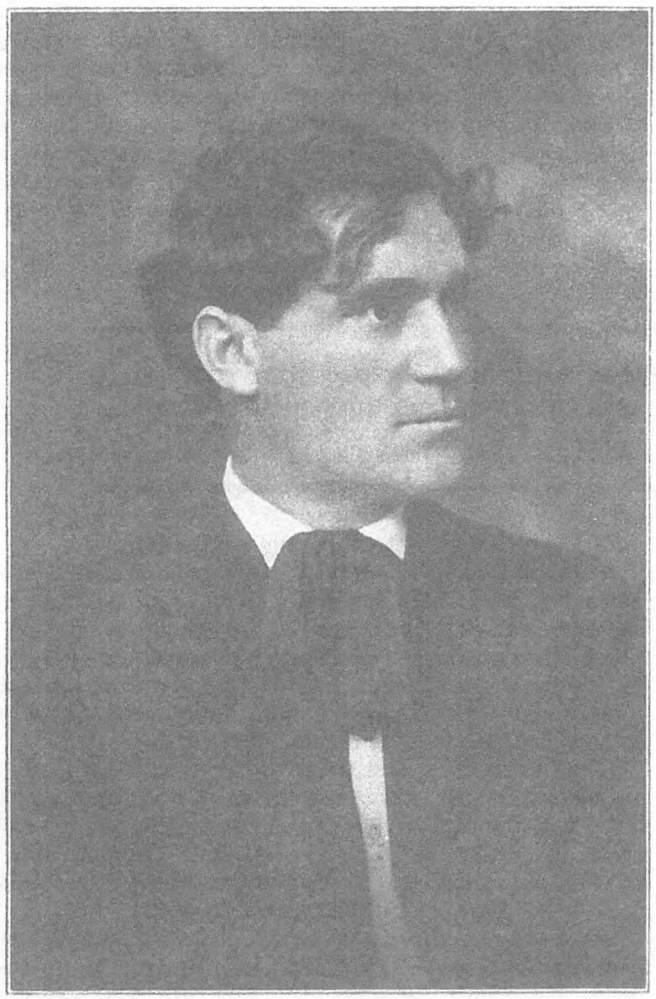
No less an authority than the United Cigar Stores has corroborated Shirley Ruffner's judgment in entering the candy business, for they are now putting in a chain of candy stores.

I do not know what Ruffner's plans are, but I would not be apt to miss it far if I said that one may see a chain of Sophie Mae Candy Stores scattered throughout the country pretty soon, or at least a chain of Sophie Mae dealers who will be pushing Sophie Mae candies through advertising that will be both unique and effective, because Ruffner never does anything half way.

Ruffner's Golden Rule business philosophy carried him to success in the coal mining business and it will carry him to success in the candy business, just as it will carry any other man to success who actually lives it instead of merely endorsing it and preaching it to others.

I take pride in writing of men who, like, Ruffner, have actually succeeded in a big way by *living* by the rules which some others only *preach*. Last month we told you about Edwin C. Barnes, an associate in business with Thomas A. Edison, who is retiring from business at forty, with all the money he needs or can use; money which he made by applying the Golden Rule to the "Ediphone" dictating machine business.

The chief business of this magazine is to show, by such examples as Barnes and Ruffner that the Golden Rule is a good thing to practice as well as to preach to others. Mr. Barnes is a wealthy man, as I have stated. Ruffner will turn the Sophie Mae Candies into a small fortune every year, and if he has less than a million dollars to show for his efforts five years from now I will be more surprised than any man who knows him, because I actually expect it of him; an expectation that is based on first-hand knowledge of the extent to which he practices the Golden Rule.



Shirley Ruffner

If you wish to get a close-up view of this Golden Rule Ruffner chap who wears no hat and owns no overcoat and is as healthy as an ox and as big-hearted as God ever makes them, and as successful as any man needs to be, write him a letter, if you happen to feel after you read this that he is "your sort," and ask him "how come" (a southern expression) that all men do not deal with one another on the Golden Rule basis. If you ever get this fellow to limber up his typewriter and write to you it will be one of the most illuminating experineces of your life. I would rather read a letter from him than to read Roy Cohen's "nigger" stories in the Saturday Evening Post, because Ruffner makes me laugh and makes me think.

I pester Ruffner into writing to me once or twice a month, and every one of his letters forms a fine foundation for a Golden Rule editorial. I am weaving his story into a series of articles on How To Sell Your Services that starts in the January issue of Brain-Power Magazine, and it constitutes some of my very best material—I say the very best because I am laying down rules for others to follow which Ruffner has proved to be sound.

I do not mean, by this suggestion, to turn loose a lot of folks on Ruffner who will pester him with idle correspondence, but I never was more earnest in my life than I am when I say that if you really believe he is your sort you will thank me a thousand times for "sicking" you on to him.

For which I may be unwittingly depriving myself of those splendid letters that Ruffner has been in the habit of writing me; if so I will feel recompensed by having introduced others who will come to know this Golden Rule chap as I know him.

PLEASE!

Before you begin reading this magazine, unless you are familiar with its editorial policy and the object for which its publisher is striving, turn to page one and read the editorial policy.

This will enable you to read the magazine in the full light and understanding of its real purpose, which is absolutely necessary if you are to read without prejudice or personal feeling which might deprive you of the service the magazine is intended to render its readers.

Yes, he has succeeded—*But*—he almost failed! So did Robert Fulton, George Washington, Abraham Lincoln and nearly all others whom we call the great men of the past. No man ever achieved anything worth perpetuating in history who did not, at one time or another, find himself with at least one foot hanging well over the brink of failure and destruction.

A New System of Teaching Salesmanship

Having personally witnessed a demonstration of the new system of teaching salesmanship described in this article the editor of this magazine endorses it with enthusiasm because he believes it marks the most decided step toward effective education since Froebel's discovery of the kindergarten principle of turning study into play. —*EDITOR.*

As most of our readers know, this magazine's editor is constantly searching for men and women who are blazing new trails toward a better and nobler standard of human conduct that we may introduce all such people whom we discover and extend the service they are rendering to a wider circle.

And now comes William DeShetley, General Superintendent of the Employers' School of Salesmanship, with a human laboratory in which he has gathered a staff of men who are teaching a New Salesmanship, under a New system; a brand of salesmanship which not only helps its graduates to sell goods and wares more efficiently, but, more important than this, it helps them to *market themselves to best advantage.*

The world has long needed such a system of salesmanship!

Harvard has needed it; Yale has needed it; Princeton has needed it; the Law Schools have needed it; in fact it has been needed everywhere that men and women are taught to render service.

Out of necessity comes invention. This very need for a system of salesmanship which teaches a person to market his or her services to best advantage formed the foundation upon which William DeShetley is building a great institution for the purpose of popularizing a system that will sooner or later be adopted in the public schools of America.

Acting on the theory that no man or woman possesses a master mind Mr. DeShetley has surrounded himself with a combination of specialists in Applied Psychology, Salesmanship, Character Analysis and Economics, with the object of forming a master mind out of the sum total of knowledge of his staff.

It is interesting to note that this is exactly the same strategy which Mr. Carnegie employed in building up his staff of men in the steel business, and it is the same strategy which must be used by any man who would render service requiring the guidance of a master mind.

When a student applies for admission to Mr. DeShetley's school he must pass an analysis test which determines whether or not the student can be benefited by the instruction offered, and none are accepted whom the examiner does not believe to be in need of the instuction.

The result of this system of "hand picking" the students is very beneficial, not only to the school itself, but to its students, because those who are admitted are in demand the moment they graduate. They find ready employment by those who have retained the Employers' School of Salesmanship in advance to supply men and women of a given type and caliber.

Mr. DeShetley has not only created a unique plan of training men and women, but he has shown himself to be a humanitarian by so arranging the cost of the training that it falls largely on the shoulders of the employer, who, as he reasons it out, is usually more able to pay than is the student. He charges the student only a very nominal sum, sufficient only to insure the student's interest so he will get all the school has to offer.

This system is equally beneficial to the employer because it brings him men and women of exactly the type and qualifications he needs, and saves his time in searching for employees.

It would require a wiser man than this writer to analyze this new system of teaching salesmanship. I do not know all that takes place, but I do know this, that the system *eliminates fear from the student's heart and fills him with self-confidence!*

By the eternal if it did nothing else a man could afford to travel from China or any other part of the globe to get such training, and he could well afford to pay for it all the goods and wares he might possess, becauses the man who believes in himself and is not hampered by that subtle enemy called *fear,* can get all the worldly goods and wares he needs.

I have seen men and women enter the classes of this new system of teaching who plainly showed that they were defeated and knew it! the look of despair dominating their faces, and within two weeks I have seen them straighten out their chests, tilt their heads to a respectable angle, and walk as if they had a right to be on earth. I have seen those same people go out and accomplish more in a week than they had previously been able to accomplish in a month.

No man can say what are his limitations once he has removed that imaginary obstacle called *fear!* One of the strangest things about this quality of fear is that those who suffer from it most do not seem to know that it has them in its grasp. Probably you can get the fine point which I here wish to bring out if I repeat that Mr. DeShetley *not only eliminates fear from the hearts of his students, but, of far more importance, he injects courage in its place!*

It is not enough for a man merely to master fear; he must build courage to take its place. There are millions of people who are not afraid, but on the other hand they are not *courageous* nor do they possess self-confidence.

In an experiment which this writer saw conducted in the City of Chicago, nearly a year ago, as a part of the preliminary work of establishing Mr. DeShetley's school, men who had earned as much as $10,000.00 a year in managerial positions went through the experimental class and after finishing they went out and solicited subscriptions to a newspaper, from house to house, as evidence that they were neither ashamed nor afraid to perform any task allotted to them. I am satisfied that these same men could not have been hired at any price to perform such lowly work, had it not been for the lessons they learned in that experimental class, which brings me to an appropriate place at which to say that another thing Mr. DeShetley and his staff teaches the students of the Employers' School of Salesmanship, is that of strict obedience to orders from the man who is in charge of whatever they are helping to do.

His system reminds one very much of the system under which the United States Army officers trained and disciplined the raw recruits and quickly turned them into soldiers, in the world war. I stood down at Camp Grant and watched those boys unload by the thousands, and as I looked them over I never believed they could be turned into an efficient fighting army within the short period of time allotted for their training. They were stoop-shouldered, bow-legged, and stood around on first one foot and then the other, looking as if they were in each other's way. Within a few days they began to straighten up their shoulders, throw out their chests and walk as if they knew exactly where they were going and how to get there.

Discipline and training did it!

Uncle Sam filled those boys with courage and enthusiasm and crowded fear out of their hearts. When the mind is properly disciplined and directed the body conforms and shows in every step one takes and in the look upon one's face.

EDISON invented the incandescent light by forming a new combination out of two old well known principles, which is merely a preliminary to my remark that all things are simple in final analysis.



Wm. De Shetley

Mr. DeShetley's school teaches its students to think in bigger terms than those to which they have been accustomed. For example, if a student comes into the class who is engaged as a machinist, working at day wages, and he shows by his analysis that he ought to be directing other men; that he has potential ability as a leader and superintendent of men, he is taught how to enlarge his vision and aim for the higher and more efficient position. If a man comes in who is running a small grocery store but shows, by his analysis, that he is competent to manage a chain of grocery stores as well as he manages one, he, also, is given a broader vision and helped to create a plan through which to realize it.

If a student comes in who has no *definite* aim in life and no plan for accomplishing anything worth while, he is helped to create such an aim and a plan for its attainment. It is here well to note that this service alone, which the school renders all of its students, often proves to be the most important turning point in the student's life, because it helps him or her to become disentangled from procrastination, aimlessness and lack of purpose.

The guiding star of the school is the Golden Rule upon which its ethical foundation is built, and which it implants in every student's mind as his or her basis of ethical conduct.

Needless to say, the school has a greater demand for its graduates than it can possibly supply or ever will be able to supply. The course is given in two weeks, consisting of two hours every night, and it has been said by those who have gone through the school that these two weeks of training were worth more than all previous schooling, *not because of facts or knowledge implanted in the student's mind, but, because of the development of the mind itself; the arousing of the latent ability that reposes within.*

Simple Sign-Boards on the Road to Health

By Harriet Luella McCollum

This article on the care of the body is one of the best of this series, which has been running in this magazine for six months. It was first delivered by its author in her lectures on Applied Psychology. For lack of space it is not published in full.—Editor.

Proper Mental Attitude in Public Audience

One of the things everybody should learn is what mental attitude to take in a public audience. Whenever you go to a show or to a lecture, you should spend the time recuperating. There is a state of mind which you can assume which will enable you to recuperate while you look at a performance or listen to a lecture, while allowing your mind, at the same time, to take in the things you want.

I want you to sit in as comfortable a position as you can. Sit well back in your seat, your shoulders forward. Take this exercise. Fold your hands in your lap. Close your eyes. Drop your head forward as far as you can. Stretch your spine. Move your head from side to side. Take a deep breath. Now, mentally look at your spine for the purpose of opening any congested spots. Keep your eyes closed and be passive. Relax and realize that you will be able in that quiet mental state to receive impressions without any effort at all and to remember. Just let what we say soak into your consciousness in the form of mental pictures, and you will be able to use it whenever you want it at any time in the future. Just realize that you do not have to make any extra effort. What you hear will become a part of you, and always be at your command.

The first thing to learn is to relax and let the vibration of perfect health enter into your body. Take the mental attitude that any disease from which you suffer will melt away. With that, open your eyes.

Physical Point of View Temporary

Our first subject for consideration is *how to live successfully from the physical standpoint;* but I do not consider the physical point of view of prime importance. However, I realize that we are fifth graders and therefore have to learn certain lessons. We have a certain type of body with certain hereditary tendencies and we want to grow more rapidly. The time will come when you can mentally exercise your body, when you can mentally feed yourself directly from the atmosphere itself; but at the present time man is not so far evolved. Therefore, it is necessary for the beginner to have a daily regime of living. Our needs are all different, but I am going to give you during this first hour the things that are best suited to the largest number of beginners.

Average Personal Needs

In this course of instruction, it is your business to use your intellect to decide what belongs to you and what does not. If you have not a perfect body, if you are "aging" in any respect whatever, if you have colds, catarrh, rheumatism, fevers or any degenerative condition, they indicate that you should do something about your physical habits. If you know how to exercise the body and care for it mentally, by the mental attitude and the power of concentrated thought, then these things I am giving you may be merely baby work for you, but the average person needs them before getting the instruction on subjective mentation, meditative concentration, and how to use this in the semi-sleep state. Before learning this, the average person needs to get up when he wakes up. There is a psychic reason for this. So our first bit of instruction,—which we will reverse at the end of about the fifth lesson,—is that you should get up when you waken.

Drink Plenty of Water

On rising in the morning, drink one or two glasses of water, hot or cold. Seventy per cent of your body is water. You never get past the period in this life where you need two quarts of water every day. Sometimes I get so busy that I do not do this, but, whether I do it or not, you should drink two quarts of water a day. Begin with one or two glasses in the morning, hot, if you prefer, but do not get the hot water habit and grow flabby.

Instructions on Breathing

Next, stand before an open window and take five deep breaths, increasing this to six, then seven, and so on until you get to the point where you can take twenty-five to fifty deep breaths each morning. Anywhere from twenty-five to one hundred deep breaths every day, taken with the power of mental concentration

back of them, can force almost any bad condition out of the body. If these entire instructions were devoted to the business of deep breathing, and you got so that you would use the principle we are teaching you here, backed up by the power of mental concentration, you could force practically any abnormal condition out of your body. The average American does not breathe enough. We need two cubic inches of lung capacity for every pound of weight, and this capacity should be well used. Many get down to as little as half a cubic inch to a pound of weight, and then wonder why they are ill.

For the first bit of right exercise, lift your chest and breathe a bit, and realize that without proper breathing you cannot have an adequate lung capacity. If your chest is always down you have small lungs. My exercises will teach you the proper standing position, and the proper deep, concentrated breathing. Begin with five deep breaths, then lie down flat on the back, with no pillow under the head, on a hard surface; draw the knees up a bit to relieve the strain on the vital organs; place the flat of the hand over the pit of the stomach, close the eyes and center the attention on the stomach. The average beginner is a poor concentrator along unaccustomed lines. You can center your attention more easily by touching a part of the body than if you do not touch it.

Exercise to Cure Constipation

Now, to exercise the stomach you should move the tips of your fingers over the pit of the stomach to center your attention in the cell structure of the stomach. Now draw in gently; then push out gently. Center your attention with the hands and use gentle pressure until you gain the use of the muscles over the stomach. Do this two or three times to begin with, increasing gradually as you become accustomed to the exercise. Three times is enough for the beginner. When you are accustomed to this exercise you can use it as much as you want. Place the flat of the hand over the abdomen and, centering the mind there, use your imagination. This is the first method of concentration. Draw in. Push out. Knead with the palm in a circular motion.

While you are doing this physical exercise with the circular motion of the hands you can add to the value of the exercises, and nicely massage the bowels by imagining that in the inside of the alimentary tract, as a result of your concentration, there is a secretion accumulating which is like the saliva that secretes in the mouth. When a lemon is squeezed close in front of you, if you are a sensitive, the saliva is caused to flow. If I even talk about squeezing a lemon before you, your thought of it will cause a flow of saliva and there occurs the reaction of mental influence back upon the body. The power of mind reacting upon the body is easily demonstrated, and one of the common demonstrations is the flow of saliva when the thought of a lemon being squeezed in front of you is suggested.

You know that stage fright causes your mouth to go dry, and it will cause the same condition throughout the entire alimentary tract. *A constipated body means a constipated mind!* If your body is relaxed and your mind is happy you will never be constipated. This exercise to loosen up the body, if followed, will both prevent and cure constipation.

THE most successful school of salesmanship in America, which has just begun business, confines its efforts entirely to eliminating FEAR and injecting courage in its place, yet the graduates of this school are eagerly sought by employers who pay the school a big premium for everyone of them.

Immediately after the exercise there should be an effort to move the bowels. Your body should be cleansed inside as well as outside before you put your clothes on. If you have been accustomed to taking a physic, do not immediately drop the medicine, but reduce the quantity of the dose and make up the difference with your exercises. There is never any detrimental reaction from this as there is from a physic.

The Enema

If you want to clean your body quickly and in a harmless way, get an ordinary hot water bottle, also a twenty-inch soft colon tube, and use about two quarts of lukewarm water with about two tablespoonfuls of salt to two quarts of water, taking a high enema. Have the tube lubricated; take the knee and chest position. If you can get the water into the colon, it will clean out the small intestines and there is no habit established, and no more detrimental reaction than in washing the face. That is a method which will overcome a sluggish condition of the bowels. If you will follow the exercises which I have already given and use the power of concentration and the other exercises which we shall give you in the course of these instructions, you ought to have and keep clean bodies without using any artificial means of cleaning out your bodies in the morning.

The Morning Bath

The next thing is the bath. In taking this you must

again use your own judgment. There are some people who can take a cold plunge and react quickly; others chill for hours. You should have comfort as your watchword. If you get a good quality of reaction, well and good. I do not respond to the cold plunge or sponge, and there are many with whom it does not agree. However, there is one thing you can do with great benefit. Get a Chinese loofah, a cucumber-shaped sponge of vegetable growth and take a friction rub. At first it may be a little too harsh but, if you dampen it a trifle, you will find that you can use it comfortably for a rub down and it is better for the surface of your body than soap and water.

There is no one who is unable to use the friction rub and an air bath until the skin is pink while the body is yet nude, and get a good reaction. The reason is that your exercising is bound to keep your body warm and this will help to prevent your taking cold. After your friction rub, it makes no difference what bath you take, but consult your own needs for cleanliness.

Exercise Outdoors

If it is feasible, exercise in the open air at least fifteen minutes before you eat. I recognize that with our busy days a mother, getting the children off to school and the members of the family to their various occupations, finds it almost impossible to do so. To miss one hour period of walking is neglect of one's self and if you can take a brisk walk before breakfast it will be better for you.

Running Recommended

If there are no sore spots on your body, and if you have not had an operation and have no weak spots, get out and run. Take the easy swing of the long-distance, cross country runner, tipping your weight forward on the balls of your feet, going just rapidly enough to increase the heart action to the point of comfort, and do this for from five to fifteen minutes. This is an all-around exercise. It expands the lungs, it reacts upon every part of the body, it enriches the blood stream. There are so many good reactions from running in the right fashion that it would be a waste of time to enumerate them.

If you cannot run on the street for any reason, stand in front of an open window and do stationary running —"running on a dime." In other words, come back with your feet and kick yourself, if you can, every time you step. This is the best type of running next to running outdoors.

Some people would not run on the streets because of public opinion. I never let those things interfere with me. I find that nobody pays any attention to what I am doing. One of our limitations is wondering what the world is thinking, failing to recognize that the world is wondering what we are thinking about it. Some people come to me and say, "How can I get over this self-consciousness? I am afraid to meet people." I always say, "While you are afraid of what they are thinking of you they are afraid of what you think about them" and that is almost universally true. So if you can run on the street and want to, do not let your neighbors' opinions interfere. If you let them alone, they will let you alone.

What and How to Eat?

The next subject is all important, what to eat and how to eat it. First, do not eat anything unless you chew it well. Better go hungry than to bolt your food. Horace Fletcher lengthened his life thirty years by making a hobby of chewing, and his instruction was to chew every morsel of food until it automatically disappeared. He would take out of his mouth the substance that he could not chew to a liquid. He did wrong in this, for science has found that we need fodder. We need something to fill the large colon. He thought that one did not need a bowel movement oftener than once every eight days if the food was chewed thoroughly. He did not recognize that, if you leave an organ inactive, it throws poison back into the system. They say he died of overchewing his food. I know that he lengthened his life thirty years by his practice of chewing his food thoroughly.

THE Golden Rule is the best trade-mark on earth, if it is backed up by honest service that is in keeping with the brand, because it has had two thousand six hundred years of intensive advertising.

You will find Horace Fletcher's books profitable reading, especially the one called "The New Epicure or Glutton." Then there is the "A, B, Z, of Nutrition." Those two books are good reading for anybody. If you do not get any new information they will enthuse you to do the right thing, and we all need that.

The gist of Horace Fletcher's work is this: The first stage of digestion should take place in the mouth, that is the alkaline reaction. The second stage, the acid reaction, takes place in the stomach. If the first stage is not complete, then the others will be hindered, and there will be partial decomposition in the digestive

organs causing auto-intoxication with its trail of bad results. Chew your food until the taste is all gone. This is probably the best instruction for all of us. If we would chew our food until it becomes liquid we never could overeat, and one big problem would be solved. People do not know when they have eaten enough. If you are a true Fletcherite, you can eat any kind of food that a normal appetite calls for. You will not like the things that are not good for you. You would not eat a pound of candy. You could not. A true Fletcherite does not like pie crusts, cake, or any of the abnormal foods. If you are a true Fletcherite you will come to have a normal appetite.

Therefore, if any of you are suffering from rheumatism or catarrh or auto-intoxication or "old age" try out Fletcherism for six weeks and see what will happen. Few people, indeed, have personality enough to be true Fletcherites. I have a temperament that makes it very difficult for me to Fletcherize.

IF you wish to prove to me how good you are, do it by showing me how many virtues you see in other people.

One great difficulty comes from the unbalanced and unnatural processes that foods are passed through. We are thus given an unnatural, unbalanced diet, and this is our chief trouble. A faulty diet is the root of the trouble with our children's teeth, and it is the root of a hundred and one physical deficiencies. We are gradually starving to death, because of our unnatural foods, and do not know it, and this trouble will never be remedied until a sufficient number of people are awake and alert to health needs to create a new type of public opinion, and re-educate the people to know what is a rational diet and to demand it.

Too many people are willing to let the present situation go on and buy from the grocers the things that are sold, imagining that we are fed when we are not. We are responsible, not only for our own lives and conditions, but also for the next generation.

Excessive Proteids

The second difficulty with our present prepared foods is that they furnish too much protein, and the excess protein-producing foods are the meats, including fish and fowl, eggs and cheese. If any of you have these physical deteriorations which I have just named, try to leave off proteids for six weeks and see what happens. It is so much easier to do a thing for six weeks than to plan to do it forever. At the end of six weeks if you have gained any benefit, try for another six weeks. If you will try for six months, you will have found a refuge where you will feel very confident that you can avoid colds, catarrh, rheumatism, "flu" epidemics, and so on. Excessive proteins cause muddy skins, "old age," and the like. When you notice any of those symptoms setting in lay off from those articles of diet. The vegetable and grain proteids and the nut meats are a very much finer quality of proteids than those from meat proteids. They do not decay in the body so rapidly. There is nothing that decays so quickly as fish and eggs. Fruits, nuts, vegetables and grains are preferable to meats. I am sure that I could not keep from having colds as I do now if I ate meats and eggs. I want to be sure that I have no uric acid in my body to produce a cold. I do not want to dull my ability to think and so I practically leave off these five articles of diet. There is one exception. You may eat all the bacon you want. The flavor and the salt and the grease give you the feeling that you have had something to eat. You can have soups from meats and all the gravies without getting an excess of protein. When you have soup or broth and gravies and bacon, you are pretty well fed.

The Vitamines

Another trouble with the American diet is that it does not take account of the principle called the vitamine. My brother, Dr. McCollum of Johns Hopkins University, says that we should have green leaves dressed with a good salad dressing every day, at one meal at least, that the raw green leaves contain vitamines as does Fleischman's yeast. You can take from one to four cakes of yeast a day if you are anemic and underweight. My brother has written a book on "Diet for the American Home." In the preface to that book he says we should eat as little meat as possible; but he recognizes the psychic reaction of people who have been accustomed to meat, and then subsequently leave it off. So in his menus he mentions meats, but there are other proteids you can use. If you follow that book, you can feel sure you are feeding your family with a balanced ration.

If you will watch the proteids, watch the vitamines, watch the Fletcherizing, and then keep your mind as nearly happy as possible, besides taking exercises regularly and drinking two quarts of water each day, there is no reason why you should not be well nourished and in excellent health.

Starches

If you Fletcherize sufficiently it is impossible for you

(*Continued on Page* 33)

Selling Yourself

By Dr. B. J. Palmer

This is the third of a series that will continue for several months in these pages. The author, Dr. B. J. Palmer, is one of the most successful salesmen in the world, having sold himself out of poverty and obscurity into wealth approximating considerably over $1,000,000.00, *and into a station in life which gives him the co-operation and respect of more than* 15,000 *Chiropractors, mostly graduates of his school, who are located throughout the civilized world. Read this series with thoughtful reflection as it may help you market yourself to better advantage.*—Editor.

While addressing the Rotary Club at Kewanee, Illinois, I said to Mr. Baker (president of the Rotary Club as well as president of the Kewanee Boiler Company), "Why don't you move your factory to New York, Chicago or London?" Said he, "Printers' Ink has brought Chicago, New York and London to Kewanee."

And, speaking of names becoming "institutions," can you find any better than "Kewanee?" "Have you a 'Kewanee' in your home?"

Printers' Ink brought the world to Kewanee for boilers; the world to one Rochester for kodaks; the world to another Rochester for surgery; the world to Minneapolis for "Eventually—Why not now?" to Davenport for Chiropractic.

Printers' Ink will bring the world to *you* for *your* goods no matter *who* you are or *what you have to sell.*

And just as printers' ink will make, it also can break. Let me cite some examples.

Ever hear of St. Jacob's Oil? Not so many years ago, as time goes, it was a nationally known proprietary. It was the biggest selling product in a day when national advertising of a commodity was the exception. St. Jacob's Oil was advertised well. And by advertising was the business built.

Then Charles Vogler died. His widow called in a banker to straighten out affairs. Patiently, microscopically he toiled through the books; noting with increasing outrage the tremendous sums spent for advertising. Such extravagance, such foolhardiness would never do. His tangible-asset mind could not see the ten-for-one.

The widow had faith in her husband, for she had seen millions of bottles shipped to uncounted buyers; but the sums spent for space were awful and a banker is an all-wise (and sometimes *too*-wise) business man.

When the contracts ran out they were not renewed. St. Jacob's Oil, which was known to every man, woman and child in America through enormous force of advertising, began to quietly efface itself from public view. Within a year the advertising practically ceased. "Let it live on its momentum," said the banker.

Complaints began to reach headquarters. St. Jacob's Oil was not selling. Why continue the story? It is only with an effort that oldtimers recall the product. St. Jacob's Oil is no more.

The time was when every barn was painted with that black and yellow "Hood's Sarsaparilla." Where is it now? Ask for it at the drug store. Same story!

Take one more case, more recent. Pyle's Pearline. A splendid product with a splendid distribution. It was advertised persistently and constantly since 1877; and in 1904 the appropriation reached half a million. Pearline was well and favorably known. Then in 1907 the last of the Pyle family died. The estate felt that Pearline was so well known that it needed little further advertising. The Procter & Gamble bought the business in 1914 to save it from actual bankruptcy.

The public must be constantly reminded. A year of silence will undo the work of five years of advertising. Even during the late war, with many of our factories taken over by the Government and actually making parts for munitions of war, they kept on advertising the thing they used to make, were not making now, but expected to again make after the war was over—just to keep that article in the public mind that they might not have to take up slack memory after the war was over.

* * *

In the game of "selling yourself" there come trying situations. It is well then to remember to:

Keep your feet warm and your head cool is a pretty good rule.

"Hot heads," I have noticed go with "cold feet." He who loses his temper is a bluffer and when "called" is a quitter.

* * *

Selling yourself, whether successful or not, is a question of *the ultimate buying and ultimate selling principles.* It's the objective and your views of what that objective is.

Let me recite two examples: Pullman could have built sleeping cars to the ultimate selling principle of making money, getting rich. But he? Baker might have had the ultimate selling principle of building boilers to make money. But did he? Waterman might have sold fountain pens on the ultimate selling principle of making money. But did he? The instances of *big* business could be cited endlessly. Pullman saw the greater ultimate buying principle of injecting rest into a night's travel and properly preparing the traveling business man for business next day. Baker saw the greater ultimate buying principle of getting more heat units out of less coal by burning as much as 85% wasted smoke as he could, thus saving humanity money, railroads haulage, etc. Waterman saw the greater ultimate buying principle of carrying around your ink bottle in the penholder, signing all documents with ink rather than lead pencil, having pen and ink handy at all times and places.

OUT of politeness I will listen to your tale of woe, but I will like you much better if you tell me your tale of joy instead.

That which *is* the "ultimate buying motive" of the customer *is* the "ultimate selling motive" of the merchant. The one objective of the chiropractor is *health,* because that is what the patient wants. Therefore, the chiropractor should direct *all* his attention in argument, facts, advertising, talks, etc., to the ultimate selling and ultimate buying motives of *health.*

The one only objective of the medical profession is *education.* That is his ultimate selling and buying motive. Whether you are able to use any of it, whether it gets anybody well or not—that is all beside the question. His entire thought, argument, talks, papers, association meets are directed to "How many years' schooling, how many books have you gone through, how many subjects do you know, how great is your vocabulary, can you correctly discuss roots of Latin and Greek"—those are *his* ultimate selling motives, therefore he now aims to force them to be the *public's* buying motives, whether that is *their* ultimate buying motive or not.

There are many people in this buying and selling transaction. The public who are *sick* and the physician who is *educated.* The "sick" want "health." The doctor wants them to have "education." The ultimate buying motive of the sick is *health.* This the physician has *not* for sale; but he *has* education, so he substitutes "education" for "health." It happens that the public cannot use "education" when given in pills, pellets, powders or potions; injections or hypodermics. He may buy "education" but he refuses to have it forced physically. The physician, not having what the public wants, proceeds to the legislature, draws up drastic legislation and forces them to take "education" in lieu of "health." That such an "ultimate buying and selling motive", principle or procedure cannot permanently succeed is evident to even a superficial observer.

I introduce it here to show that the chiropractor's selling principle must be mentally, physically and practically in direct line with the buying principle of the public. Even though the public wanted to "buy" health, if he couldn't "sell" it, then it would matter little how sincere he might be in *desiring* to do because sales are made on *deliveries,* not on desires. Medicine has rested all its laurels on the ultimate selling principle of *professing* to "sell' *education.* That they have failed is obvious. The chiropractor must not only study that method that *is* "health," but he must think it, be it, have it, be able to *deliver* it, sell himself on it and then he will have met the great principle of demand and supply, cause and effect, and his success is assured, because his mind and the public mind will be one in desire and delivery.

Anything that better buys and sells "health" should be the constant issue in thinking, talking and doing. White space, with black ink, should have that as its central theme; it should be the opening and closing of every sale made. That is why testimonials have such a salient effect; they offer the proof of "health" to the mind of he who is "sick."

While on this subject, there comes another peculiar angle to this art of *selling yourselves* to him who is sick and wants "health."

Many mar their opportunity to sell themselves by being too selfish to realize *they* do not need the patient nearly as much as *the patient* needs them. He leaves the impression that he *wants the patient* instead of planting the idea in the patient's mind that the patient needs *chiropractic* to get him well.

The medical man is trying to force "education" upon the public. They don't need that. *You,* and you alone, hold what the patient demands. You can live without him, but he cannot live without you.

What is the lesson then to be learned? If *you* make it appear that *you* are eager to have *him* for a patient, *you* allow your selfish interest to become uppermost. *He* comes to *you* wanting *chiropractic;* he even wants it so bad that he is willing to pay for it, and yet the chiropractor tries to sell him what the chiropractor wants to get away from his patient rather than giving

the patient what he come to the chiropractor to get.

Inversing the arrangement, the chiropractor's ultimate selling objective is the money of the patient. The patient's ultimate buying objective is the health he thinks the chiropractor can give him. This selling and buying arrangement is as bad between chiropractor and patient as was "education" and "health" between physician and the "public" sick.

Somebody has said there could not be a "Methodist-algebra, Presbyterian-mathematics, Christian Science pathology, a Chiropractic physiology," etc. I am not certain about that.

The Holy Bible is *one* book, not many. It is *the same* book no matter who runs or reads. Yet, notwithstanding, there is but *one book,* there are *many denominations* based upon *the different interpretations* of so many men, so many minds, so many opinions.

The genus homo is *one* man, not many. He is *the same* all through the generations no matter when or who looks at him, cuts him up, rips him down or goes into or through him. Yet, notwithstanding there is but *one man,* there are *many interpretations* based upon the many men, many minds and many opinions. The last word was not said ten centuries ago, nor yesterday, neither is the last word said now nor will it be in ten centuries.

So long as man is "finite" in his reasoning and he is the product of an "infinite" producer, just that long will man always fall far short of knowing that last word. When man's reasoning powers become "infinite" then man will be *God* and God will be man's education and *then* there will be no distinction between, and *then* only will the last word be said.

All of which acts as a preface to the thought that "Chiropractic" is a 20th century interpretation of man. It is as one group of people see fit to "finitely" interpret the "infinite" in and of man as *they* see him.

Having so interpreted him, we assume the selfish by presuming that such interpretation is a personal possession belonging exclusively, seclusively and all inclusively as *ours* and no others must know, use or possess except as they have bought from us at a profit to us for giving it to him.

The object interpreted—man—is a common one to all, for all. Any others can see him as I see him *if* they do. I have no fence around any one angle of vision. The same mind I interpret with, all others have in common. So, how I reason and what I reason upon is common rights territory.

Chiropractic is "my" article to sell the world. The ultimate selling principle, so far as I am concerned, is to get the sick well, at the cheapest possible cost, in the quickest possible time that the inefficiency of the world may be materially decreased, that the value of man to himself will increase, that his value to society will somewhere near reach that station that he rightfully belongs as a unit to the world's store of working machines.

This "article" is but an "idea," a "view" of life, an "interpretation" of man, how we see him, what we see in him that is wrong, how to fix that wrong and then a method of fixing that which is wrong.

This "idea" is not clothed with a long, dead code of ethics, viz.: "Thou shalt not advertise and pay for it."

Referring back again: Medicine is based upon the "professing" ultimate selling principle of trying to *make* people take "education" in lieu of "health" which they need, want, and demand. Failure to have in stock, to be able to supply or deliver "health," necessitates some camouflaging. The "professional code of ethics" is the all enveloping, all shrouding camouflage which so far has held the public fairly well in leash.

In the last forty years other methods have appeared. All of them have had some degree of "health" in stock, to be able to supply and deliver. Some had more and others less.

The two marked contrasts between fundamental buying and selling principles has brought about just as marked buying and selling methods.

A short time ago I was being shown around the buildings at Yale. Here was the college of Medicine. I asked what was done in there. "They teach them the *idea* of medicine." Said I, "Do they teach them *to sell it?*" It was obvious that they did not, because *if* they did, it would be to reverse giving people "education" when it was "health" they wanted.

IF we would analyze the man whom we criticize, and see him as he is instead of seeing him as we wish he were, we would find that he is not much different from the rest of mankind.

We whirled around a few blocks and I was shown Yale's College of Salesmanship. Here they were taught "to sell everything." You see they were taught the "principles" of salesmanship.

I asked if they "were given *anything to sell.*" It was obvious that they were not.

So here was the difference. In one college they gave him *an idea* and did *not* teach him to sell it; and, in

the other college they taught him to sell *everything* and gave him *nothing* to sell.

There was something rotten with Yale. But I took another thought. Why condemn Yale, even though several hundreds of years old, when the Dear Old P. S. C. was just as bad and doing the same thing.

"Chiropractic" was an "idea" and a "method" which we were teaching, but we did *not* teach our students *how to sell it.* I came home, off that trip, got my people together, proposed that we introduce a *school of Chiropractic Salesmanship.* And then came the protests from the multitudes to whom this was revolutionary. It had never been done before, nobody of sane mind would introduce such *business* principles into a *"profession."*

(Let me interject here, how, away from home, differently we see our business than at home. Had I never gone to New Haven, it is doubtful if I could have had "the vision of the far" and worked out this step forward in the history of the professional schools of the world, for it is true that we were and are the *first* "professional" school of any kind to teach a "professional" idea and then teach a business way to sell it cojointly. There is no medical, dental, theological, musical, osteopathic, Christian Science or other "profession" where it is done. If anybody knows of any, I should be pleased to get the name and date they started the dual phase.)

The Chiropractic "idea" should not be considered, construed, bought or sold differently than any other "idea." Ideas in themselves are of little consequence unless sold. To be sold there must be a *service* value.

Chiropractic is at once an "idea" with a "service" value. So also is *Pear's* soap, *Victor* records, *Goodrich* tires, *Heinz* 57, *Welch* grape juice, *Munsing* wear, *Pillsbury's* best, *Pullman* cars, *Eastman's* kodaks, *Waterman's* fountain pens, or *Palmer* Chiropractic.

I can readily understand *why* any "profession" which "professes" to sell "health," but can't, and is forced to substitute "education," would be compelled to establish a code of ethics method of trying to get by with "something just as good." But I see no reason why any other method which has "health" for sale cannot openly enter the market and *sell* that idea the same as any of the above ideas of service are sold.

Back in the days of Rome, Greece and Egypt, when articles were sold from stalls, the sign that hung up above was *"Caveat Emptor"*—let the *buyer* beware. They gave you fair warning that they proposed to sting you for all they could, they were going to soak the buyer for all the traffic would bear. The price would be just what they could finally gouge out of the buyer. The ultimate buying principle was "as cheap as you can." The ultimate selling principle "to gouge all you can." The idea of *service* had not been born. Rotary was unknown.

A short time ago, as time goes, Wanamaker revolutionized all that. He took the public into his confidence. He told them what things cost, what the overhead to sell cost, what his margin of profit was, put his price on it accordingly and then it was up to them to take it or leave it. One price to all, no bartering or "jewing;" no trading, just take it or leave it. He changed that *Caveat Emptor* to *Caveat Venditor,* meaning "let the *seller* beware." Thus he introduced a *new* ultimate selling service principle. Wanamaker should be justly called the Father of The Rotary movement.

(*Continued next month*)

DOUGLAS wanted to be President so the people could better serve him while Lincoln wanted to be President so he could better serve the people, which may explain why one has been immortalized while the other is all but forgotten.

GIVE HIM

This Magazine

For Christmas and New Years

You have been wondering what to give him for Christmas.

Give him something that will come around once a month; something that will serve him a whole year and fill him with higher ideals and greater ambition.

This magazine will fill the bill. See page 41.

THIS IS THE DECEMBER ISSUE

We have dated this issue January instead of December for the purpose of catching up. The enormous increase in our circulation since the October issue has resulted in our holding back the presses each month. From now on we will be out promptly on the first of the month.

How the Golden Rule Brings Success

By Fred High

The author of this article is a journalist whose reputation for sound judgment is known from coast to coast. We have known Mr. High for ten years which quilifies us to say that you will be enriched beyond measure in dollars if you read and apply that which he has here written.

There are a few fundamentals that would bring great blessings to mankind, if they were but put to practical tests, and one of these is the Golden Rule.

Whenever the schools, churches, platform and press learn that it is a million times more effective to teach the workings of any law than to palaver over the law giver, then will be taken a great step towards progress.

The mentally slothful find it much easier to eulogize Newton than they do to study the law of gravitation. John Wesley is easily sainted by mediocres, while the fundamentals of his teachings necessitate profound mind to study them out and a balanced life to apply them to modern conditions.

Years have been spent deifying the Man of Galilee by a worshiping clergy who preached to worshiping millions when they should have explained and practiced the Golden Rule as a law of life.

We are only beginning to understand that Emerson was right when he said: "The law of compensation is never at rest."

The law of service which is now being taken from the esthetic realm and placed in the vocabulary of business men is becoming a factor in the lives of men, and the Golden Rule is taking on a new significance as it is being translated into terms of daily experience.

There is great need of saner understanding of the laws that govern that thing we call service. We have all too long worshiped what we call success, and have made it hard and unprofitable to achieve or produce.

We have measured success in terms of money, and have put every possible impediment in the path of those who were striving to achieve, and have gone out of our way to penalize the producer.

We have been cursed with an overdose of ranting about the sins of materialism and materialistic philosophy. Preachers, editors and lecturers have used this theme much as the pothouse politician, the profiteer and the grafter have used the American flag. It is a sure applause getter, and George Cohan is not the only one who has employed it for the purpose of filling his own coffers.

Have we penalized production? Look at the greatest producers we have in America today, the farmers, the stock raisers, the husbandmen. Their condition is pitiful.

Yes, they made money as real estate agents, but they are now losing it as producers.

We have made it easier to finance a business deal in the Orient than it is here at home. Our so-called blue sky enactments have largely been placed on the statute books at the behest of those whose efforts in farming the farmers and mulcting the masses were interfered with by hustling, keen competition.

This is as true of the church as it is of any business. The minister who is the best tax gatherer is surest of promotion, and the million dollar drives are for foreign missions and not for home service.

Music, art, literature and the drama, all put premiums on the foreign brand and even a manufactured story of foreign success is a greater sesame to fame and fortune than an actual achievement at home.

Here is a clipping headed "America Seventy Years Ago" that tells so much in such few words that we wish to quote it:

"Enterprise was then not a national characteristic. The few who dared to suggest improvements were persecuted as enemies of society. The first iron plows were said to poison the soil. The first railroad was torn up. The first telegraph wires were cut. The first sewing machine was smashed. And the first man who sold coal in Philadelphia was chased from the state as a swindler."

Another paragraph shows excellently the sharp dismatter of knowledge and of speed. It is a transcript matter of knowledge and of speed. It is a transcrpit of the reply which the school board of Lancaster, Ohio, in 1828, gave to a company of men who requested the use of the schoolhouse in which to discuss the building of a railroad. The enlightenment it gives is only exceeded by the merriment it provokes.

"You are welcome," said the school board in its reply to these men, "to use the schoolhouse to debate all proper questions in, but such things as railroads and telegraphs are impossible, and rank infidelity. There is nothing in the Word of God about them. If God had designed that His intelligent creatures should travel at the frightful speed of 15 miles an hour by steam, he would have clearly foretold it through His holp prophets. It is a device of Satan to send immortal souls down to hell."

The schools of America will find their greatest opportunity of usefulness will open up to them, if they will place the laurel wreaths or recognition upon the heads of those who produce and achieve instead of where now they are placed. The ability to memorize and to copy are the easiest roads to recognition.

America has gone ahead faster and faster by utilizing the forces that inspire to greater mental and cultural achievements and the production of material things as exemplified by the methods that operate our state

and county fairs, industrial expositions, various shows and exhibitions, than by any other method that we have put into practice.

The Centennial at Philadelphia is the date that stands out in the progress of our industrial growth. The phonograph, the typewriter and numerous other factors in modern life won medals and awards at the Centennial were started on their way by this simple recognition.

Let's take the horse as an example of what has been done in the way of development.

Originally he was a little animal no larger than a fox. He had a bushy tail and five toes. In Illinois alone during the past ninety years the breeders have added 1,000 pounds to the weight of this noble animal. I attended a meeting of the National Belgian Horse Show held at Waterloo, Iowa. I saw there a magnificent specimen and was told that his owner had paid $51,000 for him. A few hours later a blue ribbon was placed on the stall and within a week that same horse was sold for $75,000.

We may rail about the Darwinian theory and anathemize the schools and colleges for teaching evolution, but the facts are that by a knowledge of the fundamental laws of biology put to test on the common things of life we have developed corn from a weed, wheat from a little spear of grass, and a thousand other things equally as marvelous have been achieved by following this law.

We must recognize the producer and award him for his product. I have stood on the very spot in Pennsylvania where Col. Drake developed the first oil well, and I know something of the sorrows, the trials and tribulations that were incident to the development of that field. After oil was found, there was then the biggest task of all—that was to transport it and market it.

Supposed customers visited the various Pittsburgh drug stores and other places where oil was handled, and they sought to buy gallons of "blue strap" with which to grease machinery. These local stores were up to this time selling this same product as "Seneca Oil" to be taken by the drop or rubbed on the body ,as it was a sure cure for colds and rheumatism. That was the starting of the oil industry in America.

John D. Rockefeller sent to China 5,000,000 little glass lamps that cost a nickel apiece and were filled with kerosene. He taught the Chinese how to use these lamps, he showed them they could buy more oil when the supply ran out, and thus the oil business was developed in China.

People are severe on John D. Rockefeller, because they deal mostly in finances. To his critics he is a robber on general principles, for the reason that no man could earn what John D. has extracted from the public.

These same people will tell you, if you try to sell stock in an oil company, that there has been more money put into oil wells than has ever been taken out.

At home we have a little boy two years and a half old. I often look at him in contemplation of life and its relative values. I was about the same age that he is now when my own mother was handling a can of "coal oil," which was at that time as inflammable as gasoline is now, and in a flash she was enveloped in a solid sheath of flames. She was burned to death, and a baby sister, a year younger than I was, and I were left orphans. Insofar as John D. Rockefeller and those associated with him have extracted the danger from kerosene and have saved perhaps thousands from the lonely heartache that is almost a constant companion they have rendered a service to society that is worth billions more than they have collected.

For each $100 that John D. has received that he has not earned he has paid for in tears, suffering, hoping and giving by the millions to gain the rewards that society freely gives to those who will earn them.

But, if Rockefeller's millions were put in escrow as an exchange for the life of my little boy's mother, and he would get them all, but go through life minus the love of one of the best mothers a boy ever had, I would say the deal would not be worth the making.

The truth is we are measuring men and measures by a much higher standard than they were measured by twenty-five years ago. The average man of today has an infinitely greater appreciation of the fact that he is more than an individual unit in society, he realizes that he is a part of society. Our forbears pioneered, they were individualistic, while we are social in our make-up. Nobody cares how much money Henry Ford has, for Uncle Henry always thinks in terms of social or group ideals. He has made the Ford Service almost universal in its application to one of life's greatest problems.

The same law that has recompensed Ford is as universal as the law of cause and effect; in fact it is merely cause and effect working out in human relations.

I have given this subject years of study and traced its workings in a dozen different lines of activity and divergent business. I can only record a few of the many inspiring examples of how this law of service or the Golden Rule put into practice has worked out, but I feel that I can not allow this opportunity to pass without relating at least a brief account of the many thrilling stories that I have gathered. The saxaphone is without doubt the most popular musical instrument in America. It is the latest to be introduced.

The saxophone was imported to America, and the story of its development is such an interesting one in itself that the writer often uses the tale of the saxophone as an example proving his claims that in rendering a service to society, all things being equal, society will recompense us for that service.

The first saxophone ever made in America was turned out at Elkhart, Ind., by F. A. (Gus) Buescher,

OLD at fifty! Why, my boy, don't you realize that you are only becoming a fair student, much less a finished graduate, when you reach the age of fifty.

who at that time was working for C. G. Conn He started with Mr. Conn as a mere lad, drove the Conn carriage, washed the milk bottles, fed the chickens at Conn's house and monkeyed with the band instruments around the factory, and it was there that he got the "bug."

"Gus" soon developed mechanical ability that Conn recognized. He took an imported saxophone apart, studied its construction, made another one, then a dozen or more. But like the case of the old darky minister, who, after preaching a very eloquent sermon on the text "Let there be light" asked the congregation for a liberal offering, as he wanted to buy a new chandelier for the church, and an old mammy arose nad objected on the ground that even if they did buy a chandelier for the church it wouldn't help matters, for there was no one in the congregation who could play it.

E. A. LeFevre, of France, was then the acknowledged and most widely known saxophone virtuoso, and so C. G. Conn, the world famous brass band instrument maker, arranged for an American tour of this celebrated artist, and it might be said that E. A. LeFevre was the musical missionary who made the saxophone popular in America.

"Gus" Buescher, as all who know him prefer to call him, converted a woodshed into a factory all his own.

John Collins was later associated with Mr. Buescher and these two have unitedly devoted their best efforts to the development of the saxophone as a musical instrument.

LeFevre set the pace and proved the wisdom of this method of developing the business of making and selling saxophones by first presenting the highest artistic results possible of attainment in the form of concerts and recitals.

A few weeks ago we wandered into the side-show at the Ringling Bros. & Barnum & Bailey Circus, and there, talking to three little midgets, was our old friend, Tom Brown. Just the man we were looking for, as we were then gathering material for this article, and so we corkscrewed the following facts from this reticent, modest, but world-famous artist.

More years ago than Tommie now cares to admit, 1904, while playing a clarinet with the Ringling Bros. Circus he purchased a saxaphone, a second hand one, and he and one of his now famous brothers, together with "Doc" Healy, featured the saxophone at the big Ringling Brothers' after-show concert. The act was a success from the first and from time to time additional numbers were added until finally the Six Brown Brothers were organized and were in constant demand.

What do you know about the early history of the saxophone? Do you know that the first saxophone was made by Antoine Sax? Like many other inventors he had jealous imitators who tried to belittle his invention and dispute his priority. Notable amongst these were Wieprecht and Cerveny, who caused him much expensive litigation over his patents, which, however, were in late years universally upheld.

Sax was born at Dinant, Belgium, November 6, 1814. His father, Joseph Sax, was a celebrated instrument maker. Antoine, sometimes referred to as Adolphe, displayed a great musical ability at an early age, as well as a taste for his father's business of instrument making. The father took great pains to encourage these inclinations, giving him a free hand in the workshop and directing his musical studies.

When old enough the young Antoine was entered at the Brussels Conservatoroire de Musique where he studied the clarinet and flute. The celebrated master, Bender, made of Sax a clarinet player of great skill, which was never applied in a professional capacity.

His natural bent was mechanical, so he returned to the workshop, where he applied himself to the task of improving the clarinet, along lines laid down by the elder Sax.

Antoine removed from Dinant to Paris in 1842 and opened a modest little workshop in the Rue St. George.

THE man who sows a single beautiful thought in the mind of another renders the world, through that act, a greater service than that rendered by all the fault-finders combined.

His superiority over the other instrument makers in Paris was so marked that he soon had to enlarge his quarters in order to handle the orders for instruments which poured in from professional musicians and others.

Antoine Sax invented the instrument which bears his name in 1846. He made a quartet of saxophones, consisting of the Bb soprano, Eb alto, Bb tenor and the Eb baritone, thus adding four new voices to the world of music.

Through friends at court he was enabled to secure a practical monopoly for the supply of wind instruments of his manufacture to the French army.

Like many geniuses, Sax was a poor business man and became bankrupt in 1852, but was able to make arrangements with his creditors and to resume business.

In 1859 there was a reformation of pitch, making it necessary for every military band and orchestra in France to procure new wind instruments. This was Sax's opportunity and a business man would have made a fortune. But Sax, while a wonderful musician and inventor, was NOT a man of business. His affairs went from bad to worse, and at length became hopelessly involved. Although he exhibited in London in 1862 and took the grand prize in Paris in 1867, his fortune continued to decrease until at last he lost all. His factory in Paris passed into other hands, his magnificent collection of musical instruments was sold under the hammer, and he was left almost penniless.

There was a time in the career of Sax when he could have retired with a competence if not a fortune. He had friends in high quarters and the assistance of prominent musicians, such as Berlioz, Halevy and Kastner. He had the favorable comments of the French press, and in fact the applause of all Europe.

All this gave him a position rarely reached by men in middle life. At this point there was a sharp turn, and from there on his misfortunes came in groups. He died in the eightieth year of his life, in penury and almost forgotten.

Sax won world fame and was rewarded by those whom he served best. He died poor and forgotten, because he was unable to understand that part of the law of compensation that governs those who count their gains solely in terms of coin of the realm. No one can have their cake and eat it both, so musical artists and world benefactors must learn that the world pays us in the coin that we earn or demand.

C. G. Conn reveled in wealth. Buescher and Collins have been well rewarded in all that the accumulation of wealth has to offer to those whom the God of fortune favors.

We hope that we have presented here the reasons why Elkhart, Ind., now turns out annually more saxophones than are produced by the combined efforts of all the rest of the world's manufacture put together.

We hope that we have shown that from the very beginning the service rendered preceded the rewards and that these rewards were always the harvest of seed sown and work performed.

I have traced out the workings of this law as it has been revealed in the creation, sale and development of popular music, vaudeville, the circus, the publishing business, automobiles, railroads, educational institutions, colleges, universities, professions, like law, medicine, the ministry and a dozen other lines of commercial and industrial activities.

This generation needs, and no doubt future generations will need, to understand that the two greatest problems to be solved are the one of production and the one of distribution and that these are world-wide problems. They are crying aloud for solution, for upon their proper solution depends the future happiness of the human family.

With millions of men, women and children starving, with many millions out of work, with millions wrangling over pay, hours and conditions of labor; with 10,000,000 brave soldiers filling premature graves and many millions more mourning over the loss of their dear ones, with nations spending many millions of the peoples' hard earned money preparing for "The Next Great War" and with taxes now piling up so that nations are bankrupt and peoples everywhere are groaning under the burdens that have been piled sky-high upon them, it is time that we should seriously discuss the way out.

We wish that we might have our way in this matter, and instead of spending billions of the people's money, we would offer $50,000,000 as a national prize for the person or persons who successfully build and meet the demands of the following specifications:

The first heavier than air ship that will ascend and descend vertically, stand statically, if desired; turn in a radius of its own axle; carry 25 tons in excess of its own weight; fly 200 miles an hour and alight at speed not to exceed one mile an hour.

The $50,000,000 to be given upon the completion of these feats as a national prize, the money to be appropriated from the U. S. Treasury.

This would be a national incentive that would set the world's greatest inventors, mechanics, business men, manufacturers and statesmen to work. If they failed, it would not cost the Government a penny. If they succeeded, this $50,000,000 would be a mere bagatelle as compared with the millions that we could save on manufcaturing implements of war, for we would then have the real offensive and defensive fighting machines that could be as readily equipped and manned for war as our tanks and trucks were in the World War. We would build up a new era of transportation which would surpass that developed by the railroads.

America needs to learn the lessons that the story of the World War teaches. We must build for peace and for the good of mankind such crafts that will meet the highest ideals of a Christian civilization during times of peace, but which could be turned into such instruments of defensive that in times of war they can outclass battleships, superdreadnaughts, poison gases and all the heinous means of taking human life that greed and hate can devise.

America must stand supreme in her self-defense, but she must achieve this proud position by rendering service to the world.

The world's greatest economists, statesmen and sociologists with common consent have stated it as their belief that, unless the mad race for armament is stopped, the world will be bankrupt during the present generation and that civilization will have to be admitted a failure.

DESTROYERS fare badly. Word has just come that a man who makes it his business to investigate other men and show them up is, himself, being investigated under suspicion that he killed his wife nearly a year ago.

To prevent the culmination of this tragic finish of the human race, America, the bravest, hardiest, most hustling race on earth, should give its attention to developing the airship.

In developing this theme we have purposefully neglected to deal with the esthetic side of human activities where the rewards are greatest for service rendered in deeds of kindness, words of inspiration, appreciation and encouragement. These are greater rewards to the soul than the temporal things can possibly be to the body, for we understand that all spiritual things are best interpreted in material terms. That is why Jesus taught his greatest lessons in parables that dealt with the flowers of the field, the birds of the air, the fishes of the seas, and, in dealing with men, he found his greatest understanding when he cured the sick, restored

(*Continued on Page* 33)

the sight to the blind, healed the lepers and gave new hope to the sin sick souls who crowded around him and followed in ever increasing numbers.

We must begin by frowning on those who wish to penalize producers and humiliate the ambitious. We must reward the producers and encourage the workers. And ever keep in mind that he who would be the greatest among us must be the servant of all. And that this is a business principle, as well as a religious philosophy.

And best of all, understand that it works and is a paying proposition.

If we will but embody this theory in our every day affairs, we will develop the spirit to will and to do. We have overplayed the heart strings and have based too much on those who give.

If we will but put to the most trying tests the Golden Rule as a law of our every day life, we will develop a race of men and women whose heads and hearts will be articulated with their feet and hands, and such a race will unite the highest spiritual dreams that emanate from the soul of man with the material necessities that the world has always needed and for which it has ever risked everything; for which it has longed, prayed, worked and fought to obtain.

Then indeed we will begin to see that Peace on Earth, Good Will Towards Men is a practical plan of life here and now and one that is easily applied.

(*Continued from Page* 15)

glorious for every human being who practices its precepts or who comes under its influence.

Sounds almost like a sermon doesn't it? But it isn't, it is just plain common sense. Next time you repeat those words see if you can't realize that what they say goes to the root of things. See if you can't in some degree get the benefit of Edwin Forrest's forty years of study. And then go out into the world and carry the result to the human's you meet and who for the most part are, or want to be, a good lot at heart, only waiting to be shown how.

(*Continued from Page* 24)

to overeat, but otherwise it is easy to do so. The proteids should be the center of one's attention. When it comes to starches, be sure they are thoroughly mixed with saliva in the mouth, and you cannot overeat on the starches.

Milk

What about milk? I will give my brother's version of it. When I last talked with him, he said, "If we can educate the American people to cut their meat consumption in half, and double the milk consumption, we can double their physical efficiency." One quart of milk and an apple is his morning meal. At noon he takes a sandwich with a few green leaves of some sort. In the evening he eats his main meal, anything that is set before him, but he sees to it that there is always some fresh green salad on the table.

Announcing: The Co-Operative Clubs

During the latter part of August I met the Editor of Napoleon Hill's Magazine for the first time, following his address at the Palmer School Lyceum, in Davenport, Iowa.

I was so impressed with that address, and with the personal bearing of Mr. Hill, and with the manner in which the thousands of people who heard his message received it, that I made up my mind to help carry that message to every town, city and hamlet in America.

While Mr. Hill was still speaking I conceived the plan of making use of the principle of organized effort of which he so often speaks and writes, by bringing all of the subscribers to this magazine in each community together for a monthly meeting. I submitted the plan to Mr. Hill and he immediately approved it.

The result of my inspiration was the organization of the Co-Operative Club, which will have an affiliated Club in every town and city, the members of which will be readers of Napoleon Hill's Magazine. Men and women who read this Magazine are all going in the same direction, they are of similar temperaments, their ideas of life, generally, harmonize and they are a thinking class of intellectual people who are decidedly worth knowing through personal contact.

If you are a subscriber to Napoleon Hill's Magazine, or if you wish to qualify by becoming a subscriber, write to me and I will personally instruct you on how to go about organizing a Co-Operative Club in your city. This is one of the most effective moves toward bringing men and women together in a spirit of harmony and co-operation, of this generation, and those who distinguish themselves as leaders in its early days are sure to be rewarded with blessings such as come only to those who find happiness through constructive service. See page 37.

Address, for further details,

DR. D. A. WILLIAMS,
Ashtabula, Ohio.

WANTED!

We require the services of an alert man or woman in every community to introduce this magazine to those who need the service it is rendering the world.

This work is profitable, and it will bring you that satisfaction which always belongs to the person who is conscious of rendering a needed service that helps other people.

For part or whole time working arrangements, address the Business Manager.

Napoleon Hill's Magazine
210 Fifth Avenue
New York City

Chiropractors
Here is a Bargain

There are still a small quantity of the Palmer school Lyceum Reports made up R&R style on hand.

While these reports last we are going to offer them in a five month's trial membership, under the following conditions:

1. You get the Lyceum Report of all the practice building points developed at that great event for 1921 in the chiropractic world. This report alone sells for $2. It puts the Lyceum in your desk.
2. You get the Practice Builder Brief of Tested Experience on "How to Build a Big Practice." This brief regularly sells alone for $1.
3. You get four additional months of the practice Builder Service. The Lyceum report is the regular September number. The four additional months will be October, November, December and January. The October and November numbers can be sent immediately. The December and January will come along when published.
4. You get it all for $2.50 and your personal check is accepted. Mention this magazine.

R. L. JENNE, Manager

Chiropractic Research and Review Service
307 Holliday Bldg., Indianapolis, Indiana.

Napoleon Hill

Available for a Limited Number of Public Addresses

Your editor's services are available, by special arrangement, for speaking engagements.

His message is particularly appropriate for gatherings of employers and employees and for business men's clubs, such as Kiwanis, Rotary, Advertising and Commercial.

The trend of his public speeches is distinctly directed to the development of a spirit of friendly co-operation among men generally, and to the elimination of racial and religious intolerance, hatred, jealousy and envy.

The "Magic Ladder to Success," which is always delivered with variations to suit the nature of the audience, is the editor's most popular address. It has been delivered before hundreds of thousands of people throughout the United States, and its popularity is growing every day. This address, with its Sixteen Principles upon which success is built, is practically a page cut out of the editor's own book of life, covering a period of twenty-two years, from the day that he began as a laborer in the coal mines to the present, and it has literally transformed thousands from despondency and failure into success and happiness.

Mr. Hill is one of the most dynamic and impressive public speakers that this generation has produced, and he is all the more interesting because he speaks from actual experience, on subjects of vital importance to all. He is a self-made, self-educated man who stands as a striking example of what a boy born of humble parentage can accomplish here in America. His own achievements act as a powerful inspiration to all who hear his story.

Engagements must be arranged at least two weeks ahead. For terms and dates available address the undersigned, stating date preferred.

D. L. JOHNSON, Secretary

Eighth Floor, 210 Fifth Avenue
New York City

SALESMEN WANTED EVERYWHERE

TO TAKE ORDERS FOR

The Magic Key to Success

A New Course of Instruction in Applied Psychology that is presented on Six Phonograph Records, by Napoleon Hill, in His Own Words.

THIS new course of instruction marks the beginning of a new system of education that will one day sweep the entire world away from the old method of teaching.

The course is presented in six printed lessons that reach the brain by the aid of the eyes, and six lessons recorded by word of mouth, on phonograph records, recorded to the rhythm of music. These records were made in our Laboratories, by Napoleon Hill, in person. The purpose of the music is to produce harmony and concentration of thought, thereby arousing and holding the attention in an alert state while the instruction is being given by the speaker.

These records are placed on any talking machine and played just as any standard record, preferably just before going to sleep at night. The results are marvelous. The six records are supplemented by six printed lessons which go into more detail than is given by the phonograph records.

We earnestly believe that this system will transform the personality of any person who will follow it according to instructions, so that within from three to five weeks the hidden ability can be brought to the surface. We believe, furthermore, that in less than two years' time prison officials will be successfully treating and curing those who are of criminal tendencies, through this same system. The system is irresistable. The music arrests the attention of the conscious mind and the speaker's words then pass by the outer-guard of that conscious mind and register themselves in the sub-conscious mind, where they become a powerful force that automatically carries the student to the very heights of attainment in a chosen field or direcion.

The credit for the discovery of this new system of training is due to Napoleon Hill and Robert Quait, the Musical Studio Director of our Laboratories. It happened in a manner worthy of mention. Mr. Hill was visiting our Laboratories a few weeks ago while Mr. Quait's wife was rehearsing a musical number, preparatory to making a musical record. By the merest sort of accident Mrs. Quait struck a key on the piano which produced an effect on Mr. Hill that caused him to say "If I could be within hearing of that music I could sit down to the typewriter and play a symphony in words at will, any hour of the day." This led to an experiment, which, in turn, led to the most epoch-making discovery concerning education since Froebel's discovery of the kindergarten principle.

We have named this phonographic record course the "Magic Key to Success" because we believe it to be all this name implies. Its effect is nothing short of magic. The course is basic and fundamental in nature. It lays the foundation for success in any walk of life because it develops Self-Confidence, Initiative, Imagination, Self-Control, Attractive Personality, Accurate Thinking Ability, Concentration, Persistency, Tolerance and the spirit of aggressiveness that is essential in all Leaders and Executives.

This course will develop and bring to the surface every good quality there is in the student, and it is so arranged that it automatically destroys the negative qualities. It tells the student in plain words exactly WHAT to do and HOW to do it. The same words are printed on a chart which the student reads while he listens to the phonograph records, thus both the auditory and the optic nerves are used in conveying the impression to the brain and registering it. No power on earth can resist the effects of this system, or blot out its results.

The price of this Magic Key to Success course of instruction, including the six special phonograph records and the six printed lessons, is $15.00. The price would be much higher except for the reason that we wish to introduce the tremendous possibilities of this new system of teaching preparatory to completing and marketing a course in child training, under the same system. The records can be played on any standard talking machine (except the Edison). Send your personal check or P. O. Money Order.

We require the services of 100 well educated men and women to sell this course and other educational features we are producing. Write or call for full particulars as we will employ you no matter where you live if you are qualified.

Department of Education
ELECTRIC RECORDING LABORATORIES
Fifth Floor, 210 Fifth Avenue,
NEW YORK CITY

THE "PEPTOMISTS" SAY:

Monthly "Peptograms" For Peptomists

Edited by A. J. Foerter, M. D.
110 N. Monroe St., — Peoria, Ill.

A Department in which the news items and activities, of the Peptomist Clubs, local and National, are recorded, and constituting the Official Organ of the Clubs.

ATTENTION

Yes, the above title occurred to me because I wanted to direct your attention to these pages in this magazine. I desire to give you something, but I cannot do so unless you show your willingness to accept it by giving me your attention.

This is the Peptomist section, but you should read it, whether you are a Peptomist or not. You probably are one, anyway, only under some other name. Words are funny things and are often just as much a source of error as of the perception of Truth. This is what the young man discovered who played hookey from church, but intending to protect himself, read the title of the preacher's sermon *on the outside of the* church door: *"Fear Not, I Will Send You the Comforter."* He evidently did not enter into the meaning of these words, for when questioned at home about *"what"* the preacher talked about, he answered, "Don't worry, you'll get the quilt."

To understand a thing we must enter the spirit of that thing. To understand "Peptomism" we must enter the spirit of Peptomism. We must enter Life, the Spirit of Life. Now many people do this, who probably have never heard the word Peptomist and again many may hear the word but fail to get what I'm talking about. Therefore I'm giving you here the key to the situation:

"Any man who does things *'Now'* in a *New and Better Way* than he ever did them before, is the man imbued with the Spirit I'm talking about."

This does not mean that he is a highbrow, an intellectual type with several titles after his name, but it means that he is exercising those three powers of his Mind, that we call *"Imagination, Selection and Initiative."* He is fulfilling the purpose for which he was created and he is now following the *Pattern of the Parent Mind.* He is acting as a subsidiary Creator of New and Improved Conditions. He has entered the Spirit of Life and is participating in the *Joy of Life* for at no time is man happier than when *purposefully* co-operating with the great forward movement of the Great Cosmic Will, in back of all Evolution.

ADOLPH JOHN FOERTER.

WHY ORGANIZE PEPTOMIST CLUBS

With so many noon-day Luncheon Clubs already well organized and successfully functioning, one may stop and wonder if there is room and need for additional clubs, even though the purpose is quite separate and apart from the successful clubs already established.

There is always a place, though, and a genuine need for a forward looking organization, that has for its very foundation of purpose self-improvement. The Peptomists have this, and much more to justify their place among men.

The Peptomist Clubs will bring together men of kindred minds, as their very requisite assures this accomplishment. In this there is a decided step ahead taken, in the type of membership attracted to the club. After the men are thus brought together through the Peptomist Club, each one is given an opportunity to increase his self-confidence and improve his mental poise, by contributing to the weekly program, which is more than entertaining and instructive. It is actually uplifting and inspirational.

Included also in the weekly program is the short but intensive period of concerted practice, with the purpose of infusing each member with keen understanding of the source of all power and pep. In this the Peptomists are indeed unusual, as they actually make themselves independent of outward forces and influences, for the instilling of pep, and learn the fundamentals of where pep comes from, and how to command it at will, when needed.

With these advanced and useful purposes for which the Peptomists stand, there is a great and noble work for them to do. When the work to be done has the combined result of self-improvement and wide uplifting influence, then the heart of man responds in never ceasing gladness. This alone is an ample reason for being a Peptomist, and indeed makes the Peptomist Clubs everywhere worth while. HENRY T. PARRETT.

WHY I BELIEVE IN ORGANIZING PEPTOMIST CLUBS

A Peptomist Club should be organized in not only every city, but in every village and hamlet as well. Every community, be it a metropolis or a sleepy hollow, has its students of applied psychology, laboring along under their individual handicaps. It is only through organized effort and the building up through co-operation that these individual students are granted the opportunity of rendering to themselves and their fellow men the real fruit of their endeavors. A world-wide organization of students of applied psychology under a common banner will be productive of great good to the nation as a whole, to the respective clubs and to each individual of the organization.

Thus far there has been no unification or coordination of efforts. The Peptomists are rapidly becoming the cement that binds and molds all of the individual efforts and results into one gigantic effort and result. Peptomist Clubs bring together kindred minds for study and work.

Resistance is the stuff out of which strength is built.

The possibilities of each individual club member to strengthen himself is limited only by the time and effort he is capable and willing to expend in the promotion of the good work. A man may not understand certain phases of the work and be proficient in others. His constant contact with other men will give him a better understanding of their viewpoints and make him more tolerant of mankind and assist him to become more balanced and arrive at that state of development toward which all real men strive whether Peptomists or not. At the same time this man will be rendering a real service in assisting others toward their goal of perfection.

Think of all the good you can do for yourself and your brother men, then proceed to organize a Peptomist Club in your own community. The parent organization is at your service.

F. J. FOERSTERLING.

WHY ORGANIZE A PEPTOMIST CLUB

I believe every city should have its Peptomist Club for the following reasons:

Because it seeks for its members business men, or rather busy men, who are unwilling to allow the evolutionary processes to work through them by the law of averages, but instead are themselves striving to rise above the mass by their own efforts.

Because its objects make for the building of character.

Because it demands that each member direct his attention to the creative power within himself.

Because each member has equal opportunity with another for the development of his own individuality.

Because it encourages self-expression and mental growth.

Because it teaches men how to master self-consciousness and develop self-confidence.

Because it makes men considerate of and concerned with the problems of their fellow men.

Because it shows men how to achieve the three great desires of the human heart,—health, happiness and success.

Because it recognizes no one particular race, religion or creed as supreme.

Because it concerns itself only with the striving for a better understanding of the great underlying creative principle which is alike the soul of every one whom we call Man.

J. L. RICHART.

WHY ORGANIZE PEPTOMISTS CLUBS?

It is generally admitted that study of Applied Psychology, the study of the mind and its potentialities, is the most fascinating and the most prolific in possibilities of all that are offered to man for his earnest consideration.

Also, it is agreed to by practically every one that the most profitable method of education is one which combines study and practice. This is the system employed by the Peptomist Clubs.

The most wonderful study and the most successful method. Surely these present an opportunity worthy of any man's best thought and effort. This is my answer to the question, "Why Organize Peptomist Clubs?"

ALBERT HENNIGES.

WHY START A PEPTOMIST CLUB?

The underlying principle of a Peptomist Club is the creation of a vehicle through which men may gain a better understanding of Nature's laws, and through that understanding come to a fuller realization of their responsibilities to the Supreme Being, to Society, and to themselves.

By association of kindred minds in the study and practice of Applied Psychology the avenue to the attainment of Mastership is unobstructed.

Why do we have colleges? Why do people organize into religious sects, into political parties, into secret societies, or band together in various other forms? What is the underlying motive? Is it not the result of reasoning along a certain line? Does it not give freedom of thought and action, leading to fuller discussion and development of the particular idea that actuates and binds together men dominated by that one *main idea*.

Was not this the foundation of the Christian era? Was not this the nucleus of these United States, through the Pilgrims?

GEORGE W. PERRIN.

Let Us Help You Teach Your Children the "Savings Habit"

The "Spending Habit" is one of the curses of the youth of America, because they learn how to spend before they learn how to save. Both Saving and Spending are a habit, and when once acquired the habit of taking the pennies and nickles to the bank and having them entered in a pass book becomes just as fascinating to the little folks, and a whole lot more beneficial than the spending habit.

Let Us Present Each of Your Children With a Savings Account in Your Local Bank

As a part of the service which this magazine is rendering its readers we are carrying on a National campaign for the purpose of educating children to acquire the Savings Habit. With a little team work on your part, if you have children, we will render them a service that will benefit them as long as they live. If you will help your children secure one subscription each to this magazine and let them take the money to any local Savings Bank, together with the coupon below properly filled out, the bank will open an account with each of them and we will present each one with a dollar to start the account with. For every subscription to this magazine they secure thereafter, or, that you secure for them, as a means of arousing their interest in developing the Savings Habit, we will present them with a dollar to be credited to their Savings Account.

Be sure to let the children handle the entire transaction at the bank, as this is essential in order to arouse their interest in the "game" of watching the dollars grow. It will pay any parent of children to encourage the playing of this Savings game, even to the extent of "planting" a few subscriptions around among friends and neighbors where they can be easily picked up by the children when called for. By all means let the child feel that it is earning this money, because that is the real psychology of the plan. Money given to the child for this purpose will not serve because the child loses the thrill of handling money which it feels that it has earned.

Let the child deposit in the bank the whole $3.00 received for a subscription to this magazine; then let it draw a check to our order for our part of the money, which is $2. This transaction also is a necessary part of the psychology, because it impresses the child with the thought that it is competent to transact business.

Your Child Will Surprise You if You Will Adopt This Plan

The editor of this magazine has experimented with children sufficiently to know how effective this plan is, and you will be surprised at the interest your children will take in it the very first transaction you permit them to engage in. This plan, simple as it may sound when first presented, can be turned into the best insurance against poverty in old age, because it will develop thrift and business ability in your children at an early age, and this will go with them all through life. Try just one transaction and you will see the possibilities of the plan. With a little help on your part your children can accumulate $75.00 to $150.00 in a year's time, to say nothing of the splendid training this will give them in the art of selling their services. This plan can be turned into education of far more practical value than nine-tenths of that which they receive in the public scools, as strange and impossible as this may seem.

Napoleon Hill's Magazine
210 Fifth Avenue
New York City.

---------- Take This Coupon to Any Savings Bank ----------
With $3 Attached for Each Subscription,
and Have Official of Bank Sign at Bottom.

Napoleon Hill's Magazine,
210 Fifth Avenue,
New York City.

Gentlemen: Enclosed is check for $....., being in payment of.....subscriptions to your magazine at $2.00 each, the other $1 having been deposited to my credit in the bank. Send the magazine to names and addresses attached on separate piece of paper.

Name..... Address.....

This is to certify that the person whose name is signed above has deposited $.... in the Savings Department of this bank.

Name of Bank..... .....
Cashier.

Do You Know the Business Philosopher?

The Thought of the Great Business World

Is tending more and more to the belief *that we do need more religion* in business—and to the study of the natural laws, which when followed, lead to real success in every field of human activity.

This magazine advocates the principle of

Success Through Service

The principle first formulated by the editor-in-chief, Arthur Frederick Sheldon, who is internationally known for his inspirational writings and his addresses before great gatherings of business men.

The Business Philosopher

Is a national magazine. It deals with the ethics of business and applied psychology. This field is covered by articles by experts. In addition, each number contains special articles on economic and business conditions, written by leaders in finance and industry.

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Would you like a sample copy? Ask for it.

The Business Philosopher

81 Madison Avenue
Memphis, Tenn.

Have You Found Your Place in the World?

Some Interesting Facts Concerning Character Analysis.

The Editor of Napoleon Hill's Magazine has spent more than ten years of research in the field of Character Analysis, and has analyzed more than 12,000 men and women.

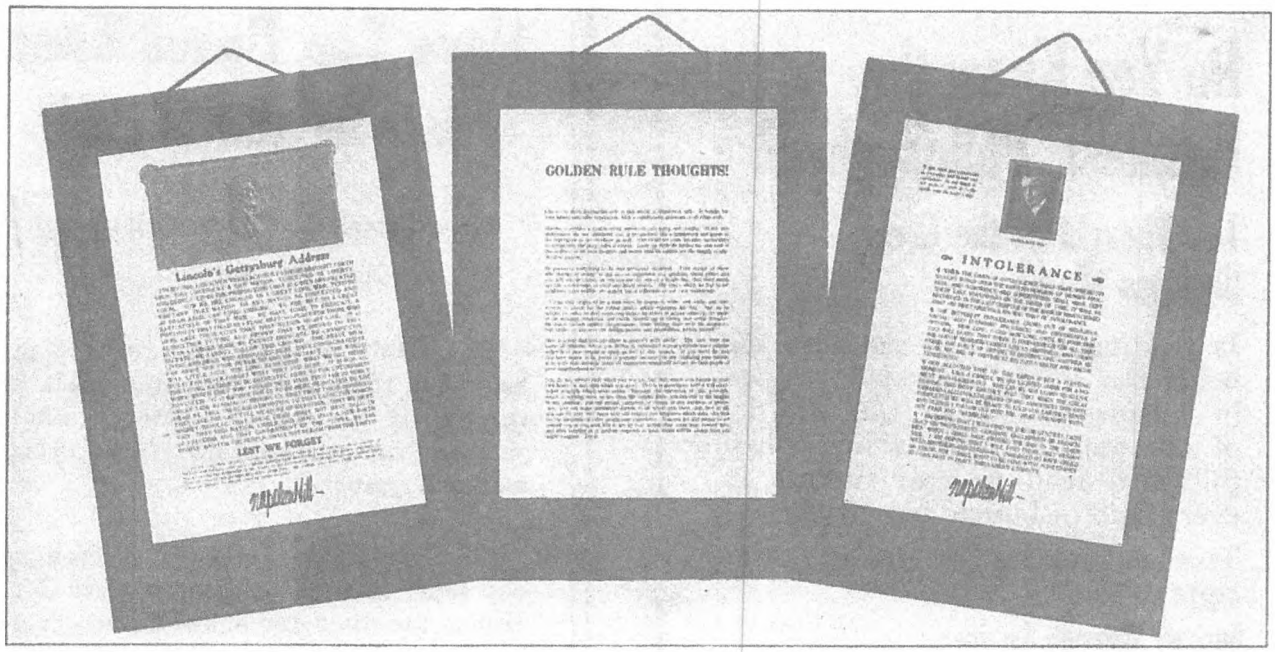
This remarkable experience brought out some interesting facts and led Mr. Hill to the discovery of the sixteen principles that lead to success, as outlined in his famous lecture, "The Magic Ladder to Success."

Mr. Hill's friends and business associates have persuaded him to give the world the benefit of his discoveries, and with this object in view he has written a very interesting booklet, entitled "Interesting Facts Concerning Character Analysis."

This booklet contains a copy of the famous Personal Analysis Chart which Mr. Hill used in his Character Analysis work when he was engaged in that work professionally. A copy of this book will be sent to any reader of this magazine upon receipt of fifteen cents in stamps, which is the approximate cost of printing and postage.

Get a copy of this book and fill out the questions in the Personal Analysis Chart. It may mark the most important turning point in your life. Merely filling out the chart, which consists of nearly 150 questions, will give you a slant at yourself that will shock you out of mediocrity.

NAPOLEON HILL'S MAGAZINE
Fifth Floor, 210 Fifth Avenue
New York City



You Need These Beautiful Wall-Hangers To Advertise Your Business

You can have any page essay in this or previous editions of this magazine, done up into a beautiful wall-hanger, like cuts shown above, with your advertisement printed underneath the attached printed essay.

Your name can be so printed that it shows below the printed page, on the hanger to which the page is pasted. Unlike a calendar, these wall-hangers will be kept permanently. They are done up in beautiful colors, and printed on fine paper, mounted on fine heavy stock, with a silk cord hanger.

You can get a combination of as many pages as you wish without extra cost. In an order for a thousand hangers, for example, you could have a hundred each of ten different designs. Page 13 would make an especially desirable hanger.

In giving away these hangers you are doing more than advertising your business, or your profession—you are *PLANTING CONSTRUCTIVE THOUGHTS WHERE THEY WILL HELP MAKE THIS A BETTER WORLD.*

These hangers are especially suitable for professional men whose standard of ethics do not permit them to advertise in the usual way. The cost per hanger will run much less than 25c in lots of 1,000 and upward.

Send 25c for sample, and get quotations on as many as you wish. Price will depend upon number ordered.

Napoleon Hill's Magazine

Fifth Floor, 210 Fifth Avenue
New York City

ANNOUNCING:

HARRIET LUELLA McCOLLUM

And Other Coming Events that Will Interest Readers of This Magazine

Greetings:

We've good news for you! It's such good news that we cannot hold it back another month.

Another member has been added to our editorial staff!

This time we have added a woman, for you must remember that women have earned their right to the very best of the good things on this earth; earned it through ages of sacrifice, suffering and willing, efficient, earnest service to mankind.

The new member of our writing staff is—*HARRIET LUELLA McCOLLUM!*

Nearly everyone in the United States knows her as the woman who has done so much to awaken the American people to the possibilities of APPLIED PSYCHOLOGY.

Mrs. McCollum is the leading efficiency expert of America, and the editor of this magazine takes pleasure in presenting her as such because she has earned the title.

We feel proud of the new member of our staff because she is rendering the world a service that it needs, at the time when most needed, and the world, for once in its existence, is showing its appreciation in a most substantial manner during the lifetime of the servant.

We feel proud, also, because Mrs. McCollum selected this magazine, out of the scores of older publications that would have welcomed her work and would have gladly paid a small fortune for the privilege of publishing her articles, to carry her message to the people.

You know this is a GOLDEN RULE magazine.

The same principles which actuated its editor when he founded Hill's Golden Rule Magazine dominate this magazine, without any hampering influences, without any attempt to control the editorial policy or the editor's pen, therefore we are manifesting this Golden Rule principle and giving you more than we promised, by adding to our staff such a well-known, scientific woman as Harriet Luella McCollum.

Mrs. McCollum will write on Health and Care of the Body, Applied Psychology and its relation to business, economics, finance, industry, capital and labor and other current issues.

If you want to do someone a good turn, subscribe now for this magazine, for him or her. Mrs. McCollum's articles alone will be worth the entire year's subscription many times over, and might easily mark the most important turning point in the lives of all who read her work.

Be sure to read Mrs. McCollum's introductory article in June issue. (You can secure back numbers at 30 cents each, or have your subscription begin with June number without additional cost.)

To be sure of reading every issue, sign and return the attached coupon and have the magazine sent to your home address.

If you send two other subscriptions with your own you will receive a copy of the editor's most popular lecture, in book form (for the first time) entitled "THE MAGIC LADDER TO SUCCESS."

Napoleon Hill's Magazine,
Fifth Floor, 210 Fifth Ave.,
New York City.

NAPOLEON HILL'S MAGAZINE
Fifth Floor, 210 Fifth Ave., New York City.

Enclosed is $3.00 for your magazine for one year.

Name..... Beginning with ..... issue
(Print plainly)

Street and Number.....

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

NOTE:—New York banks make a charge of 10c exchange on all checks on banks outside of New York. Please add 10c to personal checks.



Mrs. Napoleon Hill

Science Has Performed Another Miracle!

A human-interest advertisement

By Napoleon Hill

I have had a lot of fun out of the string of pearls worn by Mrs. Hill, in this picture, and if I ever need the money badly enough I can pawn them for quite a tidy sum.

This string of pearls cost $35.00!

A few weeks ago I started down Fifth Avenue with Mrs. Hill and the pearls. At a well known jewelers we priced a string for which they wanted only $6,000.00. We laid the two strings down side by side and when the jeweler went to pick up his own string he had to look at the clasp to tell which was his.

This was laugh number one. We laughed, but he **didn't.**

We then went to a pawn-shop, after I had carefully packed the pearls away in a box with Tiffiny's name on it, laid the box on the counter and asked "how much?"

After putting on a funny looking little eye glass and squinting his eyes as he carefully examined the pearls one by one, the little stoop-shouldered man behind the counter picked up the box, read the name Tiffiny, and as he gesticulated with his hands he said:

"Oi oi—you paid a beeg a price for these, eh?—How much you want?"

I grabbed up the pearls and got out. I was afraid he would cheat himself before I had a chance to stop him. These pearls were imported from Japan, by a very reliable Japanese friend of your editor's, whom I will now introduce that he may tell you the story of this wonderful pearl which is absolutely indestructible and is in reality better than the pearl grown in the oyster shell:

"It has been the ambition of man for hundreds of years to produce a pearl that closely simulated the pearl of the oyster. Many attempts have been made and most of them have developed flaws with wear that showed the process used as impracticable. The finish and luster could be imitated, but they didn't stand up.

"This Taka Pearl is different. It is built on Mother-of-Pearl. That means that the basis is really pearl. Mother-of-Pearl is slightly porous. Upon this porous base several platings of Tachi fish scale is made. The Tachi fish is one of the most rainbowy fish of the sea. They enchant one as he watches them dart thru the blue waters like iridescent rays of light.

"The process of making is peculiarly Japanese. The Japanese are noted for their infinite patience. The ordinary American wouldn't have the patience to make pearls, believe me. These pearl factories in Japan are not Ford factories by any means. As a rule they are rooms in homes and small buildings, hidden here and there close to the sea. There may be one or ten fabricators of pearls in a factory. They have learned the process as a child.

"Jewelers whom I have visited in various parts of this country say that these Taka Pearls are absolutely the most perfect they have handled. And, they should know. You can safely take their judgment, **if not mine.**

"Anyhow, your money goes back at once if you are not satisfied. And, remember, these pearls are indestructible. They won't peel or crack, and will not dissolve in water—in fact, why should anything happen to them? They are pearl.

"Send for a string of these pearls. You may rest assured that the recipient will be delighted and you will be glad that I called your attention to them."

Look at this list, then make your selection.

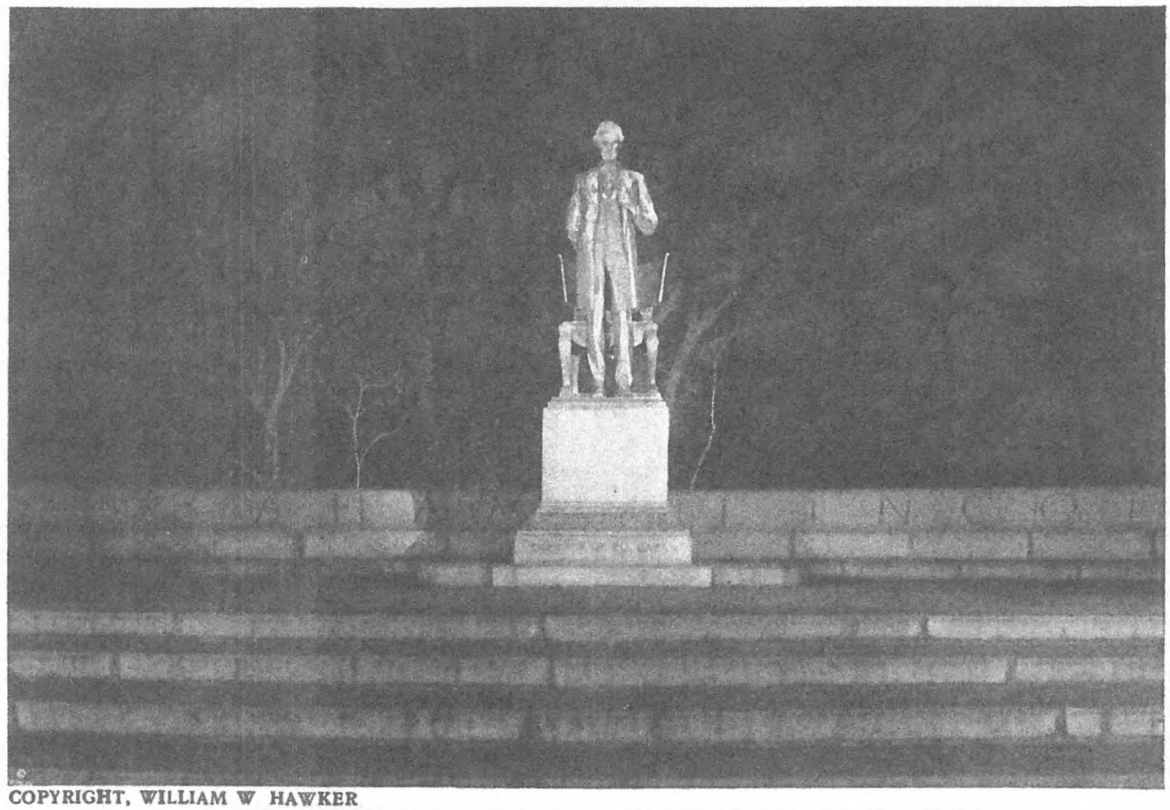
QUALITY "A" With 10k Solid Gold Clasp		QUALITY "AA" With 14k White Gold Clasp	
Length	**Price**	**Length**	**Price**
18-inch	$15.00	18-inch	$20.00
24-inch	20.00	24-inch	27.00
30-inch	25.00	30-inch	35.00

TSUNEO TAKAHASHI

Importer

P. S. C. **DAVENPORT, IOWA**

Note: The editor of this magazine personally guarantees satisfaction to all who purchase these pearls.



COPYRIGHT, WILLIAM W HAWKER

FOR LINCOLN'S BIRTHDAY GIFTS

You Will Want This Remarkable and Inspiring Picture of St. Gaudens' World-Famous Statue of Lincoln; Said to Be the Most Perfect Photograph Ever Produced

This great statue has stood in Lincoln Park, Chicago, for almost thirty-five years and has been viewed and admired by countless thousands. It has been photographed, times without number, and the above picture was taken by an amateur photographer friend of the Editor of this Magazine one afternoon last winter just as it was growing dark.

The exposure required twenty minutes time, and expert photographers have said that nothing like it was ever produced before and probably never will be produced again. This remarkable picture is purely the result of an accident.

There is something in the picture which reminds one of the days of darkness through which the great commoner passed during the internal strife of the Civil War. It is symbolical of the background of darkness and the lowering of the face of Lincoln from mortal view.

The lighted and lifelike figure of Lincoln stands against a magnificent tapestry-like background, of the bare trees, whose branches were swayed by the strong winds, that held outstretched our beloved flag in the distance.

It is truly a wonderful picture and anyone who admires Lincoln, and who stands for those sound principles which he so strongly advocated should have it hanging in the home and office. *It is a beautiful, constant, never-tiring inspiration of the great Lincoln whose heart always registered the emotions of the common people.*

It makes an ideal Christmas gift.

Two sizes of heavy art prints, ready for framing—24 x 18 for $5 and 16 x 12 for $3, sent postpaid to any address, on receipt of money order or personal check.

Napoleon Hill's Magazine

210 Fifth Avenue, New York City

Do You Want This Free Scholarship In Your Local Business College?

The Editor of this magazine believes in Business College training because it helped him rise from laborer in the coal mines to a station in life in which he is serving hundreds of thousands of his fellow men.

The best material that finds its way into this magazine was inspired by the President of a Business College. During the year 1919 the Editor of this magazine was employed for three weeks out of each month, at a salary of $105,200.00 a year, said to be the highest salary ever paid a writer by one concern. The purchaser made over a million dollars out of the Editor's services.

These almost unbelievable figures are matters of record, and the Editor gives his early Business College training credit for the entire achievement.

YOU CAN TAKE A BUSINESS COURSE AT THE EXPENSE OF THIS MAGAZINE

As a means of encouraging young men and young women who are unable, financially, to give themselves a Business Course, this magazine, acting under instructions of its Editor will present a fully paid six months Business College Course to the person who sends in the largest number of subscribers to this magazine each month. One free Scholarship will be given away each month, and it may take fifty or it may take less than a dozen subscriptions to win it. The chances are that twenty or twenty-five subscriptions will easily win one of these free scholarships each month. The winner may choose whatever Business College he or she prefers. The full tuition fee will be paid by this magazine, out of its Business College Scholarship Fund. All contestants who do not win a Scholarship will receive a commission on the subscriptions they send in.

YOU CAN EARN YOUR BOARD AND EXPENSES WHILE ATTENDING BUSINESS COLLEGE

To make it perfectly easy for all winners to take advantage of their Scholarships, we will pay them a substantial commission on all subscriptions they turn in each month, after they enter Business College. An hour's work soliciting subscriptions daily, ought to pay for board and expenses. Send today for subscription blanks and instructions. By enlisting the aid of a few friends and relatives who will help you because of the object of your labor, which is to give yourself an education, you ought to win your Scholarship inside of a week.

A GOOD JOB GUARANTEED

Every person who takes advantage of this offer and graduates in Business College will be guaranteed a position in the Circulation Department of this magazine, on a basis that will provide a substantial income for part-time efforts only, and in addition to this all who win one of these Scholarships and graduate will be aided by this magazine in securing positions that are seldom obtainable without actual experience in the business world. This offer is made because the editor of this magazine has faith in any young man or woman who has the grit and the self confidence to work his or her way through school and is willing to reward such a person by placing him or her in touch with unusual opportunity.

IF YOU WISH TO WIN A SCHOLARSHIP USE THIS BLANK

To enter this contest all you have to do is to sign your name and address to the blank below and send or take it to the Business College which you wish to enter. The College will supply you with full information and instruct us to send you your subscription blanks.

Name, picture and story of winner will be published each month

Tear Off This Blank and Take or Send It To Your Nearest Business College

Gentlemen:

I wish to enter the Free Scholarship contest offered by Napoleon Hill's Magazine. Please have the magazine supply me with subscription blanks and full instructions on how to proceed.

Name ..... Age .....

Address .....

Previous Schooling .....

Have a Phonograph Record Made of Your Talent

If you sing or play any instrument we will make a phonograph record of your voice or instrument. We will make you a dozen or a thousand of these records at a very nominal charge.

You Give Your Photo As A Christmas Present—Why Not Give A Record of Your Voice?

For practically the same price that you would pay a high grade photographer for photographs we will make you a dozen or more personal records of your own voice. Nothing could serve more appropriately as a Christmas present than a gift of one of these records. We will make you a dozen records for the special introductory price of $25.00. After December 31st the cost will be $10.00 additional.

Turn Your Talents Into Cash

If you sing, play any musical instrument, recite or tell a good comic or educational story, you can turn your talent into cash by having it reproduced on phonograph records and placing them on sale.

A fortune awaits the person who will produce a series of phonograph records that will entertain and at the same time instruct children in the fundamentals of character.

Our laboratory is operated under the direction of experienced musical directors, editors and critics who will aid you in producing a record that will be a credit to you.

Write or call at our studios for further information.

Electric Recording Laboratories
210 Fifth Avenue, New York City,
New York

Business College Directory

BIRMINGHAM, ALABAMA.
Wheeler Business College
Willard J. Wheeler, President.
Established 1888.

OAKLAND, CALIFORNIA.
Healds Business College
E. P. Heald, President.

SANTA ANA, CALIFORNIA.
Orange County Business College
J. W. McCormac, President. Est. 1892

TRINIDAD, COLORADO.
College of Business
"The College of Efficiency"
W. E. Anderson, President.
College Building, Pine Street.

LAKELAND, FLORIDA.
The Florida Commercial Institute

TAMPA, FLORIDA.
Tampa Business College
The Largest All-Year College in Florida, and an Accredited School of the Highest Order.
In Our Own Building in the Beautiful Sub-Tropic City of Tampa.
L. M. Hatton, President.

MACON, GEORGIA.
Georgia-Alabama Business College
Teaching Modern Typesetting Devices as Well as All Office Work.
Eugene Anderson, President.

CHICAGO, ILLINOIS.
Bryant & Stratton Business College
116 South Michigan Avenue

LEXINGTON, KENTUCKY.
Southern Brothers Fugazzi School of Business
L. P. Southern, Chairman of Board.

LOUISVILLE, KENTUCKY.
The Clark School
Departments of Bookkeeping, Typewriting, Shorthand and Penmanship. Short Cuts in Figuring.
P. W. Clark, President, 937 Fourth Avenue.

BOSTON, MASSACHUSETTS.
Burdett College
Business, Shorthand, Secretarial, Management, Normal and Finishing Courses. The Largest Institution of Its Kind in the World.
Charles A. Burdett, President.
18 Boylston Street.

BIG RAPIDS, MICHIGAN.
Ferris Institute
W. N. Ferris, President

DETROIT, MICHIGAN.
The Business Institute.
"The School of Modern Methods"
Largest, Best Equipped Business Training School in Michigan.
Arthur F. Tull, President, 1333 Cass Ave.

WINONA, MINNESOTA.
Winona Business College
An Accredited School that Employs Expert Instructors and Specializes in All Commercial Subjects.
P. H. Rieks, President.

BUTTE, MONTANA.
Butte Business College
Departments of Commercial, Shorthand, Typewriting, English, Normal and College Preparatory.
Rice Brothers. Established 1890.

PASSAIC, NEW JERSEY.
Drake Business College

NEWARK, NEW YORK.
Elms Commercial College
Commercial, Shorthand, Touch Typewriting, Penmanship, Secretarial Course, Civil Service.
James Elms, Principal.

RALEIGH, NORTH CAROLINA.
King's Business College
A School of Actual Business Training. Shorthand and Penmanship. MAIL COURSE A SPECIALTY.
J. H. King, President.

VERNON, TEXAS.
Holcomb Training School
Courses: College, College Preparatory, Bookkeeping, Banking and Stenography.
B. F. Holcomb, B. A., Principal.

You Can Organize a Peptomist Club In Your City

There will soon be a "Peptomist" Club in every city in America. You might as well organize one in *your* city now. This is your chance to step into leadership in one of the "peppiest" movements of this generation.

We take pleasure and pride in this latest evidence of the working of the Law of Attraction.

What we believe to be *the most original* and progressive movement in these days of transformation, has selected this Magazine and what this Magazine stands for, *AS ITS OFFICIAL ORGAN.*

"The Peptomists" an organization incorporated by the originators of the movement in the city of Peoria, Illinois, has for its objects, according to its Charter issued by the State of Illinois, the following:—

OBJECTS OF "THE PEPTOMISTS"

1st—To bring together Men who have an Interest in and Love for the Game of Life, and who propose to play same by a SYSTEM called Applied Psychology or Mental Science.

2nd—To make known and spread the Benefits of this System and the Objects of this Organization, by establishing "PEPTOMIST" CLUBS everywhere and co-operating with same, such Clubs to be affiliated with this Association and be subject to its Constitution, By-Laws, and the Rules and Regulations which it may from time to time provide.

3rd—Through the medium of such Affiliated Clubs to:—

(A.) Promote Good-Fellowship and Rapport between Kindred Minds, and provide Periodic Opportunities for Concerted Practice of the Basic Principles of this System, so as to attain:—

1st—That CREATIVE and EFFICIENT FORCE and PERSONAL POWER called "PEP";

2nd—The PRACTICAL USE of this VITALIZING ENERGY in ALL OUR PROBLEMS;

3rd—CORRECT HABIT OF THOUGHT and SOUND JUDGMENT making possible the ULTIMATE AIMS OF LIFE:—To Be WELL—To Be HAPPY—To Be SUCCESSFUL.

(B.) To bring about through Talks, Lectures, Discussoins and Exchange of Ideas at regular intervals, a True Realization and Better Knowledge of the Undeveloped Power and Unused Energy which is within us, as well as a Recognition of Man's Place and Work in the World, so that we may truly Live and Enjoy the Advantages and Pleasures of Applied Psychology, not only for Ourselves in connection with our Personal Undertakings, but also for the Benefit and Service of our Fellowmen.

START A PEPTOMIST CLUB IN YOUR CITY

Those who believe in the education and development according to the foregoing Principles and Plan, and who desire further information, or who are interested in being members of and leaders in helping to establish a "Peptomist Club" in their locality, are invited to correspond with the Secretary of "The Peptomists."

Every wide awake adult male should desire to become a member of this Organization. The intensity of his desire is an indication of his growth and ability to recognize the need of the help which the affiliation with kindred-spirited men affords him.

For detailed facts concerning the "Peptomists," address

O. F. ZIMMERMANN
SECRETARY
The PEPTOMISTS
110 North Monroe Street
PEORIA, ILLINOIS

SEND THIS COUPON

O. F. Zimmermann, Secretary,
110 N. Monroe Street,
Peoria, Illinois.

Send full information concerning requirements and procedure in organizing a *"Peptomist Club"* in my city.

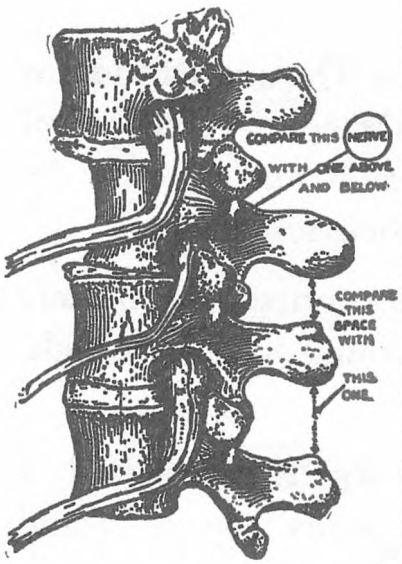
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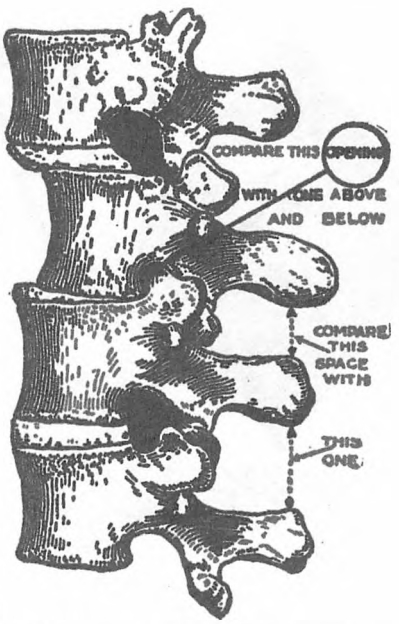
Address.....

CHIROPRACTIC

Consists Entirely of Adjusting the Movable Segments of the Spinal Column to Normal Position

HOW DOES NERVE IMPINGEMENT CAUSE DISEASE?





The spine, or backbone, is composed of 24 vertebræ, movable segments, or series of joints forming a supporting column from which the muscular activities radiate. These vertebræ form the neural canal that contains the spinal cord, and from both sides of the spinal cord are sent out 31 pairs of nerve trunks that pass through small openings (see cut), between each of these vertebræ, passing to the different organs of the body, conveying from the brain the vital force or mental impulse which is life and health to every part. When these vertebræ are in position the nervous tissue conveying life and health are protected; when the vertebræ are out of alignment the nerve trunk is pressed upon as it passes between them (see cut), and its carrying capacity is reduced, thus causing disease; or, if the pressure is sufficient, it cuts off the nerve supply entirely and paralysis and death result, because the health of every organ of the body, and the power to perform its functions, is supplied through the nervous system.

Chiropractors adjust the subluxated vertebræ to relieve the pressure on the nerve trunk.

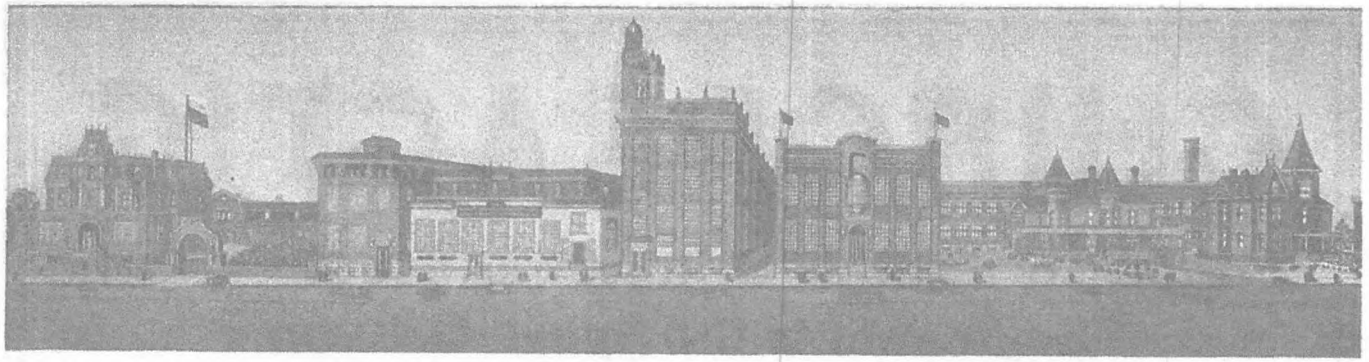
How a subluxated vertebræ occurs and how it can cause pressure on a nerve trunk is readily seen by the accompanying cuts.

Alfred Walton, M. D. (Harvard 1879), says: "The spine has more to do than any other factor with the maintenance of health on the one hand or the establishment of disease on the other."

GET THE IDEA?

UNIVERSAL CHIROPRACTORS' ASSOCIATION
DAVENPORT, IOWA, U. S. A.

Write for information concerning schools and field practitioners



The PALMER SCHOOL of CHIROPRACTIC

The Largest and Oldest School of Chiropractic in the World



Presided over by
B. J. Palmer, D. C., Ph. C.
Developer of Chiropractic

THERE are nearly Three Thousand Students in actual Daily Attendance. A faculty of Thirty-three trained men and women devote all their time to their school work.

Three Years' residence course—Absolutely No Correspondence Course—Only Straight Chiropractic taught.

Chiropractic is now legally recognized in twenty-one states and many countries and the demand for trained men and women far exceeds the supply.

For free literature and
full particulars address

The PALMER SCHOOL of CHIROPRACTIC

Chiropractic Fountain Head

DAVENPORT, IOWA, U.S.A.

Man's Inhumanity to Man!

OUT OF CO-OPERATIVE EFFORT COMES POWER!

TURN BACK THE PAGES OF HISTORY FOR THREE THOUSAND YEARS AND FIND EVIDENCE APLENTY THAT THE SEETHING, STRUGGLING MASSES HAVE SUFFERED MORE FROM THEIR OWN GROSS INDIFFERENCE AND VICIOUS INTOLERANCE WITH ONE ANOTHER THAN THEY HAVE FROM OPPRESSION BY THE SO-CALLED CLASSES.

WOLVES HUNT IN PACKS, CORNFIELD CROWS SET OUT A SENTINEL TO WATCH OVER THE FLOCK AS IT FEEDS ON THE GROUND, THE BEE WORKS FOR THE PRESERVATION OF THE HIVE, BUT MAN, WITH ALL OF HIS SUPERIOR INTELLIGENCE, IS MAN'S WORST ENEMY. HE MAKES AWAY WITH HIS FELLOWMAN'S GOODS AND WARES AND TRIES TO DESTROY HIM IF HE PROTESTS. HE PLACES INDIVIDUAL RIGHTS ABOVE THE INTERESTS OF THE RACE.

WHITHER ARE WE DRIFTING THAT WE CANNOT LEARN THE TRUTH THAT WE PROFIT MOST THROUGH ORGANIZED EFFORT AND FROM CO-OPERATION? OF WHAT USE IS OUR SUPERIOR INTELLECT IF IT DOES NOT GUIDE US IN CONDUCT SUPERIOR TO THAT OF THE LOWER ANIMALS?

WE PREACH THE GOLDEN RULE BUT DO NOT PRACTICE IT, FOR IF WE DID IT WOULD LEAD US TO HEIGHTS OF WHICH CIVILIZATION AS IT NOW STANDS CANNOT BOAST. THERE CAN BE NO CO-OPERATION AND NO PERMANENT PEACE AND HAPPINESS AMONG MEN UNTIL WE ADOPT THE GOLDEN RULE AS THE BASIS OF ALL OUR INTERCOURSE WITH ONE ANOTHER AND **PRACTICE** IT AS RELIGIOUSLY AS WE NOW **PREACH** IT.