# YOUR PERSONALITY

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IT'S EASY TO BE LIKED
by Lester F. Miles

THE PRICE A WOMAN PAYS
by Paul Popenoe, Sc.D.

YOU'RE GREATER THAN YOU REALIZE
by Louis E. Bisch, M.D.

HERE'S YOUR PERSONALITY INVENTORY
by Hope Ranley

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by Dale Carnegie

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## 25 WAYS TO BE POPULAR WITH MEN

TESTS ABOUT YOU
BY NOTED AUTHORITIES

LIKE WHAT YOU DO—OR FAIL

# Your Personality


| Wilfred Funk | Douglas Lurton | Donald G. Cooley | John J. Green |
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YOUR PERSONALITY

FALL ISSUE 1942

# You're Greater Than You Realize

## When you shake off that feeling of inferiority and realize you're as big as you really are, you'll start going places

by LOUIS E. BISCH, M.D.

NO MATTER who you are, what you are, or what your record of the past may be, I maintain that *not only are you bigger than you think you are, but also that your possibilities for development in the future are greater than you realize.* In short, you're really a great guy!

The world is full of men and women who, judged by their achievements, are mediocrities. The world likewise is crowded with failures. What is even worse, there are thousands who actually are obsessed with convictions of defeat, whereas the truth is that if only they could rid themselves of such devastating notions, the mere removal of this handicap would catapult them to happiness and success.

In writing these encouraging paragraphs let it be understood at the outset that they are not merely so much "pep talk." I have been specializing as a psychiatrist for over a quarter of a century; I have met all kinds and conditions of mankind — rich and poor, young and old, both sexes.

Again and again does this problem of self-abasement arise. Indeed, it is a kind of living and continued self-destruction. It encompasses one's work, one's domestic relations, one's pleasures and social contacts, one's love and sex life.

THE AUTHOR, a noted neuro-psychiatrist practicing in New York City, is widely known as well for his books and magazine articles. Among his popular books are *Your Inner Self*, *The Conquest of Self*, *Be Glad You're Neurotic* and the recently published volume, *Why Be Shy?*

The gnawing conviction of inferiority grows deep and it spreads. There are those who finally give up in despair.

Yet such tragedies need not be. The potentials possessed by every human being, the hidden resources of power of which he is unaware, are practically without limit.

Here is a man of forty. He is still groping, experimenting, trying to find himself. During the major part of the depression he was on the W.P.A. list. He is about to be taken off the government payroll and he doesn't know which way to turn.

"I am in middle life," he goes on to say, "with a wife and three children. Except for a few sticks of furniture I own nothing. Nor have I a nickel in the bank. What little I had saved is long since gone. And yet, doctor, you tell me I'm a great guy?"

YES, I do, Mr. X., and others who may be in similar predicaments right now. I know that you can make good even if you never have been able to get into your proper stride before. *Frankly, what you are doing is standing on your own foot.* Let's find out what the trouble is. Let's discover what is holding you back.

*Everybody can do at least one thing superlatively well.*

You have not yet found out what that thing is. When you do, your worries will be over. Then you will agree with me that you are, after all, a great guy.

And along comes Miss J. She admits to twenty-five, although I suspect she is nearer thirty. Listen to her story.

"I'm a failure," she declares, with a touch of vindictiveness. "Whatever I try to do turns out badly. I have no men friends; I have no job. Hope used to keep me going. Now that's gone. I used to think my main difficulty was not meeting the right people, not getting the right breaks. In fact, I still think that. Yet what difference would it make if a fairy godmother were waiting for me when I get home tonight? For a girl of my age everything's too late."

Too late, young lady? Is that perhaps an alibi for a do-nothing policy? No, Miss J., time doesn't count when it's a matter of searching your soul to find out what's ailing you.

You still can find the spark that can be fanned into the dynamic, winning personality flame you need. You're intelligent and comely, which is more than can be said for a great many others whom I have seen turn handicaps into successes. Stop being discouraged. Cynicism won't get you anywhere. Dry those tears that I see are forcing their way through. A good cry won't hurt but, whatever you do, *don't feel sorry for your-*

*self*. You, too, are really a great guy. I'm going to prove it to you.

I could cite case after case of similar nature. But that probably would not help you much. Your particular difficulties are likely to be different and in an individualistic way. In other words, no two people are alike. Their past, their experiences, their schooling, their bringing up, their trials and tribulations — in each instance the problem presented is distinct and different.

On the other hand, the remedy to be applied in each case is about the same. It worked for the man and woman above cited. The first "found himself" by starting a gasoline station of his own (that was before the days of rationing). *He never had realized that the reason for his failures had been his deep-seated urge to be his own boss.* After that he actually *felt* he was a great guy.

In the case of the woman it was a craving to be creative that had been thwarted and this was what had held her back. It made her dissatisfied, querulous, old before her time. Naturally she was not popular. Making hats, in her case, was all that was necessary to release repressed desires, to take pride in achievement, to smooth out her wrinkles and sweeten her disposition — to make her admit that she also was a great guy.

### Know Yourself

***Think back to the early days of your life to answer these questions; then interpret the answers as explained in this article.***

Any strong likes and dislikes?
Were you a good mixer?
Were you moody, irritable, fault-finding or revengeful?
Did you get along well with other children?
Were you a leader or a follower?
Any special talent or ambition shown?
Were you inquisitive and did you ask many questions?
Were you willing or stubborn?
Were you industrious at school?
Did you quickly lose interest?
Were you conceited or did you take correction well?
Were you in good health or sickly?
Were you practical or given to day-dreaming?
Were you affectionate and to whom?
Were you bashful or forward regarding the opposite sex?

I want to inquire whether you ever have had a real, honest, heart-to-heart talk with yourself? To present it another way, *do you really know yourself?*

It was Socrates, you will recall, who first uttered the two golden words of wisdom: KNOW THYSELF. *He realized then, as psychiatrists do now, that no individual can hope to get the best out of himself, that no one can expect to be adjusted, to forge ahead and conquer, even to find a decent place for himself in the world, unless he knows himself inside and out, like a book.*

On scores of occasions have I urged those who have consulted me to try and know themselves

thoroughly *before* they tried to do anything else. In the majority of instances that was enough. Straightforward and fearless self-analysis was all that was required to make the individual get an entirely different opinion about himself, to overcome his inferiority ideas, to discover the road along which he had to travel to reach the goal of his desires.

"You have analyzed yourself," do I hear you say? Are you sure? Has it been a deep, truthful analysis? Have you been willing to "call a spade a spade" when it concerned you? Have you unflinchingly faced your faults, your mistakes of the past?

The reason I stress the need for absolute one-hundred-percent honesty in probing one's inner self is because, strangely enough, few persons exist who are not fooling themselves, even lying, without realizing it. Seldom, if ever, do we face facts as such. Always are we giving *good* reasons for our failures instead of the *real* reasons. Forever are we sugar-coating the bitter pill.

IT IS just because we are side-tracking the truth, thereby *not* knowing ourselves, that we continually commit blunders, get off on the wrong foot or deliberately stand on it, and hence find ourselves developing ideas of inferiority that make us believe not that we are great guys but that we are about the worst and most miserable creatures that ever lived.

The man who was on the W.P.A. rolls was like that. So was Miss J. Anyone unacquainted with the tricks of the mind — *excuses*, really — would have felt compassion on hearing their tales of woe. Yet, in the last analysis, they had only themselves to blame. They had never known themselves as they should have. That, fundamentally, was the real trouble.

You see, all of us are raised on ideas that do not dovetail with reality. In other words, our childhood dreams, often educated *into* us when we are more or less helpless, are discovered later on to be partially or wholly out of tune with things and people as they actually exist.

One boy is given the idea that he must be a doctor; another is told that since his father was but a laborer he should get college notions out of his head and be satisfied also to be a laborer.

GIRLS in similar fashion are started off wrong. A girl may want to go on the stage and actually possess talent, but circumstances may force her into salesmanship in a department store. Early marriage may be forced upon another girl, or marriage discouraged altogether, depending upon the success of the mother's own marriage or the economic necessities of the home.

THE point is that so many of us are trying to do things we are not specially fitted for, or do not like, all because we have got ourselves into a rut, the first shovelfuls of which were dug in childhood. Yet all the while we neither realize that we are attempting the impossible nor do we realize how it all came about. To repeat, we do *not* know ourselves.

What happens, of course, is that false ambitions are engendered; these don't somehow reach fulfillment; dissatisfaction and discouragement follow.

Nor is this the worst of it. Worshiping false gods, as it were, beclouds our thinking, gets us confused. After the passage of years we don't know *what* we want. We feel trapped. Everything ahead looks black. We become self-depreciative, even afraid. Psychiatrists have a name for this condition. They call it an *Infantile Fixation.*

It is such a fixation, or fixations, that arrests our progress, makes us feel pent-up, chained. We sense there is something bothering us, that underneath something is pulling us in the reverse way. It is the infantile fixations also that make us pity ourselves, that give rise to plausible but not the real truths, that create alibis, that make us whimper and whine, that give rise to feelings of inferiority and a generally defeatist attitude toward all features of life.

The best way to discover infantile fixations is to concentrate on childhood. Think back and think back hard to the earliest days of your life. Ask your mother and father what kind of boy or girl you were. Particularly inquire along the lines of the questions on page 3.

To be sure, these fifteen questions are merely a guide to help you to know yourself. They should cover your earliest years as well as your adolescence. Asking yourself these questions undoubtedly will suggest others along similar lines. In this manner, with patience and plenty of time, you ought to be able to discover your infantile fixations, your present childlike attitude towards life.

"Will this make me a great guy?" you may justifiably inquire.

My answer is that this alone may actually do so, although in some cases additional probing may be necessary. Such self-analysis, however, constitutes the foundation upon which to build — your ego, your pride, your glory in self-expression and in superlative achievement.

IT MAY HAPPEN, as I have said, that stirring up the past will be all that is required. The mind has a marvelous way of straightening itself out. After all, as the directing organ of the entire system, it wants to push you forward, to make you harmonize with the world you find

yourself in, to develop all your shut-up and held-back potentials.

If this be not enough, then you must, as the next step, after you really know yourself, deliberately exercise your will and find out what it is that is trying to express itself. This is what you must stress and foster no matter what it may be, no matter how absurd or impossible it may seem.

Look particularly to the creative side of your make-up. Most of us possess more of this than we realize. If you cannot, for some reason or other, switch your activities to this creative urge, at least foster it as a side line, as a hobby.

It is astonishing how many can write, draw, sculpture, paint, etc. Then there are other pursuits that can give pleasure as well as make the individual feel that he can be a great guy at least in something. One person I know has developed photography, another gets quite a kick out of making an arid, stony acre yield him his vegetables.

*Particularly should I warn you not to be afraid to break with the past, what you were told and taught. If you find out what you really would like to do, no matter whether it concerns your work or your social and love relationships, don't hesitate to try — to take the risk.*

Remember that probably the reason you don't feel you are a great guy now is simply because you were not allowed to feel that way as a child.

As for those who have already achieved success according to the world's standards and still feel inferior — the opposite of being a great guy — the probability is that these persons are suffering from a neurotic condition that demands analysis at the hands of an outsider, an expert who can dig into the individual's past without fear or favor, and in a manner which the individual himself may not be capable of doing.

Yes, you're really greater than you realize. Take the time and trouble to prove it to yourself. It's worth every ounce of energy you put into it.

## Courtesy at Sea

James L. Kilgallen, veteran newspaperman of International News Service, knows all the tricks of handling hostile news sources — people who don't want to be quoted, who bluster and threaten, and who regard reporters as a low, uncouth form of animal life. The biggest revelation of his life came when he was assigned to cover activities of a task force of Uncle Sam's Pacific Fleet.

"I couldn't get over the politeness of officers to newspapermen," he reported. "I was actually embarrassed by having Annapolis graduates call me 'sir'. Even on the gangplanks they defer to you — and this after getting used to the New York subway rush!"

# ARE YOU A PUSHOVER?

*Check here if answer is "Yes"* *Check here if answer is "No"*

| | | |
|---|---|---|
| ____ | Do you find it difficult to keep from giving a hand-out to almost every person that asks for it? | ____ |
| ____ | Do you write letters when radio programs ask listeners to write and tell how the program was liked? | ____ |
| ____ | Are you eager to follow all the new fads in fashions, regardless of whether they are becoming or sensible? | ____ |
| ____ | When a curbstone huckster asks the crowd on the sidewalk to gather in closer, do you crowd in with the rest? | ____ |
| ____ | When trying to decide how to spend an evening, do you usually end up by doing things or going places suggested by somebody else? | ____ |
| ____ | Were you one of those who followed the absurd fashion of wearing furs in July and August weather? | ____ |
| ____ | Do you applaud and pretend to enjoy hearing classical music which you do not understand and do not like? | ____ |
| ____ | Do you take your hat off in the elevator of a shop or public building when women are present in the elevator? | ____ |
| ____ | Are you a Democrat or a Republican because your father was, without regard to independent thinking on your own part? | ____ |
| ____ | Do you read books because they are recommended by some club or society rather than selecting them on your own judgment? | ____ |

The more "yes" answers you have, the more of a "human sheep" you are — the more susceptible to suggestion and the less accustomed to independent thought and action. — DAVID DREXEL

# Personality That Wins in Business

## Once you have that coveted job, here's a common-sense discussion of some of the things you can do to hold it

### by ELIZABETH GREGG MacGIBBON

THERE SEEMS to be a more generally accepted personality pattern for holding a job than for getting one. Here it is: *During business hours most employers wish their employees to be dignified and formal, without sacrificing naturalness; pleasantly impersonal and unobtrusive, without being negative. Also, they expect unfailing courtesy, alertness, and order.*

It may seem to you that there would be a total lack of individuality in a large group of employees, if all of them achieved the ideal personality I have just outlined. I assure you this is not the case. That unique gift of individuality everyone possesses makes each person's interpretation of a business personality distinctly his own. Business does not want human rubber stamps, any more than it wants prima donnas or screen heroes.

But let's take a close-up of personality on the job. Here personality is on trial. Can the individual conform? He may have the personality requirements for getting a job and yet lack the ability to adjust himself to the conditions or the personalities with which he now comes in contact. Sometimes a new evaluation of his own personality is necessary in terms of the requirements of his position. And sometimes a quick right-about-face is imperative. This is especially true of experienced workers who often find each job necessitates a certain amount of personality adjustment.

To illustrate: A man may have worked for a very formal type of organization where the personality requirements were similar to those I have described. He found he could adjust himself without much difficulty to this standard. Then a change of job puts him into a rough-and-ready firm which likes everyone to be "Hail fellow well met." Regardless of

■ AN AUTHORITY on business behavior, Mrs. MacGibbon not only is experienced as employee and employer, but also has a background as lecturer, columnist and author on which to draw. This feature is extracted from her book, *Fitting Yourself for Business*, copyright, 1941, and published by the McGraw-Hill Book Company, Inc., New York City.

whether this standard is akin to his real self, he has to conform. If he is not able to do so, the whisper soon starts: "He won't last long. He doesn't fit in here."

Many young women have come to me asking what to do when they found themselves in such a situation. They say their employers consider them too formal. I assure them that formality is the rule and that they have met the exception that proves it. However, under those circumstances, all they can do is adjust themselves as best they can. Then, if the established informality is too uncongenial, they can keep their eyes open for other jobs.

HOW READILY you are able to fall in with the personality requirements of business may depend largely upon the degree to which you have "found" yourself. Those poised individuals who understand themselves and their place in the scheme of things usually make the required adaptation with little apparent difficulty. Although, for them, acting the part business requires of them may be just that, they are sufficiently well balanced to fit into the business machine without being crushed in the process.

But on every hand we see employees who cannot seem to take these necessary personality adjustments in their stride. Often everybody around them knows what is wrong while they continue unaware of their maladjustment. Let me mention a few obstructing personality traits that mark the nonconformers. First there is that old bugaboo, the feeling of inferiority. This may make its possessor too timid, shy, or fearful to function adequately in the ranks of business.

TAKE Beatrice, an able assistant bookkeeper, as an example. Beatrice had such a poor opinion of herself that she quaked internally with timidity. She positively suffered when her duties necessitated her working closely with other people in the office. Beatrice meant to meet everybody halfway and hold up her end, and she thought she was doing it. But no one could read her mind, and her stand-offishness caused her to be thought uncooperative.

For a time, Beatrice's feeling of inferiority reacted decidedly against her and prevented her advancement. But, like the heroines in the magazine advertisements, she overheard a remark that tipped her off to what was the matter. There was nothing wrong with Beatrice's intelligence, and, when she realized that she must do something to overcome the discomfort she felt with other people, she got busy. A course in public speaking, followed by joining a club where she had to express herself now and then, corrected the trouble. Now

Beatrice is a well-adjusted girl with a most acceptable business personality.

Sometimes a feeling of inferiority acts in just the opposite way. I have seen it produce strutters and boasters in business, especially in men of small stature who, because they were in positions of authority, could bully men they could not combat physically. In the lower salary brackets this trait sometimes manifests itself as in the case of my friend Johnny. Johnny is a good-looking, faithful office boy who talks all the time. His chatter drives those about him nearly crazy. Frequent pleas to "shut up" do no good.

Johnny is not aware of it, but he talks to cover up a sense of inferiority. He is nervous and self-conscious when the room is quiet. Johnny hasn't learned to live with himself and his own thoughts, either at home or at work. He hasn't found himself; therefore he doesn't know how to conform. In consequence he has not inspired those over him to put him into responsible work. So Johnny remains an office boy.

Another unfortunate personality trait is manifested by the person who thinks he is too good to associate with his office mates. Sometimes this superior attitude is due to a difference in social position or to his having a better education than others of the staff or even of the management. Again, the fault may be found in the man or woman who has held a better position and feels the present job a step down. You will remember the conceited child in school always had it taken out of him by other children. And the same is true of a superiority complex when it enters business. If for any reason you feel superior, get busy and overcome this trait which will get you nowhere and may cause you much unhappiness. Certainly, it is ten times harder for a snob to advance than it is for a sincere, steady worker who mixes with kindliness and appreciation among his fellow workers.

BAD DISPOSITIONS loom large among personality traits that often hold back able persons. The office worker who loses his temper is considered a liability in business. His office-hours personality is poor because he cannot be counted upon to be agreeable and self-controlled. Since he cannot manage himself emotionally, those above him are not inclined to promote him, for they doubt his ability to handle others.

Although an occasional brilliant hothead reaches a top position, the business woods are full of men and women who have blocked their own futures because they have antagonized everyone above, around, and below them. Business makes short work of those who indulge their tempers or their

temperaments. If it does not dismiss them, it is apt to give them a life sentence at the rock pile of insignificant detail.

Sometimes the personality defect is nothing so definite as a bad temper. Young people for whom the business world seems just too, too dull are dead weight in an office. And, alas, there are enough of them for employers to classify them as an undesirable type. The young woman who never smiles and has no interest in the beehive activities around her, even though she does her work well, is given a low P.Q. rating. The young man who goes through the motions of his job in a shuffling, listless manner isn't worth a salary, even if he is only running the envelope sealer. These young people are so negative they are just *blah!* Nobody with intelligence enough to land a place for himself in business needs be such a personality cipher.

THERE IS the story of Henrietta. Even her "Good morning" was so grave it amounted to a rebuke that descended on employer and fellow worker alike. She carried out orders with a fidelity that was priceless but with a disinterest that was infuriating. The Christmas bonus that made the office delirious with joy put no sparkle in her eye or gladness in her voice. Her boss broke his arm and carried it in a sling for six weeks; his son carried the ball sixty yards to a touchdown; the water system burst and flooded the files; the wife of the youngest executive presented him with an heir; and the firm landed a million dollar contract. All these things required direct action from Henrietta, and her brain and hands were busy with their details. But she might have been an automaton for all the outward interest she manifested.

When she was threatened with the loss of her job because she was so "wooden," Henrietta came to life with an astonished protest, begged for a second chance, and got it. Now her good deed for the day is showing interest in someone or something, in making her voice warm and cordial, in praising the efficiency of the new air cooling system, in consoling the boss on his poor golf score or the greenest typist for the slowness of her first week's work. In other words, Henrietta is transforming herself into an interested and interesting human being.

As opposed to the negative, we find the positive personality which often sweeps everything before it. For example, there is Eddie, an elevator boy with a high-school education and no particular training. But his agreeable, efficient manner of handling himself, his passengers, and the other employees has brought him to the attention of the store executives. He conforms and fits in, or he could not

be the subject of favorable comment as he is.

"That Eddie's quite a boy."

"Yes, he has a lot of personality. Everybody likes him."

"He's very sure of himself."

"But he's not cocky."

"Too bad to keep him on a dead-end job."

"Don't worry, Eddie can't be sidetracked. Besides, I hear there are plans for him."

"Is that so? I'm glad. He's a good kid."

The upshot of all this was that the superintendent who did the employing had a talk with Eddie about his future.

"It has been suggested you have the personality for selling," the superintendent said. "Would you like to try it?"

But Eddie, being a positive person, had his own ideas. He wanted to go into office work. So, although he is still saying, "Third floor," and "Going up," at the suggestion of the superintendent Eddie is now studying business subjects in night school. As soon as he has mastered typing and has gained some knowledge of bookkeeping, Eddie is to be promoted into the store's office as a general clerk. After that, with continued outside study, he is expected to go right on up into executive work in the accounting end of the business. It was Eddie's likable, well-rounded personality that got him his chance.

You can attain a desirable business personality partly by conscious effort. The suggestions offered in this chapter will give you a basis on which to begin. Also, you can gain through observing those about you. Watch how they adjust to the general standard, and profit by their triumphs and failures.

MUCH of your success in achieving a satisfactory business personality will come about unconsciously. As you work to establish the right attitudes and habits of businesslike conduct, your personality will develop, too. For when your attitudes and habits on the job are good they result in just the type of personality business wants. You need not fear this personality will be an affectation, any more than curbing your temper or closing your ears to gossip will be.

As you grow with your job, you will find that your office personality becomes *you* from nine o'clock to five. Eventually, it will be as much a part of you as your office clothes and just as easy to get into at the proper time. Or you may come to enjoy having a dual personality and to like the business "you" so much that you will voluntarily seek to explore its possibilities further. But be assured that whether or not the real you likes that other "you" the effort you make to train it in the way it should go will, paradoxically, en-

rich the personality you think of as your true self. Then you'll be a well-integrated pair.

And now a word about that *whole* personality. John Dewey, the dean of American philosophers, is said to have defined personality as "the sum total of tendencies to respond." Think this definition through. You will discover that those who respond to no stimuli are the negative personalities. They lack interests. Those who respond to undesirable stimuli become twisted in their values, and their lives are wasted and unproductive of good. The worst of these become criminals.

In contrast, think of the most interesting person you know. You will readily recognize in him a wide range of response. He responds to the stimulus of beauty everywhere — in nature, in art and literature, in friendship and family life. His horizon is broadened by the stimulus of travel, and his acute social consciousness causes him to respond to the best in everyone he meets. His interests are ever expanding because his "tendencies to respond" know no limit.

You can do no better than to adopt as your own this working rule for developing personality. Every small gain you make in widening your responses will enrich your life and extend your sphere of usefulness, in business and elsewhere. You will attract others to you because you will have in greater or less degree that major gift of a fine personality — the ability to make those in your presence feel strong and refreshed.

## He Won More Than an Argument

SOME TWENTY years ago Thomas J. Watson, head of the International Business Machines Company, was riding in a railway club car. Around his ears buzzed a fierce argument. Two middle-aged passengers were bitterly upbraiding the railroad. Its service was terrible, its rolling stock antiquated, its methods reprehensible — it was, in short, a horrible example of everything a railroad should not be.

Each argument was hurled back by a lone young man who stoutly defended the road. He was so militant in its defense that the two complainers finally quieted down in disgruntled acknowledgment of defeat.

Mr. Watson talked to the young man and learned that his name was Phillips and that he was chief clerk of one division of the railroad. The passionate loyalty to his employer displayed by young Phillips made a deep impression on Mr. Watson, — so deep that he left his card and invited Phillips to come and see him.

Phillips did. For two decades following the morning when he sprang to the defense of his employer in the parlor car, he has been a top executive of the world's largest manufacturer of business machinery.

# It's Easy to Be Liked

## Answer these easy questions if you would discover what personality changes you need for popularity

by LESTER F. MILES, Ph.D.

ARE YOU finding it tough going — socially, in school, on that first job, or among new friends? Don't let it saddle you with some kind of "personality-complex."

Lots of people are bogged down mentally, but when we reduce their problem to its simplest terms we usually find nothing more serious than a feeling of self-consciousness. Perhaps we might say a lack of self-confidence.

Back of it all, in the great majority of cases, is the individual's failure to achieve that ever elusive quantity "popularity." Making an impression on others and being accepted as one of the crowd is becoming a more and more important item in the life of the average young American. Success or failure in one's social life seems to produce either a constructive mental attitude or an unhappy and wasteful one.

A wise psychology professor once told me it was silly for me to worry about what kind of impression I was making on others because they were too busy trying to make an impression on me.

There is no set rule for acquiring the ideal personality that will please everyone, no rule that will apply to everyone. There are, however, a series of fundamental rules that can be applied to everyone — and as they are largely based on common sense and our daily experiences, they offer a check which we can set up as a measuring standard to see how we fit into the social picture.

For a starter, answer these questions with a direct "Yes" or "No" according to how you feel or what you do *usually*.

| | *Yes* | *No* |
|---|---|---|
| 1. Do people misunderstand you frequently? | ..... | ..... |
| 2. Do you daydream of being a hero or heroine? | ..... | ..... |
| 3. Is it hard for you to make friends with people of the opposite sex? | ..... | ..... |
| 4. Do you usually wait for an introduction before speaking to strangers? | ..... | ..... |
| 5. Do you ever wish you had been born someone else? | ..... | ..... |

6. If someone contradicts you are you stubborn about your ideas? ..... ..... .....
7. Do you like being by yourself a great deal? ..... ..... .....
8. Do you get jealous easily? ..... ..... .....
9. Do you prefer to watch others perform at a party instead of joining in the act? ..... ..... .....
10. Do you lose your temper easily? ..... ..... .....

The average person would have between 4 and 6 "Yes" answers. If you answer "No" to seven or more you are inclined to feel yourself a superior person and appear arrogant and showoffy to many. You need toning down. If you have seven or more "Yes" answers you are inclined toward inferiority feelings and will appear to be shy and timid to many.

If the results show you to be markedly inferior or superior, try to change the answers to that test by changing your actions. Really, this business of having a pleasing personality simply resolves itself into being agreeable. For example, here's a way to make yourself thoroughly disliked:

1. Be the self-appointed general and leader at all parties, affairs or meetings and tell everyone what to do, how to act and when.
2. Find fault with everything.
3. Always make the other fellow feel foolish.
4. Always have to be asked three or four times before you'll consent to anything.
5. Do all the talking yourself.
6. Argue at every chance.
7. Be an interrupter.

HOW ABOUT that? Recognize any of those faults? If you're perfectly honest you'll have to admit to one or more of those failings. We all do something like that at one time or another. But let's go further and take a look at ten good tips on how to impress other people favorably at all times — under all circumstances — and see how well you can measure up to them.

| | *Yes* | *No* |
|---|---|---|
| 1. Can you converse for more than ten minutes without dragging in the weather? | ..... | ..... |
| 2. Do you have a stranger talking about himself within five minutes after meeting him? | ..... | ..... |
| 3. Do your clothes fit so that you do not have to fuss with them? | ..... | ..... |
| 4. Do you act naturally — as if you were at home? (If not, you'd better get rid of the one set of manners of which you are ashamed.) | ..... | ..... |
| 5. Can you stand perfectly still for five minutes without fidgeting? | ..... | ..... |
| 6. Do you speak clearly and distinctly? | ..... | ..... |
| 7. Is your costume always suitable for the occasion? | ..... | ..... |

8. Can you take flattery or praise without becoming flustered and embarrassed? ..... ..... .....
9. Are you well-groomed (hair, nails, make-up, etc.)? ..... ..... .....
10. Can you change the subject when argument seems probable, without people knowing it has been done? ..... ..... .....

You should be able to answer at least eight or nine of these with a great big double-sized "Yes" — and everyone should be able to measure up to those simple common-sense rules for a pleasing personality. It might be added here that if you find yourself classed as feeling inferior in the previous test, go in for sports, join clubs and take more part in the community life about you. On the other hand, if you rated yourself as slightly superior, read more, think more, and try to be more deliberate in your actions and decisions.

As a final check, here is a carefully selected list of social "musts" for the individual who would be generally liked by all.

| | *Yes* | *No* |
|---|---|---|
| 1. Do you make friends as easily with the opposite sex as with your own? | ..... | ..... |
| 2. Can you refuse a favor without offending the person who asks it? | ..... | ..... |
| 3. Can you lighten a conversation with humor if argument threatens? | ..... | ..... |
| 4. Do you like meeting new people? | ..... | ..... |
| 5. Can you keep a stranger amused and interested as long as necessary? | ..... | ..... |
| 6. Do you respect the wishes of others? | ..... | ..... |
| 7. Can you take praise without developing a "swelled head?" | ..... | ..... |
| 8. Do you make proper etiquette a daily part of your life? | ..... | ..... |
| 9. Are you familiar with conventional etiquette? | ..... | ..... |
| 10. Do you always wear the proper clothing for the occasion? | ..... | ..... |
| 11. Do you avoid indiscriminate necking? | ..... | ..... |
| 12. Can you talk before a group of people without becoming tongue-tied? | ..... | ..... |
| 13. Can you take criticism? | ..... | ..... |
| 14. Are you making efforts to correct your shortcomings? | ..... | ..... |
| 15. When self-conscious, can you hide your embarrassment? | ..... | ..... |
| 16. Can you debate a subject without becoming emotional? | ..... | ..... |
| 17. Can you control your temper? | ..... | ..... |
| 18. Can you do your share to make a party lively? | ..... | ..... |
| 19. Can you talk without bringing yourself into the conversation? | ..... | ..... |
| 20. Do others look for your opinions and advice? | ..... | ..... |

Give yourself 5 points for each question that you can honestly answer "Yes." A perfect score is exceptional, of course; 80–90% is excellent, 70% is good, 60% is fair — and less than that is very poor.

# He's Looking at You!

## Just as a girl's best friend is her mother, her best bet to attract a man is her get-up

### by ELEANOR EARLY

A GIRL'S BEST bet is her get-up, and it is smarter to be chic than pretty. Girls who would have been considered downright homely in their mothers' day, mask themselves in handsome habiliments, slap on a whacky little hat and a crimson mouth — and knock the boys for a loop. Then it's love at first sight, and devil take the dowdy.

Men are quicker impressed by clothes than character. Hearts of gold lose out to hussies in sheath silhouettes. And if it ain't love, it might as well be.

Love at first sight is an offhand emotional wallop, often induced by pleasant scenery on a pleasing wench. Then a stylish ensemble is worth more than a pure heart, and a man's eye will propel him into marriage faster than his higher nature.

Presumably you choose your clothes to please the boys. If you don't, go to the foot of the class . . . and what's the matter with you? Women have been dressing for men since Eve toyed with leaves in the Garden of Eden, and — wondering how the darn things looked — made a hit with Adam.

Good style makes the most of our looks, and expresses our individual temperaments. The best-dressed women are not duplicates of one another, but are as different as possible — and copy cats should use discretion.

The Duchess of Windsor has a streamlined figure and a Duke's fortune. And the Duchess, who has set a number of styles in her time, goes for a dramatic simplicity that takes a lean clothes horse and a rich husband. She wouldn't be caught dead on the patio of Government House in one of the bouffant, cuddly little numbers that Billie Burke wore to charm Flo Zieg-

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feld — and wears to this day . . . because Billie Burke is a clothes horse of another color.

The Duchess is the glamorous sophisticate — Billie Burke the orchidaceous coquette. Imagine the Duchess in a pinafore . . . or Billie Burke in shorts! Clever women dress to dramatize their characters. And dull women ape the styles they set.

Joan Crawford has shoulders like Jack Dempsey . . . and because May Zilch thinks Joan is swell and longs to look like her, manufacturers launched a vogue for wide shoulders . . . and pints-of-peanuts wore pads like chorus men.

MARLENE DIETRICH has a svelte figure, long legs, and a high *derrière* — so Marlene wore slacks . . . and little fat girls with short legs and low-slung chassis wore them too!

Elizabeth Hawes, who is a stickler for dressing to type, addressed the Junior League in New York, and said (as nearly as I can remember) something like this:

"I want you to get some mental pictures, Girls. First, picture a Tart . . . now a Lady . . . and now a Southern Belle. Picture Queen Elizabeth . . . Mae West . . . and a Champion Golfer. . . . You see them all in different clothes — because, without clothes, it would be hard to identify them, wouldn't it?"

Well then, our clothes should express our personalities — our own . . . and nobody else's. They should also reveal our best points, and disguise our worst.

The kind of clothes you need depends upon where you live, and how you live, and what you do with your life. The worst mistake some of us make is buying things we have no use for, because they are bargains, or because something similar looked well on someone else.

Once, in Bermuda, I fell for a bulky tweed made in heaven (or maybe Scotland), for a big-boned, rangy Britisher — and me just the opposite! Another time, I bought a chartreuse evening gown (chartreuse being a color I hate), because it was marked down from $250 to $49.50 — and why not, since nobody wanted it?

There is a girl I know who is a sucker for satin. She doesn't get around much at night, but a marked-down dinner dress that shimmers is too much for her.

"I can always make a nice little negligee of it," she says . . . and, so help me, she does. The money that girl spends on negligees that look as if they were thrown together with a pitchfork would keep her in something smart, and do her more good. At least she could wear them in public places.

Unless you have a good deal of money to spend, it is a mistake to buy things conspicuously colorful.

In the first place, you won't be able to wear them often — unless you don't mind seeming always to turn up in the same outfit. In the second place, they won't go with the rest of your things, and you'll have to spend money matching up — or go around pieced like a crazy quilt.

ONE reason that black is so good is that most men won't recognize it as the same old dress — or anyhow, they won't be sure. Not if you change the neckline occasionally, and wear different gadgets.

Black is like the little girl who had the little curl. When it is good, it is very, *very* good — and when it is bad, it is *horrid*. Cheap black looks rusty. It gets shiny, and it gets wrinkled.

Black and white is usually good, and it doesn't have to be expensive to look smart.

Buy your things for more than one season, unless you are a Rockefeller, or one of the du Ponts. A well-tailored suit should last a long time. A tweed coat is practically indestructible. Smooth styles survive. And a good cloth coat is a better buy than a cheap fur one. Best's and Peck & Peck show the same shirtmakers every year. And a black dinner dress on good lines can go to parties till it's a rag.

Speaking of evening things — men like sheer, dreamy black, and softly flowing white. And, mostly, they have a preference for exquisitely feminine things. Many of them are suckers for blue — the clear shade that does things for your skin. If you are young enough, they'll like you in pink. They like materials splashed with red poppies and passionate purple dahlias. They like very bright colors . . . and also gentle ones. Most of them dislike off-shades, like chartreuse and mustard.

They like dresses that suggest daisy fields, and honeysuckle and moonlight — soft blues, dusky pinks, and creamy things. They adore diaphanous stuffs that flow and cling.

George Jean Nathan says that the most effective way a woman can dress is to dress like a poor country girl expensively. Most

### Quality Pays

ONE GOOD outfit is worth a dozen mistakes. And if you like a thing well enough, it won't be any penance if you have to wear it until it is worn out. The thing to do is to wait until you are sure. When you see something you *think* you like, think it over. Ask yourself a few questions: *Do I really need it? Is it right for the occasions where I will have to wear it? Does it do all anything CAN do for my figure?*"

Beware the "bargains" marked down because nobody wanted them. Stick, when you can, with the good old classics. And remember that with a good suit and a black crepe dress a girl can go almost anywhere.

men like clothes that make a woman seem delicate, fragile and frail — because, by contrast, I suppose it makes them feel big, brave and virile. They like lace at our throats and wrists.

Breath-taking decolletages embarrass them, and they want to take a sock at the guy who looks down your neck.

They like bracelets, earrings, and necklaces, and velvet bands crossed over white skin. These suggest captivity, and a man's response to make-believe bonds is sure as shooting. Jeweled "dog collars" enchant them. And gold and silver chains at throat and wrist arouse the slumbering cave man . . . Pagan at night . . .

IN THE morning, a touch of the farmer's daughter. On summer mornings, men admire crisp little ginghams and cottons, pert and very fresh.

In the winter, they like black — and dark shades, brightened with color, in touches or in splashes. They like geranium red, emerald green, and blue-violet — and the off-red shades of coral, raspberry and strawberry.

They prefer dressmaker suits to *tailleurs*, and soft fabrics to tweeds.

They like heart-shaped necklines, and cascades of ruffles, and the swish of a taffeta petticoat.

A group of critics stood outside a theater on 45th Street. They had come out for a drink, and were standing in a huddle when, without one word on the subject, one by one, they turned to look at someone. Not turning himself, one of them asked Robert Benchley what they would be looking at.

"Oh," said Benchley, not turning either, "could be a girl in a red and blue dress" . . . And it was.

Red and blue is always good, and men go for it like homing pigeons. When there is a war, both colors are high fashion, and fated to be mated. But keep away from chevrons, stripes, brass buttons, and military accessories. Avoid mannish things — shirts, belts and stiffly tailored suits, because men in uniform hate uniforms. English girls are complaining that they can't get dates unless they change to girly dresses.

Men like veils, in perfumed whiffs. Very few of them like all red hats. But most of them admire a dark hat with a sock of color on it — and it's all right if the sock is red. They like small and large hats, but dislike silly ones. They don't like to have us hide one eye, or our noses. They like flowers on a hat, or feathers and excitement.

THERE is little use in trying to convert a man to a woman's way of thinking about clothes. But there is wisdom in studying his masculine preferences, and selecting styles of which he approves.

Men are more self-conscious

than most girls know. They would rather squire you under-dressed than over-dressed. And unless you've got a Hattie Carnegie or a Muriel King, they'd just as soon you weren't *too* conspicuous. Men don't like erratic things, unless they're tops . . . and monkey-business embarrasses them.

They like dresses that show up a girl's figure, but not too much. Most of them dislike extremely short skirts. They like pinched-in waists, fitted basques, and lingerie touches fresh as a daisy. They like jersey that clings. And at night, they like tight bodices and blooming, bouffant skirts.

They generally lean toward the romantic rather than the sophisticated. Many of them have an aversion to "fussy things," and accuse us of wearing "to much junk." Generally speaking, they are pretty conservative.

CONTRARY to what seems to be a general belief, most men do *not* like sheer, black silk stockings, but prefer flesh tones.

Men like perfumes, but prefer an alluring aura to a three-bell alarm. Perfume is meant to be upsetting, and the office is no place to try it out. The proper way to use scent is with an atomizer. To get an aura on the subtle side, spray yourself all over after your bath.

Speaking of baths, beauticians advocate Luxury, Glamour and Bubble Baths — and a Heaven-give-me-rest bath, in which a girl wastes thirty minutes, and a lot of sweet-smelling, expensive beauty preparations. Beauticians give short shrift to showers, because they want to sell stuff to dissolve in tubs. But the stuff doesn't dissolve — and you sit on it.

For a quick pick-me-up, take a shower, rub Epsom salts all over you, finish off with cool water, spray yourself with cologne — and the hell with bubbles.

ONCE, when I was very young, I went to Havana with my cousin Constance, who became very seasick. I was devoted at the time to a perfume — black as ink and very oily — that I imagined made me smell like Circe, with a touch of Semiramis — but Connie said it was what was making her sick, and if I used it again, she would throw it out the port hole. . . . I did — and so did Constance. And that ended my career as a worldly and seductive adventuress, because the man who gave it to me had brought it from Egypt, in a bottle without a name. And I could never get any more.

I got the Circe complex when I was about twelve, and started sprinkling cinnamon in my hair, because it smelled pretty in Grandmother's pomander balls. Grandma used to stick oranges full of cloves, and roll them in cinnamon, and hang them in the closet.

This was supposed to slay moths, and make her capes and bonnets smell nice.

I was very patient with my hair in those days, and used to brush it fifty times every morning, and at night. I think this was because my father told me that a woman's hair was her crowning glory. Mother could sit on hers, and I was probably jealous.

Since then, I have learned that many men have a fixation about a girl's hair, and all of them detest a slovenly hair-do. It is one thing they find hard to forgive, though they seldom talk about it.

Catherine of Russia is said to have kept her *perruquier* for more than three years in a cage in her bedroom, to prevent him from telling people she wore a wig.

I know a girl who directed a publicity and advertising campaign in New England, who had her hair dyed because it was getting gray — and it came out red. A lovely and surprising red, that enchanted everybody except the natives, who appointed a committee to take suitable action.

"Only hussies have red hair," they told her, "and you must let yours get gray, or dye it black, so that people will know you are a lady."

Men are supposed to dislike red nail polish, but you have probably noticed that the girls who use it don't stay home biting their cuticle.

When I asked men the grooming faults that bother them, they listed too much make-up, untidy hair, unsightly hands, and twisted seams.

"Every man talks about twisted seams," I said. "It's just a habit. I never saw a girl with twisted seams in my life."

"Then look at your own," one of them said. And he quoted Robert Burns:

*"Oh wad some power the giftie gie us*
*To see oursels as others see us!*
*It wad fra monie a blunder free us,*
*An' foolish notion."*

## Aids to Poised Appearance

1. Remember that it is smart to appear natural.
2. Use rouge not lavishly but artfully; apply makeup in the kind of light in which it will be seen.
3. Never sit under a brilliant overhead light.
4. Let your eyebrows follow their natural line.
5. Avoid a "fussy" hair-do if you are overweight.
6. Learn how to keep your weight at normal for your age and height.
7. Stand erect and carry yourself proudly.
8. Forget the few annoyances that give your face a strained, unhappy expression.

— Louis E. Bisch, M.D., in *Why Be Shy?*

# Self-Confidence Does It!

THE OTHER DAY Bob Brunner, an eighteen-year-old Nimrod, borrowed a rifle, borrowed one bullet, went out into the woods, and two hours later returned with a deer.

There's supreme self-confidence for you!

How many other hunters would have had the nerve to go out without half an arsenal and an army of friends to help them get a deer?

Bob's belief in his ability to get what he went after was so great that he gave no thought to missing his first shot. With only one bullet, he just had to hit the deer and give it a mortal wound. He just had to make good. There would be no second chance. He staked everything on one effort, and won!

BOB'S ADVENTURE is a refreshing note in a world where so many young people are whining that they do not have the necessary equipment to hit their mark in life. The real fact though, is that they are already so overcrowded with impedimenta that they have a hard time deciding what to go out after and how to bag it.

They are like a hunter loaded down with a rifle, a bow and arrows, a trap, and a slingshot. With the rifle he might shoot a bear; with the bow and arrows he might kill a deer; with the trap he might catch a fox. The slingshot is carried as a sort of spare.

But while he is setting the trap he sees a deer. He drops the trap, rushes to the cabin, snatches the bow and arrows, explodes into the open, and sees the deer bounding away. Meanwhile some animal has stolen the bait from the trap.

TOO MANY people are like the hunter with the cross-purposes. They go out into the woods of life with all the equipment they can load on themselves. They are ready (they think) for anything, and they will be extremely lucky if they manage to get something.

The people who go after one thing at a time, have confidence in themselves, and aren't afraid to take a chance are the ones who manage to get one thing after another in this world.

— NIXON MUMPER

# Here's Your Personality Inventory

## Ever consider the value — the real, cash value — of a good disposition? Right now's a good time to do it

**by HOPE RANLEY**

A GOOD disposition means money in the bank, because it has a real cash value. One Lockheed aircraft official says that three-fourths of the employees he has to dismiss every year are sentenced to pavement-pounding, not because they have trouble operating their tools, but because they have difficulty with their dispositions.

If you want to avoid being lined up in the "fired squad," cross-examine yourself and see how you would answer the questions in the following paragraphs. Maybe you don't need additional training or "pull" or anything more than a better disposition!

Let's say that today you "flew off the handle." For a few power-packed moments you told the world, or that small portion of it known as your employer, exactly what you thought. It was fine while it lasted, but let's see who really came out on top in the final analysis. In black and white, here it is:

*You gained:*

The sense of satisfaction that comes with letting off steam.
A momentary feeling of power.

*You lost:*

The opportunity to prove yourself an emotional adult.
Your reputation as a cooperative member of the organization.
The chance to get the best possible recommendation for a better job.
And possibly — you lost the job!

Balance the scales yourself, and see whether you don't agree that a temper tantrum on the job is an expensive luxury which most working people can't afford.

### Do You Park Your Troubles Outside the Office?

A BROKEN HEART — burned toast — indigestion — or insomnia — you may be afflicted with all these things simultaneously or consecutively; but if your professional disposition is what it should be, nobody at the office is going to know about them.

Don't bring last night's or this morning's troubles and lay them on the boss's desk. Mark your personal life "private" and leave it at home; it has no place as part of the office equipment. If you remember this, you can avoid countless unpleasant episodes in your business life.

The disposition which you bring to your job should permit you to give your whole attention to your work. The going will be tough some days, but it pays to be professional. Kick a few doors if you must — but let it be done during your lunch hour — when nobody can see you. See that your professional disposition has a four-star rating.

### How Do You Take Orders?

IF YOUR boss tells you to fill out a report in a certain way and have it in by Tuesday, that's just what he means. If he says to use the blue form, he means *blue*, not red. If he says to send the report to the treasurer's office, he means the treasurer's office, not the credit department.

Don't resent these orders, or get jittery over them. Turn up the corners of your mouth and do what he asks — cheerfully and efficiently, *one step* at a *time*.

If he issues a bulletin of instructions, he means what he says in that bulletin, not what you *think* he means. Above all, learn to read instructions intelligently and take orders cheerfully.

Maybe you don't like the way your employer wants some things done; maybe you think you see a better way to do them. All right — just be patient. The time may come when you will have a chance to make a suggestion — you may even be asked for one; but until that time, do things exactly as he wants them done. You're there to please him, not yourself.

Remember that there is usually more than one way to do a thing. It's just as easy to do it the way your employer wants it done as any other way. This is lesson one in cooperation. Learn it thoroughly and you'll find yourself on the "Scheduled-for-Advancement" list!

### Can You Take Criticism?

NOBODY is perfect. There may be times when it will be necessary for you to take criticism on the job, and there is an art in accepting it graciously.

Tom R. could give us a lesson in this respect. He was a perspiring and aspiring young man whose work was excellent — even brilliant at times — but on one occasion the expense account in his department soared a bit too high to suit the boss. He was called on the carpet to talk the matter over. He didn't take it as a personal criticism. If the boss could show him a way to cut down expenses he was glad to do it. If he and the boss could work together to improve the financial condition of his department, fine!

This young embryo executive was wise enough not to bristle with resentment and secretly hope that the boss's suggestions wouldn't work. He put the good of the department on a shelf above his own

personal egotism. Smart young man, that!

If you can learn the technique of taking criticism gracefully, with no thought of its being directed at you as a person, you will save yourself much misery and at the same time increase your value as an employee.

Never put aside criticism, however, until you have squeezed from it all there is to learn. When you can take this attitude, you are headed for a private office with your name on the door.

### Are Your Feelings Easily Hurt?

IF YOUR feelings are continually swathed in bandages because someone has hurt them, your efficiency has been damaged a little too.

Seldom do you find a perfect set-up in your work — ideal conditions, generous pay, and a full measure of appreciation. No, this is definitely in the misty land of Utopia. Let's get down to earth and face facts; no matter where you work, you will probably be able to find a reason for carrying a chip on your shoulder occasionally.

Let's look at some of the things that seem to bring discontent. Here are a few:

(1) Favoritism — (if you're not the favorite).
(2) Better working conditions for the other fellow.
(3) Promotions which pass you by.

It can all be summed up in the one sentence, "The boss doesn't appreciate me."

It's the same old story and the same advice. Instead of using your energy to bind up your hurt feelings, direct it toward doing better work. When you have enough to give, you'll get your promotion, accompanied by a few extra dollars to jingle on Saturday.

### Do You Suffer from "I-Trouble"?

THE fifty-cent synonym for "I-trouble" is *egocentricity* which means, of course, in plain, everyday English that, as far as you are concerned, your own little ego is the center of the universe.

Whenever you spend time wondering what people think of you and whether someone is talking about you or plotting against you, you are indulging in "I-itis." Such time is wasted.

Your business is to do your work as well as you can, keep your relations with your fellow-employees friendly and professional, and attend to your own business. It sounds simple, but try it and you will find that it is more difficult than it seems.

It is easy to get the idea that other people are concerned about you and your affairs, but you forget this all-important fact: You're headline news to yourself, but second-page stuff to most other people. They are so busy writing their own headlines that usually

you come in for just a brief notice.

If you make a mistake, you are apt to think that people are talking about it and making much over it. This is foolish business, because the truth is that two days later most of them won't even remember.

Don't get the idea that the boss is down on you or that someone else is lurking around the corner trying to get your job. There's plenty of room in the world for everyone who has something to contribute, and your boss is going to be glad to have you on the pay roll as long as you go about your own business quietly and are a smooth-running wheel in the organization.

Get your "I's" adjusted and see yourself in the right relation to the other people with whom you work.

### Is Your Attitude Toward Life Positive Instead of Negative?

YOU HAVE just so much energy at your command, and if you use most of it in berating the boss, or your co-workers, there is precious little left for devising ways and means to advance in your job. Think it over and see if that isn't true. This is all wrong — that doesn't please you — you're overworked — you're underpaid. A tremendous amount of time and energy goes into that "tearing down" process, and where are you? What have you done to build up the organization? While you were embarked on your campaign of criticism, somebody else worked out a plan for getting more business or saving the firm money at the end of the year. The same amount of energy went into each process. Figure it out for yourself and see whether the positive approach to life is a paying proposition.

How did you come out on the cross-examination? You were the judge and the jury. What was the verdict? If you were found guilty of any of the charges, sentence yourself to hard labor in trying to overcome them.

Remember — a good disposition on the job makes dollars as well as sense!

### Could You Say It More Chivalrously?

JED HARRIS, the play producer, received a call from a Hollywood press agent. The studio, Harris was told, wanted him to come right over to pose with Martha Scott for some publicity stills.

Harris was puzzled. "What do you want me for?" he asked.

"Well," said the studio man, "you discovered her, didn't you?"

"No," Harris denied. "God did."

# They Found a Way

WHEN young Benjamin Disraeli was elected to Parliament he felt that his success as a speaker was assured because he had spent long hours training himself to become a witty, brilliant orator.

Sharp-faced, slender, almost dandified in his white waistcoat covered with gold chains, Disraeli got up and made his maiden speech. It was a complete failure — too brilliant, too flowery, too oratorical. His decorative rhetoric won him not applause but jeers, catcalls and hisses.

Bitterly humiliated, Disraeli sat down on a rear bench. "Some day you shall hear me," he cried, and shook his fist. Somehow there must be a way to force his heckling fellow members to listen to him with respect.

Disraeli spoke again, and again — speeches full of weary figures, dry details, delivered ponderously; speeches deliberately designed to be as monotonous and as deadly dull as possible. This went on for months, with Disraeli speeches putting the House of Commons to sleep.

Then came the opportunity Disraeli's vision had foreseen — the chance to make an important speech. This time it wasn't dull. It was brilliant, dramatic, startling; it jerked dozing parliamentarians to sharp attention, and won the ungrudging tribute of thunderous applause.

The dull speaker dramatically unmasked his own brilliance and in one stroke demolished the reputation for dreariness he had deliberately fostered. A carefully planned "Change of Pace" led Disraeli out of the blind alley to which he had been relegated.

TROUBLE hung blackly over the head of E. W. Scripps. His newspaper, the Cleveland *Press*, had printed an account of the arrest of the son of a prominent citizen, who may be given the name of White. Actually it was not White's son who had been imprisoned, but another man of the same name. The *Press* made the error unwittingly, but White, a powerful figure in the community, didn't like the paper and slapped on a damage suit for $50,000.

What was worse, he secured a writ of attachment against the plant. The sheriff swooped down and took charge. Scripps learned that the only way he could release his plant was to raise a bond of $100,000.

He went to several wealthy

men he had met since starting his newspaper in Cleveland, but none could help him with a loan.

Unless Scripps raised that $100,000 within a few hours, he was ruined. It was a crushing, heartbreaking predicament. There was no one to turn to, no way out unless he could invent a way. He sat down to think. White was a man with a strong temper, a hard fighter, a domineering, bitter sort. Was there a loophole in his enemy's personality?

Scripps jumped up and rushed to his lawyer, asking abruptly:

"Isn't there somebody in town who hates White as much as White hates me? Some man with money?"

The lawyer slapped his thigh delightedly. There *was* such a man — a man whose face White once had slapped in open court. Moreover, the man had money. Scripps found him, and it was no task at all to persuade him to advance money for the bond.

Quick thinking and a working knowledge of human nature enabled Scripps to find his way out.

IN 1920 a fiery little man who had served as Congressman during the war was elected Republican president of the Board of Aldermen in New York City and promised the nomination for mayor the following year. The star of Fiorello LaGuardia was definitely in the ascendant.

But it crashed swiftly beneath a dark horizon. LaGuardia disapproved of certain other Republicans and fought them wholeheartedly, no holds barred, until in retaliation he was denied party support. Practically without funds, he made a courageous fight to win the Republican nomination in the primaries, but was decisively defeated.

The trouble was, he didn't know he was in the discard; he merely thought that he was in a tight corner and that if he tried hard enough he could find a way out.

He went about it by opening a law office and organizing Italian-American Republican clubs. Then he announced that he would run for governor on an independent ticket.

This disturbed the party that had discarded him, and they capitulated and offered him the nomination for Congressman from the twentieth district.

Well aware of the purpose to get him out of the way by jockeying him into an election everybody believed he couldn't win, LaGuardia nevertheless accepted the nomination which his threat to run for governor had won him. It was the way out he had visualized, for, storming up and down the East Side, fighting old line politicians, he won his "hopeless" candidacy by 254 votes. It was the turning point of his career.

# The Price a Woman Pays

## Every girl owes it to herself, before taking "the first false step," to consider carefully what the cost may be

by PAUL POPENOE, Sc.D.

**General Director, American Institute of Family Relations**

MARY is desperate. "Five years ago I had a love affair," she begins. "After that, I had several that weren't. Now look at the condition I'm in!"

Her story is a long one, punctuated with outbursts of sobbing, but it reaches its climax shortly after she graduated from college and took a position. She met a young man and fell in love.

They decided that they couldn't marry for some years — both had college debts to pay. But they "didn't believe in a double standard of morals." They felt that "spiritually" they belonged to each other. They considered that they "were just as good as married." (How often one hears that statement as the prelude to a tragedy! Often enough to convince any open-minded person that there is no substitute "just as good as" marriage.)

I suspect that she was rather the aggressor in the matter. They became engaged and began to live together.

Ellen encouraged this. There was a good deal about Ellen in the story. Ellen (who died last year after a fourth abortion) was Mary's college sorority chum.

Ellen said an engagement ring was just as good a sanction for sexual relations as a marriage license. Ellen also quoted that profoundly foolish remark of Havelock Ellis to the effect that the mumbling of a few words of wedding ceremony by a clergyman has nothing more to do with the wholesomeness of sexual intercourse than saying grace at the beginning of dinner had to do with the wholesomeness of the food.

AS SHE looks back over five years, Mary thinks she was supremely happy at that time.

The blow fell in eight months. Her man was offered an excellent job in a city on the other side of the continent. He never even talked of taking her with him. He protested his undying love: when he had "made good" he would come back for her. His letters cooled rapidly, however, until he informed her of his approaching marriage to a widow with money.

Now she was trapped. She was caught in the coils of her own

biological impulses, and was too ignorant to see any way of escape.

Before this affair, she had had no difficulty in adjusting herself to a celibate life. These eight months had "awakened" her, to use the ancient descriptive term. She had never dreamed of the difference it would make.

SCIENTISTS would have told her. Hear what Professor Knight Dunlap, noted psychologist of the University of California at Los Angeles, says on this age-old topic:

"After the psychological sex life of the woman has once been developed, she is a different person, and her personal problems, previously rather simple, become much more like those of the man. The woman, therefore, who achieves her sex education without marriage is in a peculiarly unfortunate position, a prey not only to the enormous force which has been liberated in her life, but a prey also to the large group of males who constantly seek to play upon these forces."

Similarly, Professor Joseph Kirk Folsom of Vassar College, distinguished authority on social psychiatry, warns women in such situations of the danger that they "will find themselves stranded after a temporary romance, with a definite sex hunger calling for a more regular even if less idealistic satisfaction. This will be more difficult to control and more provocative of personal maladjustments than the vaguer sex desire of the virgin."

But it is not necessary to appeal to authority, to confirm the fact that a woman seeking emotional security outside of marriage is likely to start something that she can't stop.

Isadora Duncan, the dancer, is a good illustration because the facts of her career have been made public, fully and frankly, first by herself in her autobiography and then, as to the later years, by several of her associates.

Her first love affairs (as she probably would have claimed them to be), represented not too high a level; but she soon dropped to the position of a "kept woman" and then, as she lost her youth, to a frenzied promiscuity and finally to the position of herself "keeping" men perhaps young enough to be her own sons. More and more alcohol was poured into the story until it ended in a sordidness and degradation which one would scarcely wish for an enemy.

Mary's story — to return to her — was essentially parallel. She found, as so many other women have done, that it's "the first step that counts" — still.

Physiologically, it makes little difference *why* the first step was taken. The consequences are the same, whether one is married or not. But in marriage this development binds the partner closer and closer together for life.

The woman who is widowed after some experience of happy marriage may face the same problem. She has memories and ideals to fall back on; but the knowledge of this problem, as Knight Dunlap says, leads self-regarding males to pester her — usually in ways more ingenious than honorable.

Mrs. W., for example, was astonished and somewhat bewildered to be denounced as "sexually unfaithful" to him, by a man who had taken her to the movies a few times. He had no claim on her, unless one was created by his having spent a total of $4.38 on social affairs in her company; but he was somehow able to argue that if she had thereafter accepted his proposition she would have been *faithful to him* sexually!

THE PROBLEM is probably more serious for widows than for divorcees, because many of the latter are emotionally abnormal, as is evidenced by the very fact of their getting divorces. Others have gone through such experiences in marriage that they ask for nothing better than to forget all about sex. But others still face the problem in as full force as did Mary.

Some "solve" it for the time being, as did Mrs. O., who explained some years after the divorce: "Mr. O. still takes me out two or three times a month and we spend the night together. It seems the simplest way to meet a problem that both of us encountered." But in this case, as in many others, the arrangement brought about new mental conflicts.

The problems of widows by death and to some extent those of widows by law are not of their own creation. They are none the less serious. But the woman, like Mary, who deliberately *creates such a problem for herself*, has surely neglected to think through the drama and to see what the final act would be.

In these circumstances, why does she start on a course so likely to end in tragedy?

An imperious biological urge, you say? Nonsense!

The strength of the sexual disposition doubtless varies greatly from individual to individual. It is moreover true that in modern American civilization everyone is subjected to a great deal of overstimulation from all sides. But if one avoids excessive stimulation (such as in heavy petting) I believe all studies agree in showing that very few girls (or boys, either) enter on their first sexual experiments because of any overmastering biological urge.

The reasons are psychological, not physiological; and of course they are as varied as are the individuals involved. Perhaps the commonest among young women is an inferiority complex, a desire to be popular, to have attention, and the feeling that if she can't get

attention and partners in any other way, if there is nothing else about her that attracts men, she at least has sex; and she'll capitalize that for all it is worth — if not a great deal more.

Perhaps she encourages herself with the idea that she is merely sophisticated. To be sophisticated, she thinks, means that you *know*. Anyone who has really lived could correct this error. "Sophistication" is merely a proof, and one of the strongest possible proofs, that you *don't know*.

In other instances, the young woman has an incorrect idea of what sex means; the idea that it is merely an experience, an episode, like taking a ride on the roller coaster.

This, as anyone will recognize on a moment's consideration, is merely an auto-erotic attitude; and one cannot get far with it.

If a woman is well-educated enough to realize that sex is not a mere sensation, not a fragment split off from the personality, not something isolated by a watertight compartment from all the rest of existence, but that it is *a complete way of living*, she may save herself a lot of misery.

THIS IS not a matter of "morals," if you like; it is merely the observed order of events. One step calls for another, and with each step the path becomes more difficult. The woman who when young and attractive could find a satisfactory partner (and it's astonishingly hard to find one for the purpose who is *satisfactory*) but who lacks the emotional security, the expectation of permanence, afforded by marriage, almost inevitably faces the necessity of making a new choice at intervals.

Each such new choice is, in the nature of the case, likely to be worse than the last.

Maybe it's unfair. Maybe the world shouldn't be organized that way. The fact remains that it's still the woman who pays — that she pays more than the average man for experiments that are self-limited; and that the payment must too often continue to bankruptcy.

## Morgan's Open Door Policy

ONE REASON why The Sperry Corporation has never been plagued by labor troubles is seen in a bit of pantomime performed by Thomas A. Morgan when he was appointed president of the great company that manufactures bomb sights, automatic pilots and plane detectors for Uncle Sam.

A delegation of workers waited upon Morgan to congratulate him on his appointment. He smiled at the men, asked one of them to lend him a chisel, and proceeded to shape a husky wedge from a block of wood. Then he opened his office door and drove the wedge in place to keep it open. That was nearly a quarter of a century ago and Tom Morgan's door is still open.

# The Grand Duchess Marie Was Shy

## She was a princess of one of Russia's mightiest families, yet her early life was full of repression and loneliness

by DALE CARNEGIE

IT WAS my privilege, a few years ago, to be a guest in the home of a princess — the Grand Duchess Marie, of Russia. Her uncle was Alexander the third, Czar of Russia. Her cousin was Nicholas the second, the last Czar of Russia; and her playmates were the daughters of the Czar of Russia. She is probably one of the most famous royal personages in the Western Hemisphere.

I wondered what she would be like. Would she be beautiful and full of charm and personality? Would she be friendly and democratic, or would she be aloof and cold?

Well, I found her to be exquisite and friendly and charming.

She told me an astonishing thing about herself; she was then in her early forties, and she said that during the first half of her life, she had been timid and shy and that she had suffered severely from an inferiority complex.

Born into the wealth and glamour of the mighty Romanoff family that had ruled Russia for three hundred years, she was so important that, even as a child, she rode in a golden coach, drawn by three pairs of white horses, and surrounded by mounted hussars in scarlet uniforms.

And she was so famous that crowds would gather on the sidewalks and stand for an hour for the privilege of catching but a glimpse of her royal highness as she passed by. Yet she, a princess, a Grand Duchess of Russia, suffered acutely from an inferiority complex. Sounds incredible, doesn't it?

HER childhood training had a lot to do with it. She never knew a mother's love, for her mother died when she was a year and a half old; and her father married a second time, and this time, he married a woman who was not of royal blood, so he was banished from Russia and his property was taken away from him. So the little princess was brought up very largely by strangers — by nurses and governesses and teachers.

This royal princess of Russia could hardly speak a word of Rus-

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sian when she was six years old. Up to that time, she had been taught nothing but English; and it was not good English, either. She dropped her "h's" and said "appy" instead of "happy" just as her English nurses did.

Her tutors kept her in ignorance of the power and prestige that were hers by right of royal birth; and since sons of the royal family in the past had aroused bitter resentment by being too arrogant, her teachers were ordered to put humility into her little soul. And they did, all right.

SHE told me that she was reared in the most "rigorous simplicity." Those were her exact words — "rigorous simplicity." She said that if she had wasted a piece of bread as big as her thumbnail, she would have been punished for it. If she dropped a crumb on the floor, she had to pick it up and put it back on the table. And her food was very simple and very plain. Frequently, she had nothing but bread and milk for supper.

Her clothes were extremely plain, too. Although she lived among paintings and works of art that were priceless, and although the royal family of Russia was worth hundreds of millions of dollars, nevertheless, this princess wore cotton dresses and cotton gloves and cotton stockings up to the time of her marriage.

Later in life, she lived with her aunt and uncle. Her aunt was jealous of her and resented her presence in the house. If she was only sixty seconds late for a meal, her aunt punished her and she also punished her if she failed to carry on an interesting conversation with the guests. Her aunt wouldn't even let the child laugh in her presence, because she thought childish laughter was shocking and common.

THE PRINCESS told me that she never knew what a real home was; that her childhood was sad and lonely, and that her grandmother, Queen Olga of Greece, was the only person in the world who gave her any real appreciation of what warm love and maternal tenderness could be. Marie was so hungry for affection that she wanted to fling herself into her grandmother's arms; but she said, "I was so little used to caresses that I did not know how to begin."

When she was sixteen, she wanted a mandolin; but she didn't have the money to buy it and she didn't have the courage to ask her uncle for it. She was afraid he would refuse her. So she got one of her teachers to ask her uncle if she could have a mandolin.

Her uncle said "Yes." That was the last word he ever spoke — a few seconds later, an anarchist threw a bomb that killed him.

# Don't Be Afraid to Be Different

## Remember that, while imitation may be the sincerest form of flattery, it's individuality that pays the dividends

by GRACE MACK

NOT LONG ago, while going through some files at Warner Bros. studio, looking for art to illustrate a certain article, I came across an old picture of Bette Davis, taken in the early days of her picture career. Curiously, I compared it with a photograph of the Bette Davis of today. The contrast was so marked as to make it seem as though the photographer must have employed black magic. Those of us, however, who have watched Bette develop from a nondescript blonde of the Pollyanna persuasion into a distinctive personality whose artistry won her the Academy award, know that black magic had nothing to do with it.

The secret of Bette Davis's success is simply this: *She wasn't afraid to be different.*

At a time when no sweetness-and-light actress would have dreamed of letting her public see her in an unsympathetic role, Bette deliberately chose to play one of the most unpleasant, unsympathetic characters in screen history, the role of Mildred in *Of Human Bondage*. Everybody told her that she was committing career suicide.

"But I was at a place where I realized that something drastic had to be done," she once told me, in speaking of her reason for wanting to play that role, "if I was to survive on the screen. I felt that, despicable though the character might be, if I could play Mildred as the author had conceived her, it would lift me out of the rut of wishy-washy heroines in which I had become mired, and convince my producers that I was capable of playing something different."

BETTE DAVIS gambled — and won. The praise she received as a result of her performance in *Of Human Bondage* gave her a new confidence in herself, and paved the way for her present success. Had she been afraid to take a chance on doing something different, it is probable that she would now be just a forgotten blonde.

The herd instinct is strong in most of us. We will wear hats that look like inverted kitchen utensils and the wildest kind of monkey clothes, if only we have a sales girl's assurance that "Everybody is wearing them." They may make us look ridiculous but that doesn't

matter so long as we are following the crowd. And while imitation may indeed be the sincerest form of flattery, it is originality — individuality — that pays dividends.

Nowhere perhaps is this more evident than in Hollywood. Each year hundreds of girls come to the cinema capital seeking movie fame. Many of them believe that because they resemble Ginger Rogers or Rita Hayworth or Joan Crawford, their paths will be easy. Actually, the opposite is true. In nine cases out of ten, it is the girl who is different who attracts the attention. And that is just as true in Peoria or Pawtucket.

BEING different doesn't mean being freakish or eccentric. It doesn't mean wearing a bathing suit on Broadway or going to the movies in sequins and a tiara. It doesn't mean wearing a make-up designed to tie up traffic.

*Being different means making the most of your own individuality instead of trying to be a duplicate of somebody else.*

If you have allowed yourself to jell in a run-of-the-mill form, it's time you pried yourself loose. And you can profit, I think, by observing Hollywood's methods. There is no place in Hollywood's book of rules for that old adage about leaving well enough alone. It believes in improving on Nature — and does.

Look what happened to Garbo. When she arrived on these shores her hair was nondescript, her eyebrows thick and straggly, and her general appearance so lacking in distinction that nobody paid any attention to her except to wonder what they were going to do with her. Studio hairdressers spent days experimenting with her hair. Her eyebrows were lifted and shaped, and gradually she became a woman of strange allure. *Different.* The possibilities were there all the time. They only needed to be brought out and dramatized.

No two individuals are absolutely alike. The trappings that will make one person look distinctive will make someone else look merely ordinary. Your job is to find out what will make *you* look distinctive. *Different.*

As a first step in that direction, try treating yourself to a new hairdress. If you've been wearing your hair parted on the left side ever since Hector was a pup, try parting it on the other side or bringing it forward in a cluster of pompadour curls or rolling it like a frankfurter — anything for a change. Don't say, "Oh, I never could wear my hair like that. It wouldn't be becoming to me." If you are going to be different you must be plastic.

Notice how frequently the stars of the screen change their style of hairdress. Garbo, Norma Shearer, Ginger Rogers, Joan Crawford

have a new hair-do for practically every picture. Joan spends hours, going through old prints and art studies, searching for something different. There was, however, a time when she thought she had to wear her hair in a bushy mop, tilted over one eye. Edmund Goulding, one of her first directors, finally talked her out of that.

"Why don't you try pulling your hair back from your forehead in a soft loose wave?" he suggested.

"It wouldn't be becoming," she assured him. "Besides, I'd feel naked with my forehead all exposed."

"But you have a nice forehead," he told her. "Why not let people see it? It will make you look different."

It not only made her *look* different, it made her *feel* different. This gave her courage to try other experiments — with her make-up, her clothes, her mode of living. Month by month, year by year, she has steadily refined, developed and sensitized her personality until she is, today, utterly individualized. Her plasticity, her eagerness to grow, have undoubtedly played a large part in her success.

The product you have to sell is *you*, and you can't expect to keep up with streamlined traffic if you're jogging along with horse-and-buggy equipment. If your personality isn't clicking, if you aren't getting what you want out of life, ask yourself these questions:

*How plastic are you?*
*How modern is your attitude toward life?*
*How current are your ideas?*

Are you streamlined, or have you a lot of old-fashioned bumps and angles and gadgets that cause you to stall when the "Go" signal flashes on?

IF YOU aren't afraid to be different, try making some changes in your personal appearance. Wear a new color or a new type of dress. Get a new shade of powder, a lipstick that is different. Take a few liberties with that face of yours.

You will be surprised to discover how even so small a thing as a changed eyebrow line will change your appearance. If you question this, take an eyebrow pencil and do a little experimenting. For each of us there is a *right* browline — a line that harmonizes with the contour of the face. Find the browline that does the most for you.

And then there is your mouth to be considered. If Hollywood lipsticks could talk they would tell some very interesting stories. Naturally, for screen make-up, an actress can go in for effects that would be much too artificial for the woman in private life. However, a subtle application of lipstick can do a lot toward making an attractive mouth out of an unattractive one.

These, to be sure, are surface things. But if you can create a new exterior with which to meet the world, and it brings you a compliment from those with whom you come in contact, it naturally reacts upon your mental attitude.

THE average person's life is far too humdrum. We all need a certain amount of change to keep us mentally alert. Few of us can take a trip on a Clipper ship or go rolling down to Rio (even if the war permitted it) when our own private ruts threaten to close in on us. But we can go a long way toward keeping the carbon out of our mental cylinders by doing one different thing each day.

Whatever your daily routine is, it's a smart idea to make a point of varying it with frequent changes. If your breakfast, day in and day out, consists of orange juice, buttered toast and coffee, try having muffins once in awhile, or little thin hot cakes stripped with bacon. You might even have pie — if your conscience and your stomach will let you. The point is to do something different.

If you work in an office, don't take the same route every morning.

Take an occasional walk in an unfamiliar section of the town in which you live and be alert to everything you see. You'll find that you enjoy it.

If you're a housewife, rearrange your furniture, introduce a new color into the decoration of your home.

Learn to think for yourself instead of accepting without question the opinions and beliefs of others.

Don't confine your interests to those in your own particular crowd. Broaden your horizons. Make it a point to know what the rest of the world is doing and thinking.

If your reading usually consists of the daily paper and an occasional novel or biography, treat yourself to a travel book or a good hair-raising mystery story.

IF THESE things do nothing else for you, they will tend to make you more plastic, and in the long run, more interesting. For personality is a cumulative thing. It grows as the individual himself grows.

Say to yourself, *and mean it*, "I'm not going to let myself get into a rut. Each day I am going to do some one thing to improve myself."

And if you keep that resolution, one fine day you will be rewarded by having your friends greet you with: "Whatever have you been doing to yourself? You're an absolutely different person." Or it may be the man upon whom you've been trying to make an impression who will say of you: "I like her. *She's different.*"

## Love and How To Manage It

**When Women Propose** — Seventy out of every eighty-five women who do their own proposing get their man, and most of these marriages turn out quite happily. When a woman proposes she usually is a good deal older or a good deal younger than the object of her affections; possibly they are more aggressive or getting desperate. The old-fashioned parlor proposal is virtually non-existent now. Proposals occur most frequently away from home. Men apparently propose in a very casual manner. Perhaps this is an indication people are taking marriage casually.

— Dr. Paul Popenoe, *Director, Los Angeles Institute of Family Relations.*

* * *

*The smart girl doesn't pay her way when she goes out with a boy, nor does she share expenses.* — Rosalind Russell.

* * *

**Tempo** — A woman should realize that there is really no crisis when a man slows down in the tempo of his affections after the first year or so of hectic happiness, at which time, at the mere suggestion of his inamorata, he would gladly leap out a window. Believe me, it would become pretty tiresome if love didn't assume a saner level as the years go on — tiresome, even to a wife! — Dr. Walter Clarke, *Executive Director of the American Social Hygiene Association.*

* * *

**Ideal Mate** — Young men are as particular today about the type of girl they want to marry as they ever were. Under the cynicism of modern life in New York and in college cities all over the country the man wants a nice girl, the girl wants a nice man. More girls, it seems, have trouble finding the ideal mate. But even the divorcées keep on looking for him.

— Dr. M. A. Bigelow, *Teachers College.*

* * *

*The best armor any woman has in any fight is good-looking clothes.*

— Jeanette MacDonald.

* * *

**Early Marriages** — After advising 10,000 couples on how to make a success of marriage during 20 years as police court functionary, Mrs. Emma Ralph, an Englishwoman, says:

1. Don't live with your parents.
2. Don't marry in your teens. The girl who weds at 16 or 17 usually makes a great mistake. After a year or two she gets restless and wants the excitement that the responsibility of a husband and family does not allow.

# Don't Be Too Apologetic

## If you're like most folk you can cut your apologies in half — then again in half — and grow in charm and grace

by MARGERY WILSON

**Author of "Charm" and "The Woman You Want to Be"**

NEVER apologize and never explain!" the sophisticate warns.

"Sounds extreme," we say — if we have any pretensions to gentleness and good manners.

But let's examine the meaning behind this drastic bit of advice. As shocking as it may seem, there's great value in it.

Surely an apology for a wrong ought to flow easily and naturally from the lips of an offender. You and I feel apology welling up when we have wronged or inconvenienced someone, for whatever reason. The trouble is, most of us overdo it to the point of absurdity. The apology that is meant for real emergencies is made to work overtime, even for our smallest inaccuracies, most of which would go unnoticed if we didn't dramatize them. But ill-placed apology turns the spotlight of attention on them.

Of course *you* are not guilty of the awkwardness of continual and useless apology — but isn't it strange how many of our neighbors abuse the privilege!

I have a charming friend whose life is better-ordered than most people's; yet, instead of getting credit for her well-arranged existence, she continually underestimates herself by a steady flow of explanations.

Don't misunderstand me. When an apology is really needed, only the coarsest of people would withhold it. I teach and teach that children ought to learn to apologize until it becomes no effort for them. Indeed, dignity need not be sacrificed when we admit that we are wrong.

ON THE contrary, magnanimity is often seen in willingness to admit a wrong. The cultured, poised personality can well afford to admit an error. Only fools pretend to be right all the time; only an egregious visionary imagines his every performance is flawless.

The spectacle of a person insisting that he is right when he is patently wrong works against confidence, adds disgust to distrust. And we are reminded of the colored boy who stole a pair of trousers off a clothesline. As he ran, an officer pursued him, calling to him to stop. But the boy kept running — until the policeman caught up

with him, arrested him, and said angrily, "Why didn't you stop when I called you?" The boy rolled his eyes innocently and answered, "Boss, I thought you was calling that man up ahead; I was just a-running to tell him you wanted him."

ELABORATE explanations of little dilemmas in which we are involved sound just as silly. You could make collectors' items of true incidents in which explanations were not only unnecessary but actually harmful. That's why I put down as Rule 1: *When we are off our poise we should never try to explain anything.*

*Others place the same appraisal on what you do as you place on your own acts and situation.* If you're afraid that people will think ill of you if they do not understand, just remember that some of them probably will think ill of you in spite of *anything* you say. In truth, your obvious discomfort and defensive attitude will convince them that they are justified in thinking the worst.

On the other hand, if you don't seem to mind what your critics think, they will be much more likely to suppose that they may be wrong in their conclusions about you — or entirely forget their unpleasant deductions. Trivialities aren't worth explaining. To a cultured person, important matters should be above the defensive attitude. Our main objective is to try to live as graciously as possible, and to wear our limiting conventions as comfortably as possible.

We have all visited homes where there were plenty of evidences that children had been at play — from front lawn to upstairs. And just as you were admiring the whole picture of delightful disarray — thanks to the youngsters — your hostess dashes into the room.

Without waiting to let you tell the reason for your call — if she had, it might have deepened your friendship and made you like her more — she blushes, and frisks toys out the way; then launches on a monologue for fifteen minutes or more.

So you listen as politely as possible to her rigamarole about Junior's tantrum before he departed for his nap, leaving his velocipede in the front hall . . . how baby came along and fell over it, spilling a handful of popcorn which the dog scattered around by racing through it; how then the telephone rang, and the dressmaker kept talking until after the maid had gone, so she didn't have a chance to tidy up the place . . . and a neighbor came to borrow a vase . . . and, well, your hostess is so very sorry that you saw the mess her house was in.

You wonder why all that talk couldn't have been compressed into the single sentence, "I have

children," and a sweeping gesture to indicate the evidences. Or the even sweeter way of paying no attention at all to what is a very natural part of normal existence — the inevitability of things getting where they don't belong!

WHY NOT assume that your callers are human and not hard-boiled inspectors from some mythical Society for the Prevention of Normal Children? In the average household, things can seldom be so bad that they call for an explanation; if they should be beyond humanly tolerable limits of relaxed living, explanations will be useless anyway.

And who doesn't deplore the hostess' apologies for her servants or the service at table? It doesn't help a bit to drag your guests through a recital of your servant problems. A kindly manner will set at ease the servant and guests; for warmth and charm are often more appreciated than good food.

A guest, especially a man, is made to feel very uncomfortable if he finds that his presence is causing special effort or trouble. Or that the hostess' plan is failing to work. And to be taken into the mysteries of the failure is acute punishment to him.

*Men do not like to be responsible for anybody's discomfort.* That is one reason they run from self-conscious women.

There is a peculiar assumption back of most apologizing. It is that you, as the apologist, are taking for granted that your friends know and appreciate you as a paragon of perfection when it is pretty hard for them to accept it as a fact. The bad taste inherent in your pretensions to habitual perfection is little short of vulgar.

So, an apology says either that you are normally a most excellent creature or that your friend is an abnormally demanding person. Neither impression will you allow to happen, if you are poised and charming.

NATURALLY, the woman of culture and inner peace prefers to be seen always at her best. But, if callers should catch her drying her hair and with cold cream on her face, she would casually dismiss this obvious situation with gracious humor, making her guest feel utterly at ease. The poise and control and charm of such a hostess are such that she takes her mind off herself and puts it entirely on the visitor; what might have been an awkward moment will pass with little notice.

Equally destructive is the apologist in business. He will not remain in business very long.

Some years ago I was in a city that had enjoyed a great boom many years previous but had fallen into economic lethargy. Its citizens were talking of nothing but the glories of the past. They tediously

explained how the city had been drained of all its fine young men; the parks were being neglected . . . in fact, they told me all the bad points about the place.

In a speech before the business men's club in honor of Fire Prevention Week, I pointed out that the deplorable attitude of the residents in forever explaining and apologizing for the city's doldrums was causing more damage than fire or anything else. Frankly, I said their city's quietness was an asset that should be widely advertised. I told them that if I had come there with the idea of investing money, their apologies and grumblings would have caused me to tighten my purse-strings and run as fast as I possibly could in the opposite direction.

SAY WHAT you like about California exaggerating its attractions, but the ability to turn alarming geological phenomena and "unusual" weather into assets, instead of something to apologize for, is a triumph of wisdom — and good business. When a certain hill in Elysian Park started moving in an avalanche across roads and over buildings, residents did not wail about the vagaries of nature nor dwell on the destruction caused. They advertised in the papers, "Come and see the moving mountain — one of the wonders of today!"

If we cannot make capital of our own misfortunes, we can, at least, keep still about them. We can fill our lives with unself-conscious charm in which we feel ready to cope with any situation that life presents to us.

When you must apologize for having caused someone discomfort, simply say, "I'm sorry," or just "Sorry." If the offense is slight, such as obstructing the view at a theater as you slide past people's knees, the casual "Sorry" obviates that dreadfully provincial "PARdon ME."

Of course, one should explain really awkward situations — those that actually offend someone. But don't defend yourself! Always explain why you cannot accept an invitation. But beyond this point do not explain.

Your willingness to be, first of all, a human being, adjusted to the occasional chaotic experiences of life, will help you to preserve your dignity. Remember that memorable line from *Anthony Adverse* — "She occupied space as though she had inherited the right to do so."

Cut your apologies in half — and then again in half. You'll still have enough left for all necessities and courtesies.

# How Timid Are You?

Answer "Yes" for each question describing a situation which makes you feel moderate fear, or a quickening of the heart-beat or breathing, or merely timidity, as well as those which produce the more marked symptoms of fear. The more marked symptoms, of course, are wild heart-beat, gasping for breath, trembling, a feeling of faintness, cold perspiration, or actual running away from the scene.

| | *Yes* | *No* |
|---|---|---|
| 1. Are you frightened when you are in an automobile and barely escape a collision? | ☐ | ☐ |
| 2. Are you frightened when you have to cross a street afoot with trolley and automobile traffic passing on each side of you? | ☐ | ☐ |
| 3. Are you frightened when you are on a railroad platform and a train draws in close to you? | ☐ | ☐ |
| 4. Are you frightened when you look down from a high place? | ☐ | ☐ |
| 5. Are you frightened when there is an alarm of fire in your neighborhood? | ☐ | ☐ |
| 6. Are you frightened when you hear a fire alarm anywhere? | ☐ | ☐ |
| 7. Are you frightened when a dog comes toward you or barks or growls? | ☐ | ☐ |
| 8. Are you frightened when you see someone else in an accident? | ☐ | ☐ |
| 9. Are you frightened when you think no one else is around and then suddenly come upon someone? | ☐ | ☐ |
| 10. Are you timid when you have to go into an unlighted room after dark? | ☐ | ☐ |
| 11. Are you timid when you have to enter a dark house at night, even when you know someone is in the house? | ☐ | ☐ |
| 12. Are you frightened when you are on a dimly lighted street at night and see someone coming toward you? | ☐ | ☐ |
| 13. Are you frightened when you awaken at night in your own room and hear sounds such as a window shade scraping against the curtains? | ☐ | ☐ |

We have yet to discover the honest adult who does not have some timidity or fears, but the average grown-up answers only 4 of the items by "Yes." More "Yes" answers than that suggests you are a timid or fearful person. And we have found one person, who is making a good living and is not having a nervous breakdown, who answered all of the items "Yes." So if misery loves company, even the most fearful reader has lots of it.

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# They Put Personality to Work

**You'll get inspiration, and more than one chuckle, from these little stories of how personality helped folk gain their goals**

**by CHARLES HENRY WESTON**

### It Paid to Write Letters

IT'S A nuisance to write letters, sometimes. So much so that old friendships often die of malnutrition from lack of a few cheerful scribbled lines on a sheet of paper. Who hasn't heard the old plaint, "I love to receive letters but I hate to write 'em?"

Maurice Evans liked to receive letters too. He was a young English actor who had come to America and scored what is called an artistic success in a play about Napoleon — "artistic" because, although the critics commended his acting, the play was a resounding flop and the box office was sicklied o'er with a pale cast of red. This was all the more heartbreaking because it meant that he would be unable to produce *Richard II*, the one play above all in which he wished to appear.

During this period of acting to all-but-empty houses, fan mail continued to come in to Mr. Evans. Most of the writers he had never heard of and never expected to meet, but because each note was a contact with another human being he could no more bring himself to send a stereotyped response than he could have ignored a friendly greeting on the street.

One letter came from a man who hoped that the failure of the Napoleon play would not prevent the actor from going on to other successes. Mr. Evans sent a personal reply to this note, as to others, putting a good deal of himself into his letter — talking about his hopes and disappointments as he might have in conversation with an old friend.

The next day he was surprised to receive a telegram bearing the signature of his correspondent. It suggested a meeting that afternoon at a grill near the theater. Here was a chance to make a new friend, to spend a few minutes in pleasant talk, to enrich and to be enriched by contact with another human being.

Maurice Evans kept the appointment with the stranger. They parted within half an hour — with the actor holding a check for $25,000. The funds advanced by the man whose letter he had answered financed the production of *Richard II* that established

Maurice Evans in this country as one of the great Shakespearean actors of his time.

### Ideas While Milking

ONE OF the distinguishing features of an honest personality is the ability to discard superficial trappings for the things that lie deep in one's character. Particularly in the arts and professions, where a false and artificial "front" often seems to offer advantages, this is difficult of achievement. Frequently it takes some time for the ambitious young man or woman to understand what he really wants, what he is really intended to achieve.

Grant Wood, the famous artist whose paintings of life in rural Iowa will permanently endure as Middle Western classics, began his career by studying in France, with the notion that cubism and impressionism and other isms were to be his road to fame.

"I lived in Paris and grew a very spectacular beard that didn't match my face or my hair, and read Mencken and was convinced that the Middle West was inhibited and barren," he said in describing his beginning years as an artist. "But I came back because I learned that French painting is very fine for French people but not necessarily for us, and because I started to analyze what it was I really knew. I found out. It was Iowa.

"I'd found the answer when I joined a school of painters after the war in Paris who called themselves neo-meditationists. They believed an artist had to wait for inspiration, very quietly, and they did most of their waiting at the Dome or the Rotonde, with brandy. It was then that I realized that all the really good ideas I'd ever had came to me while I was milking a cow. So I went back to Iowa."

What a marvelous secret of personality building resides in those shrewd words of Grant Wood — "I started to analyze what it was I really knew!"

### Solving Star Trouble

SUPPOSE you were a producer of plays and were continually harassed by the temperamental explosions of actors and actresses, of whom a round half dozen in any given play could be counted upon to put up a supercharged emotional fireworks display to prove that each one was entitled to exclusive use of the star's dressing room. How would you handle such touchy temperamental outbursts, yet keep everybody happy?

The late Martin Beck hit upon an ingenious stratagem based on the eternally important principle that it always pays to save the other fellow's face.

He listened patiently to the claims of all the "stars" to the choice dressing room. He indicated sympathetically that he re-

garded each claim as more than justified. Each actress was given to understand that she was the one person on whom the play's success stood or fell, that the claims of rivals were absurd, that the Number One dressing room was hers by right of genius, beauty, divinity.

But just before the show opened, Beck's painters would move into the star's dressing room. They would put up their ladders, spread canvas over the luxurious furnishings and splash paint all over the place. Naturally the room was uninhabitable — so sorry, but here's another dressing room we've saved for you.

Oddly enough, since the star's dressing room was unavailable, nobody complained about the other rooms to which they were assigned. Their faces were saved. Nobody else could have the star's room either and thus have an acknowledged right to crow over the rest of the company.

It is said that the big dressing room in Beck's theater became the most-painted room on Broadway.

### Voice and Personality

How's your voice? You'd be surprised what tales it tells about your personality, good or ill, as the case may be. Blind persons in particular are uncannily skillful in judging character from voices, and often the mental pictures they create are strikingly different from flesh-and-blood actuality.

Mrs. Alice Bretz, who became blind in middle age, lives alone in a New York apartment, cooking her own meals, lighting her own cigarettes, playing hostess to many friends and living a full life indeed. She has made some striking observations on how the real you is revealed by your voice.

"I tend to judge people's stature by what they are in mind and spirit," she says. "Petty, small-minded persons seem to me to be built small, while broad-mindedness denotes largeness.

"I met a woman several times whom I considered petty. I knew she was well-built from the size of her hand and tall from the level of her voice when she spoke to me. But once when she went to the china closet to bring some cups, I volunteered to reach up for her.

" 'Why, Mrs. Bretz,' she said, 'I am taller than you are.'

"But another person I knew before becoming blind always bored me with her small talk and her chatter about silly things. To me she was homely and unpleasant. Yet when I knew her only through her voice, I discovered a kindliness I never recognized before and my whole impression of her changed."

### Woolworth's Business Rules

You might think that dime-store customers, making five- and ten-cent purchases, could be treated more cavalierly than the usual run of purchasers. But F. W. Wool-

worth, founder of the great chain that bears his name, never fell into the easy error of forgetting that customers in the mass are individuals and that you can catch more business with honey than you can with vinegar. He understood human nature too well!

Said Woolworth to his sales staff: "You *must* be careful what you say to customers, as your bread and butter comes from them and it is *impossible to use them too well.* Be especially attentive to customers who come to your store in carriages. This class of people likes to be petted and waited upon."

That Woolworth was a powerful influence in reforming the attitude of businessmen from the "public be damned" policy to the modern one of "the customer is always right" is seen in his further orders which today sound quaint but which sprang from keen understanding of personalities: "Managers should never smoke or wear their hats. Salesladies should be neat and clean and dressed in black."

### Eggs and Courtesy

DREADED by all public speakers is the heckler, especially when the speaker is in an unfriendly community or telling an audience something it doesn't want to hear. When the heckling descends to the egg-hurling stage, it's enough to drive the toughest speaker to the showers.

But not the late Speaker of the House, William B. Bankhead. During the 1928 Presidential campaign, Mr. Bankhead addressed an Alabama audience in behalf of Alfred E. Smith. The Ku Klux Klan, bitterly opposed to Smith, was powerful in the community.

Speaker Bankhead had barely finished his opening sentences when a shower of eggs came hurtling at him from the audience. Several of them spattered on his clothing, spotting his suit with ugly, ill-smelling stains.

The speaker's expression did not change, nor did he move. Quietly he waited for the storm to subside. Then he brushed the stains from his clothing as well as he could while the audience looked on uncomfortably, guilt and shame struggling with its sense of sportsmanship. Turning to the chairman, Speaker Bankhead said simply:

"Sir, I have been treated discourteously."

His speech was not again interrupted and there were no more eggs.



I WAS and am shy by nature. Asking favors and pushing myself into places where I am a stranger always did go against my grain.
— ALFRED P. SLOAN, JR., *Chairman, General Motors Corp.*

# 25 Ways to Be Popular with Men

## Popularity isn't quite as simple as ABC, but you'll get plenty of helpful suggestions from this feature

**by J. GEORGE FREDERICK**

NO WOMAN can escape the necessity of trying to meet the ideas of womanliness and popularity with the men in her social or business life; more particularly the men courting her, or the men of her family. The woman who ignores this necessity, or who bungles the matter, immediately stands out unfavorably among her sex, and she at once begins to pay a penalty; often a very disastrous one.

Yet it is not a difficult thing to bring together the leading 25 points which make for a woman's definite popularity with man. They are not mysterious or obscure points, but very simple ones well within the range of any woman's effort, and not at all burdensome on feminine nature and rights. Women often develop a fixed notion that only a "beautiful" woman, or doll type, or only a "sexy" vamp type, or only a selfish, "demanding" or low grade type of woman, really succeeds or is popular with a man. These are just notions, far from the truth. The most popular woman with men is the woman who has adjusted herself most stimulatively and naturally to the facts of masculine attitudes.

First of all, we must be sure to recognize the difference between how *men in the broad average* react, and how *some one particular man* reacts. Among such particular *individual* cases you can find *anything;* men who have no use for any woman unless she has red hair, or no brains at all, or this or that. It is foolish to set any importance on such purely individual instances and peculiarities. What is important is the *common consensus of masculine*

AUTHOR, lecturer, editor, research authority, J. George Frederick has written an amazing variety of successful books, many of which reflect his own widely varied interests. A member of Gourmet Society, he has authored *Cooking as Men Like It, The Pennsylvania Dutch and Their Cookery* and *Long Island Seafood Cook Book;* and as a student of business he has written *Modern Sales Management, Standard Business Etiquette* and many others. This feature is from his book, *How to Understand a Man or Woman, Emotionally and Temperamentally*, copyright, 1941, and published by The Business Bourse, New York.

*opinion.* A woman who knows and caters to this will have a high "batting average" of popularity, because she has so many more chances among the average of men, who react uniformly.

A careful assembly and comparison of the points to watch results in something like the following 25 points:

### 1. Don't Fail to Be Thoroughly, But Not Excessively Feminine

Men definitely respond best, and give most popularity to the woman who does not neglect things womanly, such as definitely feminine clothes, definitely feminine voice, manners, attitudes, emotions, psychology and responses. Quite true, he doesn't like women who exaggerate and overdo the feminine attitudes and emotions, until they become *feline;* but make no mistake about it, the woman's broad highway to popularity with a man is to be all the things that are genuinely womanly.

### 2. Don't Suppress or Smother, or Get Out of Balance With Your Emotional Nature

To a man, emotion is the key quality in a woman's personality, and her emotional power, emotional promise and possibilities, emotional expressiveness, emotional richness and variety, are her greatest attractions. But, on the other hand, he is wary of the girl who is all emotion without control or balance. He is strongly attracted to the girl whose personality, voice, expressions, actions, point of view, gives plenty of evidence of a full, vital, positive supply of feminine emotion (with as small an amount as possible of the negative feminine emotions of jealousy, cattiness, etc.) particularly when they are operating in her freely, spontaneously, naturally, graciously, happily and with balance and reserve.

### 3. Don't Be Hypercritical, Hypersensitive and Make Issues Over Little Things

Men are always wearied and annoyed at women who fuss and make issues out of small acts, small matters. They hate being drawn into misunderstandings, sulks, peeves, pouts, quarrels and accusations about these small issues; and the woman who shows that she is above this level is deservedly popular with men.

### 4. Don't Give Evidence of Being Hell-Bent for Marriage or Trying to Rush to the Altar

Men particularly edge away from girls who show all the earmarks of being on a dead-serious "husband-hunt." Men do not think when they meet a woman, "Will she make me a good wife?" Women almost invariably, on the other hand, think when they meet a man, "Will he be an eligible

husband?" This is a barrier to spontaneous relationship, and men much prefer to keep a relationship away from the marriage thought; keep it on the level of pleasure in each other's company. This relaxes a man and is more likely to edge the relation naturally toward marriage, if it is destined to do so at all.

**5. Don't Take a Super-Romantic, I-Succumb-to-You, or Out-of-Control Attitude Toward a Man**

A man is not very comfortable, even if flattered, in the atmosphere of moon-struck, ultra-romantic feeling which a woman may show toward him. He may even fear it and run away. It looks like too great a tie or responsibility before he is ready for committing himself. Even if he loves her he isn't very certain that he wants her to "go haywire" over him so soon. The girl of a man's dreams never quite flops helplessly into his lap until the wedding bells ring.

**6. Don't Assume a "Cold," "Mysterious," "Supercilious," Superior, Unresponsive Pose**

Men's antagonism is definitely aroused by superciliousness or superior airs on the part of woman. They may try to interest such a girl for a time, out of sheer pique, but they are not warmed to her, and experience no instinctive pull toward her. Few women achieve genuine or lasting popularity with men by being "cold" or "snooty." Any pose in a woman is not likely to make her popular; men like spontaneous, naturalness, touched with a little reserve. Attempts to be vague, silent, "mysterious" are likely to be understood and disliked for what they are worth; whereas *natural* reticence, timidity, inexperience, excessive modesty and maidenliness are likely to be respected. To be truly "mysterious" as a woman you need only be your womanly self; that is plenty of mystery for any man!

**7. Don't Be Argumentative, or Over-Talkative**

Men expect that women have plenty of talk, even most of it, perhaps; but what they do not expect or like is for a woman to be disputatious, argumentative, contradicting, or to do nearly *all* the talking. A woman debater, who possesses and can use something near to a man's requirement of good logic and information, and a man's give-and-take debate standards, is *one* thing; but a woman who disputes didactically and at random, using a woman's typical sketchy information and logic, is quite another thing. It is likely to end in irritation for him, and a markdown in popularity for the girl. A man likes to conduct a good discussion with a woman, if she has the interest and a fair intelligence, but he likes her to defer

to his greater grasp of the subject (if he has it; but even if he hasn't, he does not like cocksureness of argument in a woman).

### 8. Don't Be Cynical, Hard-Boiled, Bored, Depressed or Crabbed

In a woman he likes, a man prefers to see smiles, cheer, good spirits, faith in life and people and a sense of interest, affectability and optimism. A cynical, "hard-boiled" woman gives no man a thrill, and a crabbed, depressed, bored woman repels. A man as a rule turns to woman for alternation from some of the disappointing negatives of life, and he likes to renew his spirits by means of woman's qualities of faith and hope and emotional lift. A woman's smile and a woman's faith both rate extraordinarily high with a man, and are of great power.

### 9. Always Make Special and Marked Fuss Over a Man's Favors or Gifts

No woman is so absolutely popular with a man as the one who knows how to express appreciation for favors and gifts — expressed not merely in ordinary, set, formal thanks, but with all the full battery of her personality — her surprise, her feelings denoted in posture and facial gesture, her delight widely reflected in her emotion and tones, her appreciation repeated many times over in a variety of ways in words, and evidenced even in the manner in which she opens a gift package. Many women are extraordinarily stupid and stuffy on this point. If it is to be expected that men should give women gifts occasionally, then there obviously must be a similar expectancy that women provide the incentives to do so. Such an incentive need be no more than the *manner*, as above described, of receiving favors and gifts. Gifts from men often take far more thought, sacrifice or substance than women think, and a mere taken-for-granted attitude of graduating according to its money value the fuss made over a gift is sure to discourage further gift-thought and gift-giving. A ten-cent gift may well rate as much fuss and delight as a far more costly one.

### 10. Don't Aim to Be a Mere Chum or Comrade to a Man

Men like women who are chums or comrades, but they don't "go for them in a big way." This is a lesson many women have to learn. They wonder why men show a certain amount of pleasure in the company of a "chummy" "comradely" girl, but thrill at and marry the girl who is not either chummy or comradely. This is because such qualities are really neuter or sexless, and are the same qualities which men like *in other men*. Women must seek popu-

larity with men based on an entirely different set of qualities, deriving from *sex oppositeness.*

It is entirely true that a certain limited amount of comradeliness is excellent, but the moment it becomes the chief attraction, and not merely a side issue to the main attraction, it is an error for woman, because a woman in her normal relation with man needs something very definitely above the level of mere comradeship. Even aside from the love relationship, the preferred attitude of a man toward a woman is something more than comradeliness. She must have magnetism and appeal as a woman, not as a neuter. For this reason a woman should never let down all barriers of reserve to any man.

### 11. Do Not Slur or Ignore Sex Tension

Nature has very important reasons for definite "sex tension" between men and women, and all man-woman relationships deteriorate when it disappears, or when it is thoroughly suppressed. A woman should never try to stifle it by suppression, or to minimize it in action — nor of course over-emphasize it. A woman with little or no sex tension is rarely if ever popular with men. This sex tension is at its best when it is *unconscious;* when it consists of a full battery of entirely feminine qualities and attributes plus what one might call "kissability," for want of a more adequate word. This merely implies a woman's basic attractiveness, which is not at all merely physical, but may often consist of 90% appeal to the imagination, through the *secondary*, not the primary sex characteristics. Thus a girl with a body which is not at all sensual, nor even any sex awareness or passion, may evoke strong sex tension, merely by her eyes, voice, posture, words, manner, inflections, etc. Men are indeed often misled by the marked presence of these secondary sex tensions, just as they are misled sometimes by women who have rigorously repressed any sex tension in themselves, thus belying their own inner natures. For the utmost popularity with men, a woman needs to register and illustrate healthy sex tension, under graceful control, and largely unconscious of it. A tenseness of interest, attitude and potential feeling must radiate from her.

### 12. Be Arrestingly Feminine and Attractive in Your Clothes and Toilette

To a man a woman's clothes and toilette are dazzling and exciting, even when he does not observe them directly. A man usually regards a woman *as one unitary impression*, and he doesn't as a rule separate her elements. That is why he so often fails to observe a

new hat or dress — but does get the general "ensemble" of attractiveness. It is unwise to ask most men to approve specifically a hat or dress or other individual item. It is more to the point that he likes the complete result, whether or not he even expresses himself to that effect. Man's *unconscious* interest and zest in a woman is more to be preferred than his *conscious* one. It is the woman who is unconsciously popular with a man who is in a superior position to the woman who is *consciously* popular with him.

Men's interest in women's clothes is based on their accessory value (1) in making her different from him, and (2) in giving her the traditional atmosphere and background of woman, to which he has been taught to react; and (3) in giving her a social status in the eyes of others whom he respects.

### 13. Meet at Least a Few of Man's Standards of Sportsmanship

Men do not, of course, expect women to be complete masters of good sportsmanship, for they do not themselves always make the grade. But it does distinctly make for a woman's popularity with men if she understands and practices a number of men's most preferred sportsmanlike principles. For example, if she does not gossip too freely about him to other women. (It is authentically said by psychologists that wives will readily "tell all" to each other about their intimate married lives, whereas men invariably refrain from doing so.) Or for another example, not condemning him on hearsay evidence. Or for still another example, the matter of "using" or taking advantage of him. Or, playing upon his weaknesses, or tricking him. Or criticizing him to others rather than to himself direct.

### 14. Develop a Lively Sense of Humor

This, first of all, includes being able to stand a joke directed *against yourself*. It is an old accusation against women that they are too thin-skinned in their sense of humor, and "can't take it" when the humor is applied to themselves. Men like good "give and take" in humor, and their enjoyment of relationship with a woman is greatly increased — likewise their respect for her — if she has a good double-action sense of humor. Many women have much too little even of a general sense of humor, and some in fact carry this to an absurd degree — refusing to laugh very much on the theory that it makes lines on the face! Other women antagonize men by the *artificiality* of their laughter; an affected, inhibited, or peculiar laugh which does not register a spontaneous inner spirit. Those women who are over sadistic or habitually sarcastic or ironic

### Here Are 10 More Guides to Popularity

» IN THESE pages you have read detailed explanations of 15 ways to be popular with men. Here, in briefer form, are ten more to round out a full 25.

1. Learn how to be casual with a man.
2. Learn to take disappointments or changes in your stride.
3. Be reasonably prompt with appointments.
4. Don't have annoying little habits of making a man uncomfortable.
5. Don't make a scene or a show of yourself in public.
6. Do not regard a man as a natural-born Santa Claus.
7. Learn how to suspend judgment about a man.
8. Do not assume to monopolize a man or display his scalp triumphantly.
9. Don't let weak or predatory men tag you.
10. Don't hesitate to be candid and blunt; don't "dangle" men or "cat-and-mouse" them.

in their humor are definitely not popular with men.

The sense of humor in a woman making her most popular is an ever-present, or easily evoked sense of merriment, wit and sparkling conversation, arising from good spirits, good humor, good balance and salty comment on life.

### 15. Take a Genuine, Unfeigned Interest in a Man and His Subjects

Men are very quick to detect a "fake" interest in them, or mere tactful attention, given for obvious strategic reasons of grabbing them off. Most men have marked, strong interests, very serious to them, and they like women who have mental curiosity enough to get interested in the merits of these subjects, not just because of himself. The gusher — such as Ruth Draper "takes off" in her character sketches — who exclaims to the lawyer, "I just love the law!" and the next hour exclaims to the doctor, "I just adore medicine!" is a type that does not hoodwink many men. But she is still an improvement over the girl who simply sits, all lit up in her clothes and make-up, waiting to be appreciated and spoken to, without any sense of reciprocal interest. This wax-doll type, no matter how beautiful, is nearly always outpointed by the girl, no matter how plain, who shows real intelligent interest in a man and his subjects.

# One Trick to Check Nervousness

by CHARLES B. ROTH

EVEN the best-poised men and women suffer in time of great and special stress from the affliction of nervousness. A famous trial lawyer confessed to me recently that when he got up to make an important plea his knees often shook like those of a youngster on his first case. And we know from his own account that the great David Warfield suffered from stage fright every time the curtain went up.

But there is small consolation in the suffering of others and if you have felt the cold perspiration oozing from your forehead or your heart palpitating when you are called on to make a speech, you will be glad to have someone point out how to overcome the weakness.

A personality to be at its best must be poised. I have seen gracious men and women become frightened by large audiences or a tiny black microphone. I have known many others go down in ignominy because, at a crucial moment, all the reserve of personality left them. Nervousness drove it away.

There is no need for anyone to be made miserable on the eve of any kind of performance by this fear. There is a simple way to overcome it, to keep your personality always at its best, regardless of circumstances.

William Maxwell, great student of human nature, able business executive, delightful personality, found years ago that whenever he was called upon to address a group of strangers or make an important business contact, his knees would bang against each other, his mouth become dry, his brain paralyzed.

It was he who devised the simple plan of outwitting nervousness that I am going to teach you. The principle is one which in medicine is called counter-irritation. The idea is simple — to offset an irritation, don't sooth it, introduce another irritant.

IF YOU are nervous it is a sign you are self-conscious. You are thinking too much of yourself and the possibility of failure. Therefore you must direct your mind from yourself and your trouble by giving it something else to worry about — some actual, tangible, localized form of discomfort — a counterirritant.

Maxwell, when nervousness overtook him, would tighten his belt until it hurt, pinch his leg, clench his hands or contract and relax his abdominal muscles forcibly enough to attract his attention. In the process he would forget about his nervousness, and thus preserve his equanimity and the charm of his normal personality under conditions that had always rendered him inept and ineffective for fear.

You can use this same principle whenever you feel the frightening influence of nervousness descending upon you like a chilly cloud.

# Emotions That Blur Your Personality

## The more you know about the fear, anger, grief, fatigue that move you, the better you'll be able to fight them

by GEORGE ROSS WELLS

THE WORST enemies of the serene personality are the emergency emotions such as fear, anger, and grief. There is nothing which weakens and even disintegrates personality more quickly and more completely than these. Yet they are entirely natural processes. It may seem odd that natural processes should be capable of destroying the personality in which they occur. But under certain conditions, and when operating over long periods of time and at excessive intensities, the emergency emotions do precisely this.

The emergency emotions are physiologic-psychological processes whereby the organism prepares itself for violent defensive or escape activities, a kind of "clearing ship for action." There is a releasing of stored energy so that the frightened or angry animal can fight or run away, whichever seems called for, with more than usual speed and strength. On the side of consciousness the emergency emotions are vivid experience of a characteristic quality and a marked decrease in ability to evaluate situations and probabilities and to make careful judgments. Fear and anger mean action, not thoughtful choice.

Fear and anger are valuable to the wild animal. They are ideal arrangements for meeting the conditions of savage life. Undoubtedly useful in primitive situa-

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tions, their usefulness diminishes as society becomes civilized. In societies of high culture the emotions of rage and fear have no proper place and persist simply as vestiges of uncivilized life.

For an educated adult abreast of twentieth-century culture, the usefulness of fear and anger is reduced to a minimum. There are no situations in the life of a superior person living in a civilized country in which fear and anger are very helpful in solving problems. On the contrary, they complicate existing problems and create new ones on their own account.

There are many situations that a thoughtful person understands are dangerous or threatening or insulting. But such an understanding is an entirely different attitude from that of being angry or afraid. It is the difference between being afraid and understanding that a situation is dangerous, without being afraid; the difference between being angry and meeting an attack without being angry, which differentiates the serene, integrated, and superior person from the disturbed and unstable person. Unfortunately, few persons acquire civilization through and through, and so nearly everybody gets angry or afraid now and then.

Man is afraid of, and angered by, a far greater number of objects and situations than is any other animal. All animals, including man, are afraid of physical injury, and are angered by attack, by interference with food, and usually by interference with sex relationships. Most animals are frightened by loud, strange sounds. Watson claims that a sudden noise is one of the few stimuli which will produce fright reactions in a baby. The tendency remains throughout life. All unfamiliar situations arouse in all of the higher animals a caution which usually contains elements of fear.

THE FEARS which disturb animals are simple and comprehensible. Of course, it is disagreeable to be hurt, to be torn or scratched or bruised. Being eaten up must be extremely unpleasant. It is not necessary to ponder a long time to understand why animals, and men as well, resist such experiences with vigor and why they are terrified by any possibility that such experiences may occur.

If man were afraid only of such matters as these his life would be simple and pleasant all around. The fears which torture us most are of an entirely different order.

Man adds to the situations which frighten all animals a long list of his own. Some of these are products of his social life, and consist in fear of loss of reputation or of place or ranking in his group, of business or professional failure, of the confidence or the love of certain persons. A large proportion of

these fears are purely imaginary. There may be no good reason for expecting any catastrophe to happen, but the picturing of the unpleasantness which would result if it did happen is the cause of a great deal of fear.

The fears of one man may be almost incomprehensible to his neighbor. Indeed, they are frequently incomprehensible to the sufferer himself. He only knows he is terribly afraid. He may admit that his fear is unreasonable, but insists that unreasonable fear is just as terrible as reasonable fear.

IMAGINATION is one of the highest, if not the highest, of human activities. It is the foundation of art, of literature, and of science. At the same time it produces our most destructive fears. It is the imaging of the terrible things which might happen, of the complete destruction of happiness or success or life itself which some conceivable incident would bring about which produces the worst terrors of all. These imaginary evils drive many men to distraction just as our ancestors imagined that devils drove lost travelers. Most of the things that we dread most, and that most injure and disintegrate life, are real only in imagination, nowhere else.

There are records of men being acutely afraid of nearly every known object, of animals of all kinds and sizes and degrees of ferocity or gentleness. Surely, no animal is more harmless than a mouse, unless it is a garter snake, but both are terrible to some people. There are fears of water and of height and of open spaces and of closed spaces. Fears of vehicles, of specific colors, of society, and of talking in public, of being in a crowd and of being alone — the list is endless. But in every case the fear is not actually of the object but of something which it symbolizes. This important fact is, however, seldom clear to the frightened person.

The author has for years been collecting lists of the various objects which his students fear. These lists are only moderately enlightening in that they show no great amount of agreement except in two respects. It is evident that practically any object at all may be the cause of acute and continued fear. It is also evident that animals of one kind or another are more often objects of fear than all other objects together. There is something very curious, and yet very illuminating, about this latter fact. Perhaps it indicates with disconcerting force that man has progressed a very much shorter way on the road to civilization and away from the primitive than he usually assumes.

The acute fears of unusual objects, such as certain colors, or trains, or small birds, or striking clocks always have a definite his-

tory behind them, a history which very frequently reaches back to childhood. The author is acquainted with a woman of mature years who, when a small child, went with her parents and older brothers and sisters on a railroad trip which terminated in a frightful accident in which many persons were killed. She was not injured at all, and has not the slightest recollection of the incident. But all her adolescent and mature life she has been much disturbed by terrible dreams in which she seems to be standing in a cornfield. On every side stretch long corridors between the rows of corn and down each of these a locomotive is rushing toward her. She always wakes in fear and trembling. That there is some connection between her experience in childhood and her present dreams seems certain, but exactly what it is is impossible to determine.

A SIMPLE illustration in the words of a young woman teacher follows:

A gathering at which I am to perform, speak or otherwise be in a more or less prominent position disturbs me greatly. The fear is the result of an adult's unkind criticism (due to jealousy) when I was a very small child in dancing school. Just before my turn came to dance a solo, a remark about my costume was made which upset me very much. The fact that I was to dance before a large audience had not, until that moment, seemed to hold any fear.

Another case in which the origin of a more important fear is described is also that of a young woman:

Many of my fears I have been able to eliminate somewhat but my greatest fear, fear of childbirth, is still with me. I am sure that I will cause my family and friends much worry and trouble if and when I ever have to face my greatest fear.

Some time ago I accompanied my dearest friend to the hospital. After the nurse had led the expectant mother to the delivery room I was busy signing papers which the nurse at the desk had given me. This done, I sat down to a long, anxious wait. It was later than visitors are usually allowed to stay, but the nurse, a kindly soul, said I might stay a while longer. Alone I waited in a dimly lighted room. The corridors were almost dark. Now and then I could distinguish a red light over a patient's door and a nurse would rush in to the sick one. Frankly, not being used to such an environment I became very nervous. I tried to read, fumbled the pages of a magazine, read lines twice. Suddenly, terrifying screams came to my ears; then followed low moans and more piercing screams.

Even now, I can still hear the screams and the agonized moans that came from that room where they had taken my friend. I could hear my own heart beat, my hands were wet and clammy, the magazine fell to the floor with a thud. A nurse came to the door and said that I could see the patient. I followed her, thinking that I should.

Many times since I've wished I had not. At the threshold of the delivery room I stood, looking in. My friend spoke to me. I feebly answered. I don't know what I said. I can't forget her eyes, filled with tears, her very white face, and those piercing screams.

Of course, this fear is fear of pain, in itself entirely natural but directed against a particular experience. It might just as well have been aroused by a different form of pain, say the setting of a broken leg, or dressing a cut, or pulling a tooth. The conditions surrounding the whole situation — being left alone in badly lighted rooms, the curious air of superiority and aloofness which pervades a hospital, all combined to make the experience unforgettable.

When fears are consciously braved they are bound to lessen and usually disappear. But it cannot be denied that repeatedly facing situations which frighten requires more self-control than is possessed by everyone. The next most efficacious defense against fears is avoidance. This is not only possible but even easy in some cases. For instance, the person with an abnormal fear of height usually finds it not very difficult to keep away from extremely high places. With the ordinary person, therefore, such a fear would seldom be capable of interrupting the duties of life. It might be different with the son of a family of mountain guides, with a fireman, or a man forced by circumstances to become a worker on high-level construction.

Fear and anger are usually spoken of as though they were so entirely different that they could easily be distinguished. This is not always the case. Most readers will recall cases in their own lives when they knew perfectly well that they were enormously disturbed but would have found it hard to say whether they were frightened or angry. A correspondent tells of an incident which he happened to see on a city street:

> A small boy of three or four was playing with a tricycle which he was riding on the walk from his home to the sidewalk. The walk sloped slightly toward the street and, the child being an unskillful rider, the tricycle ran away with him, across the sidewalk, and out into the street along which an automobile was approaching. The child's mother saw the occurrence and, screaming and showing every sign of fear, as well she might, ran after him. The automobile stopped in ample time and the mother, realizing that there was no longer any possible danger, immediately became very cross with the child and started beating it with so much fury that a passing policeman felt called upon to interfere.

Fear had been transformed into anger as soon as the situation ceased to be threatening. This and many similar incidents suggest that the fundamental difference between fear and anger is that in one case the danger appears to be too strong to be successfully opposed, and, in the other case, that of anger, the angry person feels confident that he can deal with the situation. Fear is the emotion which accompanies a more or less hopeless situation. Anger is the emotion which characterizes the

attacker, or at least the confident defender.

Certainly, anger is the characteristic emotion of the arrogant and the brutal man. It is the feeling tone which accompanies and, in the opinion of the angry man, justifies, most incidents of attack and other outrages. It is very common for a person to offer as an excuse for some violent and improper behavior that "I was angry." Possibly such a statement explains, but it certainly does not justify, the actions in question.

Both fear and anger are characterized by violent activity and by the almost complete absence of judgment as to how that activity should be used. It is as if both frightened and angry men, and especially angry men, said to themselves, "It doesn't matter what I do as long as I do it with violence. But I must do something!" The abandonment of judgment, and reliance on violent activity, which is characteristic of these emergency emotions, is extremely reminiscent of the methods of early youth. It is not far from the truth to say that the angry and the frightened man have both reverted to adolescence, provided, that is, that they ever emerged from it. In so far as any person of mature years habitually gets angry or frightened, he or she is still adolescent.

Of course, most persons get angry now and then. But those with proper understanding realize that it is a weakness and a hindrance. And, unless they have the ridiculous idea that a bad temper is inherited as are brown eyes or a long nose, they overcome the habit by replacing it with reactions of a more useful nature.

### Anger Doesn't Help

THERE ARE absolutely no skills which are increased by anger. The only exception is an apparent and not a real one. It is in the rough-and-tumble fight and the flight from physical danger. When fighting is subject to rules, as in the ring, anger is not a help, but frequently delivers the angry man into the hands of his opponent, an easy victim. Certainly there is no professional activity in science or business or art where anger helps. Consequently, the statement made earlier in this chapter may be repeated. In civilized society anger and fear play no useful part.

Something should be said about depression. The reference is not to the specific mental disease but to the familiar state of "blueness" which everybody experiences now and then. It must be remembered that all psychological attitudes have cause, and this is no exception. Blueness is usually the result of some slight physiological disorder which itself is produced by alteration of the routine to which the organism has become adjusted. The reason why Monday

is so often referred to as "Blue Monday" is the fact that on the day before, Sunday, most persons eat, work, and sleep according to an entirely different program than the usual one. The organism is thereby thrown slightly out of gear, and the mild disorder is partly manifested in the unpleasant conviction that nothing is worth while, that ordinary work is too difficult or monotonous, that the problems of life are beyond all solving.

Depression may also be the result of conspicuous failure and keen disappointment. The shock of the failure or disappointment produces a physiological disturbance which closely resembles, if it is not identical with, that produced by improper sleeping or eating. This, in turn, becomes the cause of "blueness" and a conviction of defeat and uselessness. But, except for its causation, this variety of "blueness" is precisely like the other and yields to the same general treatment. This treatment cannot be definitely described, for it consists of food and rest and time for these to do their work along with an increase of understanding of the disturbing problem and its implications.

May it be said with emphasis that depression of this simple variety is frequently no more than a bad habit, and that when it is so regarded a cure can usually be discovered? In the same sense, an optimistic and cheerful attitude toward life and its problems is a habit, well chosen and finely formed. The widely held idea that these are matters beyond control is erroneous and enormously harmful.

GRIEF is an emotion which few mortals escape. Its causes and its characteristics are known to all. It comes from irreplaceable loss. The experience is indescribable. Tragedy comes into life, sometimes in a moment, and life is never quite the same again. "I can remember the very time of day and the place where I stood when my heart broke," writes a young woman. "Before and after there were months when I went through hell but there is an actual moment when you feel your whole self die inside you!"

There are striking differences in the ways in which persons react to grief. Even here art and skill can operate. In fact, there is no place in life where their effect is more striking. Men and women who have suffered the ultimate in loss may yet so direct the course of their lives that they become serene and stable. Others, however, who lack the skill or the patience to utilize it, react to grief in such unskillful and inartistic ways that it becomes an ever-growing obstacle to peacefulness and to usefulness.

Fear, anger, depression, and

even grief, all of these call for the finest skill in living or they will maim or destroy the personality. At no point in human experience is it more evident that living is an art and that some persons practise this art with greater skill than others.

The injurious effect of these emotions is probably the result of the fatigue which they occasion. Emotion always means the expenditure of energy. Since there is only one kind of energy, and since the same chemical processes produce it whenever either labor or emotion are present and call for energy, it follows that emotion is precisely as fatiguing as hard work, and in exactly the same way.

MODERN MAN, and certainly we Americans, have an incorrect idea about fatigue. At least we act as though we didn't understand that fatigue means depletion of energy and that when energy is used for one purpose it cannot be used for another. When energy is used in worrying or in being frightened or angry or in pointless trivial activities, it is not available for useful productive work. Furthermore, it even seems as if a majority of us were convinced that there is something beautiful and highly moral about overdriving our physical and mental mechanism. We keep ourselves going until we collapse either physically or emotionally, and seem to think that there is nothing reprehensible about such conduct.

A great number of men abuse their bodily mechanisms as they would never dream of abusing their automobiles. Many persons evidently believe that their bodies can respond miraculously to any demand, endure any strain, for any length of time. This is so far from being the case that the idea would be ludicrous, if it weren't so frequently calamitous.

The worst kind of fatigue is that which is produced by going a little too fast for a long time. The effect is as if fatigue were cumulative, as though when anyone exhausts himself just a little too much and makes no specific arrangements to counteract the fatigue, its effect piles up and finally becomes a crushing burden. And if the prodigal waster of his own energy still refuses to take warning and provide for recuperation, nature finally steps in and enforces a long rest, usually under the most distressing conditions.

This enforced rest is usually referred to as a "nervous breakdown." In reality it is a form of neurosis brought about by exhaustion, and entirely avoidable. A nervous breakdown is the fault of the sufferer rather than his misfortune, as other diseases might be. Not that there is any point in blaming him for the breakdown

when it has occurred. But had the person who experiences it been more thoughtful and developed more skill in managing his life, he would have understood the necessity for rest and for moderation and would have escaped the breakdown.

This accounts for the fact that the majority of those who experience nervous breakdown are hard-working and usually conservative persons. For breakdown of this kind rarely is the result of any one tremendous bout of work, nor of dissipation, but, as has been said, of long-continued and usually slight over-driving of oneself.

Fatigue can be avoided by rest and recreation. When ordinary sleep and proper food do not restore hopefulness and energy it is pretty certain that a much more intensive and prolonged rest than usual is indicated. It is a foolish misunderstanding of recreation and rest to think of them as an indulgence for children. Adults of serious purpose require them more than children do, and very much more than idlers.

One form of fatigue is never the cure for another. Therefore the very tired man must be careful not to attempt to rest by attempting new exertions along different lines. There is only one form of energy generated by the human mechanism. If that has been depleted, an opportunity to generate a new supply is required. To further deplete the meager stock by new activities is both ridiculous and disastrous.

Recreation serves a useful purpose when it does away with worry and lessens emotion generally. But frequently the best kind of recreation for the productive adult is that which comes nearest to loafing, to complete inactivity, in pleasant surroundings. But to rest effectively there must be not only a stopping of motor activity but also a cessation of worry and disturbing emotion.

## He Stuck at It for Twenty Years

WE USUALLY think of the zipper fastener as a modern invention, but it is actually fifty years old. The inventor, W. L. Hudson, demonstrated it at the Chicago World's Fair in 1893. Nobody showed much interest in the gadget until Col. Lewis Walker saw it at the Fair. He envisoned a tremendous future for it, negotiated for the rights and laid plans for its manufacture. Few people shared his enthusiasm. Nobody wanted to advance funds for such an untried venture. But Col. Walker never lost faith. For twenty barren years he faithfully kept up the search for capital, surmounting one disappointment after another. His persistence was rewarded when, two decades after he had first seen the zipper, he succeeded in financing the first zipper factory at Meadville, Pa.

# Men Love to be Babied

I HAD occasion to visit the office of a man about sixty-five years old. As I entered he was talking over the telephone to his wife — talking somewhat mushily, too, and I wondered if in spite of his years he might be a recent bridegroom. He at once set me right on this.

"Just chatting with my wife," he explained, as he hung up the receiver; "been married thirty-six years and still sweethearts."

After I had congratulated him upon such a congenial alliance, he tapped me on the knee and said in a half confidential tone:

"You know, it's almost unbelievable how anxious I always am to get home. The minute my work here at the office is finished, my first thought is how nice it will be to go home and have a good visit with my wife."

"You're evidently a bit sweet on her," I remarked. "I'd enjoy meeting a woman so likable as she must be."

"Come out for dinner with me," he instantly proposed.

WE WERE only casual acquaintances and I'm not in the habit of making a nuisance of myself to wives by accepting such impetuous invitations by husbands. But my curiosity had been aroused. I had formed a theory about the kind of woman his wife would be, and anyhow, I was anxious to see her. It isn't every day that one may eat dinner with a woman capable of keeping a man crazy about her for thirty-six years. So I accepted his invitation and went home with him.

The first thing I noticed when he opened his front door was a savory odor of gingerbread. His wife evidently was a good cook. In a moment a pleasantly plump little woman appeared. She didn't seem at all surprised to see me, a stranger, with her husband. I started to apologize for taking her unawares, but she laughingly said:

"Oh, I'm used to that. I always tell Frank to bring his playmates right home with him." And she laughed so jovially once more over her own joke of calling her husband's business acquaintances his playmates.

Then she noticed that her husband had no overshoes on.

"For goodness sake!" she exclaimed. "Did you go out again today with nothing but those paper soles on your feet? Sometimes I think you haven't a bit of sense!"

I had already heard enough to begin to understand. She treated him as if he were just a little boy and she his mother. What man doesn't dote on being mothered? — just the right amount, of course!

— GEORGE RIPLEY

# That Appalling Sense of Inferiority

## Remember Simon Peter? He, too, felt inferior until he forgot his ego in the service of the Master. . . .

### by Dr. HARRY EMERSON FOSDICK

WHO OF US has not been confronted by the appalling sense of being inferior? Sometime since, an investigation among college students revealed that more than 90% of them suffered from the gnawing feeling of inferiority. Sometimes the cause was physical incapacity, ill health, unpleasant appearance; sometimes social inadequacy, failure in love, lack of charm, awkwardness; sometimes deficient intellectual life; sometimes moral failure and the sense of guilt.

It is a rare person who does not soon or late discover that what he does with this appalling sense of inferiority is one of the major determinants of personality.

Some of us were brought up on the idea that pride is the main foe of the spiritual life, but the new study of man's nature has unveiled another realm of fact, where, ruinous as pride may be, just as disastrous is the appalling sense of inferiority.

Some time since, I spoke in the morning to a fine lad, a promising student whom I knew well. He seemed happy He shot himself before noon, and the reason, as it came out, lay in this realm where our thought is moving. Lifted from the background of his family, finding himself in New York on his own, seeing that he had to make the grade or be a failure, feeling that he did not have it in him, he mishandled that appalling sense of inferiority.

Multitudes of us are mishandling it and these are some of the ways in which we do it. Some, feeling inferior, do not want anybody else to know it and they throw a

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smoke screen around their weakness. Being really shy, they become aggressive; feeling embarrassed, they become effusive; they cover up their weakness with a masquerade of bluster and brag. Meeting them, one might think them proud, boastful, pushing, but when with sympathetic eye one looks at them one understands that they are suffering cruelly from an appalling sense of inferiority and are not handling it very well.

OTHERS, who feel that they cannot make a success in the real world, retreat to a world of fantasy where they can have all the success they want for the asking. In school and business, in daily life, social intercourse, and love they may be unappreciated and undistinguished, but here in this magic world of fantasy, into which they may step in an instant through the door of their day-dreams, they walk like kings and queens, renowned and approved.

One sees such people finding more and more in fantasy their major ego-satisfaction, and one sees them also, as the years pass, finding the fantasy wear thin and the soul grow starved on such insubstantial diet and sometimes the personality pulled clean asunder between reality and dreams. It is a dangerous thing to mishandle this sense of inferiority.

Still others try to handle this problem like the fox in Aesop's fable, by calling all grapes sour that they cannot reach. They belittle everything they are inferior to. So a pale, non-athletic youth was heard to say, "I am sick of hearing about red-blooded athletes. I have decided what red blood means — it is the blood that never flows through the brain." He was revealing himself. He felt sadly incompetent because of his frail physique; he suffered wretchedly from his inferiority, and tried to help himself out by calling all grapes sour that he could not reach.

There are others who, feeling inferior, try to achieve superiority by belittling everybody else so that they will not seem so inferior after all. Watch these people who call all men liars, who think no man honest and no woman pure, who, faced by a worthy deed, instinctively pick flaws in it, or, by a praiseworthy character, instinctively find fault with it. They are trying to protect themselves from feeling inferior by lowering the stature of everybody else so that their stature will not seem so short.

What we do with this sense of inferiority is one of the major determinants of personality. If one's personal discipleship to Christ is not helping here, it is not vitally functioning. So long ago Simon Peter said to Jesus: "Depart from me; for I am a sinful man, O Lord." He felt incompetent, inadequate, unworthy, and inferior.

And Jesus said to that fisherman: "Fear not; from henceforth thou shalt catch men," or, as Matthew put it, "Come ye after me, and I will make you fishers of men." How is it that a vital discipleship to Jesus actually operates in helping out one who feels so wretchedly inferior?

In the first place, it starts him off realistically with a positive, instead of a negative, attitude toward his limitations. It says to him in effect, "Life is a trust from God, it may be of ten talents or it may be of one, but if one talent, then that is your stint. Take a positive attitude toward it. Take the offensive. See what you can do about it."

> IF THE DESIRE to be appreciated is not the deepest, it is nearly the deepest principle in human nature, but, just because it is so deep and so powerful, it can ruin us if it goes wrong.

Recall in the play, *Green Pastures*, how Noah says to the Lord, "I ain' very much, but I'se all I got." That is realistic, it is humble, and it is full of self-respect. When a man so takes life as a trust, knows that he is responsible for what has been entrusted to him and no more, so that he can face the Lord of life with mingled humility and self-respect, saying, "I ain' very much, but I'se all I got," there begins healthy-mindedness in facing life's unequal talents.

You see, behind all this wretched experience of felt inferiority is the subtle and envious desire to be somebody else besides ourselves. Out of the inferiority we dislike we see a real or imagined superiority we desire, and that envious desire can be carried to such absurd lengths that, as another put it, "The second best chess player in the world might suffer miserably from feelings of inferiority, so too might the topmost scholar in a university whose aspirations were in excess of his great ability."

So, desiring to be somebody else besides ourselves, we begin to feel sorry for ourselves, and when that starts there is no telling how far it may go.

Self-pity can become a preoccupation that absorbs the whole of life. So, wanting to be somebody else besides ourselves and then feeling sorry for ourselves, life gets us on the defensive. That is one of the ultimate tragedies. Who does not know it — having life get you emotionally on the defensive, when you ward off the slights and stabs, the hurts and neglects of the world and feel wretchedly inferior?

How can one be grateful enough for that religious outlook on life, that inner fellowship with the eternal Spirit, that again and again has redeemed some of us from such misery, taken us off the defensive,

put us on the offensive, set us on our feet again, saying, "You may be a one-talented man but, if you are, *that* is your stint; see what you can do about it!"

Now, when an inferior man takes a positive attitude toward his limitations, there is no telling how far he may go. Some have gone a long way. That is not simply good religion; that is good psychology.

Demosthenes was inferior; he stammered. He felt badly about that. He wanted to be an orator that he might help his people, and he stammered. But he did not throw a smoke screen around his weakness and he did not retreat into fantasy to escape, and he did not belittle public speaking because he could not do it, and he did not spend his life picking flaws in all the public speakers that he knew. Rather, he took a positive attitude toward that limitation, putting pebbles in his mouth, so they say, and speaking against the waves on the beach, until, as the psychologists put it, he "over-compensated"; he became what he probably never would have become if he had not stammered, the greatest orator of antiquity.

We commonly say that Demosthenes became a great orator despite the fact that he stammered. What the psychologists say is that Demosthenes became the greatest orator of antiquity *because* he stammered. That is more than a paradox.

Even genius is engendered in some men by an inferiority that stabs them wide awake and becomes their major stimulus so that they set out to see what they can do about it.

Of course, I am not saying that if all of us take a positive attitude toward our limitations we will be geniuses, but many a youth would go a long way if he stopped mishandling his sense of inferiority.

To be sure, we are not much, but, then, Peter was not either. Across the centuries many a man like Peter has heard the voice of Christ that said, "Come after me, you one-talented man, come after me and I will make you —," and, lo! the limitations became his best friends.

Let us go on now in the second place to say that discipleship to Jesus assists one in this realm because it helps to get rid of vanity and to put the ego in its proper place. For, of course, behind this whole wretched experience of inferiority is the ego, standing up there like a sore thumb, hurt, oversensitive, and complaining.

The reason for this involves us all. The deepest principle in human nature, some one has said, is the desire to be appreciated. We could not live without that. That is like air to breathe and water to drink, one of the necessities of life.

### Forget Yourself

PEOPLE forget themselves into great personality. George Washington did; Abraham Lincoln did; Pasteur did; Beethoven did. In every realm the supreme souls have found something greater than themselves and in serving it have lost themselves into powerful personality.

Who does not understand Charles Dickens, once a humiliated boy, working in a blacking factory sticking labels on bottles, but now a successful and popular novelist, as he wrote of John Black, one of the first who really saw promise in him, "Dear old Black! my first hearty out-and-out appreciator."

IF WE had lived in the city of Florence in the fourteenth century and had surrendered to the standards of success that brought popular appreciation, we would have been artists but, living in America in the twentieth century and surrendering to the standards of popular success here, multitudes want to be rich, or movie actors, or famous novelists, or something else that serves their vanity. And, alas! some of them jump out of fourteenth story windows when they cannot get it.

Soon or late a man must come to terms with himself about what it is that he wants to be appreciated for and who it is he wants to be appreciated by. That is crucial.

The great day in Peter's life came when he began to care for something other and greater than himself so that he did not care so much who got the credit. He began to get his ego off his hands. That is a great day. It began to dawn on him that while he was not himself of large size he could stand for a large matter in the earth, the kingdom of Christ, as a flashlight can stand for the same cause the sun stands for, light, or a spring represent the same cause a great river represents, water. He began to get his ego off his hands.

I have said that we have ourselves on our hands, that no matter what other responsibilities we succeed in running away from, still we come back to find ourselves on our hands. That is true but it would be dreadful if it were the whole truth. The great day comes when a man begins to get himself off his hands. Indeed, one peril that discourses like this involve is that they may accentuate self-centeredness, as though a man by centering attention on himself could build great personality. Personality comes another way altogether. People forget themselves into it.

That is what Jesus said: "Whosoever shall lose his life for my sake and the gospel's shall save it." That is a great secret and I never cease to wonder at one thing it does. *It transforms humiliation into humility.*

How much alike they sound! How far apart they are! Humiliation is bitter; humility is beautiful. Humiliation is a life with an ego at the center all hurt and screaming; humility is a life that has cared for something greater than itself and so, losing life, has found it, has gotten itself off its hands and at last forgotten itself into personality.

OUR THOUGHT, however, would lack its crown and climax if we did not say this third thing: some of the finest work in the world can be done only by inferior people. Who of us has not seen that illustrated in his own experience?

Many a time I have been in a situation when I needed personal help, the kind of personal help that comes only from the touch of an understanding hand, and I never could get that from any shining Apollo of superior genius. How could he help? What would he know? How could he understand? No, some of the finest work in the world can be done only by inferior people.

Thornton Wilder has a three-minute drama on this, based on the New Testament story of the pool of Bethesda. The main character is a busy physician, with a wound he himself cannot heal. He stands by the pool waiting for the waters to be stirred that he may enter first and be made whole, and as he stands there an angel comes to him and says, "Draw back, physician. . . . Healing is not for you. Without your wound where would your power be? It is your very remorse that makes your low voice tremble into the hearts of men. The very angels themselves cannot persuade the wretched and blundering children on earth as can one human being broken on the wheels of living. In Love's service only the wounded soldiers can serve."

So, disappointed, the man turns away from Bethesda and sadly starts home. And as he goes, the man who was healed in his place comes running to him, saying, "Come with me . . . an hour only, to my home. My son is lost in dark thoughts. I — I do not understand him, and only you have ever lifted his mood. Only an hour . . . my daughter since her child has died, sits in the shadow. She will not listen to us. . . ." Well, Thornton Wilder is right. "In Love's service only the wounded soldiers can serve."

Whereas, at the beginning, then, we felt sorry for those poor folk suffering from inferiority, at the end we could sing the praise of some of them who have been the greatest benefactors of our lives. For, you see, there are different kinds of superiority and inferiority, and some of these handicaps and limitations that we feel inferior about are of value to the world.

It is said that even Caruso re-

marked that the most perfect singing he had ever heard was his mother's when he was a boy. Thank heaven for all Carusos, shining Apollos, charioteers of the flaming sun — but they do not fill the whole bill. For a child in trouble to be sung to by Caruso would be an awful bore. "In Love's service only the wounded soldiers can serve."

Especially in these times when, I suspect, it is none too easy for any of us to live, what I need most of all is to have somebody prove to me the livableness of life, that despite bafflement and frustration and victorious evil, still, by the grace of God, life can be victoriously lived. And just at that point the geniuses, the Apollos, the philosophers, do not help much. I know all their arguments about the cosmos, and God, and eternal purpose, but arguments do not help much. Then often it is the inferior life that saves the day — inferior in status, inferior in terms of limitation and handicap, superior in quality.

I am thinking of one such character now. Life never gave him a thousand-acre farm to spread himself in. Life gave him a pile of rocks — but what a rock garden he has made of it! It was worth traveling miles to see. And sometimes there I see proved, as no philosopher could ever prove, the great proposition that by the grace of God life can be triumphantly lived. There, in the rock garden of his personal life, sometimes I see a shadowed cross and on it a man, and over the cross a new inscription — not the old one that his enemies scornfully put there, but a new one: "In Love's service only the wounded soldiers can serve."

## Measure Your Job by This Rule

HATE YOUR job, do you? Feel stifled and smothered under a dull weight of routine that crushes the individuality in you? Take it as a sign, then, that you ought to find a new job which can break the shackles that hold your personality in check.

Samuel S. Vauclain, famous head of the Baldwin Locomotive Works, summed up this eternal truth in a pungent paragraph in his autobiography:

"I've never labored in a spirit of self-sacrifice or through stark necessity," he wrote, in the forthright style of a man who never felt sorry for himself. "My people were poor, but not poverty-stricken. I work because inclined that way. Personally, I take little stock in stories about poor boys who struggle up from the bottom by sacrificing what are usually termed creature comforts and conveniences. If you have to sacrifice, there's nothing to it. Unless you get a kick out of the job you're doing, you'd better hunt another one. If the jobs I had didn't interest me, I managed to find some other ones."

# Test How Clever You Are

**Here's an easy way to check up on your general knowledge, and it's a natural funmaker for that party you're planning**

**by RAY MACDOUGALL**

1. What was the nickname of the historic American frigate *Constitution?*

2. What happens to you when you have a tonsorial operation?

3. Who said, "I propose to fight it out on this line if it takes all summer"?

4. How did the Wars of the Roses get their name?

5. What is the meaning of the word "macaroni" as used in the song *Yankee Doodle?*

6. If you "sang a song of sixpence" in terms of American money, you would be singing about (a) six dimes; (b) six cents; (c) twenty-four cents; (d) twelve cents; (e) eighteen cents.

7. Can you see steam?

8. If a person who plays golf is a golfer, and a person who bats a ball is a batter, what is a chukker?

9. What island of our western hemisphere is touched by ocean, sea and gulf?

10. What sports are brought to mind by the following phrases: (a) hitting the apple; (b) throwing leather; (c) carrying the pigskin.

11. Give the name of the little lame boy in Dickens' *Christmas Carol.*

12. Give the location of the following: U. S. Naval Academy; U. S. Military Academy; U. S. Coast Guard Academy.

13. Finish the following six quotations:

(a) Laugh and the world laughs with you —
(b) To err is human —
(c) Truth crushed to earth —
(d) Fools rush in —
(e) The evil that men do lives after them —
(f) Poems are made by fools like me —

14. Which ocean is larger, the Atlantic or the Pacific?

15. In what states are the following colleges or universities: Colgate; Vassar; Notre Dame; Dartmouth?

16. To which of the following men does the adjective "natatorial" apply: John Nance Garner, Johnny Weissmuller, Jack Dempsey.

17. Who was the Great Commoner?

18. What were the names of the three ships used by Columbus when he discovered America in 1492?

19. Who or what were the Four Horsemen of the Apocalypse?

20. Which is correct, "There is 30 days in August" or "There are 30 days in August"?

21. What fraction of a cent is a mill?

22. From what line is the football kicked off at the beginning of a game?

23. You have heard of Grand Opera, Light Opera, and Comic Opera, but what is a Horse Opera? What is a Soap Opera?

24. In what works of literature are the following means of locomotion used: a flying carpet; a chariot; a pea-green boat.

25. What is called "the root of all evil"?

26. How many keys are there on a standard piano keyboard?

27. Which one of the following three men designs magazine covers: Norman Rockwell; P. G. Wodehouse; Paul DeKruif?

28. What was the name of New York City under the regime of the Dutch?

29. Was the Rubicon a mountain range, a stream, a desert expanse, or a protecting wall?

30. How many feet in a fathom?

31. What bird can fly backwards?

32. If a coin collector told you that he had a coin authentically dated 200 B. C., would you doubt him?

33. What famous play has this famous slang phrase, "Something is rotten in the state of Denmark"?

34. Who led the Rough Riders at San Juan Hill?

35. What is the other name commonly mentioned with the following: (a) Currier and ———; (b) Paul and ———; (c) Samson and ———?

36. Who is credited with getting electricity down from the clouds on a kite string?

37. Name three component parts of an orchestra; i.e., three classes of instruments.

38. Only one of our Presidents was born west of the Mississippi; who was he?

39. If you encountered the Flying Dutchman, would you expect to see an airplane, a sailing vessel, or a bird?

40. Arrange the following names in their proper chronological order: Napoleon Bonaparte, Aristotle, Queen Elizabeth.

41. What do the following letters stand for after a person's name: LL.D.; Ph.D.; M.S.?

42. What flag is permitted to fly above the U. S. flag?

43. If you wanted to go to the largest city in the world, as far as area is concerned, would you go to London, Los Angeles, or New York?

44. If a lion roars, how would you describe the sound made by an elephant? By a hyena?

45. What is the name of a famous large group of islands in the St. Lawrence River?

(*Answers on page 80*)

# Don't Be a Chronic Corrector

## Righting conversational errors may make you feel superior — but consider how you would feel in the correctee's place

by RAE NORDEN SAUDER

THE YOUNG LADY in charge of my favorite bookshop excused herself to wait on a man. "I'd like a good mystery," he said. "Is there anything new by Leslie Ford? I like his stories."

"Yes, here's a good one by him."

"Swell!" the man exclaimed. "He's tops with me."

The sale was consummated and Miss Small came back to chat. We're great pals, so I could hardly wait to put her right. "Leslie Ford is a woman," I said.

"Oh, I know that," she answered breezily. "Writes under the name of David Frome, too, but I didn't want to hurt that customer's feelings."

I realized, for the first time in my life, that I'm a chronic corrector. I could not have restrained myself, in Miss Small's place, from saying, "*She* writes good detective stories." I pounce on unimportant inaccuracies and especially on mispronunciations. If I had an excuse, it would probably be a desire to save people from embarrassment, but I wonder whether I was not paying a cheap price for feeling superior.

I know a man who says *fiance* without the accent on the "e" when he refers to a man, and accents it when he means a woman. Then I go on something like this, "Oh, her fianc—*ay* is in the tobacco business." If he notices the difference at all, he probably fancies I am ignorant of French nuance.

I know another man who rhymes *trough* with *moth*, puts an extra "t" in eighth, making it *eight-th*, inserts an "n" in restaurateur. I have not felt any compunction about calling direct attention to his errors, nor has he ever been grateful.

AFTER a long apprenticeship at correcting, you graduate into the tripping-up class. You become expert at leading the conversation into channels that show up the other fellow's ignorance. You try him out on Pepys and Magdalen College, Oxford. If he doesn't say *Peeps* and *Mawllin* casually, you score. A graduate of Oxford, to him, is an *Oxfordian*, and you triumph with *Oxonian*. The fun you can have is limitless. If you are fortunate enough, as I was, to inspire people to air their fanciest

language for your benefit, because they thought you were too, too bright, you must have heard something as good as, "I was to the most amusing soirée this afternoon."

The better your ear is, the more you notice mistakes. It requires self-control and will-power to avoid calling attention to the offense, but the habit can be formed. I knew I was on the road to cure when *tete a tay* and *lays majdst* rolled off my consciousness. When dreadful confusion arose because a busy doctor thought that Lucius Beebe and William Beebe were one and the same, I innocently inquired, "Aren't they?"

THAT EPISODE led to a revelation. Try this, next time one of those trivial discussions about a date or a name or who wrote what enlivens your post-bridge conversation. Your adversary declares Napoleon died on the island of Elba. You say St. Helena. You know you are right, and can verify the point in a minute's time. Give in. Then what happens? Your adversary either looks up the history afterwards in privacy or learns on indisputable authority that he was wrong and you were right.

"Hmmm," he says to himself, "he knew all along that he was right but he didn't press. That was decent of him. Next time I won't be so ready to argue with that guy." He respects you, admires you for giving in, and, undoubtedly, is more humble than if he had been shown up in company.

To be right all the time is definitely not a social asset. In an old-fashioned novel, a young lady was cautioned to be "socially attractive, not statistically correct."

So many of us delight in statistical correctness. In the classroom, where serious matters are under consideration, and on the platform it is indispensable. In the drawing-room, in large doses, it is poison. Esoteric knowledge, too, should be administered in small doses, not used as a weapon to wound someone who is vulnerable where you are invincible.

You can wound your friends by indulging in opinion superiority. You have read a book and found it a bore. You have seen a play and walked out on it. You have watched a movie, heard a radio program — and you stand alone in approval or disapproval.

Your independence of critical choice gives you the privilege, you think, of embarking on analyses, usually long-winded, of your reasons for being out of step. You may, in fact, be a better critic through a native faculty and wider experience than the people gathered around the fireside. But all you succeed in being is a killjoy.

"*Gone With the Wind*," you declare, "is a very bad book!"

"I was crazy about it," somebody says.

"How could you be?" you wonder aloud, in an expiring voice.

Table manners, beyond a certain standard of good taste, are so largely a matter of locality that criticism should be tucked well under the hat.

The Englishman pushes a cargo of meat, potatoes and vegetables onto the hilly side of his fork, dusts it all with salt that he has previously spilled onto the edge of his plate, then expertly conveys it to its destination.

On the continent, there are odd ways of anchoring meat with the fork clutched in the left fist, while the knife does a sawing job.

Over here, our hocus-pocus of transferring fork from left to right hand is the subject of mirth by foreigners.

Table manners certainly should leave flexibility for the individual, especially during the salad course. I heard a perfectly nice woman say to her host, "Oh, you're cutting your lettuce with a knife and fork!"

HUSBANDS and wives who correct each other in public should be candidates for concentration camps, but the habit is strong in this free land. Some wives are a combination of grammar and pronunciation-pouncing, tripping-up and opinion superiority.

"Now really, you know better than to say 'he don't' — but de-e-ear, it was in 1928 that we went to California, not 1929 — if you must quote, why do you choose those hackneyed lines?" Do these sound familiar?

Then the Good Provider speaks. "You never remember things accurately. We took Route 123 the last time we visited your folks. That's why we stopped off to call on Ted and Marjorie. If we'd gone the usual way we wouldn't have got lost."

The correctee, in all these instances, feels foolish. The corrector, on the other hand, looks foolish. Why not let small inaccuracies pass?

Child psychology has gone fur-

### *Bridge Manners*

BEHAVIOR at the bridge table can burst all bounds of etiquette. A certain humorist, fed up on post-mortems, threw a dinner-party at his home into chaos by adapting bridge-table tactics. He picked on his guests constantly, their table manners, their grammar, their clothes. Querulously and insultingly, he called attention to every error, real or imagined.

It was not until the meal was over, and the horrified guests were wondering who would take the first steps to have him committed, that he broke down and confessed why he had done it. The consensus was that frankness at the bridge table has nothing to do with manners. So there!

ther than adult psychology in dealing with public lapses. "Don't correct your child in public," advise men and women expert in problems of the immature. "Take the matter up with him when you're alone. You'll save embarrassing him, and he will try harder next time not to interrupt or keep his elbows on the table."

YET GROWN PEOPLE plunge into a maniacal preoccupation with trivia without a thought of how their husbands or wives are affected. And the ironic side is that if you wait until you're alone, you seldom remember what the moot point was.

There are people who, sincerely, like to open their life partner's or their friends' eyes to a wider horizon. Some have an unfortunate manner when pursuing their missionary work.

Instead of jamming an inspiring book down a person's throat, there's a way of saying, "Have you read *Inside Europe?* I think it's just the sort of thing you'd like. It's so interesting that you don't realize it's full of sound information."

You know that the person to whom you are recommending it seldom reads factual books, but possesses an intelligence that could be awakened.

James Huneker used to say, "I expect my friends to know their ABCs."

His attitude would make lonely people of most of us, because we cannot always find friends who know their ABCs. We can, however, gently lead their taste in art, music and literature instead of constantly criticizing and correcting.

## Answers to "Test How Clever You Are"

(*from page 76*)

**1.** Old Ironsides. **2.** You have your hair cut. **3.** U. S. Grant. **4.** Roses were the emblems of the two warring houses; white rose for York, red rose for Lancaster. **5.** Word for an eighteenth century dandy. **6.** Twelve cents. **7.** No; what is seen is water vapor. **8.** A period or inning in polo. **9.** Cuba; Atlantic, Caribbean Sea, Gulf of Mexico. **10.** (a) baseball; (b) boxing; (c) football.

**11.** Tiny Tim. **12.** Annapolis, Md.; West Point, N. Y.; New London, Conn. **13.** (a) Weep and you weep alone; (b) To forgive, divine; (c) Shall rise again; (d) Where angels fear to tread; (e) The good is oft interred with their bones; (f) But only God can make a tree. **14.** Pacific. **15.** Colgate, Hamilton, N. Y.; Vassar, Poughkeepsie, N. Y.; Notre Dame, South Bend, Ind.; Dartmouth, Hanover, N. H. **16.** Johnny Weissmuller. **17.** William Jennings Bryan. **18.** *Santa Maria, Pinta, Nina.* **19.** Symbols of War, Pestilence, Famine and Death. **20.** Neither, as there are 31 days in August.

**21.** One-tenth of a cent. **22.** Forty-yard line of defending team. **23.** Horse Opera is term for western movies; Soap Opera, daytime radio serials addressed to women. **24.** *Arabian Nights; Ben Hur; The Owl and the Pussycat.* **25.** Not money, but "the love of money"; I Timothy 6:10. **26.** Eighty-eight; 52 white, 36 black. **27.** Norman Rockwell. **28.** New Amsterdam. **29.** A river between Gaul and Italy. **30.** Six feet.

**31.** The humming bird. **32.** Yes, since the birth of Christ was then in the future. **33.** Hamlet. **34.** Col. Theodore Roosevelt. **35.** Currier and Ives; Paul and Virginia; Samson and Delilah. **36.** Benjamin Franklin. **37.** Stringed; woodwinds; brass; percussion instruments. **38.** Herbert Hoover.

**39.** A sailing vessel. **40.** Aristotle, Queen Elizabeth, Napoleon. **41.** Doctor of Laws; Doctor of Philosophy; Master of Science. **42.** The church pennant. **43.** Los Angeles. **44.** An elephant trumpets; a hyena laughs. **45.** The Thousand Islands.

# Social Errors That Can Shut You Out

## Certain fundamental rules of etiquette can go far toward helping you enjoy gracious, graceful living

by GEORGIA MAXWELL ROBERTSON

ONCE upon a time there was that college girl who was tossed into the discard of utter darkness outside a sorority. All because she used her knife and fork on her lettuce. At least that was the story!

Of course that was some time ago. Now she may use her knife and fork on her lettuce and still be allowed to live.

Some men (they'll refer to themselves as the virile, he-man type) may scoff, but to a girl and her mother and her aunts and sisters and grandmothers, such a trivial matter of etiquette is a fearful and important thing, one that must carefully and continuously be revised up to date.

Such a short while ago, it seems, a girl might not go alone with a man to his apartment. Now she may — in some instances. Not to see etchings!

That was the era when no nice girl went unchaperoned to a dance. Nor driving alone with a man. Today, that's funny!

To each generation, its rules. And while the rules are in force, they're more important than football or badminton rules. You abide by them or you're not asked to play. Knowing the rules and observing them, stamps you as being "in the groove." And no one will tell you. You've just got to know.

At a big civic luncheon, Mrs. Thomas was talking about her daughter's church wedding. A beautiful wedding and reception, perfect in its smallest detail. A very triumph of a wedding!

"I just got out my book of etiquette and we found that —" she began.

Mrs. Bates hooted. "What! Why, I've never seen a book of etiquette in my life! I wouldn't have one in the house! Imagine — a book on etiquette!"

THE inference Mrs. Bates made was that all etiquette was an integral part of her; that anyone consulting a book on etiquette was necessarily an ignoramus; that real ladies were born with a knowledge of every detail of perfect church weddings!

The women at that end of the table looked uneasily at one an-

other. Mrs. Thomas flushed but went serenely on with her story of the wedding.

She could have said, crushingly, "It might not be a bad idea, Mrs. Bates, for you to own such a book and study it at odd moments. We all hear you constantly refer to your husband as 'Mr. Bates.' You never should, you know, except to a clerk in a store, your cook or gardener, or people who themselves would refer to him as 'Mr. Bates.' To your friends and acquaintances you should always call him 'Frank' or 'my husband.' "

Mrs. Thomas might have gone on, "And the other day, Mrs. Bates, when we were in a committee meeting, the chairman came in a little late. You not only rose from your chair to greet him but you said 'Excuse my glove.' You should always remain seated, Mrs. Bates, when a man shakes hands with you (unless, of course, he is very old or distinguished) and you should never remove your glove to shake hands with a man."

MRS. BATES has lived in that exclusive suburban community over a year. She's heartbroken and bewildered because she has not been invited to join the Country Club, the small bridge club, nor even the large Traveler's Club. (She's been around the world twice.)

But she is a woman who constantly embarrasses her companions by her lack of knowledge of the many little things that really matter.

Cruel? Unkind? Petty? But that's the way it is today, even as it was in the lettuce business in days some time ago.

Very likely Mrs. Bates has a heart of gold, and is a wonderful wife and mother. Doesn't that count? Well, it doesn't bring her into the inner circle of that suburban society.

She'll never know why she isn't included. Because, as the advertisements say, "Your best friends won't tell you."

A PROMINENT businessman said the other day, "I never hire a young man for an important position in my firm till I've had him out to dinner at my home. I take him golfing. Invite him for a weekend in the country. Why?

"Because when I send a man out to represent my firm, it's important that he knows his table manners, how to make an introduction, how to conduct himself in a drawing room or on a tennis court or in the locker room of the country club. Trivial? I don't think a knowledge of gracious living is trivial! And I insist that my firm be represented by men who know how to get along with people in the social as well as in the business world."

A knowledge of gracious living! And how does one acquire this

priceless knowledge? Unfortunately, mostly by trial and error. That's because young people and their parents do not stress sufficiently the importance of the graceful art of living.

Those who do have the satisfaction of seeing themselves included in all the really worth-while activities. They may not be the smartest dressed, or even the best informed. But they are the welcomed ones, the ones who get asked.

## He Was Great as He Was Kind

FIVE THOUSAND children called him "Uncle Wiggily," but the world of adults knew him as Oliver T. Wiedman. He was 76 years old when he died not long ago in Pasadena — the youngest-old man in all California. Age touched him but lightly, for his youthful spirit was continually renewed by his reaching out to give of himself to an astounding circle of friends. There were grown-ups in that circle, of course, for Uncle Wiggily was a universally friendly man, but the vast majority of his friends were in that highly exclusive age group between 4 and 10 years.

Uncle Wiggily got his name from the stories of the old rabbit and other animal characters that he delighted in telling to small schoolchildren near his home. He knew how to tell whimsical, humorous tales that brought happiness to children, and he understood dozens of other things that are a perennial delight to the young in heart — birthdays, for instance.

Not a smattering of birthdays of those tied to one by blood, but 5,000 of them — more than a dozen a day — each child certain of receiving a birthday greeting from Uncle Wiggily on the great day. And for those who had not passed the deadline of maturity (10 years) there was a party, with Uncle Wiggily on hand to conduct the festivities, to tell tales and distribute presents and to see to it that the occasion was not blighted by the well-meaning efforts of adults who had long since lost the glory of seeing the world through the eyes of children. He conducted 1,200 birthday parties every year.

When he died, in the tears of little children who were on hand to bid him farewell there was affirmation of the truth that someone has magnificently said: "Men are great only as they are kind."

# Like What You Do—or Fail

## Teach yourself to like everything you do—and you'll find success so easy that you'll wonder how failure is possible

by WILLIAM MOULTON MARSTON

"WHAT DO you like best to do?" I asked Thomas E. Dewey, when he was District Attorney of New York, racketeer prosecutor extraordinary and the only 100% successful jury-winner I ever heard of.

"I like to try cases," said Dewey. "And next to that I like to prepare them."

"And you, Mr. Melchior," I asked the great Danish tenor of the Metropolitan Opera, "what was your favorite amusement when a boy?"

"Singing," said he. "It still is. They could not make me be a teacher nor a man of business. Next to singing I like — what you call it, being a good fellow."

"You mean —"

"Sure, singing — with my friends. We all get together and sing."

Greta Garbo told the press agent who had the original job of putting her over in America, "Ay love to act a part and let nobody know this real me." That publicity man had brains. He built Miss Garbo into precisely what she liked best to be, a talented mystery.

Young "Slim" Lindbergh, professional stunt flyer, known as "Lucky" because luck seemed the only explanation of his survival, enjoyed above all things the performing of spectacular feats which cautious people said were impossible. The New York-Paris flight satisfied these requirements perfectly, so Lindbergh did it.

I could go on with the list indefinitely. Every career I have analyzed, known or unknown to the public, follows the same rule — *success comes from doing what you like.*

DISCOVERING what you like best to do — and doing it — is the seed of success. Once you have planted it properly you need only cultivate your growing life-tree until it flowers and bears fruit. Liking what you do contains the incentive for hard, persistent effort which does not seem work to you because it is so much fun. It contains also that all-essential ability of the good workman, *the power to concentrate.* Intense interest in what you are doing is nature's own prescription for the strictest attention to your task, involuntary attention which can be attained in no other manner.

A young man who came to me recently said, "Doctor, I read a book of yours called *Try Living* in which you stated that pleasantness points the path to success. You said the roads marked 'Duty' and 'Success at Any Price' and 'Present Pain for Future Success' lead straight to failure, suffering and disappointment."

"Yes," I agreed, "I said those things. And they are true."

"Well," he announced, "my Dad says you are wrong. Dad is plenty successful. He ought to know. He says he won success by doing the hard things, the work he didn't want to do. He wanted to be an artist. But his father owned a store and my Dad had to go into the business though he hated it. Now Dad is one of the biggest dress manufacturers in the United States."

"What end of the business does your Dad handle personally?"

"Oh, he designs dresses and styles and so on. Dad's whole success, he says, is based upon his ability to create costumes that flatter the women who wear them."

I laughed. "Your father succeeded," I pointed out, "because he found a way to do the thing he liked best even in a job he hated. He wanted to be an artist and he became one in the commercial field of dress design. Now take your own case. You say your Dad made you come into his business on the same mistaken theory that doing the hard thing brings success. You've been working for him for five years — how have you succeeded?"

"Not at all," confessed the young man candidly. "Dad says I'm not worth a dollar a week and never will be. That's why I came to see you. I want to go into newspaper work. I was on my college paper and I can write — I love it."

To make a long story short, I persuaded my young client's father to let the boy go to work as a cub reporter on a metropolitan daily. That, I said, would either prove or kill his yen for the newspaper game. He is making good. People always do when they enjoy their occupation thoroughly.

NATURE is far from the cruel tyrant our Puritan ancestors imagined. She does not demand that you torture yourself and deny yourself pleasure — quite the opposite. Nature insists that you *live, love, laugh and be happy*. Pleasure is a psychological signal, set by nature, to inform you that all is well, that you are pursuing the right course.

There are many kinds of pleasure necessary to normal living, and any activity which in the long run subtracts more pleasure than it gives must be curbed or discarded. But in the matter of success-seeking, pleasure in your work is

### Are You Doing the Work You Really Like to Do?

1. List in order of your preference the things you *like best* to do.
2. List the things you *dislike most* in order of their unpleasantness.
3. Now analyze your job, or business; how many activities from your preference list does it include? How many from your pet aversion list?
4. Rate yourself, as objectively as possible, on your success in business and note how your rating would improve if you did the business activities you dislike as successfully as those you like.
5. If you like the main part of your occupation, study the minor parts which you dislike and devise methods as suggested in this article (and in *Try Living*, Chapter V) to learn to like the rest.
6. If you dislike your occupation in the main, write down all the profitable types of work which include the things you like to do and begin looking for the sort of job indicated.
7. Repeat the above self-analysis and readjustment in regard to your marriage and home life. Ask your husband, wife, and other members of your family circle to do the same. Make a bargain with each to learn to like what the other enjoys and keep a record of your success and happiness profits.

a natural clue which it is always safe to follow. It means that you are doing the kind of work you are equipped to do, that your mind and body are functioning as nature ordained.

"Do what you like" is half the success rule. The other half supplements and completes it — *like what you do*. The main part of your chosen occupation must be something you already like, or something which you are naturally equipped to like when you learn to do it. But whatever occupation you choose, and however much you like it, there will be certain parts of the work to begin with which you do not like.

Consider the dress manufacturer's case, for example. He liked to sketch, design and create women's costumes. But there were other parts of his job which at first he disliked, such as the commercial end of the business. Because he enjoyed one part of his occupation so much, and because he had sense enough to see that the other parts also had to be mastered to give him opportunity to do what he desired most, he learned to like everything about his life work.

A great many people who come to me for advice are having trouble with their work because it includes some duty which they heartily dislike. They seldom real-

ize that their whole job performance is being spoiled by the part which they have not taught themselves to enjoy.

A BUSINESSMAN I know told me that he had been forced to discharge Bruce, his assistant. "He was a smart young fellow," said this employer. "I liked him. But somehow or other he didn't make the right impression on customers."

The trouble with Bruce was a simple but important one. He enjoyed the business itself thoroughly. But he took no interest in his appearance or in making a good impression on people he met. He compelled himself to go through the forms of ordinary politeness, but that was all. One felt, on meeting Bruce, that he didn't want to waste any more time than he had to in friendly talk. Bruce had plenty to give in business, but he didn't care how he gave it. "Take it or leave it" was his attitude and too many people left it. Though Bruce tried hard to improve, his efforts were mechanical and unconvincing.

A girl was the doctor Bruce needed. She put on her companionship the price of being agreeable. Bruce learned to enjoy making a good impression, first with the girl, later in all his contacts. He now holds a responsible position which depends in great part upon meeting strangers successfully. Unless he had *learned to like* this aspect of business he never would have found scope for his keen interest and ability in money-making.

Dislike for one part of your work leads frequently to conflicts with your fellow-workers. Without deliberate intention you are apt to sidestep and shirk, imposing on your associates more than their fair share of the tasks which you find unpleasant.

A girl consulted me about her poor rating at the office with consequent failure to win promotion. Her card was marked "lack of co-operation," "poor team-work."

"Why, I simply don't understand it!" she exclaimed honestly. "I get along *splendidly* with the other girls."

INQUIRY showed that my consultee persistently avoided adding and subtracting certain compilations of figures which were a necessary part of the reports she handled. With admirable diplomacy and tact she had succeeded in getting other girls to do this part of the job for her. But that threw their work schedules out and several had complained, hence her low rating in cooperation.

She admitted that she "hated arithmetic."

However, once she understood the importance of the issue, this girl began patiently and persistently to build up an interest in

figures. Two things that helped were an arithmetical game and assisting her younger brother with his school work. Now she enjoys adding and subtracting. She won her promotion at the office last January.

Success in home life depends upon the same rules that govern success in business. Married partners, to cooperate happily, must work out a plan which enables each to do what he likes.

Each, however, will almost certainly dislike some of the activities which the other enjoys. Men and women naturally have different interests. The commonest cause for love failure is the refusal of one or both partners to learn to like what the other insists upon doing. But both sexes can and should *learn to like everything the married mate enjoys.*

Consider Tom and Elise Harmon (which, of course, isn't their real name). They agreed upon divorce. Here are the things they both liked and did together: dancing, movies, swimming, cross-word puzzles, bringing up the children — a broad enough foundation, heaven knows, for a successful marriage.

But there was one thing Elise loved and Tom hated — social goings-on. She had dozens of friends, mostly girls, and she wanted them around constantly. She wanted to go out evenings and when Tom refused, Elise pouted and nagged and henpecked Tom until he went. He sat there gloomily, drinking Scotch-and-soda and being disagreeable.

Eventually he had insulted so many friends that Elise called it off. Then she became unpleasant for Tom's special benefit at home. Next, as I say, came the divorce decision. I gave them both a good kidding.

I told them they were a couple of prime idiots. I said to Tom, "Mamie So-and-So has fallen for you heavily, did you know it? She was terribly disappointed when you and Elise didn't show up the other night" (an evening they had spent at home quarreling). Tom pricked up his ears. "Really?" This was an angle he hadn't thought of. "Take my advice," I said, "and enjoy your popularity with your wife's friends."

The effect of my suggestion was almost more than I had bargained for. Tom, for a time, became a regular he-vamp. Then he settled down to enjoy the very same, normal, companionable social good times that Elise had always craved. They'd call you crazy if you reminded them, today, that they once contemplated divorce. When Tom had learned to like what his wife liked they went along together happily like a couple of carefree kids.

Did you ever question the popular idea that "genius" consists of

a peculiar inherited ability which ordinary people do not possess? That is a serious misconception.

As a matter of fact, you have just as much "genius," potentially, as anybody else. Extraordinary feats of mind and body are performed, primarily, because the person performing them has an all-absorbing interest in some one activity. *If you want to become a "genius" at something — from carving the Lord's prayer on a pinhead to speaking fifteen or twenty foreign languages — I assure you in all seriousness that you can do it.*

THE procedure is not to compel yourself to study or practice incessantly. What you must do is learn to *enjoy* your chosen specialty more than anything else in the world.

Professor Boris Sidis, of Harvard, tried out this success method on his infant son, William J. Sidis. He taught the child from birth that mental work was play and play was work.

Before he was two William could speak, read and write English. At three he was an accomplished typist.

By the time he was fifteen years old, young Sidis had finished all his graduate studies and had become an authority on physics and higher mathematics. Poor child! He sacrificed all other interests in life to the enjoyment of mental work and later found himself miserably unhappy.

But what a marvelous experiment! It proved beyond reasonable doubt that a bright but not supernormal child can be made into a "prodigy" by systematic cultivation of his liking for intellectual activity.

Bernard Zufall, whose memory at fourteen was distinctly below average, but who acquired the ability to memorize an entire issue of the *Saturday Evening Post* in one hour by developing a passion for memory work, proved further that this rule for mental success works just as well for adults as for young children. Your "genius" and mine is limited only by the amount of enjoyment we can teach ourselves to find in our favorite occupation.

WHY NOT begin your own success today? Discover what you like best to do and find some practical way to do it. Cast fear and the bogey of false tradition to the winds that blow away futility and go after your psychological birthright of pleasureful work. Teach yourself to like *everything* you do — leave no obstacle of dislike to trip over in your own mind. The result, I promise you, will be a revelation. Success, when you achieve it, is so easy that you wonder how anybody can possibly fail.

# Roll Out of the Rut!

by ROSCOE GILMORE STOTT

THE OTHER day when ideas refused to percolate through my mind I grew feverishly concerned over it. My living is made possible by a series of reasonably original ideas that stretch through my lines of daily mental labor. And the more I felt my own staleness, the more impossible it was to "get going." Five things a month I *must* produce or seek a Public Works job of some sort. I was irritable and sleepless and I feared for this mental effect upon a body that, at its best, requires constant care.

No, I did not go to my physician. I talked to somebody older and distinctly wiser — a salesman. Just one of those everyday, common-sense types of humans who claim no extra talents and yet who, due to long years of social contact and very down-on-earth perspective, can see life's problems and instantly untangle many of them.

"My friend," he said slowly and with an extra long puff on his ancient pipe, "you are not in any real trouble at all." He surveyed me with a smile. "All you need to do is to *roll out of your rut*. You've been in that groove so long that it is worn slick. Roll out awhile! If you haven't the money, borrow it and pay yourself back when more extra income starts coming in."

This I did. I went by bus to a city much smaller than ours. I went on a queer routine of a comfortable hotel room, plenty of good food, magazines, strolls, movies, and I slept both afternoon and night. I knew people in that city — but I side-stepped the lot of them. I listened to my portable radio and when sleepless at night, I used earphones. The miracle happened — and I returned home a few hours ahead of my schedule, because I actually *wanted* to get back to the jobs I have to do!

All this is not sentimental theory. It is a fact. And while we are on our feet yelling that "there ought to be a law" — one of the best laws would be one that compelled hard-working folk to break into the stale, dull, pepless strain of work — and roll out of the rut. It makes the groove feel so respectable and pleasant thereafter.

# How to Have a Fine Speaking Voice

## Even if your voice doesn't sound like a buzz saw hitting a nail, it still may have a little room for improvement

by LORAINE OSBORN

**Author of the book, "Your Voice Personality"**

DO YOU KNOW that your voice can be your best friend — or your worst enemy? It is especially important today, when competition is so keen in every line, that you have a good voice. For your voice, as well as your facial expression, reflects your disposition and your mood. Someone has said, "Your expression is the best thing you wear," therefore your voice should express the disposition you wish to show to the world.

Do you know that a grouch usually has a harsh voice, and that the nagging woman's tones will be high and shrill? Tragically enough you will be remembered by the tone of your voice long after your looks and appearance are forgotten.

"Oh, my voice is all right," you say. "I've had it all my life and no one has ever said anything about it." That is precisely the point. Possibly your friends did not dare tell you, any more than they would criticize your dress, that they did not care for your voice. It just "isn't done." But that does not mean that your voice could not be improved.

Most of us were born with good voices, but in the process of growing up and going through the adolescent period, something happened. Either we screamed at a football game when we had a cold, or tried to talk above the roar of the subway, or read aloud to Grandpa when we were tired. All of these things can be injurious to a delicate throat mechanism.

Only by consciously treating our vocal cords as carefully as we do the rest of our body can we make our voice a "thing of beauty and a joy forever."

UNFORTUNATELY, some of us cannot get new faces, but we can help the one we have by proper treatment. Likewise we cannot get new voices but we can improve upon the one we already have.

If you smile when you speak, your voice will naturally have a cheerful tone. Enthusiasm and cheerfulness are the two most im-

portant factors that we should cultivate in our speech. Let your voice have a happy lilt. For instance, when you have been laughing and chatting as you answered the telephone, the person at the other end can easily detect the pleasure in your voice — may even remark that you seem to be happy. Then too, when you are sad or if you have just quarreled with someone this is indicated by your tone as well.

ONCE when I was laughing and in a jovial mood, a woman whom I knew but slightly asked me to call for her on my way to a club meeting, as her car was stuck in the snow back of her garage. At another time, I might have been reluctant to answer so cheerfully and quickly, but because I was in such a happy frame of mind I immediately replied that I would be delighted. When I arrived there shortly after and she climbed into the car, her relief was so apparent and her gratitude so real that her first remark was, "You know, I never realized what a lovely voice you had until today."

That quite impressed me with the importance of the cheerful tone and now I always try to use that tone in answering the telephone. We can influence either for good or ill with our inflections. A dull, discouraged, dead tone of voice will let you down as nothing else will. Of course, we can't go through life with a Pollyanna voice; but we can be cheerful and pleasing.

It is noticeable that people who are successful in business not only like their work but are enthusiastic about it. This, in turn, is reflected in their voices. An alive, alert tone will do much toward attracting people to you and if you are not noticed — if jobs seem to pass you by — be sure that it is not your own listless voice that causes your approach to miss fire.

Have you ever found, in an unusual or embarrassing situation, that your voice seemed to go haywire — that strange sounds came from your throat?

Singers, speakers and actors know that when they want to overcome stage fright they must take a deep breath in order to calm their nerves.

When you want a raise and are afraid to tackle the boss, or when you are going to apply for a new job, or even when you are going to ask the "one and only" to marry you, you can best meet these situations by a cool and calm exterior.

In all nervousness the tendency is to breathe quickly. This means that the breath comes from the upper chest. To get the proper breath control, plant your feet firmly on the floor. Then put your hands on your ribs. Feel as if your weight rested on your torso and then yawn deeply. As you yawn

you will find that your ribs push your hands out. If your ribs expand, you are filling the lower part of your lungs, as well as the upper part, with air. After you have done this two or three times, try letting the breath out slowly, counting mentally as you do. Inhale through your nose and out through your mouth. Do this, of course, only in this exercise, for when you breathe naturally during exercise you inhale through both your nose and your mouth.

Breathing deeply will control your nerves as nothing else will. The next time you are faced with a nerve-racking situation try this deep breathing. Don't speak for a minute. Take your time and see if this does not have a calming effect upon you.

### *Breathe for Self-Control*

ONE of the secrets of self-control is proper breathing; it, in turn, gives self-confidence.

Here is a simple breathing exercise that has helped hundreds of people. When walking along the street, take four steps inhaling deeply and four steps exhaling. As you inhale, feel your waist and your ribs expanding; then, when the air is exhaled, it is as if a balloon had collapsed. Breathe in through your nose and out through your mouth. This will tire you at first, so don't overdo. Take only a normal breath. If four is too much to count, start with two and work up to four. Don't try to walk for a mile that way. Try only a few feet at a time. When you feel equal to it, you may work up to half a block. But never overdo.

THIS is an excellent start in gaining poise, for the poised person will be calm on all occasions where the self-conscious and jittery individual will show his lack of control. Self-consciousness will seem to take our breath away and make our voices indistinct. In cases of that kind the projected tone is advocated.

One of the easiest ways to get your voice "out in the air" so that it will be heard, is to stand in one corner of the room and lift your arms, throwing them away from you and pretending to be a train-caller. As "O" is the best vowel sound on which to place a forward tone, call out, "Train leaves on track four for Chicago, Idaho, Buffalo, Toledo, Toronto and San Francisco." This simple exercise will show you how to project your tone so that you will become accustomed to hearing the sound of your own voice when you are alone; then when you speak in an auditorium you will not be surprised at the power in your voice.

Fear makes your vocal cords contract. Some years ago when I was a young singer I was trying for an important church position. The church was large, dark and formidable. In the back were seated the elders, five older men

waiting to hear the young singers. The organ was powerful, and when I opened my mouth to start my throat contracted through fright and only a little squeak came out. I surprised myself, and everyone else, by turning to the organist and, with all of the dignity I could muster, coolly saying, "Will you please start again?" as though he, poor soul, had made a mistake in the chord. Fortunately he was most sympathetic and although he must have been indignant at my presumption, kindly obliged me and played the introduction again. This time, I was so furious with myself that I never sang better.

A GREAT FRIGHT or a sudden shock will often affect the voice to the extent that it disappears and we are told the person has lost his voice. Relaxing is the first step toward regaining the voice under those conditions. Deep breathing and control of nerves is one of the best aids to health.

Many young people breathe from the upper chest all the time, not knowing that breathing from the lower part of the lungs stirs the circulation, thus giving them pep and vitality as well as a better complexion. With a better complexion comes a radiant glow that is most attractive and a wholesomeness that only too few of our young people have today.

We have been so voice-conscious during President Roosevelt's administration that we recognize a good voice when we hear one. Much of Roosevelt's success is attributed to his fine speaking voice. Smoothness of tone is not all that is needed for a good voice. There must be a sincerity in back of it that is instantly conveyed and that should come from the heart.

If you naturally have a pleasing voice, make it cheerful and it will be better still. If your voice is harsh, relax and calm yourself. When you want to give your voice confidence, square your shoulders, hold your chin up, look everyone directly in the eye, and *take a deep breath* before you start to speak. Everyone can use deep breathing for health and for the background of a good tone.

Do your best to make *your* voice attractive, for *by your voice you are known.*



WALT MASON'S CREED: I think I've all a man should need, in this, the simple little creed, that is pasted in my lid: "With all your fellow men be square; be kind and just to all, nor care a cent what others did."

# What Makes You Feel Inferior?

MAYBE YOU *don't* feel inferior, way down in your secret heart. If you don't, you are set apart from 90% of your fellow citizens. In a recent personality questionnaire conducted by Anne F. Fenlason and Helen Ruth Hertz of the University of Minnesota staff, in which answers were received from 2,342 students, only 10% felt that their personalities were so well-rounded as not to be a handicap to their future success. And 902 students expressed their dissatisfaction with their personalities in terms of feelings of inferiority.

How does inferiority get such a stranglehold on personality? The findings of Miss Fenlason and Miss Hertz, as reported in *Mental Hygiene*, are most revealing:

*Do you have an older brother or sister?* You're more likely to feel inferior if you have an older brother or brothers. But if you have older sisters, you are more likely to feel superior.

*Are you the youngest in the family?* Then you are more likely to feel inferior. "Oldest" children have relatively low percentages of inferiority feelings.

*Do you come from a large town or city?* Surprisingly, the big-town product is more likely to feel inferior than his small-town brother. Students from towns under 10,000 population had less percentage of inferiority feelings than those from towns of 10,000 or over.

*What is your father's occupation?* The lower its social and economic status, the greater the feeling of inferiority is likely to be.

*Is your family income above $2,500 a year?* If it is, your feelings of inferiority will be considerably less than if income is under this amount.

THESE FINDINGS are based exclusively on college-student subjects who, however, represented a broad cross-section of social backgrounds. A "utilitarian philosophy of life" tended to accompany feelings of inferiority, it was found.

Students who felt inferior spent more money on recreation than those who didn't, although the difference was slight. More significantly, the "inferiors" spent fewer hours per week on recreation than the "superiors." The ones who weren't troubled by awkwardness or shyness spent less money and more time — amused themselves.

One method of combating an inferiority complex was revealed by answers to one of the questions: Students who made few new acquaintances usually felt inferior, but those who made 25 or more friends in college didn't brood over their troubles or suffer from embarrassment.

# Put Your Mistakes to Work

**If, unthinkingly, you put your foot in it every time you open your mouth, this article is definitely for you**

**by MIRIAM ALLEN DeFORD**

YES, I KNOW how you feel. I, too, have tossed and squirmed and found hot, wrinkled places in the pillow, thinking of that awful boner I pulled, maybe six years ago. I've called myself all kinds of fool and blushed in the darkness and wondered how I'd ever face my friends again.

Not that my stewing ever got me anywhere, any more than a similar performance could undo some blunderous calamity that may have thrown you for a loss.

Only last week I went to a party, and when I left, the hostess said: "I'm so *sorry* you could come!" We both stared for a moment, and then both burst out laughing.

"Come on," I said, "tell me why you really didn't want me."

She reflected a moment; and then, being an old friend, answered frankly:

"I guess I've been worrying subconsciously, afraid that the next time you saw me you'd ask me why I changed my mind about going on that trip with you. I had a perfectly good reason, apparently a rather silly one, and I didn't feel like explaining it. You hadn't asked me, but the good old subconscious was on the job; as you were leaving, I was reminded that this was one time I hadn't been awfully keen on seeing you; and so I made that slip."

At least, that was one thing out of the way; and it will never cause her to squirm and toss!

"But," you insist, "the horrid *faux pas* I've made in my life weren't that simple and harmless. Some of the things I've said — well, I must have been out of my mind! Unforgivable breaks! Why, I've muffed perfectly grand chances to get ahead in the world or to make worth-while friends."

THE SINCEREST sympathy I can offer is that I've been just the same — only worse — and more so!

I once told a man whom I'd just met that a friend's baby looked like him. . . . I knew, but wasn't supposed to know, that he might very well have been its father. Tie that one, if you can! Another man I knew had a great scar on his face, and was very much ashamed of the episode in which he got it. I had to introduce him at a

public meeting — *and I referred to that scar!*

Worse than either of those howling blunders, I once told a man that people had been saying (only one person said it, really, but "people" seemed so much more impressive) . . . *people* had been saying that he was sentimentally interested in me. I knew and he knew that he was nothing of the kind. Even after twenty years — that's how long ago it was — I still go pale when I think of it.

WHY do I shuck bare my past and make a public disclosure of these awful *gaffes?* Because I've learned a few lessons from them, that's why. And just so you can learn much from your own fine crop of bonehead plays, and never again let your mortification hand you a sleepless night.

For one thing, I learned to keep my mouth shut about what was none of my business.

For another thing, I have analyzed all these *faux pas*, and made myself see why I committed them. I know now that I was subconsciously annoyed at the mother of that baby, and (though consciously we were the best of friends) way back in my mind I wanted to hurt her.

Nor could I forget that the man with the scar had been in a business deal with me and had treated me unfairly. There was nothing I could do legally, but it rankled; and when I got a chance to make him appear ridiculous my subconscious mind hopped right to it. Then, too, it was true that I was rather attracted to the gentleman who wasn't attracted to me; subconsciously I wasn't averse to calling his attention to the fact that I was a rather desirable person!

I know the reason for all these boners, and doubtless for a few others deeply buried. Even now I couldn't drag them out into the open. But what is the sense in going into a decline about them years after the people concerned have passed out of my life — in two instances have even passed out of life itself?

Finally, I have learned how to avoid pulling the same old boners over again. Keeping my mouth shut isn't enough. Times when I have an impulse against someone, I dredge up from the subliminal depths any rancor I may have felt and examine it by daylight. I've caught myself with a boner in the making, and recognizing when it was about to arrive, have managed to choke it off.

ANOTHER woman and I were both candidates for a certain post. She landed it. I told myself, and really got my outward self persuaded, that I really hadn't wanted the honor; I was much better off without the responsibilities that it entailed. Deep down, I must have been seething.

There came a day when the successful candidate and I were at a dinner party together. We had been friends before the contest. We had gone through it together in the most sportsmanlike manner, and we were still friends. But let me explain. When I first knew the lady she had brown hair; later it began to gray; then it had suddenly become auburn. And now, for the past year, it had changed to old-fashioned, peroxide blonde, then to a dazzling platinum.

The conversation somehow drifted around to European politics, on which we were all in the greatest accord. Somebody said something cutting about the "blond Aryan" myth of the Nazis. And then a lovely *bon mot* bubbled in my so-called mind. "I suppose," I was going to say, "all the brunette Germans now will be bleaching their hair." Need I add that the lady was of German descent, though not a Nazi?

Just in time, I remembered. All my boners of the past goose-stepped through my thoughts.

I took a sip of coffee instead.

This trick of analyzing motives, applies just as much to mistakes of judgment, as it does to *faux pas*. Mary was a case in point. She had a good office job when she heard of a vacancy as public stenographer in a summer resort. Impulsively she threw up her steady job and took the one offered at the lake.

When she got there, she found almost unbearable living conditions. She never spent a more miserable summer. When she got back, her old position was filled and it was six months before she got another.

Mary had plenty of time, while trying to keep going on her small savings, to analyze the reason for this bad blunder. The net of it was this: She had recently been obliged to take dictation from a new office manager, who was grouchy and irritable. Mary's sister, who was also her roommate, was home from school and there was no peace or privacy in the house. And deep beneath all this, was a vague feeling that at the lake there would be some delightful and eligible men.

THAT the resort's public stenographer would have to be on duty such long hours that she would have little time for relaxation or social contacts had never occurred to Mary.

But having understood the reasons for her mistake, and determined never to make a similar one, Mary ceased to let it worry her. She devoted her energies to finding a new job.

Even so fundamental and far-reaching an error as an unfortunate marriage may be altered into a bearable situation — by using common sense.

Katherine had been married for six months when she was forced to

realize that she was not happy with Harry, and wasn't going to be. Nor was Harry, for that matter; and yet neither was at fault. Both had made a bad mistake in judgment. But neither was the kind of person who would dodge a difficulty by escaping from it; they weren't quitters. Instead of going to the divorce court, they sat down together and began to figure things out.

They discovered, in the first place, that they had married too soon after meeting, without really knowing each other. Katherine didn't know that Harry was slow and deliberate; that he never got excited, that he nursed grudges. Harry didn't know that Katherine had been pampered by a too doting mother. In fact, with Katherine, brushing her own teeth was practically the only thing she had ever done for herself without advice or assistance — even then, mother chose the toothpaste!

Here were two fine young people; they really loved each other. To them, marriage without love would be nothing but an endurance contest; but they were wise enough to know that their obstacles to happiness were not insurmountable.

They decided to move to a suburb, where Katherine would be on her own as a housekeeper and her mother wouldn't be available when Katherine faced a problem.

Harry promised that every night, before they slept, he would speak right out about anything Katherine had done that had annoyed him, instead of harboring in silence any ill-feeling.

That was three years ago. Today Katherine and Harry are perfectly mated and ideally happy with their two youngsters.

MISTAKEN marriages can't all be rectified as easily as this one was. Some mistakes can be overcome only by undoing them. But at least it is possible to lay one's cards on the table, find out what's back of the errors, and try honestly to correct them before giving the whole thing up as a bad job.

Boner, mistake, or wrong move, what of it? First ask yourself: "Why did I do it?" Then: "How can I remedy it?" If the answer to the latter is, "There is no remedy," take it as a warning never to repeat the same error, then forget to worry about it. Remorse is a static emotion, a psychological cancer. Put your mistakes to work. It will be a lot easier on your nerves — and the pillowcases.



THE WORST riders wear the loudest riding clothes and invariably ask for the best horse in the stable. — RENÉ REEVES, *Riding Master*.

# Are You Carrying Excess Baggage?

YOU'VE heard the admonition, "Don't carry home the worries of your work — leave them at the office." It's even more important that you "Don't carry your private-life battles into your work," for they easily may become the excess baggage that holds you back in your career. By answering these questions honestly you can determine whether something you are fighting in your private life is proving to be excess baggage in your work.

| | *Yes* | *No* |
|---|---|---|
| 1. Are you kept in a job which is far below your ability, while less able employees are promoted? | ..... | ..... |
| 2. Have you been demoted, to clear the way for the promotion of your former assistants? | ..... | ..... |
| 3. Does your employer give you many praises but few raises? | ..... | ..... |
| 4. Are you shifted from task to task or department to department, so you progress sideways but never upward? | ..... | ..... |
| 5. Is your good work taken for granted, while your errors get the direct attention of the boss? | ..... | ..... |
| 6. Are you overlooked when your office mates are organizing clubs, picnics, etc.? | ..... | ..... |
| 7. Are your recommendations unfairly criticized or pruned? | ..... | ..... |
| 8. Do you fear that your own stenographers may be disloyal? | ..... | ..... |
| 9. Are you afraid to take a long vacation or to be ill, lest your fellows undermine your position? | ..... | ..... |
| 10. Do you regard your employer as an enemy? | ..... | ..... |

If you answer "yes" to two or more of the above questions, it is likely that some conflict in your private life is handicapping you in your work. This chart will help you track down the emotional excess baggage you are carrying to work:

| *If at your work you are* | *Then probably in your private life* | *And you should, for advancement* |
|---|---|---|
| 1. Overzealous of details | Someone nags you | Take a comprehensive viewpoint |
| 2. Grasping for too much authority | You have a physical or an imagined handicap | Relax toward your fellow employees |
| 3. Colorless and drab | You have been taught that dramatics are hysterics | Talk and think about the interesting parts of your job |
| 4. Afraid your fellows will undermine you | Someone harasses or steals from you | Become less suspicious |
| 5. Emotional or sensitive | You are coddled and petted | Kick yourself at regular intervals |
| 6. Sullen and sulky | "Good haters" and holders of grudges are admired | Make lists of the good points of your "enemies," and open your heart |

— EDWIN LAIRD CADY

A 10,000-Word Digest of a Book that Was Written to Help You

# INCREASING PERSONAL EFFICIENCY

by

DONALD A. LAIRD, Sc.D.



HERE IS practical psychology and usable personality help presented in such a way that everyone can read it, understand it, apply it to his own life. Dr. Laird, who for 14 years was Director of the Psychological Laboratory at Colgate University, is noted for his writings as well as for his psychological research. Among his other successful books are *More Zest for Life*, *How to Use Psychology in Business*, *How to Make People Like You*, and *How to Increase Your Brain Power*.

*Condensed from the book of the same title. Copyright, 1936, by Donald A. Laird. Published by Harper & Brothers.*

# Increasing Personal Efficiency

## Here's a wealth of ammunition that you can use in your fight to increase efficiency and improve personality

by DONALD A. LAIRD, Sc.D.

BACK in the third grade I filled a page of the copy book with this sentence, "Practice makes perfect." I wrote this particular line twenty-five times; I imagine that altogether I had practice in writing not less than a hundred thousand similar lines before the series of writing books were completed.

That should have been enough practice to have made my writing perfect, but it did not, for the simple reason that practice alone does not make perfect. Practice is only one way — and a very ineffective way at that — of gaining skill, or making perfect.

And what are skills? All animals enter upon life with scores of actions that are entirely unlearned. One does not have to learn to sneeze or to laugh. Just try sneezing when you do not feel like it and see how unsuccessful you are; try laughing when you do not feel like it. It has been estimated that probably 80% of the activities of man are of this unlearned type.

The remaining 20% of the behavior of man is that which determines his position in industry and life. Even though it may comprise no more than one-fifth of his daily behavior, it is by far the most important fifth when one looks to increasing personal efficiency. This one-fifth is the skills.

The moth does not learn to avoid the flame when its wings are singed once, twice, or a dozen times. Our old friend, the cockroach, is not made perfect through practice. It has been found that he can be taught tricks which he will remember for half an hour, but no longer. But men can modify their skills and become more skilled.

Most of this work will be spent in finding out how one can make the most of this one-fifth.

PRACTICE does have something to do with gaining skill, but its value depends largely upon how long one practices. The lazy man's way has been found to be the best way. Distribute your practice over many short periods; do not practice for a few very long periods. The individual who practices a music lesson for half an hour in the morning and again for half an hour in the afternoon will make more progress than he who practices for an hour at a time once a day.

When you are learning to drive a car, to typewrite, to play some game of skill, or are memorizing, practice for a short while on many days. You will thus make much better progress. When long periods are used their principal benefit is in furnishing drudgery. They do not develop "will power" — if there is such a thing — and they hamper progress in becoming skilled rather than helping it.

AT THE time of the Spanish-American War a large concern found itself in great need of moving hundreds of tons of pig iron. The pigs were carried by unskilled laborers, at the rate of about seventeen tons a day.

An efficiency expert came along and told the laborers they were working too hard. He suggested that they work easier, rest more and increase their efficiency with less fatigue. So the foreman blew a whistle at the end of twelve minutes' work, whereupon the laborers laid down their loads of iron and rested for three minutes, when the foreman blew the whistle again as a signal to resume work.

The laborers now spent one-fifth of the time resting. But by doing so they were able to carry forty-five tons a day rather than fifteen tons; their hours were reduced, and their pay increased two-thirds.

By proper rest they had almost tripled their efficiency. By properly spaced rest periods anyone can greatly increase his efficiency. People folding handkerchiefs who work five minutes and then rest one minute do more than those who work steadily. The mental worker who sticks close to his work half an hour and then walks around or, better yet, relaxes in his chair and gazes idly out of the window for three minutes, can do more than by working steadily by the half day. And he will be less fatigued at the end of the day.

Do not make your rest intervals too long; that is a waste of time. Do not make them too short; that does not allow greatest efficiency. Experiment with your work until you have found the best ratio of work to rest throughout the day.

PROGRESS in becoming skilled consists largely in *eliminating the useless.*

Stenography is efficiency-increasing not because it saves paper — it doesn't — but because it reduces a word of a hundred movements to one or two.

The hardest working woman in our neighborhood is the one who does the least work. This is the exact truth. She is eternally busy from sunrise until long after the sun has set. She does not have a big house to care for, she does not have a number of children to look after. But still she is never caught up with her work.

This woman is a splendid ex-

ample of one of the great losses in efficiency. She cannot put a dish in the cupboard without making fourteen movements. When she bakes an apple pie, she has to run over two floors to prepare the materials and utensils. Nothing has its place, nothing is organized. She has a kitchen cabinet, but she uses it only as a kitchen table. Apparently she prefers to run around aimlessly rather than work smoothly, quickly, and with the greatest efficiency.

How much of the useless have you eliminated in your work and in your thought? How many steps do you waste in the hurry to catch the car to work because you have not placed your clothes and toilet articles where they can be reached with the least movements? How many useless movements do you make in the course of a day's work because you have the file cases or the dictionary out of reach?

You will acquire skills better if you are active rather than if you are in a position to have someone tell you how to do it. Watching someone while he does what you want to do is a slight aid. You must *do* it. You will learn to drive a car much quicker by shifting gears from the start instead of having some well-meaning instructor put your hands through the movements.

*Doing is essential for learning. The doer is the learner.* If you really want to increase your mental efficiency do these things, do not just read them. Put them to work at the first opportunity.

❖

## Using and Abusing Habits

You probably use the word "habit" to connote a bad habit. Habit is reserved for such acts as smoking, drinking, and beating one's wife. These are undoubtedly habits, but very unrepresentative ones. Going to church, saying grace before meals, and politeness are also habits. You must stretch your conception of the term to cover these.

When you learn, you are forming habits. Gaining skill is forming habits. If these are not what you think of in connection with habit, the trouble is with your conception and not with the habits.

Some animals are unable to form habits for they cannot learn. Where human beings have the intelligence of an idiot they are unable to form habits; for they, too, are unable to learn.

Habits are a mark of intelligence and not the despicable things that most people think them. That is why I prefer to call them skills. What are commonly called skills

are splendid examples of habits. And they are not usually looked upon with contempt. Using habit in the psychological sense, one can as well speak of the skilled drunkard as the habitual drunkard.

Things that we have learned, whether they be operating a typewriter, reading Sanskrit, or identifying tissues under the microscope, are habits. The more we perform them, the more firmly ingrained they become in our nature and the more skillful we become in their use.

HABITS are valuable characteristics; they are despicable only when directed in the wrong channels.

There are three kinds of habits psychologically. First of all there are *habits of doing*, or motor habits. When you absent-mindedly write your name on a blotter, your conduct so far as this act is concerned is dominated by a motor habit. These motor habits, or habits of doing, are all that many people include as habits in their thinking. Ball tossing, typewriting, writing, lacing one's shoes are habits of doing. Such activities, however, do not exhaust all habitual acts.

I have a friend whose specialty is the study of insects. He well illustrates that there are habits other than those of doing. I have been with him on walks when his eyes would spy some minute insect on a blade of grass, whereupon he would extract a vial from his pocket and make the unfortunate insect a captive. The important point just at present is not what he did with the insect. The important thing to be remembered is that I could not see the insect until after he had very carefully pointed it out to me.

Our eyes were equally keen, but he would invariably see these insects that I could not until I looked a second or a third time. He had formed certain habits of seeing. *Sensory habits*, such as this one, are fully as important in mental economy as habits of doing. Reading is largely a habit of seeing, a sensory habit. The man who taps the axles on the railway coach has trained his ear to certain sensory habits so that he can detect the least flaw in the axle that might imperil the lives of the passengers.

THE third kind of habits, and perhaps the least thought of, was well illustrated by an accident I witnessed. A tenderfoot was riding horseback when his mount shied at a strange object along the campus drive. The result was that the rider was thrown and trampled upon.

It was the crowd that gathered which most interested me. The accident attracted a large group of students to the scene. In the course of half an hour, I heard a law student pondering the question whether the rider could secure

damages from the man who had rented him a shy mount; within the same half hour, I heard two pre-medical students discussing in a serious way just what physical damage might have been done to the thrown rider; within the same half hour, a girl who is preparing for social service work was heard discussing what should be done for the man's family if he was seriously incapacitated.

DIFFERENT ways of thinking about the same event are the result of *habits of thinking*. Different college courses and interests have resulted in different ways of thinking. These ways are habitual. That is why a Democrat and a Republican have difficulty agreeing upon any political problem: they have formed different habits of thinking.

It is not for the psychologist to tell what habits should be formed, but he can emphatically state why we should form as many habits as possible.

The person who can typewrite with the aid of habits of doing can complete a page in fewer minutes than the person for whom typewriting is not a habit. Habits save time in thought as well as in doing. In composing a business letter, as much advantage is given through habits of thought as is given to typing by habits of doing. *Habits make for economy of time.*

Time is precious! You can save it by turning it over to habit. Habits increase human efficiency by *making it possible to do two things at once*. An habitual act can be performed with but little, if any, thought about it. The muscles can go through their trained motions and sequences guided largely by habit. Thought can be used elsewhere.

Habits should be formed because *they will make you more accurate*. An instructor expects you to produce discords the first time you practice at the piano. Perhaps you know which key to hit but, for one reason or another, the fingers will not act as you want them. The reason the fingers do not go to the right key is that the habit is not formed. After practice has proceeded long enough, the discords will begin to vanish and listeners say, "he is becoming a skilled pianist." The habits have made you more accurate.

HABITS should not be left to themselves, but should be carefully selected and as carefully cultivated. Whenever possible you should form habits to increase mental efficiency, but any habit will not serve this purpose. The habits themselves must be such as to further mental and working efficiency.

All habits have grave dangers lurking just around the corner. This is not necessarily because they involve acts that are "bad."

It is because of the nature of habits themselves.

Habits make you an "old fogy." Habitual acts and habitual ways of thinking are difficult to change. Unless you know the proper way to break habits, they become tenacious monsters that will bring about stagnation because they offer a front of inertia to change. The person who is in a rut is oftentimes there as the result of habits. They are persistent and he cannot lift himself above them.

The way around this difficulty is to *form the habit of changing*, the habit of keeping up with the progress of civilization. Habits can be used to combat habits; they can be used to evade the dangers with which they are pregnant. The progressive person has formed the habit of progressiveness. The "old fogy" has let his old habits with their old-fashioned, inefficient acts and thought carry him on. He has failed to form habits to counteract the inevitable effect of inefficient stagnation.

Another great danger that lurks in habits is the *waning of attention during habitual performances*. The engineer who has piloted a train over a certain section of the railroad until blowing the whistle for crossings, applying more steam, or the brakes, at a certain place has become habitual is not the safe engineer to ride behind.

The wrong dose of medicine is frequently administered because of this waning of attention. Most automobile collisions occur with experienced, skilled drivers. Attention was off the road and the machine. Habits were in charge of the driving, while the attention was elsewhere.

### Opportunity

IT IS a commonplace that it takes more effort to do something that is displeasing or uninteresting than it would to do the same thing when it is fascinating. If someone could find out a way to make boresome tasks fascinating, he would increase the efficiency of the world several fold.

I KNOW a physician who took pride in stating that, in his two hundredth operation for removing tonsils, he would be able to perform the operation with his eyes closed. Mere practice alone, so he thought, would make him perfect. He neglected the other factors that make for perfection. He tried to clip his two hundred and first case of tonsilectomy with his eyes shut, but he had to open them and work in earnest to save his patient's life!

*Again habits must be combated by habits.* Form the habit of giving attention to careful, delicate acts, even though they are so skilled as to be second nature.

Habits are dangerous mainly to the person who does not under-

### Offer a Substitute

THE WAY to get children to stop undesirable acts is not to tell them to stop and let that, plus a few paternal paddlings, end matters. Never deny them; in place of this offer them a substitute action. By following this procedure, a parent will be obeyed with less trouble and fuss, and with better results all around.

stand them. Knowledge of their pitfalls enables one to avoid them. You must combat these at their source: *form habits of progressiveness and of giving attention.*

You can form habits easily. They almost form themselves without help. Breaking away from this inclination is the hard task which many times comes to be more important than forming habits.

Professor William James, who was one of the first psychologists at Harvard, wrote the classical treatise on breaking habits. It is not enough just to decide to break a habit, Professor James wrote, "one must *decide wholeheartedly* and *not let a single exception occur* after one has started to break a habit." Habits should be *broken off abruptly*, and not gradually. The dope fiend may have to break off his habit gradually because to deprive his body suddenly of its accustomed drug is more than the organism can withstand. Mental habits should be broken differently. They must be stopped suddenly and for all time.

It is for this reason that smoking three cigars today, two tomorrow, one the next day and so on until at last none are smoked is poor psychology. One should stop now! A single exception may undo reams of good resolutions, not because one is weak-willed, but rather because it is the law of breaking habits.

Breaking habits should be *a pleasant experience.* It is poor psychology to make that unpleasant. Refraining from indulging in a pipe of tobacco, or a favorite dish, or a like pastime should be made as pleasant as possible.

HUMAN beings tend to do and repeat those acts that have brought them a maximum of pleasure. To make stopping a habit painful or unpleasant is going against the grain of human nature. The old exercise of the habits that one wants to break should be unpleasant. But refraining from doing as one has done in the past should be made a delight rather than a punishment.

These three sound maxims for breaking habits may be summed up as follows: (1) decide to break it with every particle of moral courage that you have; (2) do not ease off gradually — stop and stay stopped; (3) make breaking the habit a pleasure, not a punishment.

# Aids in Reading

You should *read with a purpose*, not aimlessly. Select your reading matter, and read it for all that is in it. If you are interested in the radio, read about that. Go out of your way to obtain books and articles on this subject. You will end up much better informed on radio than the majority of your acquaintances. You will also find that reading instead of being a monotonous substitute for something else to do, becomes mighty interesting.

This is the point at which the reading of the average student fails as real reading. His purpose — the teacher has assigned the reading; his interest — he has none in his task but is eager to hurry through it and rush out to play with his fellows.

Can you recall some time in your life when you read with a consuming interest such as you seldom manifest now? As you recall this, you will note that what you read at that time has remained in your mind as nothing else has. Interest is one of the strongest factors that make for fixation in your memory. It is an inexpensive tool and contributes greatly to efficiency in thinking by supplying more materials with which to think.

When one is without interests, there is danger of mental decay.

What are your interests in reading? Get some reading interests that are going to be of value to you in getting ahead in your work. Do your present interests qualify? Get some that do! Take a few moments now to assay your interests and then make an opportunity to secure helpful books at a book store or library.

Put your reading to use. Not only should you read with a purpose, with some objective in mind rather than aimlessly, but having read you should immediately proceed to put it to use. Reading should always be followed by talking; that is one way of assuring yourself that you have read intelligently.

At the close of each section the effective reader pauses and thinks over what he has read. He will note how what he has been perusing can be used *by him* in *his own daily* activities. He may talk aloud to himself or explain and discuss it with his friends. Thus by his reading he profits.

We have retained for the next step in reading the one point which common sense would perhaps make the only point. *Remember what you read.* But do not make this the sole, and do not make it the first, aim.

Memorize what is essential, but do not memorize until you understand. The parrot has memory

without understanding. So does the person who reads and repeats parrot-like that "overexpansion is the cause of labor friction." Remembering what you read will be easy after you have selected topics that are of interest to you; after you have organized and selected the important facts; after you have put them to use. Then one can scarcely help remembering. But it is well to make a separate point of retaining what you read.

Experiment has shown that simply wanting to remember increases what is remembered from 20 to 60%. Try to remember what you read.

ROOSEVELT'S friends tell how rapidly he used to read. An ordinary book lasted him only a few hours. He turned the pages he was reading almost synchronously with the ticks of the clock. "Hasty reading," you say? Yes; but also, efficient reading.

It used to be thought that people read letter by letter. Children were taught to read this way but, if they were normal children, they soon outgrew this instruction. That is not the natural method of reading.

After your eye has mastered the mechanics of reading, it no longer reads letter by letter, or even word by word. With experience, a phrase is read as quickly as a letter. "Each and every" can be read by the trained eye as quickly as the first letter of the phrase.

The following will illustrate the point. Take out your watch and time yourself in this experiment. You are to read the column below silently, not moving the lips, not pronouncing, reading only to recognize the letters. Do not look ahead!

When the second hand of your watch is at 60, read down the column of letters as quickly as you can recognize each one. When you have recognized the last one, look at your watch and write down the number of seconds it took you to read these twenty letters.

Go ahead as soon as your second hand points to 60. Do not pronounce; do not say them to yourself. Just read to recognize each.

w
a
h
n
b
f
p
m
x
c
i
g
d
r
u
s
o
x
t
y

Look at your watch now. Write the time it took you to read on this line: ————————

We shall continue the experiment. Do not look ahead! This time you will read short words as you have read these letters. Time yourself as you did before and do it as quickly as you can. Go ahead as soon as your second hand is at 60.

told
and
guns
day
two
was
son
the
but
for
you
fell
has
our
sat
only
job
able
not
may.

Look at your watch now. Write the time it took you to read on this line: ————————

It took you only a second or two longer to read twenty words than it did to read twenty letters. If your reading habits are good, you should not have taken more than two seconds longer — a tenth of a second longer to read a word of three letters than to read a single letter!

Words of ten letters can be read as quickly as words of three letters if you have efficient reading habits. Time yourself as before while you read the following words to yourself as quickly as possible.

performance
broadcast
accomplished
efficiency
government
prosperous
underslung
diamond
conversation
prohibition
automobile
political
northern
journalism
appointment
ceremony
luncheon
permission
thoroughly
reading.

### Keep Rested

THE tired person is the weak-willed person who is easily led. Few people die from overwork, but many wills are killed in this fashion. Form the habit of keeping well rested. If you need an alarm clock to get you started mornings, you are cheating yourself on rest.

Look at your watch now. Write the time it took you to read on this line: ————————

You should have been able to understand each of these words at a glance. You should be able to read each of the following phrases (Do not look ahead!) as rapidly. Time yourself on these as soon as your watch points to 60.

In the afternoon
of the first day
there were many
who demanded
legal changes.
Each and every one
of the opposition
refused to change
and a deadlock
lasted three days.
At the opening
of the session
on the fourth day
a report
was read
suggesting that
they compromise.
The majority
of the delegates
agreed to this
and took action.

Look at your watch. Did you read this list in almost the same time that you did the letters? If not *give more attention to the meaning when you read.* You do not need to read for eye exercise. The meaning is the important thing. Get it just as quickly as you can!

Slow readers have improved greatly in reading by devoting ten minutes a day to reading as rapidly as possible. A solid column of a newspaper is splendid for practice. Biting one's lips and holding the tongue so that words are not repeated aids in developing rapid reading. The eyes are forced to go as rapidly as possible. Only the essential meaning is noticed.

Your eyes probably pause seven to ten times as you read each of these lines. With practice in reading meanings, you should be able to read a line of print in a book with only two pauses.

Progress steadily from the left to the right of the line of type in reading. Much reading inefficiency is due to glancing back.

Do you get tired when reading? Avoid excessive eye movements. Read for ideas and, at the end of each section, rest your eyes by closing them and recalling the meanings you have just read.

Keep the book ten to twelve inches from your eyes.

Have you been reading this for the meaning? With not more than two glances at each line?

Have you used the dictionary to look up words whose meanings were not clear?

Have you *tried* to remember it?

Have you closed your eyes and recalled each section as it was read?

Have you thought it over? Now is the time to do it.

# Memory Aids

THE singer stands before a horn and sings into it while a small wax disc records the selection with an exactness that is uncanny. The disc has remembered the voice of the singer, and reproduces it later with remarkable fidelity. This is a form of memory, organic memory.

The man who labors with his hands bears the indelible impress of his past upon them. Calloused and rough, they are mute testimony to the fact that flesh, as well as wax, is modified by past experiences and retains organic changes as evidence.

The tyro sits down to the typewriter. A letter is typed tediously and slowly. A day later, another letter is typed and this time the action is faster and easier. The nervous system has been modified by the previous experience; it has retained the past experiences, enabling the man to profit by them.

It was not the hands that remembered how to use the typewriter; it was not the hands that made improvement through practice possible. It was the something higher up, neither muscle nor bone. It was the little gray engine.

The memory of the little gray engine makes improvement possible. If it did not remember, we would start life as a new person daily, having everything to learn over again only to forget it on the morrow. Sometimes a person is found whose memory has played him exactly such a trick as this. We may become acquainted with some of these cases later.

An office clerk complained to me some time ago that he had a poor memory. I asked him if he gave it as much attention as he did the finish on his automobile. He got the point at once. Do you?

A GOOD MEMORY depends upon two things. One is the sort of memory with which you were born. Country children appear to have poorer memories than city children; colored children appear to have poorer memories than white children. If one is born with a naturally poor memory, it is likely that he will always have a poor memory.

But, before you decide finally that you have a poor memory, try using it properly. That is the other half of a good memory. There are persons who have serviceable memories although they were born with poor ones. These are the people who have found out how to make the most of their heritage. There are others who were naturally endowed with good memories but who have not found out the most efficient way of using them.

Which class are you in?

Have you tried to make a more efficient use of your memory? Do you know what modern psy-

chology has discovered about the best way of memorizing? It has many practical suggestions for you that will greatly increase your everyday abilities if you will follow them. Regardless of how well your memory serves you, it is capable of better use, unless you are one in a million.

YOUR memory is something like a woman — it must be handled tactfully. Brute force will accomplish nothing.

A lawyer should know how to manage a woman, but some time ago I met one on a train who was using brute force on his memory. He told me that if he could improve his memory, he would have greater success. And he was memorizing the timetable to give his memory exercise. As a psychologist, I knew that such a procedure would not strengthen his memory, any more than the bones in his arm would be strengthened if he should hit them with a sledge hammer.

But to prove to me that his memory was developing, he called off the list of towns between Chicago and New York and their respective distances from New York. I do not know whether he was correct or not, however, because he could *not remember* where he had placed the timetable!

A boy was injured in a fall from a horse when he was five years old. Following this accident, he lost practically all his memories. Only two of the many words he had known could be remembered after the accident.

For many years, he suffered from a very poor memory. This weakness was so embarrassing that certain methods were adopted to make his memories more serviceable. That these were successful has been demonstrated by the fact that this man with a poor memory has since completed a medical course easily and has become a professor at Ohio University.

There are many memory aids but this man used only three. The first aid he used was to give *close attention* to everything that he wanted to remember. Thus, in medical classes, he sat on the edge of his chair and attentively followed every word of the lecturer. When he studied, he trained himself to give closest attention. After graduation, he continued to give close attention to everything he read and heard since this attitude had become habitual.

THE second means this man used to improve his memory was to talk and think over to himself what he had read, heard, or seen. By talking over his memories, he was reinforcing them. He kept at this, too, until it became a firmly fixed habit. You should do the same.

The third means he used was to

associate everything new with what he had already stored in his memory. When he ran across a new word, he thought of other words like it, of other new words he had learned, and of places in which he could use the new words. In this way, he associated all his memories. You must acquire this habit, too.

BY THESE three methods the young man with the poor memory became an adult with a memory that his acquaintances consider to be unusual, and he has such a serviceable store of information that he has become an intellectual leader.

The man who first said "it is the little things that count," may have wanted to be funny, but he stated a truth of improving memory. The first "little thing" for you to correct is your intention in remembering.

Try to remember this phrase: *intention has a lot to do with retention.* Be sure to remember this because it is illustrative of one of the first steps in putting memory on a serviceable basis.

When one tries to remember, his memory works much better than when it is left to drift for itself. It has been found that, when one tries to remember, he does remember 20% better for a few hours. This same little effort improves memory for longer periods of time by as much as 60%.

### Secret of Memory

THE strength of your memory depends upon the way in which you memorize rather than upon how much it is used. What you want to do is to learn the best ways of memorizing. After you have learned these, follow them rigorously until you have them ingrained as habitual ways of memorizing that you use without thought or effort.

Memory itself, probably, cannot be improved. We are limited by our natural gifts, but the ways in which we memorize can be improved. Therein lies the secret.

Apply this every time you run across something that may be useful. When you are introduced to a person say to yourself: "I must try to remember him"; you *will* remember him much better. When you chance upon a bargain in the advertisements say: "I must remember this" and you will save your pennies, and the embarrassment of forgetfulness.

IT IS not fair to complain of a poor memory until you have really tried to use what you have in the best way. The ability to remember is there. It is up to you to make the most of it.

Try this memory test and I will tell you whether you are an optimist or a pessimist:

You are to write down as rapidly as you can the names of the

first ten persons you think of. You may think of them so rapidly that you will have time to write only their initials. The only restriction is that you think of persons you really know personally. Now, go ahead.

You have written the names of the first ten persons you could remember. Some of these are no doubt persons you dislike in one way or another; others, you may be very fond of. Now write a plus sign in front of all of those you are fond of, and a minus sign in front of the names of all of those whom you dislike.

If you have all plus marks, you are an unusual optimist. On the other hand, if you have four or five minus marks on your list of remembered names, you are probably as pessimistic as anyone I have yet studied. The more disliked names you remembered, the more pessimistic you are.

IT IS the way the pessimist remembers that makes him gloomy. He has started a vicious circle by remembering more of the unpleasant things and, probably, the more of them he remembers the more pessimistic he becomes, and the more pessimistic he gets, the more unpleasant things he remembers.

Many psychologists maintain that one remembers pleasant things better than unpleasant ones. If this is true, and it probably is, does the optimist have a better memory than the pessimist?

If you had many minus marks on your list, try changing your attitude and look for pleasant things to remember. Keep this up until it is a firmly established habit.

HOW MUCH should you reasonably expect from your memory? The most wonderful memory I know of is possessed by a psychologist who at one time had just an ordinary memory.

Everything he reads that touches his science is carefully thought over and re-read. In his reading, he has many boresome tables of data to scan through, but he remembers practically every important figure. I have seen him talking to a group of students about different phases of psychology when it was positively uncanny to listen to him quote experiments and data and even give long quotations from experiments in foreign languages.

At one such informal meeting, an out-of-town psychologist was telling of some experiments that he was planning. The one with the excellent memory told him that another psychologist had reported some similar experiments fifteen years before. He went on to tell just how the experiments were arranged, drew a diagram of the apparatus that was used, and gave the exact data that had been re-

ported. This was an obscure experiment in an unimportant field but everything he read was read to be remembered and every detail of this was retained with minute accuracy, even to the page numbers on which certain remarks had been made.

He did not just *happen* to remember this one experiment; he remembers everything that he sets out to remember in this same precise manner. He lectures to his classes for two hours at a time giving exact figures by the dozen without a single reference to any notes or aids. His head does not contain a storehouse of useless information. He reads and thinks to remember and associates everything he reads with what he already knows about the subject, and rememorizes all the important details. Every memory he has is a useful memory.

IT TAKES hard work for him to keep his memories in prime condition. But it has been worth while and it has given him a position of great eminence in the scientific world.

It takes hard work for anyone to have a really wonderful, and not merely a freak, memory. But it is worth anyone's effort to cultivate a serviceable, efficiency-increasing memory.

One night in 1886, *Aïda* was being sung at the Rio de Janeiro Opera House. A new conductor had the baton. He showed nervousness; the great house stirred uneasily. He bungled a pianissimo passage; he brought in his strings raggedly. A sinister sibilant flew around the galleries! *Hiss-sss-sss!* went the fine señoritas, *sss-sss-sss!* went the fierce señors. Distraught, unmanned, hearing a crooked death in every venomous sound, that new conductor broke his baton over his knee and fled weeping from the house. From his lowly place among the cellos rose up then a young Italian who scuttled to the dais and raised his bow for silence. He did not look at the score; he knew it by heart. So came to fame Arturo Toscanini, now hailed as one of the world's greatest conductors.

His feats of memory have become legend. Never has he been seen to use a score. In his head are over one hundred operas, in addition to an enormous concert repertoire. When the jealous ask, "Why does he not use a score?" they answer themselves "Bravado!" It is not bravado. Toscanini is so near sighted that he cannot read a note that is more than half a foot under his nose.

Long before his great night in Rio de Janeiro, he scraped his big fiddle with no white sheets propped up before him.

"Where is your music?" asked the conductor one day.

"Under the seat of my trousers," replied Toscanini.

# Effective Thought

THE executive is in his office behind closed doors. He is not to be interrupted but let us observe him closely for a few moments. Spread out on the desk before him are a few typewritten sheets filled with carefully labelled figures; beside these lies a small map. He says nothing and to all outward appearances he is motionless. The quiet seclusion is pervaded by an atmosphere of solemnity.

Hesitant, and as though undecided, he rings for his stenographer and dictates a long letter, referring frequently to the figures and the map. This letter may make it possible for his business to enter upon an era of great expansion, or it may mean the beginning of a failure. That all depends.

For more than an hour, this man of business has been alone and quiet. His usual hustle and vim have not been in evidence. He was apparently as motionless as a statue. But was he doing nothing? He was probably doing the hardest work of the week. The man we have just been observing was engaged in active thought.

Thinking would appear to be the most active part of our mental life. In thought, we leave the world of our senses, we are no longer bound to what we can see or hear or feel. A bigger world is opened to us — the world of ideas. We pass into the realm of things which we know but still cannot touch. Thought is one of the important tools with which we can master our lives — and the lives of others.

PASSIVE thinking is self-indulgent thinking. It merely imagines obstacles away and does not think of ways to overcome them. It is the kind of thinking that gratifies our wishes in reveries rather than enabling us to overcome the obstacles and actually realize our wishes. Like many of our present-day institutions, it is merely a substitute for the real thing.

Night dreams are a product of passive thinking; daydreams are little more than an extension of night dreaming into our waking life. In neurotic and hysterical patients, this type of thinking predominates. It is also one of the main features of the mental disorder known as schizophrenia or dementia præcox.

The neurotics, hysterics and schizophrenics are not aware of the unreality of their daydreams. We call ourselves normal because, even though we indulge in these fanciful heights of daydreaming, we somehow still manage to remember that after all they are only daydreams and not life as it really exists.

Otherwise, there is little difference between the passive thinking

of the housewife who imagines herself being presented to the Duke of Windsor and the unbalanced sailor who thinks he is the Messiah and walks about the wards of the state hospital with a beatific expression, bestowing his blessing upon the other patients.

After you have been rebuked for some mistakes do you find yourself imagining an unanswerable reply you might have given, or imagine that you have suddenly been promoted and have placed your adversary at an irksome task? That is passive thinking. Were you to use the same time in actively trying to understand your mistake the promotion would come nearer reality.

ACTIVE thinking, in the words of Mr. Dooley, is "thinking that works." We retain mastery over our wishes, we produce an impression upon the world and we actually remove or find a way around the obstacles in the way of our progress. We do not dissipate our mental energies in fruitless reveries when we employ active thought. And success is measured by the effects we produce, not by the dreams we have.

One office clerk after several years' experience saw others with less experience promoted. Why had he not been? In active thought he pondered several possibilities. Inaccuracy? No, because he made fewer mistakes than any others. Slowness? No. Nor lack of industry or loyalty. Personality? Perhaps, but he recalled no disagreements and seemed to get along well with the other employees. Could it be lack of education? He had only three years of high school.

Still in active thought he talked his future over with the head of his department. The clerk found then it was company policy to promote only high school graduates to the higher positions. Should he seek another firm; should he continue a file clerk? He took night school work for two years, secured his diploma and thus meeting the company policy was promoted.

Another clerk, popular, accurate, rapid, and with only three years' high-school education saw others promoted. Evenings he pondered and imagined he was promoted or had perfected an invention and was living in luxurious ease. His was passive thought.

Most thinking is a strange blending of both of these types.

### A Handicap

MANY, if not most, actions of daily life are performed without the intervention of active thought. As a matter of fact, in many instances, thought is a handicap. If the skilled typist begins to think about each key that she pounds in writing letters, she will have a sorry time of it.

Active thought may be interrupted for a moment by a flash of reverie, or, in reverie, one may chance across, as it were, a thought of sterling worth. And, just as we cannot tell definitely where active thinking leaves off and where the passive begins, neither can one with justified assurance condemn the passive type and praise the active. In many respects, the passive is of more value.

PASSIVE THINKING is probably a sort of mental safety valve that functions in maintaining sanity. If one were forced to forego indulgence in night dreams and passive thinking while awake, severe mental disturbances would be dangerously near. It may be that the ordinary person can let off enough "mental pressure" with only night dreams as a safety valve to maintain balance; it may be only the exceptional individual who needs the added safety valve of daydreams. But, until this is known, it may be accepted as not harmful to one's mental balance to have phantasies and to build "castles in Spain" while awake.

You do not need to use active thinking to live and get along from day to day. To form higher habits or to gain better skills, however, it can scarcely be dispensed with. Earthworms and idiots find it easy to live without active thinking. So do many others.

There are many brain and muscle workers who, when they indulge in active thinking, unhappily direct it into the wrong channels. I feel rather confident that this statement holds for the majority. This is not a matter of psychology; it is just common sense.

Do you spend most of your active thinking in devising more economical and better ways of doing your daily work, or in planning a week end or evening party?

Do you spend as much time in active thought about your work as you do in finding flaws in the work of others or with the boss? I do not want it to be inferred that I have no sympathy with those who are trying to solve for themselves the problems of labor and society. In many instances, both labor and society would be greatly benefited by directing thought in an active way to the concrete problems of work rather than to an idealistic and semi-passive flight from reality.

TRY THINKING about things as they are, not as you would like to have them. There is a better chance of having them suit your fancies if you use active thinking about ordinary things of today.

Of Napoleon it is said: "He never blundered into a victory. He gained his battles in his head before he won them in the field." Of you, what will they say?

# Will Power Habit

I DON'T know what will power is. But I do know that many people have difficulty in directing their mental and physical abilities consistently and effectively. Perhaps it is determination and grit they lack, perhaps it is a lack of will power. At any rate, they are lacking in a vital quality that makes for achievement. Near-poets are about the only people that can be a success with this lack in their make-up.

You may have known of people with such strong determination that they were privately called obstinate and stubborn. This is selfishness rather than the consistent direction of one's energies. It is not will power, but won't power. Many people think they are strong willed and moral merely because they do nothing bad. The real test, however, is not negative but positive. It is: how much good have you directed your energies to accomplish?

"May the gods spare me from these 'burn-'em-up' salesmen who work like a whirlwind the first week each month, and lay down the rest of the month," a sales manager of a Wall Street bond house said to me recently. He wanted bond salesmen who made most commissions for themselves — and incidentally for the company — at the end of the year, not those geniuses who could sell without trying and who tried very sporadically. The race is not always won by the swiftest, but often by those with the rare quality of stick-to-itiveness.

THE track coach of a midwestern university recently told me the following story which illustrates the point. Joe Smith came to college from the farm. He was too small to play football, too near-sighted to get into baseball or basket ball, but he wanted to serve the school and make a name for himself in track. But the track coach could see no signs of promise and Joe was advised to take up debating or checkers.

Discouraged, but still determined, Joe secretly trained himself for three years for the distances. Two miles from the campus where he lived was an attorney's home, and Joe took care of the furnace. Early mornings when no one was stirring about the campus he ran to his furnace. Late at night he repeated his morning program. He timed himself, varied his stride, and kept at it for three years without the coach being any the wiser.

When entries were being made for the spring meet of the conference Joe came out the first afternoon and showed the coach what he could do. The coach agreed to enter Joe in the two-mile distance.

Joe held out, however, until he was entered for the half mile, mile, and two mile. He qualified in the preliminaries, and when the finals were run Joe came in first in each one.

I HAVE FALLEN into the habit of thinking of Joe when I feel like running away to do something else. It helps me keep from becoming discouraged too easily. It helps me plan for results not just for a day but for a goal set several years into the future. I have found that it also helps others to know about Joe. Difficulties such as Joe surmounted really give the best experience there is for developing what some call will power.

There are several easily formed habits of work and thought which also give an added impetus to self-determination and energy direction. Get down to business at once is one of them. I know of people who actually tire themselves out in getting started to work. They listen for the clock to hear if it is running (although it has never missed a day). Then the things on top of their desk have to be arranged just so. Then they begin to wonder what they should do first. Suddenly they think it would be thoughtful to sharpen a supply of pencils. They should be made to realize, however, that it is better for them to grab the first letter and tend to that than indulge in all this will-weakening dalliance which each day gets a firmer hold through the tenacity of habit formation.

Another one of these important habits all should try to get deeply ingrained is to do the hard or unpleasant task the first thing. Learn to like difficult tasks, for it is these rather than the easy ones that steel your determination.

The number of unfinished jobs left behind when we put on our hat to go home also indicates the strength of our self-determination. To develop this trait favorably one should stick to a job until it is done. Form the habit of staying, not quitting. And when you do feel like quitting think of Joe, who trained for the distances, or Daguerre, who spent fourteen years to get a photographic image to stick on glass.

ARE YOU SOLD on yourself, on what you are doing, on the goal and aim you have in life? If you are, there is little need of worrying about your will being weak. The best incentives for getting determined and consistent action come from within. It is a sorry person who does not have his inner self goaded along by the example of some famous man of history or of today's business. Read about these people, associate with them as much as possible, and get under their shadow for personal encouragement and inspiration.

# Achieving Personality

THE extravert has been called the man of action; the introvert, the man of thought. Extraverts have been called practical minded; introverts have been called dreamers. The extraverts express their emotions by living them; the introverts repress their emotions into the sphere of their own consciousness. Poets and philosophers are introverted. Go-getters and affable salesmen are extraverts. Youth is relatively extraverted; age is relatively introverted. In the animal kingdom Airedales may be looked upon as extraverts and Persian cats as introverts — although this may not mean much to the cat!

The great in-between group with about an equal mixture of the traits of both the introvert and extravert are the ambiverts. Fully half of us are ambiverts. And in consequence fully half of us are likely to have unusual trouble in achieving personality expression in the future years, as we will see shortly.

A list of 48 traits that reveal different degrees of introversion-extraversion were experimented upon in the Colgate psychological laboratory for five years. As the fruit of this painstaking research by a great number of students in this laboratory, we evolved a simple mental test for introversion-extraversion which is now in use on a large scale in more than two hundred schools, clinics, and industries. More than 100,000 people have been tested with the aid of these forms. I hope most of these have had their personality achievement furthered in the light of their test results.

BEFORE outlining a brief and simplified form of this test it should be definitely understood that introverts are just as desirable as extraverts. Both are definitely needed in the present scheme of things. Both have their weak points. The vital question is not, which type is most praiseworthy and which should I try to be? The vital question is, which do I approximate closest, and how can I achieve the best expression of this make-up?

These questions have been framed so that an answer of "yes" indicates introversion, an answer of "no" indicating extraversion. If yeses predominate in your answers, introversion predominates in your make-up; if noes predominate, extraversion predominates in your make-up. If the difference between your yeses and your noes is not marked you join the group of ambiverts.

1. Are you inclined to think about misfortunes, or to anticipate misfortunes? The introvert worries because it is the most natural thing

in the world for him to do, and the extravert does not worry for the same reason.

2. Are your feelings easily hurt by remarks or actions referring to you, or which you think refer to you? The moral of this is never to give an introvert the slightest cause for offense, and if you happen to be an extravert you have probably been overlooking many affronts.

3. Are you inclined to be outspoken and to express your opinions? Do you perhaps take pride in calling a spade a spade, regardless of how the other fellow may feel about it? It is a strange contrast that the extravert who has relatively numb feelings is most careful of the feelings of others.

4. Do you usually like to find some good reason for deciding to do something? The introvert aims to be meticulously logical. The extravert just decides and does not bother to explain why.

5. Are you inclined to rebel when given orders or told to do something? Care must be used in dealing with introverts not to give them orders directly.

6. Do you have a tendency to work better, or to think it over seriously when you are praised? Praise is wasted on the extravert — salesmen want bonuses or commissions or prizes, not praise. But the introvert would rather have a few praising words than a raise.

7. Are you somewhat bookish? Do you prefer the editorial page to the sports page? In general, introverts have bookish or intellectual interests, while the extraverts are permeated with athletic interests.

8. Are you a good loser? The extravert is, but the introvert takes his losses seriously. The extravert does not pause to explain why he overbid his bridge hand — but blithely goes ahead and overbids his next hand.

9. Do you prefer to work alone? Groups and even mobs are the extravert's delight; solitude, even loneliness, the delight of the introvert. Small towns are the Mecca of the introvert, and even Times Square is too sparsely populated for the classical extravert.

10. Do you prefer delicate, painstaking work? Die and tool makers, watchmakers, laboratory technicians find their most enthusiastic workers among the introverts. The extravert is likely to throw up such a job at the first chance, and really not know why he did not like it. Look for spelling difficulties among the extraverts — it is just too much trouble for them to give attention to detail.

11. Are you inclined to choose associates of less accomplishment and ability than you? Perhaps the introvert is cleverly protecting himself from criticism by picking associates he can easily lead and dominate.

12. Do you express yourself better in writing than in speaking? Washington Irving was tongue-

tied as an orator — introverted also. Patrick Henry was incoherent as a letter writer, but he could sway the early congresses in a typically extravert fashion.

13. Do you like to keep in the background at social affairs? It is easy for the introvert to discover some reason why he should not accept invitations, and the extravert is likely to be organizing a party with no other reason than he would like one.

14. Do you hesitate to loan money or other possessions? The introvert is both a poor borrower and a poor lender. The extravert is at the other extreme in both, except as a borrower he is likely to forget to return the borrowed articles for an indefinite period.

15. Are you especially careful about your property, the polish of your car, the arrangement of your dresser drawer, the repair of your clothing? The automobile that has never been washed and that has always been in need of oiling is probably driven by an extravert. Habits of tidiness do not have to be encouraged among the introverts; they already have them.

16. Do you have only slight interest in the opposite sex? Bachelors and old-maids-by-choice are recruited from the introverts. And the heart affairs of traveling salesmen have for years been a subject of both song and story. Contrary to popular opinion, we have found that most capable actors and actresses, such as Robert Mantell, are introverted, while only the chorus people are extraverted.

17. Are you fond of discussion or argument? Paraphrasing the statement that when Greek meets Greek they start a restaurant, we may say that when introvert meets introvert they start an argument; and both are sublimely happy. The extravert merely changes the subject, he is not partial to argumentation.

18. Are you careful about making friends? The coldness of small New England villages is due more to the introversion of the inhabitants than to any ill-experience with strangers. Extraverts are more successful politically because they are naturally friendly with almost everyone.

19. And do you blush easily? The extravert doesn't.

THERE is a somewhat detailed picture of the introvert and the extravert. We could find plenty of flaws with each so-called type but for the pragmatic fact that all combinations seem to fulfill an important place in this world. For instance, a few years ago I recommended a student for work with a corporation solely on the basis of his great penchant for criticism and argumentation. "This office is becoming too self-satisfied," the manager had written me previously. This young college man changed that quickly!

I am often asked if one can change from an introvert to an extravert. The answer is "Yes, much easier than from an extravert into an introvert. But why change? It is not worth the effort or the hazard!" More important than changing one's personality spots is to find vocational and recreational outlets for these.

At the professional level, the indications are that there is ample opportunity for the introvert, ambivert, or extravert to be his natural self and at the same time to be successful as measured by worldly standards. Since all professions presume intensive educational preparation, the introvert is placed at advantage in being more of what is known as a student type.

On the other hand, success in these lines involves sales strategy in its most subtle forms, and often the extravert has the advantage after the diplomas are awarded. Some of the best professional skill is buried under apparent mediocrity due to a lack of this natural and unintentional salesmanship.

When we turn to the industrial and business world we find a challenging situation. Except in one-man businesses it is usually either the introvert or the extravert who has the most natural opportunity for achieving his personality, the one for the details of manufacture and development, the other for the exploitation of the products the introvert has developed. Danger lurks in this trend in our civilization. I am not thinking of the danger of a resentful radicalism on the part of the sensitive introvert development engineer over the large earnings of a sales manager he saw flunk out of college. The real danger lurks in the ambivert being on the verge of finding himself without a chance to be his natural self or to find an adequate outlet for his dominant personality traits in his daily work.

And most of us are ambiverts!

Are these forces going to continue so that the ambivert will find his personality drives dammed so that they seek hazardous indirect outlets? Or will natural forces such as labor turnover prevent further encroachment into this great ambivert group? If they do not we can easily see great numbers of personalities thwarted.

"Know thyself," said Socrates, and that was excellent psychological advice — but it did not go far enough.

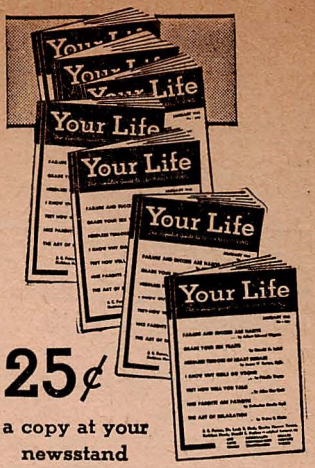
"Be yourself," was the advice of Marcus Aurelius, and thus the Latin improved on the Greek.

But it remained for St. Paul to strike the correct and complete psychological note when he wrote to Timothy, "Neglect not the gift which is in thee."

And neglect not the gift which is in others!

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## *Readers say it's* "A Magazine To Live By"

YOUR LIFE Magazine has been a Christmas present to me the last two years. I never received a present I appreciated any more. It has been a help to me mentally, physically and spiritually. When I get blue and downhearted I read the Bible and YOUR LIFE and I try to follow what I read. — *M. G., Fairfield, Ill.*

YOUR LIFE had the stimulating power to make me pull myself out of the ditch and I did it. My mirror reveals a different man now — one with pep, sense of humor, congenial frame of mind and all good things that make up a desirable way of living. — *M. S., Montreal, Canada.*

I am just nineteen, starting in life, and the amount of help that I am getting from YOUR LIFE is amazing. — *J. C., Mosman, N.S.W.*

Please continue your fine practice of publishing articles that help groping, bewildered, shy young people. — *Miss J. M., Kansas City, Mo.*

Whenever I feel disgruntled, down in the dumps and blue in these ultra-jittery times, YOUR LIFE Magazine is my first line of defense — a picker-upper and a straightener-outer. — *Miss R. F. R., Racine, Wis.*

YOUR LIFE is a power-house. We all must be re-charged from time to time and I find great inspiration in your magazine. — *L. H. W., Willoughby, O.*

There is a real lift in reading your very grand magazine. Many of your articles have reached out a "helping hand" to me at times when moments seemed very dark. — *Mrs. J. W. R., Portland, Ore.*

# Personality Portraits

➤ Eleanor ("Cissy") Patterson, publisher of the Washington *Times* and *Herald*, is one of the very few women of the country who has a major newspaper under her sole direction. When she lost a squabble with a rival publisher over rights to reproduce a certain comic strip, she ordered a pound of raw beefsteak to be carefully wrapped and delivered to him in person, leaving him to draw his own conclusions about Shylock and his pound of flesh.

➤ David Selznick, who made *Gone with the Wind* and thus assured himself of cinema immortality, is an out-and-out ping pong fan. One day on the way home from the studio he dropped in at the Hotel Ambassador to watch a boy's tournament.

One of the youngsters, bursting with enthusiasm, exploding all over the place, giving warcries of elation when he made a good shot and plunging into a pit of gloom when he bobbled one, hypnotized Selznick by the sheer exuberance of his personality. Selznick needed a lad like that and signed him on the spot.

The boy made good. His name was Mickey Rooney.

➤ Rossini, composer of *The Barber of Seville*, was reputed to be one of the laziest musicians who ever lived. Like Mark Twain, he liked to work in bed. One day while he was sitting propped up by pillows, working on a chorus of the *Barber*, a gust of wind whipped through his bedroom window and scattered his manuscript to the floor. Rossini looked at the sheets ruefully, sighed, settled back in bed and wrote out a new chorus. It seemed to him less effort than picking up his manuscript.

In spite of his "indolence," Rossini completed 20 operas in less than eight years.

➤ What the country needs is not a good five-cent cigar, but viler three-for-a-nickel cigars, according to promoter Mike Todd. A promoter is an enthusiast by nature, and enthusiasm is likely to plunge him over his neck into shirt-losing shoestring ventures if he doesn't watch his step.

Mike Todd likes expensive cigars. That is why, when some alluring venture presents itself, he smokes the three-for-a-nickel kind.

"And then I say to myself, 'Mike Todd, if you ever go broke again, *this* is the kind of cigars you will have to smoke.'"

Whenever he is tempted to take a long chance on a deal, he sends out for a nickel's worth of El Ropos as a warning.

—J(

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# How Well Do You Know Yourself?

*To find out what your answers to this quiz reveal about you, turn to the specified pages in this issue*


As a child, were you bashful or forward in your attentions to the opposite sex? . . . . . *see page* 3

Do you find it difficult to keep from giving a handout to almost every person who asks for it? . . . . . 7

Is it difficult for you to control your temper? . . . . . 10

If someone contradicts you, are you stubborn about your ideas? . . . . . 15

Can you change the subject when argument seems probable, without people knowing it has been done? . . . . . 16

Do you like to wear red and blue dresses? . . . . . 20

Do you feel that other people are greatly concerned about you and your affairs? . . . . . 26

Are you afraid to be different? . . . . . 36

Do you apologize often when it is not necessary? . . . . . 41

Are you oversensitive, with a tendency to make issues over little things? . . . . . 51

Do you tend to look down upon those who engage in so-called "red-blooded sports?" . . . . . 69

Do you correct people when they make errors of grammar in speaking? . . . . . 77

Are you uncertain at times about your table manners? . . 82

Are you capable of enjoying most of the activities that your husband or wife enjoys? . . . . . 88

What does the fact that you came from a small town or a large city have to do with feelings of inferiority? . . . . . 95

Is your good work taken for granted, while your errors get the direct attention of the boss? . . . . . 100

Are you able to control your habits successfully? . . . . . 104

Are you a fast reader? . . . . . 110

Do you give close attention to anything you want to remember? . . . . . 114

Do you spend as much time in active thought about your work as you do in finding flaws in the work of others or with the boss? . . . . . 120

Are you especially careful about your property, the polish of your car, the arrangement of your dresser drawer, the repair of your clothing? . . . . . 125

# CONTRIBUTING TO YOUR PERSONALITY:

DONALD A. LAIRD, SC.D. (*Increasing Personal Efficiency*, page 101) has been notably successful for the very practical way in which he has applied the truths of psychology to problems of daily living. For many years director of the Psychological Laboratory at Colgate University, he now devotes his time to giving public lectures and adding new titles to his list of best-sellers which includes *More Zest For Life, How To Make People Like You,* and *How To Increase Your Brain Power.* He lives in Connecticut. . . .

WILLIAM MOULTON MARSTON (*Like What You Do — or Fail*, page 84) is a well-known consulting psychologist who lives in Rye, New York. He is noted for his invention of the lie detector, more accurately described as the "systolic blood pressure deception test." Among his books are *Emotions of Normal People, Try Living,* and *March On.* . . . DR. HARRY EMERSON FOSDICK (*That Appalling Sense of Inferiority*, page 68) is the internationally famous pastor of Riverside Church, New York. Through his books and his radio sermons he regularly reaches an audience of millions.

MARGERY WILSON (*Don't Be Too Apologetic*, page 41), in her famous Charm Course, has taught more women the principles of poise, grace, dress, and pleasing personality than any other single person. Many of the lessons in her Charm Course are now assembled and presented in Miss Wilson's new book, *The Woman You Want To Be.* She has recently been making personal appearances in larger bookstores throughout the country, autographing her latest volume. . . . GEORGE ROSS WELLS (*Emotions That Blur Your Personality*, page 58) was born in Canada, but for more than twenty years he has been a citizen of Connecticut, where he is Professor of Psychology at Hartford Seminary.

J. GEORGE FREDERICK (*25 Ways To Be Popular With Men*, page 50) is famous as an epicure in metropolitan circles. He is a member of the Gourmet Society and has written several books on the preparation of food, as well as a number of entirely different works on business and economic topics, published by his own firm, Business Bourse. . . . GRACE MACK (*Don't Be Afraid To Be Different*, page 36) is a Hollywood writer who has watched scores of film celebrities come and go and whose background gives her unique authority in answering questions as to what makes people tick.

DALE CARNEGIE (*The Grand Duchess Marie Was Shy*, page 34) is, as the whole world knows by this time, the author of *How To Win Friends and Influence People,* the book whose more-than-two-million sales make it the biggest non-fiction best-seller of all time, outside of the Bible.