YOUR PERSONALITY

SPRING 1945
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HOW TO GAIN PERSONAL POWER
by Corning White

WAYS TO ADJUST TO HASTY MARRIAGE
by Paul Popenoe, Sc.D.

SUCCESS SECRETS FOR THE SHY
by Louis E. Bisch, M.D.

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How to FIND and FOLLOW YOUR CAREER
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TESTS ABOUT YOU
BY NOTED AUTHORITIES

YOU'RE SMART ENOUGH NOW TO SUCCEED

Your Personality

WILFRED FUNK	DOUGLAS LURTON	DONALD G. COOLEY	JOHN J. GREEN
Editorial Director	*Editor*	*Managing Editor*	*Associate Editor*

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YOUR PERSONALITY

SPRING ISSUE 1945

How To Gain Personal Power

A specialist applies principles of selling to problems of living — and shows you how to make them work for you

by CORNING WHITE

DO YOU WANT: Your daughter to come home earlier o' nights? Your son to apply himself more seriously to his work? Your parents to let you have more use of the family car? Your husband to do whatever is necessary to advance himself in business? An employer to give you a job? A certain young man or girl to marry you?

Isn't one of your major problems in life persuading people to do what you want them to do?

Successful living requires good selling. For that's all selling is — persuading people to do something you want.

Professionally, I'm what's known in business as a sales training specialist. During the past fifteen years I've been engaged by more than twenty different corporations, with products ranging from coal to corsets, to train thousands of sales people — men and women — how to be more persuasive in their contacts with others. The object, of course, was to show them how to get people to buy more. But the same qualities of personality which enable you to persuade a man to buy your particular make of automobile, or a woman your particular brand of cosmetics, also help parents to control their children better, chil-

SUCCESSIVELY a reporter, feature writer, publicity man and college instructor before turning to business, the author is a marketing and sales management consultant in New York City. He has written many magazine articles and plays, three of which have been produced on Broadway, while several others have been presented in little theaters.

dren to get on better with their parents, husbands with their wives, wives with their husbands, lovers with each other, and everybody with everybody else.

Naturally, no qualities of personality will enable you consistently to persuade people to do unreasonable things. But that's not what I'm talking about. I'm assuming that what you intend to ask them to do is sensible. The problem most of us are concerned with is not to persuade people to do foolish things, but only to do what we ourselves consider reasonable. It's a problem, because everyone's natural tendency is to resist requests unless they are persuasively presented.

Now I've found in years of experience in trying to train people to be more persuasive, that there are just three main qualities of one's personality that make others willing to do as we want them to:

1. Qualities that make others like us
2. Qualities that make others believe us
3. Qualities that move others to action

Or to put it another way, if we're to persuade people to do as we desire, we must develop the qualities of personality which are likable, which inspire confidence and which stir others to do something.

Much has been written on this subject of personality. Many writers deal with it awesomely as though personality were some mysterious inner force; or cynically, as though acquiring a persuasive personality were merely a matter of learning a bundle of clever tricks.

The truth is that personality is simply a combination of our appearance, manners, attitudes and habits. And all of us possess to some extent those qualities of personality which make for persuasiveness. So the kind of life we make for ourselves, the number of satisfactions we obtain by persuading other people to fulfill our desires, depends largely on the degree to which we *develop* these character qualities we have naturally. If we examine our own shortcomings of personality with an open mind, and conscientiously try to correct them, we're certain to make big gains in our persuasive ability.

I ONCE ASKED Dr. Henry C. Link, the famous psychologist, whether he thought a persuasive personality, a selling personality, could be acquired. "Certainly," he replied. "For personality is not an accidental gift; it's an achievement. It results from conscious practice in the right ways of doing things until these right ways become unconscious habits."

In short, we build up our selling ability upon a foundation of characteristics inherited at birth by

adding stone after stone of acquired habits, as we grow toward maturity.

Even the man or woman who has passed middle age, according to today's authorities, can develop persuasiveness. For example, Dr. S. M. Shellow insists that differences in ability to learn do *not* vary in proportion to differences in years, and that *persuasive personality characteristics* may be developed in middle life.

Indeed, the human mind is amazingly flexible. And if you will give yourself a fair chance to develop persuasiveness, you will be agreeably surprised how quickly you can get others — a sweetheart, a wife, a husband, a son, a daughter, an employer, an office associate, or a friend to fall in with your wishes. So let's get right down to brass tacks and examine exactly *how* we can develop those qualities we have, which make people like us, make them believe us, make them do our bidding.

A couple of years ago (it was before gas rationing), a friend of ours, a Mrs. Ashcroft, dropped in for a chat. In the course of the conversation my wife remarked to her, "Mary Blakely tells me she's trying to persuade you to drive to Florida with her instead of driving down in your own car."

"I've decided not to go at all," Mrs. Ashcroft replied.

"But only last week," my wife commented, surprised, "you said you wanted awfully to take the trip."

"I know," Mrs. Ashcroft explained. "But that was before Mary made it impossible by asking me to go with her. I don't want to go with her. But now if I go alone, she'll be hurt. And you know Tom works for her husband. So I'm giving the whole thing up."

Now there's nothing very wrong with Mary except that she isn't likable. If people don't like you, they just won't do anything you ask them to, even if, as in Mrs. Ashcroft's case, it is something they'd like to do anyway.

GETTING PEOPLE to like you is largely a matter of cultivating a correct appearance, a courteous, considerate and tactful manner, and a pleasing voice.

My most recent assignment as a consultant was with the best,

Neatness Is Important

A WOMAN who, because of housework, becomes careless about her appearance at home, is in a mighty poor strategic position to persuade her husband to buy her a new fur coat. If you want people to like you, always try to look just as attractive as the exigencies of your situation will permit. Immaculate neatness as to one's person, and clothes appropriate for whatever you are doing, are essential ingredients for a likable personality.

the most fashionable, and the most expensive secretarial school in this country. This school employs solicitors to call on prospective students and explain its unique curriculum and why its higher tuition fees are warranted. One of the first things I did was to discuss with one of the solicitors the problem of his appearance.

He could talk convincingly enough, but he was a man who sold too few enrollments. I decided this was because his hair looked as if it had never made contact with a brush and his necktie, instead of reposing in the opening of his collar, generally was slewed around toward his ear. Yet this man was a graduate of a leading college and in every other respect except in attention to his appearance was above average in intelligence. But the school's regular sales manager hadn't been able to explain to him that appearance is a composite of person and clothes and that the first step toward impressing others favorably is to look your part.

I TOLD this young salesman he was to report to me every morning for inspection of his hair and tie until he reported with both in correct condition five mornings in a row. I told him any time he appeared with his hair unbrushed or his tie askew, I'd send him home, dock him a day's pay, and write his wife a note explaining why. He immediately spruced up. And stayed that way. And in the past three months he's done more business and made more money for himself than ever before in his life.

Another factor in making people like us is the employment of an agreeable manner in dealing with them. If we want people to like us so that we can persuade them to do as we wish, we have to develop courtesy, considerateness, and tact.

The president of one of the country's largest corporations once engaged me to censor all the letters his home office executives sent out to the field managers. Several valuable branch managers had recently resigned, alleging they'd rather quit the company than carry out the orders of such a dictatorial and unappreciative concern.

WHEN the president introduced me to his executives, I thought them as fine a lot of men as I'd ever met. And I still think so. But you should have seen some of the letters they were sending out to the field. The first one I read began, "I want you immediately to change the location of your parts stock." That sounded like an order. And no one likes to take orders. So I suggested to this executive that he say instead, "As soon as you can conveniently, will you please change the location of your parts stock?"

For a month I went over with the men who wrote them, all the letters from that company's main office to its forty-two branches. No more branch managers resigned. And three months later the manager of the Los Angeles branch on a trip to New York for winning a prize sales contest, asked the president what had happened to old sourpuss Nelson, the sales manager. Nelson's letters, he said, used to be all fire and brimstone and made everybody sore. Now they were so courteous and considerate, the branch managers were all trying to break their necks to do as Nelson asked them to.

COURTESY is the habit, developed by unvarying practice, of being genuinely considerate and friendly in manner and feeling. Any deficiency in courtesy steels people against you. Courtesy is one of the cardinal qualities of a likable personality. It is a direct asset in persuading people to do what you want them to.

Add a pleasing voice to an appearance always appropriate for the situation and a manner unvaryingly courteous, and you have a combination of attributes that will make everyone like you. But many of us tend to underestimate the effect of our voice. A coarse voice, a loud voice, or a voice pitched in an unpleasant key grates on people. Anyone subject to these handicaps, who will sincerely try to cultivate a better tone and control of his or her voice, will be agreeably surprised at the resulting gain in personal popularity.

"A pleasing voice," a famous teacher of stage stars once explained to me, "depends on three simple things: breathing deeply, keeping the muscles of the throat relaxed while talking, and exerting pressure with the diaphragm on the air bellows of the lungs while speaking."

We can all readily understand the first two of these requirements, but I had to press my friend for an explanation of the third. And this is what he told me:

"Lay your fingers directly beneath the breastbone. Cough sharply. You will notice that the flesh bounces out against your fingers. This is the action of the diaphragm — the great muscle which governs your breathing apparatus.

"In speaking, you should contract and harden this muscle in the same manner you do when you cough, though not so violently. A little practice will make this second nature, and you will find that it gives your voice a more pleasing pitch, greater resonance, and added volume.

"And, in addition, the relaxed throat muscles and firm diaphragm will enable you to talk with less fatigue."

So much for the methods of

developing qualities that will make people like you. Possessing these qualities, you have the foundation for making people believe what you tell them. For we all tend to believe what we like to believe; and we like to believe things told us by people we like. But besides this, we need three other qualities of personality if we are to make what we say sound really convincing: *sincerity*, *knowledge*, and *enthusiasm*.

To convey to others an impression of our sincerity, we must really be honest with ourselves. Ask yourself these questions: Do I recognize my own mistakes and when I'm wrong, admit it frankly? Do I always give credit to those who deserve it, instead of giving myself credit for what is not really mine? When I know something is wrong, do I refuse to deceive myself that it's right? When I hear something I would like to believe but have some reason to doubt, do I resist all temptation to repeat it as though it were truth? Do I avoid exaggerations?

KNOWLEDGE is also an essential quality of a personality that induces belief. More and more in our intensely competitive civilization knowledge becomes the key to successful living. There are short-cuts to knowledge, but there simply are no substitutes.

Some years ago, a friend gave me a foxhound pup. I started to feed the dog three times a day. When my friend discovered this, he assured me I should feed it only once, and then at evening. That didn't seem sensible. Why should the poor animal have to go all day without anything to eat? My friend then explained that the dog was forming its life habits, that if I brought it up to expect a morning feeding, it would always require it, that later on I'd hunt the dog during the day, that it was agony for a dog to run a fox if the dog had recently eaten, and that he'd known good dogs to develop heart trouble and die from running after a morning feeding.

Obviously, my friend knew what he was talking about. So he easily persuaded me to feed my dog only at night. If we hope to make people believe what we tell them, we have to acquire complete knowledge concerning that about which we speak.

NOW about enthusiasm. Enthusiasm is contagious. By showing enthusiasm we can make a doubtful person believe us. We can't depend on cold, dull, colorless statements, even though they may be true, to persuade people to do what we want them to. Our enthusiasm affects people like a band of music parading down the street. It makes them want to march too. With enthusiasm in our personality we can lead people where we want them to go.

Enthusiasm, like muscle, develops through exercise. We should, therefore, give it free play. Make ourselves think, act, and speak *vitally*. If you do this, you will experience a steady gain in your ability to interest people and make them believe what you say.

Let's assume now we've decided consciously to cultivate both those qualities which make people like us and those which make them believe us. But we still have to consider how we're to strengthen those qualities which will make people willing to do our bidding. These qualities are *judgment*, *decisiveness*, and *persistence*.

BY JUDGMENT I mean insight into, and correct appraisal of, other people's motives, the impulses, ambitions, loyalties, jealousies, affections and fears that impel people to act. Most people use reason only to help them find an excuse for doing what their emotions prompt them to. The secret of selling others on doing what you want them to, lies in understanding and appealing to *their* viewpoint, in making your explanation of what you want them to do, sound like a justification for their doing what *they* want to do.

One of my daughter's friends, an attractive girl with a rather outstanding talent for playing jazz music on the piano, upon graduating from boarding school, wanted her parents to let her study with a certain popular and rather expensive band leader. They felt they'd already given her a good education, that she should now prepare herself to become self-supporting, and should, therefore, study something practical like stenography.

So what did she do? She scouted around and got authentic information on the annual earnings of the last twenty-five pupils who had studied with the band leader and had since gone out on their own — either as players, or arrangers, or as musical directors of small radio stations. All of them had found fairly steady employment. Their average earnings were so far above those of the graduates of any secretarial school, that she had no difficulty in persuading her parents that giving her more music lessons was the best way to attain *their* objective — of making her able to support herself.

NOW ABOUT the qualities that enable you to stir people to take definite action. We can't persuade people to act as we want them to, if our manner of asking them is vague or wavering. We have to be decisive. Decisiveness implies will-power.

Fortunately, will-power, like the other qualities of the persuasive, selling personality, can be cultivated. Every time we start a new and better habit, every time

we resist temptation to backslide, we strengthen our will-power.

Finally, persistence is a necessary personality trait for success in persuading people to act as we want them to.

At one period in my youth, so many years ago that automobiles were practically unknown in the back country where I lived, I was occasionally lucky enough to take our minister's daughter buggy riding on moonlit Sunday nights after church was over. I never really rated as a suitor. But among the many young local swains who did, was the gawky son of a neighboring farmer, one Seth Perkins. On the Sunday night before I went away to college — the minister's daughter assured me that of all men in the world, Seth Perkins was the last one she'd marry.

During the four years that followed, the richest man in the county, two successive principals of the high school, the new doctor, and the son of the president of the bank, all rushed the minister's daughter. But whenever he heard that she'd had a tiff with one of them, Seth would edge in again.

The June I graduated from college and went home for the summer before going away for good, everybody told me the minister's daughter was most likely going to marry the manager at the summer hotel — a smooth article if I've ever seen one. But the very next morning after I'd heard this, our local weekly printed an announcement of Emily's engagement — to Seth Perkins.

Seth knew that the way to get favorable action was to *persist.*

TO GET the things we want in life, we need the cooperation of other people. To win that requires persuasion — selling. The foundation of persuasiveness is a persuasive personality.

As a professional sales training consultant, I've helped thousands of men and women to be more persuasive. And in the foregoing pages I've given you the heart of what I've taught them. What you do with it, of course, is up to you. But you can have a persuasive personality if you want one. Apply the simple suggestions I've given you, and you'll get more people to do what you want them to. If you're in business, you'll forge ahead. And whatever your status, you'll have an easier, richer, and more enjoyable time than you would, if you hadn't learned that good living means selling, and hadn't acted accordingly.

✧

THE BEST WAY to check the occasional weeping of ladies who "wish to desist" is to beg them earnestly *not* to try to stop, and to assure them that nothing will relieve them more than prolonged and copious crying. — CHARLES DARWIN

How Self-Confident Are You?

Answer each of these questions either "yes" or "no."
When in doubt about any question, answer it "no."

	Yes	No
Do you rely on your own judgment instead of that of others as to embarking on new enterprises, jobs, etc.?	☐	☐
Do you promptly accept responsibility?	☐	☐
When responsible jobs are not offered you, do you go after them?	☐	☐
Can you discuss fairly and frankly your own character and abilities?	☐	☐
When contradicted do you stand up for your own views or versions of past events?	☐	☐
Does modesty, fear or deference prevent you from expressing your honest opinions?	☐	☐
Do you welcome the opportunity to meet new people?	☐	☐
Do you "blow up" and abuse others when you lose in games of chance?	☐	☐
Do you start things yourself, rather than wait for someone else to suggest them or tell you?	☐	☐
Do you insist upon results, not permitting yourself to make excuses to yourself?	☐	☐
Do you go ahead and complete distasteful tasks?	☐	☐
Can you work in the presence of others without being rattled?	☐	☐
After you have made a decision, can you put the matter aside without worry?	☐	☐
Do you like to tackle knotty problems?	☐	☐
Can you profit by the opinions of others without being unduly influenced by them?	☐	☐
Can you express your own opinions with confidence?	☐	☐

These traits indicate your self-confidence — or lack of it. The average adult has eleven "Yes" answers. If you have *less* than that you are below average in the self-confidence these questions inventory. We have yet to find a person who answers all "Yes," showing complete self-confidence — but this has not been tried on European dictators. The lowest score yet found is four.

— Caleb Carr

You're Smart Enough Now To Succeed

Instead of moaning that you lack education or opportunity, get busy and do something about it

by RAY W. SHERMAN

Author of "If You Want To Get Ahead" and other books

DURING World War I a friend of mine came into my office and told of the speech that had just been made to him by a barber on how Woodrow Wilson should run the war. "The fact remains," he concluded, "that Woodrow Wilson is President of the United States and that man is still a barber."

"Sure," I agreed, "but why is he still a barber?"

"I don't know. I suppose it's because he hasn't got brains enough to be anything else," said my friend.

"What makes you think so?" I asked.

"Because he's still a barber," he insisted.

From that we got into a lot of other things, but the same old question has come up many times since, and I have had occasion to note the belief in the minds of many men — and women — that they can't get any farther than they are because they "aren't smart enough."

If you told any one of them that "you are smart enough *now* to be a success," how many of them would believe you? Probably most of them would consider you somewhat unbalanced and the holder of a philosophy that is equal in its unsoundness to some of the other ologies and isms that plague our world today.

THIS matter of "not being smart enough" to be a success is a misfortune for thousands of people, both young and old. They were brought up with the feeling that success is surrounded with mystery. In fact, I heard one man, about thirty-five years old, hold forth for the better part of an evening some years ago on the text that "every success is surrounded with mystery." Personally I felt that his dissertation was "surrounded with horsefeathers," but I didn't tell him so, for he was a guest in my home, and one hesitates to oppose the philosophies of guests no matter what they may be.

The fact is that I have been

observing and studying successes for many years and there isn't any more mystery to success than there is to golf, contract bridge or boiling potatoes. Any of those things can be more or less mastered by anyone, and, while not all of us can become masters at golf or bridge, any of us can become good enough to be termed moderately successful. And there's no mystery about how we do it.

PERHAPS some young man will at this point assert that the comparison is unsound, that he simply isn't smart enough to be anything more than what he is. Let's assume he is a mechanic in an automobile repair shop. He's had the job for years, and as far as he can see that's all he ever will be.

"Success!" says he. "Phooey! That's for the lucky guys. Not for me. I'm just a wage slave in the capitalistic system. What we need is socialism or communism, or something."

Just a minute, young fellow. Would you consider yourself successful if you could be manager of a fair-sized shop, instead of just a mechanic? To be sure you would. That would be getting places. What's holding you back?

Well, the mechanic explains, I don't know anything about engineering. I never had much schooling. I had to quit high school when I was halfway through. I was pretty good in mathematics, and everything else for that matter, but I had to quit and go to work. Also, a service manager has to know something about management and selling, and I don't know anything about either.

Okay, brother. But let's take this up piece by piece and see what's holding you back. Let's see whether it's because you haven't the ability or whether you aren't using the ability you have. Let's see whether it's because you're dumb or not using your "smartness."

You say you don't know anything about engineering. That's not true. You can't be a mechanic as long as you've been and not know something about engineering. You must know a lot. You can't help it. There probably are some things you don't know, so let's

Success and Failure

VERY OFTEN the difference between success and apparent failure is the difference between having and lacking the ability to analyze oneself adequately.

Herman Schneider, for many years Dean of the College of Engineering and Commerce of the University of Cincinnati, once said: "Every normal person has a right to success. . . . Probably the twenty persons you know who seem failures are merely the victims of blind education, slipshod employment, and their own inability to analyze themselves."

East Side, West Side

If you were a young fellow down on the East Side of New York, working in a fish market, and somebody told you you were smart enough to be governor of the State of New York, would you believe it? You probably would think that person crazy. But one fish market lad — his name was Alfred E. Smith — did that, didn't he? Nor did he ever amass any tremendous amount of what is commonly called "education."

find out what they are. Well, for one thing, there's the electrical end of it. You never did electrical work.

Very well, isn't there a book, or a correspondence course, or a city night school, or something, where you can get this knowledge? To be sure there is. Well, are you smart enough to understand it? To be sure you are. Then what's to prevent you finding out about it? Books from libraries cost nothing. It wouldn't break you to buy the book outright, would it? No. Then what's holding you back from acquiring that knowledge, the lack of which would handicap you if you got a whack at a manager's job? You lack the knowledge but that isn't because you aren't smart enough. It's because you don't do anything about it.

Selling? Listen, brother. There are volumes on selling, many of them good. There are magazines of selling and advertising. There are books and magazines on management. The world is full of sources of supply of the things you need and getting them would cost little except time.

You work all day and are tired at night? Probably true, but are you too tired to study for a half-hour a day, or maybe an hour? Turn off the radio and stay home from the movies and try it. You'll be surprised how tired you are *not*, but how refreshed you are, after a session with a subject in which you are interested and which holds hope for your future.

I know a shop man who did that. He hadn't even gone through grade school. He knew nothing except what he had learned in shops. So he took a correspondence course and worked like a hound at it — and made good. He discovered — or some best friend told him — that his speech was terrible. So what did he do but take a night-school course in voice culture. I was amazed when I met him after a lapse of time to find he could converse freely and correctly with little danger of offending cultured customers. Today, instead of being just a shop hand, he's a shop manager.

I know a man who built a big food products business. And he isn't what you'd call brilliant. He's just average smart, but he used the abilities he had. He

started with a hole-in-the-wall store, began to experiment with a canned product, worked days, nights and Sundays at it and kept plugging. You've probably eaten his goods. And when it comes to being "smart" most of you who read this are probably just as "smart" now as he was when he began.

Many a man who feels he isn't "smart" has an inferiority complex because he didn't go to college. College, he feels, makes a man "different." It does give a man some training the non-college man doesn't have, but it doesn't give anything of consequence that the non-college man can't get — if he wants it enough.

I just looked over a *Who's Who in America*, with its 28,805 names; 4,025 of them never went to college at all. One out of seven got into *Who's Who* without college education. And, you must remember, many of those in *Who's Who* are there because of position or rank, without regard to relative degrees of success. About 2,000 never even went to high school. And in the list is an ex-barber who became governor of his state and later a United States Senator.

So, when you tell yourself you're "not smart enough to be a success," just take the statement apart and see whether it isn't false. Maybe you've been lying to yourself — about yourself.



How to Achieve the Impossible

HENRY M. STANLEY'S assignment to find the lost missionary, David Livingstone, in "darkest Africa," was generally regarded as "impossible." The territory he would have to penetrate was vast, trackless, unknown to white men, teeming with dangers from savages, wild beasts, climate and starvation. Yet Stanley, in his own words, found his assignment "simple":

"My mission to find Livingstone was very simple, and was *a clear and definite aim*. All I had to do was *free my mind from all else*, and relieve it of every earthly desire but the finding of the man I was sent to seek. To think of self, friends, banking account, life insurance, or any worldly interest but the sole purpose of reaching the spot where Livingstone might happen to rest, could only tend to weaken my resolution. Intense application to my task assisted me to forget all that I had left behind, and all that might lie ahead in the future."

Ten Traits People Don't Like

AN EXPERIMENTAL psychologist pondered a few weeks ago upon this question: "Why do I like some persons, dislike others?"

A practical man, he decided to find the answer to his own question.

The result of his study is a list against which anyone can check his own personality traits and with almost mathematical accuracy determine the fate of his personality. For there are certain "dislike traits" that invariably cause dislike. Also there are certain "like traits" which anyone can cultivate in becoming well-liked, popular.

The scientist who made this study listed the traits of a group of unpopular men and women. He isolated 91 traits. These ranged all the way from mendacity to nose twitching.

Next he narrowed down the "dislike traits" to 45 which most unpopular persons had in common. Then he studied the effect of these 45. It was amazing. He found that if a person had one or more of them his chances of being disliked would be 740 to one!

But listen to this. He took the ten most obnoxious of the 45 — and determined that if a person had one or more of them his chances of being disliked would actually be 1,000,000 to one!

The "dislike traits" are not major sins or moral lapses. They are little things, simple everyday things that most of us at one time or another will likely find present in our own lives.

In order that you may have them to use in improving your own personality I list the ten major "dislike traits" here:

Lack of dependability. If people cannot depend upon your word, they do not like you. Grumpiness. None of us likes a crank. You know that.

Third: Exaggeration. We laugh at exaggeration but find we can't trust or like an exaggerator.

And fourth comes the common tendency of many persons to show off their knowledge — we call them "show-offs." But we can't make ourselves like them.

Sarcasm was "dislike trait" number five.

A sense of inferiority, the sixth trait, alienates friendships.

And so does the tendency which too many of us have, of being bossy. That is number seven in the list.

NUMBER EIGHT is a tendency to criticize and find fault. Poking fun behind their backs at people, a somewhat universal practice, is the ninth "dislike trait" that will cause people to dislike you.

Number ten on the list is the desire to domineer.

If you value your personality and chances to rise in the world and be happy and popular, keep this list in front of you. Occasionally check up on yourself.

For instance: How many "dislike traits" do you think you expressed in your actions today?

— EMILLE RAUX

The Art of Keeping Friends

It's simple, really — but here's a list of ten points that you'll find mighty helpful for checking purposes

by JEAN Z. OWEN

A FEW DAYS ago Mrs. W., recently widowed, telephoned me and complained bitterly about her lonely life.

"I *thought* I had friends," she said, "but now that Jim's gone and I really need them, people avoid me. I guess that proves that most people are just fair-weather friends."

I tried to murmur something sympathetic; what I *really* wanted to do was to shout at her that people *aren't* friendly just when things are smooth and pleasant. People *will* stick by you when the going is rough if you have earned their loyalty.

It isn't difficult to win new friends. Anyone with a smattering of personality or even a good bluff can attract new acquaintances. But it takes real ability and genuine character to maintain friendships over a long period of time.

Perhaps you are one of the fortunate people who have no difficulty keeping your friendships flourishing. But if you aren't — if you must be constantly on the lookout for a new circle of acquaintances because your old friendships have a way of evaporating before they really mature — it might be well for you to check up on yourself. Ask yourself these ten questions. If you can honestly answer "yes" to all of them you can be reasonably sure that the fault does not lie with you.

1. *Have you been willing to accept the responsibilities of friendship?*

Mrs. W. hasn't. She thinks of people only in terms of "good contacts," pleasant companions and potential dinner invitations. She expects to be on the receiving end without ever expending anything in the way of time or effort.

Strangely enough, Mrs. W. is a very successful business woman. She would be appalled if anyone would suggest that she try to get merchandise or service without charge, yet she expects friendship to be free.

Life has a way of presenting a bill for every commodity it gives us. Friendship is a rich possession but a costly one.

A well-known psychologist once told me that no human being can live through a year's cycle without having faced at least one great

fear, disappointment or heartache.

Take a piece of paper and list the names of six of your best friends and after their names note something difficult that each has had to face during the last twelve months. What did *you* do about it in each case? Did you really give a hand or did you shrug it off because you were too busy? Did you find some concrete way to let each of them know that they could depend on you, or did you slide over it with a breezy, "Let-me-know-if-there's-anything-I-can-do," that you didn't really mean?

2. *Are you really interested in other people?*

If you like to have people around only so you can use them as bangboards for *your* ideas, don't be surprised if they tire of you quickly. The person who has to have the center of the stage is invariably an insufferable bore.

Learn to take a back seat. No matter how beautiful, talented, or brilliant you are, sooner or later someone is going to come along who is *more* beautiful, *more* talented, or *more* brilliant. The sooner you master the art of intelligent appreciation of other people's accomplishments, the more quickly you will have paved the way to more lasting friendships.

The most popular people are not always the "important" ones but those who make the *other* person feel important.

3. *Do you strive for emotional independence?*

My grandmother staunchly maintained that "every tub has to stand on its own bottom" and no truer bit of philosophy ever existed.

There are times, of course, in everyone's life when you need someone to listen to your troubles. But there's a difference between the occasional unburdening of grief and habitual whining.

Sympathy is a wonderful, healing emollient but it can also become an insidious drug. If you find yourself depending more and more on your friends' sympathy for emotional stamina it means you haven't grown up. Stop creeping and stand on your own two feet. You may go bumpsadaisy a few times but it won't hurt you. You will find that people will have a new respect for you and your friendships will be more hardy.

4. *Do you try not to be too critical?*

You admire Grace for her good nature and Sue for her vitality and Mary for her executive ability. But there are times when Grace's sweetness is slightly sickening and Sue's too-youthful enthusiams are a bit wearing and Mary's aggressiveness is rather hard to swallow.

No matter who your friends are, there will be occasions when their personalities will rub and chafe against yours. Try not to

be too critical. Remember that there are times when you are every bit as irritating to them as they are to you. Be grateful to them for putting up with *your* idiosyncrasies and you won't be so quick to criticize.

5. *Are you honest?*

Not long ago Mrs. C. moved to our town. She was obviously well-educated and possessed a magnetic personality and superb poise. Everyone was enchanted with her . . . until they learned that she was a habitual liar. Now she has scarcely a friend to her name.

It's one thing to put your best foot foremost; it's something else again if you continually exaggerate and tell "white lies" to give yourself a prestige you haven't earned.

6. *Is your friendship "feather-weight"?*

Or is it a ponderous, leaden thing that wears people out? Don't be possessive. Remember that you can't put your friends on a leash. If you want to hold them, give them boundless freedom.

A few weeks ago I attended a birthday party given for a charming little lady on her ninetieth birthday. Each of the two hundred guests claimed to be her "close personal friend."

"How do you do it?" I asked her. "What's your secret formula for making everyone love you?"

The little old blue eyes twinkled at me. "There's no secret formula, dear," she said. She patted an eiderdown quilt that was spread across her lap. "See this quilt? That's the way I've tried to keep my friendship with everyone . . . warm and dependable and comfortin' — but no *heft* to it!"

7. *Do you try to curb super-sensitiveness?*

Jane had a party and didn't invite you; Sally went downtown alone yesterday and you *always* go together; Edith was asked to join a club and you haven't had a bid and so your feelings are hurt! What's more, you don't care who knows it! And so you'll pout and act like a martyr and everyone will flutter around you and try to salve your injured feelings.

It will work once. Or twice. Or several times. But if you continue to act like a dying duck every time you suffer some real or imaginary slight people will soon discover that it's much more pleasant to stay away from you.

8. *Do you keep a certain amount of formality in your friendships?*

You ought to call Harriet and thank her for inviting you to dinner. (But Harriet is such a good old friend that she doesn't expect you to bother!)

You *should* drop a bread-and-butter note to Mildred. (But, shucks! You've known Mildred

since you were children and she knows you had a good time!)

There's that sympathy card you've been meaning to send to Bill. (But you don't happen to have any change right now. And the mail-box is two blocks out of your way. Besides, Bill knows you're sorry without your telling him!)

You *will* get around to thanking Mabel for that gift. (Some day. No hurry.)

I will wager that there have been more friendships broken because they were taken for granted and neglected than for any other reason.

It should be your inviolable rule to treat your oldest and best friends with the same amount of formal courtesy that you accord new friends and acquaintances. Don't ever kid yourself that you are "such good friends" that those things don't matter!

9. *Are you too candid?*

Are you one of those people who are always telling folks things "for their own good"?

Go ahead — tell Margaret that she's putting on too much weight. Tell Caroline that she ought to do *something* about her hair, it's a positive disgrace! Whisper to Hazel that her husband and his secretary . . . *well!*

People may thank you for your criticism and insinuations. Their pretended gratitude may make you feel very virtuous and helpful. But you've hurt them, all the same, and every time you inflict a hurt you withdraw a part of their friendship. Keep it up and some day when you need a friend you'll find your claim returned to you — insufficient funds!

10. *Do you keep yourself interesting?*

Or have you grown mentally sluggish? Do people always know what you're going to say even before you open your mouth?

It's not disloyal to your old friends if you try to expand your life to include new people and new activities. Seek out new experiences. Don't permit yourself to slide around in the same groove year after year. Welcome new experiences and share them with your friends. They will thank you for helping them enrich their own lives.

Be willing to go a little *more* than half-way — to give a little more than you are given. Be generous with your enthusiasm and interest and sympathy. There is no effort that pays greater dividends.



"It is one of the queer things about life," says Arthur Train, "that a man can stand any insult or injury better than being simply ignored."

One Way To Overcome Nervousness

by ROSS BYRON

WE SPENT an hour talking together in his room at the hotel. When I left him I was almost as nervous as he was. He paced up and down. His hands shook. He glanced furtively here and there. And his personality, I do not need to tell you, was inept and ineffective.

Nervousness is always fatal to an effective personality. A nerve specialist tells me that three Americans out of four wear their nerves on the outside of their clothes, and are ready to jump at the slightest sound. This must mean that three Americans out of four do not have as effective personalities as they should.

Think of the most successful person you know. The chances are that serenity is the hallmark of his personality. He doesn't move fast, fidget, play with keys, twitch his nose or roll his eyes. He has the power which comes of control.

Many persons believe that if they are born nervous it is just their misfortune, their cross to bear. But anyone who isn't suffering from organic disease affecting the nerves can overcome nervousness and become calm, cool, well-poised and serene.

The way is very simple.

The man who told me about it has as gracious and commanding a personality as I have ever seen. He is poised, calm, serene, controlled. He is the kind of man you like to be with because being with him makes you feel like a better person — which is the true test of personality.

I commended him once upon his quiet; remarked that it must be wonderful to be born with such calm and poise.

"But I wasn't born with them," said he. "I had to acquire them. Up till three years ago I was the most nervous person in the world.

"Then an old European doctor put me on the right track. He talked to me a quarter of an hour, gave me some pointed advice, recommended one thing for me to do. I did it. I haven't been nervous since."

"Tell me what he advised you to do."

HE ADVISED me, each night when the day's work was done," declared this genial man, "to take a leisurely hot bath, put on pajamas and get into bed for twenty minutes, not to sleep, but merely to relax all over. I do it every night."

That practice not only robbed him of nervousness, but also improved his personality.

I know other ways to overcome nervousness besides this, but none that I would be willing to guarantee so whole-heartedly for quick and effective results. Try it.

That Job You Are After

If the old job goes, there are new jobs for those who have courage to keep on keeping on

by W. C. ACKERLY

Former Personnel Officer, New York Stock Exchange

THERE is one thing sure in this life, and that is change; in fact, life is made up of change. If there were no change, there would be no progress.

Just now, we are in a maze of bewildering changes, bringing upheavals to individuals as well as to firms.

How are we going to meet these unlooked-for changes that are coming into our lives? It may be hard to adjust ourselves, but we must be ready to adapt ourselves to the new situations confronting us. We need not *fight* change; we can meet it with an increase of courage and strength.

Many of these changes are due to the war, of course, and most of them can be charged to shifts in business and conditions over which the individual has no control.

Thousands will never go back to their old jobs, for there will be no such jobs in existence. They will have been swept away in the changing order of things.

It may be necessary to look to new lines for a livelihood and not rely on precedent, or count too much on past happenings.

Fortunately, *the majority of us were not born to do just one thing in life.* Most of us have a wide range of vocational adaptation.

Many will find greater possibilities within themselves and learn to do other things which will make their lives broader and more complete.

There is a saying, "*You cannot teach an old dog new tricks*"; but a better and truer one is: "*One is never too old to learn*"; and the latest thought on this subject is that one *can* master new lines of work, even if past middle age.

To start with, — *have faith in yourself.*

Without faith, the bottom will fall out of your plans. Without faith, business would be bankrupt. As Edgar Guest says:

"*Faith is the strength of the soul inside,*
And lost is the man without it."

DEPEND UPON YOURSELF. Part company with all crutches in the form of horoscopes, palm reading, phrenology, physiognomy. A right mental attitude is of untold value.

Place a proper valuation upon yourself, for others will place a valuation upon you also. Do not undervalue yourself, but on the other hand do not overrate yourself.

Be *yourself!* You will fail if you try to take another role.

Ability grows with practice, and determination and perseverance can work wonders.

IN THE business world many other traits are needed in addition to that of mental alertness. Among these are loyalty, dependability, adaptability and tolerance.

Personality is also a big factor in employment today. Fortunately, we can develop personality to a great extent. Resolve to improve yourself, to make yourself attractive and interesting. We help to build our own destinies.

In applying for a position, you should go about it as a salesman does when he seeks a market for his wares. Remember, you are trying to sell your services, and an employer is a prospective customer. The interviewer is the buyer. He must find people to fit certain jobs and frequently has to see several before he can find the one who will fit into the picture with the smallest number of adjustments.

In attempting to sell your services, be careful that you display your goods to the best advantage. The world should not — but generally does — judge by appearances.

It seems strange that it should be necessary to write about appearance as a factor in job-hunting but it is necessary, as every employment man knows. People will not always speak about your appearance, but it will be the basis of their opinion of you.

Your dress and manner convey to the prospective employer his first impression of you.

Poise and good posture are necessary. A dignified bearing and a certain amount of modesty will not be lost on the person interviewing you.

Be cheerful and pleasant; be courteous but not spiritless. Be enthusiastic but not absurd.

A PLEASANT MANNER and a pleasant smile have yet to be considered a liability, and a brief word of thanks for an interview never goes amiss. They leave favorable impressions behind, but better than that, they will help keep up your morale.

To many, an interview is a trying experience because they cannot see what is coming next. Memories of other interviews, often not pleasant, come before you. You wonder if this is going to be another "old story" or if you are going to hear those famous words, "I'll let you know." Forget the other times and put your best into this chance.

Someone has said that the reason for an employment interviewer is to get information, give information and make a friend. This also should be the object of an applicant for a position, and all employment channels lead to this — the personal interview.

You have a right to know as fully as possible about the job in view, and your prospective employer has an equal right to know about you. Employment is a fifty-fifty proposition. A sale is made when buyer and seller come to an agreement. Understanding is the key to human relations, and the more of it you apply to job-hunting, the nearer you will come to mastering the situation and discovering that the employer is human, too, although many think him some other kind of being.

Let your prospective employer lead the conversation. Use quality of words, not quantity. Don't talk too fast and don't make a speech. Talk in an easy conversational tone. Don't bore one with details.

You cannot escape the burden of routine. It is a law of successful achievement. Be willing to subject yourself to the routine of filling out application blanks, and cheerfully fit into the scheme of the employment office. Be neat in filling out blanks. Do not stay too long or talk too long. Do not overlook the favorable impression one can make by attention to simple details, such as patience, courtesy and promptness. It is attention to these things that makes one "stand out from the crowd" and shows one's individuality. *Personalize* yourself, in every legitimate way.

FRANKNESS and honesty should be in evidence on both sides. Learn to read purpose in questioning. Be prepared with the greatest of all equipment — *Truth.*

If you expect to be believed, believe yourself. *Be sincere.*

Letters of application are of doubtful value, except for those possessing specialized types of experience.

Do not depend too much upon letters of introduction, especially those of the "To Whom It May Concern" variety.

You have heard the saying "business is strictly business," — but this is not quite true, for business is a human relationship, and employment in the business world depends upon many human qualities and decisions.

This life was well planned in giving us one day at a time; so let us recognize that life is made up of separate days, and we do not have to live all the days at once.

YESTERDAY is past; TOMORROW is *ahead;* only TODAY is *ours.*

At the dawn of a new day is the morrow with its new chance to begin all over again, and perhaps gain the goal which was set up for today.

Teaser Test for Quick Minds

by HAROLD HART

IF YOU want to find out just what you can do under pressure, here's an opportunity to take stock! Here's a test of your ability to *think clearly in a hurry.*

This test won't mean a thing if you waddle through it at a take-your-time pace. If you want to get any real fun out of it, follow the rules strictly and race through the paragraph below in SEVEN MINUTES flat.

So don't let your eyes wander down this page until you've planted a clock directly in front of you; or, better still, persuaded a friend to toll off the minutes for you. When he calls TIME! take up your pencil and operate. All you have to do is follow directions exactly. Don't be ensnared into spending too much time on any one question or you'll never get through. You'll have to operate rather snappily to get through in any case.

When your seven minutes are up, stop. And we mean STOP! Here we go:

WRITE the odd numbers of the following decimal .0612985 below this paragraph. Underline two of the following six words which contain exactly the same letters: CHARTS, SCYTHE, STARCHY, TEACH, CHESTY, CHEATS. Then write the word UTILITARIAN somewhere across the top of this page, making sure to cross out all the letters thereof which come after S in the alphabet. Draw a single line through the shortest of the next three words: SELDOM, BICYCLE, INNINGS. Just look at these five words HOW ARE YUH DOIN', TOOTS for three seconds and omit to cross out the third, while leaving the others as they are. If 10% of 60 is less than 9% of 70, print the word RECAPITULATION along the top of this page, and the word PANCAKE in the left-hand margin, crossing out all the vowels in these two words with the exception of the A's. How many legs has a chicken?..... Write any digit except 3 or 6 or 1 or 8 or 2 or 7 anywhere after the comma and before the colon which now follow; & , ? ! : ; . If Wisconsin is west of the Mississippi, just leave the following word SNICKERSNEE as it stands. If the opposite is true, underline all the S's therein. If 25−6+4 is more than 9+15−2, put an X after the last word of the second sentence in this paragraph; but if the sum of the numbers in this sentence is less than 80, neglect writing OOMPAH in the upper right-hand corner of this sheet. Otherwise do it. If a goose is a female, write the word MAIL here ..... Then, across the bottom of this page, write three six-letter words which do not contain an A or an E or an S. When it's all over, treat yourself to an aspirin!

(*What you should have done is detailed on page 29*)

The Ten Commandments for Public Speaking

Follow these common-sense rules and you'll find you're speaking better and with far less effort

by E. C. BUEHLER

Professor of Speech and Drama, University of Kansas

1 *Be yourself. Do not imitate others in your speech.* Speech is the communication of ideas with the personality of the speaker wrapped around them. Your character, your individuality, your mind, your voice, your manners, and everything that goes to make up your personality is an integral part of every speech.

The minute you open your mouth your personality leaps forth from your throat. The real *you* must be reflected in every word and gesture. If you are a copy-cat, your speech will sound hollow and insincere. Imitate no one. Dare to be yourself and let the stamp of your personality show clearly in everything you say.

It is an amazing fact that you actually have at your command the talent, the experience, the knowledge, the power of thought, and the personal philosophy which make you an expert for making your kind of speech.

You are cut out to make a certain brand of speech and if you make that speech, it will be better than if anyone else in the world made it. There is a niche that your speaking will fit and to find that niche you must first of all dare to be your real self. Therefore, don't let the false gods lure you away from your greatest source of power — your own individual self.

2 *Remember that what you say is more important than how you say it.* Most people have the false notion that a good speaker must have a bag of tricks. Perhaps these people have heard some smooth politician or a crafty lawyer before a jury or a wily circus barker at a medicine show. They look upon this type of speaker as a slicker. Fortunately, these performers are few in number.

The great bulk of speaking is done by men and women from all walks of life who have something to say and in the long run it is what you say that counts. The world will soon forget the clever showman. Jesus and Socrates were speakers. They had something to say and what they said has lived

for thousands of years. They had no bag of tricks. They had ideas and an idea can have more force than a battleship.

The idea is the stuff from which speeches are made. This does not mean that you must be a deep thinker or that you must have a profound, world-shaking message every time you talk.

The point is that when you speak to a group, you become the recognized leader of that group and something is expected of you. You are not up there merely to waste time. You are expected to offer something to your listeners. Ask yourself what point you want to get across and what you want to accomplish. Do you want to throw a shaft of light upon a troublesome problem? Do you want to inspire your listeners to support some worthy cause? Do you want your audience to see more clearly some vital public issue? Set up a goal in your own mind, and say something that will take you toward that goal.

3 *Be sincere in everything you say.* Insincerity in the speaker is one of the last things that an audience will forgive. Not all speakers can be artful, but every speaker can be sincere. Sincerity is the touchstone of persuasion. Abraham Lincoln was a very popular and persuasive speaker for no one doubted his sincerity. Sincerity is the badge of good character. The speaker who wears this badge is quick to win the friendship and admiration of his listeners while the insincere speaker is suspected of being a cheat and a scoundrel.

4 *Be interested in your subject.* Some people think that they must first talk about something which will interest the audience. It is a much better rule to first speak about the things that interest you, the speaker. An old rule of salesmanship is: be sold upon the product you are selling.

I recall a college classmate who had for his hobby the raising of pigeons. He was wrapped up in his hobby and soon he began to win medals and trophies at squab shows. He rose rapidly and soon became a prominent figure in the squab world. One day he was invited to make a speech at a national convention of squab fanciers. We never thought he was much of a speaker but when he talked about his pigeons he was so interested in his subject that his speech made a great impression upon the convention. He did not know that in the back row there was seated a talent scout from one of the largest Chautauqua and Lyceum Bureaus of the country.

After my friend finished his speech, he was offered a contract as a headline attraction for this lyceum bureau. At first he was flabbergasted, but he signed the contract and he was a great hit

on the public platform. Why? He was full of squabs. He was interested in his subject.

5 *Cultivate a confident manner.* The besetting sin of the lay speaker is his tendency to apologize. Haven't you heard many a speaker remind the audience of his weakness, of his inability to speak? You have heard such expressions as: "Unaccustomed as I am," "I am no orator," "I hope I don't bore you," "I haven't had time to prepare," etc.

The point is that every speaker is a salesman, a salesman of himself and his ideas. What would you think of a salesman who went out to sell an electric refrigerator and, in every third sentence, apologized for the crude, inefficient contraption he was foisting off on the public? We all know that this kind of salesman wouldn't last long enough to earn his first meal ticket.

Listeners like their speaker to be a leader; they like a speaker who radiates confidence and assurance, who is businesslike in his manner. You don't have to be cocky or domineering, but show that you are in control and that what you say is important. Walk on the platform as though you own the place. Stand up straight and tall; use a firm voice. Make the audience believe you are somebody, and that you have something worth while to say.

6 *Remember to smile.* A friendly smile may be more persuasive than a whole page of arguments. No matter how deeply you may feel about a subject, the public platform is no place to snarl.

It is said that Daniel Webster, who was one of the greatest of all American orators, was able to attack the bitterest public issues without being personal. Mr. Webster would first give his speeches to his friends to read, asking them if they could find any phrases or expressions which might seem personal. He would labor diligently and patiently to take the personal sting out of every single line.

Shakespeare knew the value of a smile and the friendly spirit for a speaker. In his play, *Julius Caesar*, there is that well-known scene where Mark Antony faces the Roman mob, a mob that is ready at the drop of a hat to tear to pieces anyone who would speak a word against Brutus. Mark Antony faced that mob and literally put his head in the jaws of death.

With deepest personal feelings for his assassinated friend, Julius Caesar, he proceeded to win the good will of the angry mob. Step by step he made one friendly tribute after another to Brutus and his associates. He broke down all hostility and then after he finished with his softening-up process, he won the mob over to his side and turned his listeners against Brutus

and his conspirators. But he never lost his temper. He never let the mob sense the personal bitterness in his heart.

7 *Share your ideas with your audience.* Speech is a vehicle for the communication of ideas. It is man's greatest invention for sending thought signals from person to person. To express it in another way, speech is a medium for sharing ideas, hopes, wants, and experiences with others.

The meaning of communication through speech was clearly brought to my mind one day by my little daughter in the second grade. She taught me one of the most important speech lessons I have ever had. At the dinner table one day I asked her, "How is school?" She replied, "Oh, it's wonderful, Daddy. Today we had 'sharing.' "

I was puzzled; I thought perhaps the teacher cut up a cake or divided some apples or candy and shared the goodies with the children. But I was quickly corrected. The little one explained that sharing meant to stand up before the class and tell about some experience — a trip, a visit to a zoo, a factory, or a ride in the country. For instance, if a child went to the zoo and saw the elephants, lions, monkeys, and snakes, he would get up and share his experience with the rest of the class.

Now isn't this exactly what a speaker does? He shares a point of view, a hope, a belief, a funny story, a pleasant journey, or a new discovery with the audience. When you share something, you don't set yourself apart from your listeners. You get on common ground with them. You give something that you have. This is sharing and the spirit of sharing is the key to a good sense of communication.

8 *Present your thoughts with the formality and dignity to which they are entitled.* Make everything you say seem worth saying. Give the same kind of attention and interest to a small group that you give to a larger one. A good salesman is always courteous, friendly, and businesslike to his customers no matter whether he be selling a twenty-five-cent toothbrush or a $4,000 fur coat.

The salesman's touch is the cue for the public speaker. No matter if you have a ten-cent idea or a million-dollar idea, make each seem important. This point is illustrated by the way you give a Christmas present. For instance, let us say you buy your friend a pair of gloves. You carefully consider size, color, style, etc. You decide on a pair which you feel sure your friend will like. You pay $10 for them, and the first thing you do is ask the store clerk for a nice Christmas box.

Then, in your home, you wrap up the gift with bright-colored, glis-

tening Christmas paper and put on the final touches with stickers and ribbons. You proudly scheme some way to present the package to surprise and please your friend. In other words, you dramatize the giving of a Christmas gift. Why? For the simple reason that you didn't take this ten-dollar present and jam it into an old paper sack or wrap it in a newspaper and casually hand it to your friend when you met him on the street.

Use the Christmas present technique every time you speak. Remember, you, too, have a gift for the audience. This gift may be a bit of hope, a story, a word of cheer, a new point of view, a stimulating idea. Don't present your thought gifts in a sloppy, careless manner.

9 *Master your fears.* Stage fright is the bugaboo of amateur and professional speakers alike. There is nothing mysterious and unnatural about this. Stage fright is nothing but personal pride coming to the surface. If you get stage fright, then you are a person who cares. Only thoroughbreds get excited before the race.

This excitement may be a boon or a menace. Control it and it is a boon; let it control you and it may be a calamity. Your feeling of excitement and fear generates nervous energy and heightens your emotional and mental powers. If you can harness these powers, you can rise to greater heights as a speaker but if your stage fright is not controlled, it will short-circuit the mental processes, dissolve the personality and will throw what might be a good speech into a complete blackout.

The first rule in mastering your fears is to make up your mind that it is your fight. It is a battle you must fight out by yourself. Never run from the speech situation. Welcome every opportunity to talk.

Master your subject. Know what you are going to say. Talk about the things that interest you most. Pick out friendly faces in the audience and talk to them. Don't worry about the dead pans. Never memorize your speech. Sometimes it is helpful to memorize the outline.

Use many concrete examples, facts, illustrations to support your points. Get down to brass tacks. Keep your mind on what you say, not on how you say it. Talk with your eyes, face, hands, and all of your physical being. Stand tall, walk tall, talk tall, and show that every fiber of your being is alert, yet that inwardly you are calm with everything perfectly under control.

10 *Don't steal time from other speakers — or the audience.* Many good speeches are ruined by the speaker running overtime. To proceed after the time is up is to travel at your own risk. Most

speakers would be shocked if they knew how little can be gained by speaking overtime. I have heard 80,000 speeches by college students and businessmen and find that in seven cases out of ten, the speaker has a blind spot when it comes to time.

Here is one common-sense rule: Find out in advance how long you are expected to talk and get a complete line on the meeting set-up, the other speakers and other events on the program. Know the part you are to play in the general program. Play your part and don't snitch time from the other speakers or from your audience. Don't spoil the meeting or spoil your own speech or the speeches of others by violating this Tenth Commandment.



Answers to "Teaser Test for Quick Minds" (*from page 23*)

Ratings

12.....Average score
14.....Good
15.....Very good
16.....Excellent
19.....Exceptional
20.....Brilliant

If you've achieved a perfect score with a full minute to spare, you're no less than a genius. At the same time, we advise that you take your clock to a watchmaker for repair.

1. 195 should be written below the paragraph.

2. The words SCYTHE and CHESTY should be underlined.

3. The word UTILITARIAN should be written across the top of the page.

4. The letters U, T, T, should be crossed out.

5. A line should be drawn through the word SELDOM.

6. Nothing should be done to the word YUH in the sentence HOW ARE YUH DOIN', TOOTS.

7. Nothing should be done to the other four words in the sentence HOW ARE YUH DOIN', TOOTS.

8. The word RECAPITULATION should be printed along the top of the page.

9. The word PANCAKE should be printed in the left-hand margin.

10. The letters E, I, U, I, O, in the word RECAPITULATION should be crossed out.

11. The letter E in the word PANCAKE should be crossed out.

12. A 2 should be written on the dotted line after the word "chicken."

13. Either a 4, a 5, or a 9 should be inserted either between the comma and the question mark, the question mark and the exclamation point, or the exclamation point and the colon.

14. Nothing should be done to the word SNICKERSNEE.

15. An X should be placed after the word CHEATS which is the last word of the second sentence in the paragraph.

16. The word OOMPAH should be written in the upper right-hand corner of the page.

17. The word MAIL should be written in the space provided therefor.

18. A six-letter word which does not contain an A, an E, or an S, should be written across the bottom of the page.

19. Same as Answer No. 18.

20. Same as Answer No. 18.

He Ran a Nickel into Millions

F. W. Woolworth was a rank failure who worked for three cents an hour until an idea got hold of him

by DALE CARNEGIE

WHEN Barbara Hutton became twenty-one years old, she gave a party. She had a Hungarian orchestra in her home, filling the night with soft, exotic music, and famous opera stars singing to her of love and romance. And she had a reason for giving a party. She was inheriting about twenty million dollars.

Where did that twenty million dollars come from? Part of it came out of your pocket.

Barbara Hutton is a granddaughter of Frank Woolworth; and every time you spend a nickel in one of Woolworth's five and ten cent stores, a part of your nickel finds its way eventually into the exchequer of this beautiful young woman.

How did this girl's grandfather make the millions she is now enjoying? Well, he had one great advantage to start with. He was poor. He lived on a farm up near Watertown, New York, and he was so hard up that he had to go barefooted six months out of the year.

That poverty did big things for him. It aroused his ambition and filled him with a flaming desire to get ahead. He hated the farm and determined to be a storekeeper; so when he was twenty-one years of age, he hitched the old mare to a sleigh, drove into Carthage, New York, and applied for a job in every store in town. But nobody would hire him. He was too green, too gawky and hay-seedy.

Finally, he found a railway station agent who was running a sort of store on the side. This station agent kept a stock of groceries in a freight shed and Frank Woolworth worked for him for nothing — just in order to get experience.

LATER ON, he got a job working for a drygoods store. Although he was twenty-one years of age, his employers didn't feel he had enough sense to wait on customers, so they made him come down early of a morning, start a fire, sweep out the store, wash windows and deliver packages. And he wasn't allowed to sell goods at all except during the rush hour at noon.

As for salary, his bosses didn't want to pay him anything at all for the first six months. So he told

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them he had saved fifty dollars during his last ten years on the farm and that that was all the money he had in the world — but he agreed to live on that for the first three months if they would agree to pay him fifty cents a day from then on. When he did get his fifty cents a day, he had to work fifteen hours a day for it — so it figured out to about three cents an hour.

Finally, he got a job in another store at ten dollars a week; and he slept in the basement with a revolver under his pillow to protect the store from thieves. This place proved to be a nightmare. His employer hounded him and scolded him and told him he was no good and cut his salary and threatened to fire him. Frank Woolworth was a whipped man. Realizing he could never make good, he went back to the farm, suffered a nervous breakdown, and for a year, he couldn't do a stroke of work.

Think of it! *This man who was destined to become the greatest retail merchant on earth, was so discouraged then that he abandoned all thought of trying to get ahead in business, and started raising chickens.*

Then, one day, to his great surprise, one of his former employers sent for him and offered him a job. It was a bitter cold day in March, more than sixty years ago. The ground was covered with three feet of snow. Woolworth's father was taking some potatoes to market that day and so Frank crawled up on the sled and sat on a sack of potatoes and rode into Watertown, New York, to start a career that was to bring him wealth and power far beyond his most fantastic expectations.

WHAT was the secret of his success? Just this: *he got an idea — a unique idea. He borrowed three hundred dollars and started a store where nothing cost more than a nickel.* That first store was in Utica, New York, and it was a total failure. Some days he didn't take in more than $2.50.

Refusing to go into debt, he expanded very slowly at first, opening only twelve stores during the first ten years.

Finally, he became one of the wealthiest men in America, built himself what was then the highest office building in the world; paid for it with fourteen million dollars in cash; installed a hundred thousand dollar pipe organ in his home, and began collecting relics of Napoleon.

Years before, when he was a poor young man and had met with defeat so often that he had lost all faith in himself, his mother would come and put her arms around her boy and say: "Don't be discouraged, my son; some day you'll be a rich man. . . ."

One Inch from Victory

Real-life stories of men who "stayed in there and pitched" can show you the way to success

by HARRY BOTSFORD

BOB HICKS always knew what he was doing. As a youngster, a mail-order swindler cheated him out of a hard-earned dollar. It made the boy bitter and filled him with a spirit of revenge.

He made a vow. "I'll get that dollar back, a million times!" he swore.

He did. He engaged in mail-order schemes that were more than questionable, schemes that were outside the law. He prospered. But he couldn't keep the money, couldn't prevent himself from being a slave to liquor. The Law reached for him and he escaped to England, a fugitive from justice.

When he returned, he was a shell of a man, a furtive, frail, confirmed alcoholic. The Salvation Army picked him up in a Battery gutter, sent him to a hospital where he nearly died of pneumonia. As he slowly recovered, he remapped his life, decided to start out with a set of ideals and ideas that would be new and shining bright.

First, he had a debt to pay to society. He went to prison for a while, discharged that debt. Then he squared his shoulders and went to work. His idea was a very simple one: he had swindled people out of large sums through fraudulent mail-order schemes — now he was going to reverse the field, expose the mail-order crooks fattening on the innocent, operating so close to the terms of the law that they appeared to be impregnable.

For a man discharged from prison, without friends or money, it appeared to be an ambitious undertaking. But, Bob Hicks had a new faith in himself, a vision of what he could accomplish.

HE STARTED a small magazine and it failed. He was so poor that he had to wear pasteboard inner soles in his shoes to keep out the snow. He had started his venture in South Whitley, Indiana, and when his first real reverse came, he went to the small bank where he had been doing business.

"I'm broke," he confessed. "I have no credit. But I'm still convinced that my idea is a sound one. I'll come back here some day and you will be glad to do business with me! Some day, I'll be a director of this bank."

The bank officials smiled, Hicks straightened his shoulders, dug into his pocket and found that he just had enough money to buy a coach ticket to Chicago.

It was the turning point in a colorful and dramatic career. He had tough going in Chicago. He went hungry more than once, faced defeat so often the taste of it was familiar. Yet, he was borne up with the thought that he was only an inch from victory.

His second magazine venture struggled between life and death, slowly but surely emerged from the red, and started to show a small profit. He waged ruthless war on the cheaters, the crooks, the near-crooks in the mail-order field. He investigated, worked day and night gathering evidence, and, when he had his case completed, boldly published his findings.

His one-man crusade gathered momentum. The crooks squealed and screamed and filed suits for libel. But the circulation of *Specialty Salesman Magazine* zoomed.

He returned to the little Indiana city, became the owner of a great printing plant and one of the leading citizens.

"I'm never happy unless I have libel suits filed against me for two or three million dollars!" he once told me.

The swindlers never won a single suit against him. His magazine became one of the most successful of all trade publications. When Bob Hicks finally sold it, he was worth more than a million dollars.

"If I had quit after I'd been knocked around," he said to me one day, "the magazine would never have been published and the swindlers would still be stealing millions of dollars from widows and poor people. I knew I was an inch from victory and I couldn't afford to quit!"

One inch from victory!

It's the most important distance in the world. It may look like a mile to you — yet it may be only an inch. Are you *sure* of your own sense of perspective? How sure? The trouble is, so many of us do not have a genuine sense of orientation.

A MONTH AGO a young man with a fair executive position was feeling a bit gloomy about his prospects as a minor executive in one of the branch plants of a great manufacturing concern. He strongly suspected that he was virtually buried in the work he was handling. Yet, he desperately and sincerely tried to do the best job possible. Promotion seemed a million miles away.

A routine order came along, one which he knew had been sent to eleven other men in branch plants, men who had the same job and duties he had. He grimly tackled the job. He put into it, as he did all things, every bit of his ability. He didn't slight a single phase of

the task, in spite of its routine characteristics. He completed and checked the job, dropped it in the mail and forgot it.

In New York a staff conference was being held in headquarters. Before the group of executives were the separate jobs done by twelve branch men. Each individual job was carefully and coldly appraised. When the task was completed, one man's work stood out far and above that of the other eleven. That work was outstanding.

The boss picked up the telephone, called the branch plant. "Bill, we want you to come up here and head your department," he said. "Blank has been suddenly called into service. The job is yours and we know you can handle it."

To say that Bill was surprised is to put the matter mildly. He didn't understand it, but he came to New York, took the new job, and is handling his responsibilities with credit and distinction.

I had dinner with him a week or so ago and told him how it had all happened. He wiped his brow nervously.

"Gosh!" he said, feelingly, "I thought I was buried. When that routine job came along, my spirits were low. I was tempted to do only a routine job of it. I'm glad I didn't! I guess maybe the other branch men fell for that temptation."

He was right. The other men fumbled the whole thing, generally did a left-handed job of it. A few of them now wonder why they were not selected instead of Bill. Two or three of them actually suspect that rank favoritism had something to do with it.

One inch from victory — and he never knew it!

YET, THERE are times when the wise man knows when to quit. It all depends on how good you are at self-appraisal. I recall an instance of a trade association executive who worked for five long and unhappy years waiting for promotion that failed to come. At long last the promotion was just around the corner. Then it was that the man evaluated the situation.

He was forced to recognize that if the promotion came through that he would have no further promotion to look forward to — that his opportunity would be very strictly limited and hedged about with impossible barriers. He had been working, praying, desiring something that wasn't worth the price of admission. It was a rude awakening. He recovered from the jolt, resigned and took a post where the sky was the limit. He's more than happy that he made the move and wonders why he waited so long for the light to dawn. I know; I am that man!

That single inch from victory may stretch into a mile because

many of us have no appetite for improvement, no stomach for the price of admission we must pay to lift us from the rut of mediocrity to top-flight performance.

A BILLIARD CHAMPION who had beaten me most roundly pointed this out not long ago. He didn't mince words, either.

"You are just an average player," he told me. "When you started to play, you showed improvement but when you reached a certain point, you were completely satisfied and were content to be just an average player. I'm good because I practiced, corrected my faults and had the ability to sweat it out.

"You could have become a very good billiard player if you had been willing to work a little harder. You had all of the fundamentals; all you had to do was smooth out your game, correct certain faults."

He was right. I've had a great golfer and a crack tennis player tell me the same thing. In sports and in life, too many people are content with being average, satisfied to exist just a few inches from victory.

Yet, there are times when people do realize that they are within an inch of victory — but lose their heads and toss away that chance. Billy Conn, the great and game fighter, had the world's heavyweight boxing championship almost within his grasp. For the first time in his championship career, Joe Louis was being defeated, outpointed, outgeneraled. Conn saw fame, wealth and the championship crown just a bare inch away. He had fought a brilliant, heady, daring fight up to this critical moment.

Then he lost his head. Instead of holding his advantage for another round and winning the fight and the championship, he went against the advice of his seconds and his manager and elected to slug it out with the champion. Joe Louis is a champion because of a faculty of remaining cool-headed under all circumstances. The crowd loved the attack of Conn and they applauded — and Conn loved applause. Joe Louis knew that he was within an inch of defeat, but he had kept his head, and coolly waited for his chance.

That chance came when Conn elected to trade punches with the master. In a split second Joe Louis showed why he is a great champion. Conn never knew what hit him. Battered and bleeding, he was led from the ring. Later, he acknowledged that he had made a grave mistake. He had been an inch from victory and had tossed away a chance he may never have again.

Stay for that last inch, if you are sure!

One of the most successful printers in New York failed twice in business, lost everything he

owned. Each time, he analyzed his failure, discovered just how close he had been to success. Each failure was followed by a period of hard work. He paid his debts, saved money for a new try.

When he was ready for the third try, there were two mistakes he knew he must never make again. He had paid heavily to secure that information. A weaker man would have quit. The third time he succeeded. Today he has a flourishing business and the output of his presses is characterized by both quality and quantity.

"I came close two times," he told me the other day. "I knew it only when it was too late. But I decided to sweat it out. I never made a wiser decision in my life."

Persistence is an admirable quality in an individual, providing it is properly channeled and based on solid premise. No one can admire the individual who placidly stays on the deck of a sinking ship, in a belief that it may remain afloat. To make persistence work for you, requires a keen sense of orientation. You must *know*, not *hope*, that you are an inch from victory.

When you have that knowledge, call up your reserves of strength, ingenuity and courage.

It will pay dividends.



Little Lessons in Human Nature

PEOPLE of all degrees of importance make mistakes. Only the most important are big enough to confess them.

UNDERSTANDING is one thing and kindness another. But the latter, in the absence of the former, makes a mighty fine pinch hitter.

SOMEWHERE between the level at which you place yourself in your cockiest moments, and the place where your worst enemy places you when angriest at you, lies your real self. Start figuring.

TIME spent in wondering is always wholly wasted. That spent in taking intelligent steps to find out usually brings home the bacon.

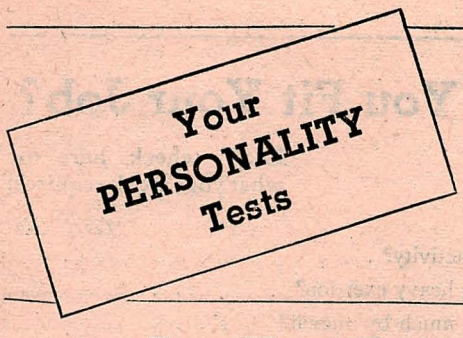
NEVER call names. If the other fellow is what you feel like calling him, he knows it and you would be giving him stale news. If he isn't, you have merely proved to him your ignorance.

THE genuinely great man doesn't believe he is great. For the mind active enough to achieve one signal success is the sort of mind that you may be sure has tried multitudes of things at many of which he has failed, and humbly remembers them.

THE beginning of your whine is the deadline for your friends' sympathy.

WHEN you find yourself in a faultfinding mood, start in with yourself, and if you are thorough in your work you'll never get to anybody else.

— STRICKLAND GILLILAN



■ *Designed to give you a better understanding of your emotional characteristics, these three tests are by Dr. Donald A. Laird, noted psychologist, author and analyst.*

Are You Too Humble?

Does it sometimes seem to you that:

	Yes	*No*
1. People do very few nice things for you?	.....	.....
2. Friends do not think you are very bright?	.....	.....
3. Your parents should have had a better job?	.....	.....
4. Friends seldom try to help you?	.....	.....
5. People do not think you are a good friend?	.....	.....
6. Friends think you do not have good ideas?	.....	.....
7. You can do only a few of the things you try?	.....	.....
8. Relatives do not think you are doing well?	.....	.....
9. People often try to cheat you?	.....	.....
10. Your associates know more than you do?	.....	.....
11. Not many people are interested in the things you do?	.....	.....
12. People do not think you can do things well?	.....	.....

The average is 4 *Yes* answers. More than that indicates lack of personal appreciation — that the person does not think well enough of himself. If you answer *No* to all questions, beware — you may be egotistical.

How Well Do You Fit Your Job?

FIRST, check here for your likes:			LAST, check here for what your work requires:	
Yes	*No*		*Yes*	*No*
.....	.....	1. Little physical activity?	.....	.....
.....	.....	2. Work requiring heavy exertion?	.....	.....
.....	.....	3. Working pretty much by oneself?	.....	.....
.....	.....	4. Working with a group of people?	.....	.....
.....	.....	5. Accurate and painstaking work?	.....	.....
.....	.....	6. Mostly outdoor work?	.....	.....
.....	.....	7. Writing required in the work?	.....	.....
.....	.....	8. Work progresses slowly?	.....	.....
.....	.....	9. Work much the same every day?	.....	.....
.....	.....	10. Someone else does the planning?	.....	.....
.....	.....	11. Gives a chance to move around places during day?	.....	.....
.....	.....	12. Work is mostly with machinery?	.....	.....
.....	.....	13. Requires considerable arithmetic?	.....	.....
.....	.....	14. Have to handle other people?	.....	.....
.....	.....	15. Working with artistic things?	.....	.....
.....	.....	16. Needs nerve or courage at times?	.....	.....
.....	.....	17. Other sex not around?	.....	.....
.....	.....	18. Have to convince other people?	.....	.....
.....	.....	19. In a neat, clean place?	.....	.....
.....	.....	20. Have to do some bargaining daily?	.....	.....
.....	.....	21. Hours not regular?	.....	.....
.....	.....	22. Be around animals?	.....	.....
.....	.....	23. Keep dressed up?	.....	.....
.....	.....	24. Meeting many people?	.....	.....
.....	.....	25. Traveling places?	.....	.....

Ideally, the checks in both *Yes* columns should agree. Practically, if half of them agree you are lucky.

How Easy a Pushover Are You?

Answer each of these questions. When in doubt, make your answer "Yes"

	Yes	*No*
1. Are you inclined to follow new fads in fashions, even though the fad does not strike you as especially sensible?	☐	☐
2. Do you pretend to like the kind of music that is liked by people you are with at the time?	☐	☐
3. Did you have the reputation for being a very obedient child?	☐	☐
4. When trying to decide how to spend an evening, do you usually end up by doing things, or going places, suggested by someone else?	☐	☐
5. When talking to a socialist or someone of a political party to which you do not belong, are you inclined to agree with his political remarks at the time?	☐	☐
6. Do you usually want to buy what house-to-house salesmen try to sell you?	☐	☐
7. When you are at the movies, do you sometimes imitate the actions or gestures of the actors?	☐	☐
8. Do you find it difficult to keep from giving a hand-out to almost every person who asks for it?	☐	☐
9. Do you usually talk about what other people are talking about, rather than change the conversation to something that really interests you?	☐	☐
10. When a salesman offers you "something just as good," do you usually take it?	☐	☐
11. Do you write letters when radio programs ask listeners to write and tell how the program was liked?	☐	☐
12. Are you happy working for someone else, rather than being absolutely your own boss?	☐	☐
13. When a pitch man asks the crowd on the street to gather in closer, do you crowd in with the rest?	☐	☐
14. In getting a book from the library or store, do you usually take one suggested by the librarian, by a display, or by a recent advertisement?	☐	☐
15. When ordered about by a policeman or doortender, do you follow instructions without comment or resentment?	☐	☐

The average adult has only three items answered "Yes" — if you have more than that you are more suggestible, more complaisant, than the average. The highest score made on this list — and that means the most suggestible person found — was ten. Come on, assert yourself a little more. There is no need of your being a follower all the time!

How To Sharpen Your Memory

It is easy to improve the efficiency of your memory 100 to 200 per cent if you learn the Four R's of Remembering

by DONALD A. LAIRD, Sc.D.

Author of "Increasing Personal Efficiency" and many other books

COULD you remember the names and recognize the faces of one thousand acquaintances if they marched past you single file, allowing you but a few seconds to identify each of them?

This is exactly what Alfred Sloan, Jr., chief executive of the mammoth General Motors Corporation, was able to do at a reception at the University Club in New York City. A thousand guests filed past him in the receiving line, and Mr. Sloan greeted each one by name — a striking demonstration of the memory for names and faces which helped him gain his position as a top-flight leader in our industrial world.

No trick memory system or mnemonic scheme was used in training the memory which makes accomplishments such as this possible. It has just been a steady development by Mr. Sloan of his memory powers, a development which is of tremendous help not only at a reception, but in keeping track of the affairs of the enormous concern which he directs.

Former Postmaster General James Farley is another well-known man whose success is attributed in a large degree to an unusually serviceable memory. Like Mr. Sloan, he does not use any trick memory system, but has simply improved the inborn facilities of memorizing which all persons possess to at least some extent.

THE STORY of Daniel Webster, who was the greatest American orator of his day, is another instance of a person gradually bettering his memory powers. As a schoolboy Webster's memory was so poor that he could not even recite poems at school entertainments, yet by the time he was a mature man he had developed his memory powers to a phenomenal point.

Another astounding example of the development of one's memory abilities is found in former Chief Justice Charles Evans Hughes. When he was still a lawyer it was not uncommon for him to recite to the court page after page of records from similar cases of years before. While other attorneys had to read these from a book, Hughes reeled off the pages from memory.

A good memory is essential for a smooth-running life among ordinary folk. Forgetting little things not only adds to the annoyances of life, but may seriously handicap a person in his daily work. Many seeming errors of judgment are actually errors of memory — people who do not have the facts straight cannot be expected to make sound decisions.

THAT salesmen and salesgirls need good memories has been pointed out by the experienced Rice-Stix merchants' service bureau of St. Louis.

"A customer who is treated indifferently may decide that her business is not appreciated," they report. "The ability to remember names and faces and facts about people, thereby giving them the best kind of recognition, is a magnet few of them can resist.

"A salesman in a men's wear store was famous for the way people flocked to his counter. He had a genial way about him, a smile for everybody, and he was definitely and genuinely interested in the individual as an individual. As a result of his careful attention to each and every one, he was able to remember most of them by name or face. Most of them already were, or soon became, frequent customers."

The poor memories of most people, however, are almost a joke — a tragic joke at times. Professor Harry W. Hepner, business psychologist at Syracuse University, made a survey of 1,000 normal grown-up persons, half of the persons being men, the other half women. The greatest inability, or weakness, of 11 per cent of these was their incapability of remembering *important things*. Professor Hepner does not have figures for the percentages who forget things which are not important, but Dr. George W. Crane, of Northwestern University, writes that around 90 per cent of normal people are troubled by their failure to remember as well as they would like to.

The one thing we would expect most young mothers to remember is the age when their babies learn to walk or to talk. But how poorly even these things are remembered by many mothers was recently shown by Dr. M. K. Pyles and other scientists at the University of California.

These scientists discovered that only 49 per cent of the mothers of 252 children remembered the age at which their children first walked alone. Only 36 per cent remembered when the baby's first tooth appeared. Only 9 per cent remembered the weight of the baby when it was a year old. The poor remembering is all the more marked when we consider that the babies were only 21 months old when the mothers were asked to remember those things!

With most persons there is little excuse for having such a poor memory. In fact, the memory itself is likely to be in good enough condition, but it is not being used scientifically to remember the important and useful things of daily life and reading. Downright mental laziness accounts for much inadequate remembering.

ONE of the simplest, and surest, ways of helping memory along is merely *trying to remember things at the time they are first heard or read.* In my book, *Increasing Personal Efficiency*, I said about this:

"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 per cent better for a few hours. This same little effort improves memory for longer periods by as much as 60 per cent.

"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!"

There is no use trying to improve your memory, however, by memorizing a railroad timetable,

Check Your Everyday Memory

(*Put only one check after each question*)

	Yes	*No*	*Am not certain*
Does Franklin D. Roosevelt part his hair in the middle?			
Does the policeman on your corner have a mustache?			
Does Colonel Lindbergh usually wear a bow tie?			
Does Mrs. F. D. Roosevelt do her hair so her ears show?			
Does your mail carrier have blue eyes?			
Does your favorite paper have six columns on a page?			
Are the figures on your watch in Roman numerals?			
Does Ginger Rogers have bobbed hair?			
Are the hinges on the right side of your bedroom door?			
Does your overcoat have four buttons in front?			

The important answers to the test are the checks in the column headed "Am not certain." The average adult has four checks there. If you have *fewer*, your everyday memory is either better than average — or you were not honest with yourself.

or the population of the state capitals, or similar worthless odds and ends of facts. We do not improve by remembering things in general this way. The improvement comes from getting into habits of using memory the right way. There are no short cuts to help you remember by taking gymnastic exercises, deep breathing, or even spending a month of hard work — and more hard-earned money — in memorizing some trick system.

In the past quarter century, however, psychological laboratories have tested out a large number of ways of making people remember things easier and longer. From these experimental reports there are many suggestions for the average person to use in building up his inborn memory powers to perhaps two or three times their present usefulness.

There is a 15 per cent gain, for instance, in memory after a lapse of a week when we not merely *look* at what we want to remember, but also *say it over aloud to ourselves.* Experiments made by my students when I was teaching at the University of Wyoming measured this definite gain. Dr. Arthur I. Gates, at Columbia University, carried these experiments further and found that most was remembered, and longest, when about 40 per cent of the time was devoted to reading and 60 per cent to repeating the material aloud.

Saying aloud the things we want to remember helps us to remember by *reinforcing the impression.* The impression then comes through ears and muscles, as well as through eyes.

THIS principle of reinforcing the impression should be applied by talking over at the dinner table or elsewhere the more important things you have read about in the newspapers, magazines, and books. Laboriously writing out over and over again the things you want especially to remember is not nearly so helpful in making the impression permanent as to *talk* those things over with yourself, or with someone else.

The principle of *repetition* can be combined with reinforcing. Repetition, of course, is the old standby from grade-school days — it is the way we learned the multiplication table, the Gettysburg address, and the Lord's Prayer. But it has definite, though usually neglected, functions now that we are adult men and women. This is why and how:

It has been found in hundreds of laboratories that our memory of something fades as much the first day as it does the following two weeks or more. We forget very rapidly *immediately after having something impressed in our memories.* We have to offset this swift forgetting by pounding the things deeper into memory. That is where repeat-

ing it over several times, both silently and aloud, pays large dividends in making the things stick with us through the early period of quick forgetting.

When an advertiser brings out something new, for example, the firm advertises every day or every week for an intensive period. A single advertisement a month, no matter how big or how pretty, would not lead people to remember the new product as well as two or three advertisements in rapid succession.

WE CAN apply this in remembering the names and faces of people we meet. When first introduced to a person, we should repeat his name over in the course of the conversation several times — and, of course, try to remember it. It also assists if we *ask how the name is spelled*, even if the name is just Smith or Barr.

If we repeat the name three times, experiments show we will remember it twice as well as if we only repeated it once. Now we can understand why some people imagine they have a poor memory for names: they think memory will do all the work automatically without assistance from the person carrying the head alleged to contain the memory.

Memory for people's faces can be improved in much the same fashion. For instance, I have helped many salesmen in this respect by getting them to *spend a few minutes each day in looking over their order books and recalling the faces, as well as the names, of the people they were in touch with in getting each order.* As they review each day's acquaintances in this way they are offsetting the tendency to forget swiftly, and without exception each of these many salesmen say this little procedure — which is not magical at all — has helped their memory for names and faces many times over.

High school and college students, as well as office and factory workers, can do the same thing, using their studies or business facts instead of names and faces.

Another important principle is to *overwork your memory.* Repeating a name, or a fact, three times will usually double our memory of it — but that is seldom adequate. That may be enough to have the name stick with us for a month or so, but will not assure its sticking for six months, nor for life. To make certain it will stick a long, long time it should be *overmemorized* for the present. After we remember a thing well enough now, we should still review, reinforce, and repeat it from time to time so we will remember it thoroughly.

Relate things to each other, is another principle to follow. Unless we relate things, memory is a useless thing — and it is harder to remember unless we relate things. *Relate the new things you want to re-*

member to the old things you already have in memory. You doubtless remember the shape of Italy because you were told years ago that it was like a boot. The country was remembered better by being related to something you already remembered.

Use this principle in remembering names and faces by thinking, when you first meet the person, of someone you already know who looks like him, or who has the same name, or who lives in the same section of town. Relating the new things to old ones in this way makes the memory for the new almost indelible — and it also helps out the old memories by the review of them. Getting the meaning of the new things is a variant of this.

For some reasons not yet understood, memory does not work so well when we are tired as when we are well rested. Students often make a mistake by staying up late at night and studying when they are tired.

Alcohol is a poor friend of memory, even when used moderately. In a few instances of the extreme use of alcohol a memory disease known as Korsakoff's psychosis is produced.

The best friends of your memory, once you really try to remember, are the four important R's — Reinforce, Repeat, Review, and Relate. The habitual practice of these four R's will not increase your brain cells, but it will assuredly improve your remembering by 100 to 200 per cent.

So: *Reinforce, Repeat, Review, and Relate* to remember.



Enterprise Pays Off

In his early days when he was still struggling for recognition, Thurston, the famous magician, borrowed eighty cents from a friend and inserted the following advertisement in the classified section of the New York *World:* "WANTED — 1000 men at $1 per hour. Appear at 10 A.M. today at the N. Y. Roof Garden."

After placing the ad, Thurston arranged for an interview with a booking agent at the roof garden at the same hour. He arrived early the next day, just as hundreds of job-seekers started to gather. Thurston told the crowd that the man who did the hiring had sent him ahead to amuse them until he got there. Then he proceeded to go through his bag of tricks while the men applauded heartily. When the booking agent arrived, he was so impressed that he secured Thurston a long-term contract at Tony Pastor's Theater.

— William E. Miles

What Is Your Personality Score?

Here's a novel alphabetical check-list by which you can get a new, revealing picture of yourself

by ANNIE S. GREENWOOD

Consulting Psychologist

HAPPINESS and success are more definitely the result of good personality than of anything else. They lie, therefore, under our own control because anyone who wishes to do so can cultivate a charming personality.

Check up on yourself by checking *Yes* or *No* in the correct column opposite each of these questions after considering the quality named. At the rate of four for each *Yes* you can compute your present standing. This simple alphabetical list of qualities will show your weak points and make it easier to bring about the desired improvement. After all, such improvement has to be made within ourselves individually; no one else can do it for us.

		Yes	*No*
A.	One of the simplest ways to develop improvement is that of being Amiable with others. Are you?	....	....
B.	Do you meet the little difficulties of life Bravely?	....	....
C.	Are you so Cooperative that people like to work with you?	....	....
D.	Are you Diligent even in simple routine work?	....	....
E.	Are you carefully Ethical toward co-workers?	....	....
F.	Is genuine Friendliness one of your outstanding qualities?	....	....
G.	Are you Gracious to all, regardless of social or financial position?	....	....
H.	Are you Happy? (You can't be unless you create happiness within.)	....	....
I.	Are you Intelligent without being pedantic or high-brow?	....	....
J.	Are you Just in all your relationships?	....	....
K.	Simply to be Kind is a great virtue. Are you?	....	....
L.	Are your thoughts, words and actions Loving?	....	....
M.	Are you so Mannerly that people like to be with you? .	....	....
N.	Are you Natural and, therefore, at ease with others? . . .	....	....
O.	Are you so Optimistic that you see the silver lining? . .	....	....
P.	Are you serenely Poised?	....	....
Q.	Have you cultivated Quietness as a desirable quality? . .	....	....

		Yes	*No*
R.	Can others depend upon your perfect Reliability? . . .	....	....
S.	Do you truly mean what you say and do? Are you Sincere?	....	....
T.	Have you cultivated Tolerance toward the views and beliefs of others?	....	....
U.	Are you fair and square — Upright?	....	....
V.	Are you wholesomely well and strong — Vital?	....	....
W.	Does your knowledge function so well that you are truly Wise?	....	....
X.	This is always the "Unknown Quantity." Choose the quality, known only to you, which you need, and insert it here.	....	....
Y.	When it is not a matter of principle, do you Yield to others?	....	....
Z.	Are you so happily interested in life that you are Zestful?	....	....

What's your score? If it is below 50 you are leaning perilously toward the Zero mark. If it is above you are on your way toward the Zenith. Go on climbing.



The Acid Test of Personality

THE *summa cum laude* citation in personality goes to anyone who emerges unscathed from an appearance at The Try-Out Club. This unique organization, founded by Bernard Gabriel — a young New York musician who is also the guiding genius behind The Society of Timid Souls, devoted to conquering stage fright — gives anyone who hopes to perform in public a ruthless going-over in the way of audience reaction. No punches are pulled; the audience is perfectly frank with would-be performers — and how!

Some performers are saved from embarking on a lifetime career of collecting deliquescent vegetables. But a large number also get rough spots of personality ironed out so they can make an excellent impression on audiences.

Almost anyone could benefit from common personality flaws described by Mr. Gabriel: "A great many lecturers and speakers who have come to the club, without realizing it would direct their gaze at the floor, above the heads of their listeners, or even at the ceiling. It is far better to look at the audience, or at those in the row farthest away from the speaker. Singers often announce their numbers with an air of resignation. It is, of course, vitally important to enter smiling, or at least cheerfully. Singers as well as speakers are apt to suffer acute embarrassment about what to do with their hands. We find that being natural but bold and forceful in gesture, with the hands hanging loosely at the sides when not used, is most effective. Entrances and exits from the stage have much to do with development of poise and confidence. Erect bearing, an easy, rather slow walk — and again that ever ready smile! — are vital aids to success."

How To Adjust To Hasty Marriage

A noted family relations expert outlines some of the pitfalls of marriage, and tells you how to avoid them

by PAUL POPENOE, Sc.D.

General Director, The American Institute of Family Relations, Los Angeles

DOUGLAS and Josephine married in a hurry. They had been going together for nearly a year, were engaged in a sort of informal way, but hadn't planned on marrying in the near future.

"Then the draft came along," Douglas explained. "I didn't get a particularly low number, and I work for an engineering firm that might get me exempted anyway; but the future looked uncertain. We didn't know what was going to happen so we said to ourselves, 'Why wait? Let's make sure of as much happiness as possible, while we can.' Then we jumped."

"Besides, a lot of our friends were getting married," Josephine added. "You know, hasty marriage was sort of in the air."

"There's an old saying, 'Marry in haste and repent at leisure,' " I remarked. "But you don't look very repentant."

"Not on your life," Douglas declared, while Josephine echoed, "Not for a minute."

Then she continued: "But I guess we weren't very well prepared for marriage. It was just a romance to us, and now there are all sorts of things coming up every day that we hadn't thought about. We get to nagging each other. We thought of marriage as just a long honeymoon, without a rift. We were determined that ours was going to be like that. But we don't seem to know how to make it that way.

"We had a real quarrel last night, and it left us both so miserable we decided this morning we would come to the American Institute of Family Relations and get someone to tell us how to prevent such things."

"What was the quarrel about?"

Both looked sheepish. "To tell the truth," Douglas volunteered, "we tried to figure it out this morning and neither of us could remember what started it."

EVERY marriage has to face the same situation, although hasty marriages usually face it more conspicuously. Let's review some of the most obvious reasons for these conflicts that so often make even the honeymoon a disappointment, and may lead eventually to the divorce court.

1. The Passing of Glamour

MOST of us go into marriage with a sort of self-hypnotism which prevents us from seeing things as they really are. It is part of the process of "falling in love" and so well known that I needn't bother to describe it in detail. While this romantic daze is largely the product of our own imagination, it is promoted by the fact that the partner has always tried to be seen at his or her best.

Now we begin to see each other in a different light. Jack always took time for a shave before he called on Jill; now she learns what he looks like with a day-old beard. She was always vivacious when he appeared; now he discovers that her thyroid is sluggish in the morning, that it takes her an hour or two after she awakes to outgrow a torpid and somewhat irritable disposition. It is not until evening that she really "gets up steam."

What are we going to do with these discoveries? Decide that we were deceived, that this isn't the person we intended to marry, and give the whole thing up as a bad job? Or begin to hammer the partner in order to force a change? Or shall we try to keep up an artificial glamour forever?

The latter is sometimes recommended, but it can't be done. Even if it could, it would be maintaining an artificial and essentially false basis of marriage. But a middle course can be steered; each can try to avoid sloppiness and slovenliness, while frankly accepting the fact that life is not all a full-dress party, that there is a time for working clothes as well as Sunday clothes.

2. Possessiveness

"NOW she's mine," is an idea as common as it is erroneous. Even when the thought is not avowed so frankly, it colors action. On the one hand, it leads to a feeling that you are now entitled to give orders, to make demands. On the other hand, it leads to a feeling that you needn't be agreeable if you don't feel like it — it's her *duty* to treat you well.

You have attained your objective. You're married, and marriage is just a prolonged and effortless bliss, if it is the right kind of marriage.

If anything goes wrong, it must be because you married the wrong person. You are mismated.

All you need to do to escape the consequences of these common errors is to act like a grownup instead of a child, and to bear in mind that marriage is a journey, not a destination.

3. Increased Area of Accommodation

THERE are a lot of things that husband and wife have to agree on, which required no agree-

ment before they became husband and wife. During the engagement period, he and she narrowed their circle of interest down very largely to each other. They could agree on things pretty well (or if they couldn't, they said nothing). But they did not realize how many new things were going to come up.

Where are they going to live? How much rent can they afford to pay? Should they be near her parents, or near his work? How are they going to decorate their rooms? How much time is the husband going to have for study, how much to take his wife out?

How will they itemize the budget? What shall be done with the hundred dollars Uncle Will and Aunt Lucy gave her? How many of their friends do they have to entertain? Does that include those other girls who wanted to marry him? And the bum to whom she was once engaged, who still is offensively affectionate? How much are her relatives entitled to claim from her? Must they spend Christmas with his parents? Shall they sleep with the windows open at night?

Has he a right to read the morning paper at the breakfast table? If she leaves the kitchen for a while, should she make it a point to turn out the lights? How should he behave if meals are not served on time? How should she behave if he does not come home to meals on time?

Such questions never occurred to them before marriage. They could agree on almost everything at that time, because they had only one-tenth as many things to agree on as they have now.

If they had been engaged for six months or a year, if they had been going out together with the relatives on both sides, if they had seen more and more of each other in the ordinary circumstances of everyday life, they would have made those adjustments a little at a time. Many of them would have been disposed of before marriage. Now they have to be made all at once.

They can not be avoided, but they can be made less troublesome if they are faced frankly. Jack and Jill will admit that there are many of these things, that they will be taken up one after another and disposed of, that the job will require a lot of patience and goodwill, and that they will put in as much of those requirements as needed.

4. Clash of Roles

EVERY ONE of us starts in marriage with a ready-made idea of appropriate behavior. Each of us more or less unconsciously dramatizes himself as a partner in the enterprise. Douglas knows what a good husband ought to be, because he has built up through the years a picture of such a husband. This picture is based on

childhood memories of his own father, to which are added miscellaneous early heroes, a much-admired uncle, several teachers or instructors, sundry ideas picked up in literature or from the stage, and innumerable other ingredients, the origin of which is scarcely recognizable.

ALL THESE are blended into a more or less consistent pattern of "ideal husband." Naturally Douglas married with the intention of being an ideal husband. Before the ceremony he was not a husband — merely a candidate. But with the "I do" he is ready to stride out on the stage of life and play his role.

His father was a "strong, silent man," and Douglas has always fancied himself in such a role. Unconsciously, he now tries to play his part, to put on the kind of show that a man ought to put on who feels that he is cast in a heroic mold. He is now "head of his own household," and he begins to give a few orders, to issue a few commands, quietly and without argument, as he thinks a husband ought to.

Unfortunately for him, Josephine also grew up with an idea of what a model husband should be. This idea is derived from sources that parallel those of Douglas but are quite different in character. Her father was an extrovert, a glad-hander and a joiner, a demonstrative sort of person but largely managed by his wife. The husbands Josephine has admired on the stage, those to whom she has pictured herself as married in fiction, are the effusive, poetic, and somewhat docile worshipers, reminding her of the best points in her own father.

She has one idea of the role of a husband, Douglas another. The two clash. She says to herself, "If he really wanted to be a good husband, he wouldn't act as he does."

MEANWHILE, she has a preconceived picture of herself as a wife; Douglas has an entirely different picture of what a good wife is like. Again they clash. He says to himself, "If she were trying to be a good wife, she would behave differently."

As these roles continue to conflict, each comes to think the other more and more unreasonable, arbitrary, captious, unsympathetic. And because of the tension that naturally follows the greatly increased intimacy in which they now live, they are under pressure, and they "have it out." Each thinks, "I don't like to be nasty, but this is no time to stand on ceremony — this is too important. We can't get along if that is his (her) idea of what a husband (wife) ought to be."

There are few marriages in which this clash of roles does not

provide the drama with an occasional element of "tragic suspense." But it is particularly likely when the two really don't know each other very well, and therefore let their preconceived roles play all the greater part in their feelings toward each other.

How unnecessary and useless it all is! The remedy, again, is merely to recognize this probability and to be on the alert to avoid it. If they had known each other for ten years, if they had worked together and played together month after month in all sorts of moods, they would know a little better what to expect. But since they have not had this advantage, they must let intelligence take its place.

Josephine must say to herself, "I'm not married to Prince Charming. I'm married to Douglas. It doesn't make any difference what Prince Charming would do in these circumstances. The only question I have to answer is, 'What will Douglas be likely to do?' After all, he has been this way for twenty-five years, and it's no use for me to try to change him."

Douglas will have to say to himself, "Now, Doug, my boy, just forget about your dear mother. Of course she's a wonderful wife, but you did not marry her. You married Josie, who is a much more wonderful wife *for you* than your mother would be. Take her *as is*, because you'll waste your time if you try to take her *as isn't*."

5. Difference in Sex Psychology

MEN and women differ not only — literally — in every cell of their bodies, but they think differently, talk differently, walk differently, eat differently, drink differently, dream differently, spend their money differently — for instance, a man will pay $2 for a $1 article that he really wants; a woman will pay $1 for a $2 article that she really doesn't want.

Unfortunately, these differences have usually not been pointed out to us in our education, and we forget them continually. If Douglas and Josephine had been a little more intimately acquainted with each other, and if they had prepared a little more deliberately and systematically for marriage by self-education, they would have been reminded of some of the things that they otherwise disregard.

Much of the unnecessary and apparently inexplicable friction in marriage is due to overlooking these differences. Often I have said to some complaining wife, "Why, your husband is acting just as all men do," and heard her astonished exclamation, "Why, I had no idea of that!"

While Douglas and Josephine have made a fairly good sexual adjustment, it is complicated by the fact that neither one fully realizes the significance of the difference in tempo of the two

sexes — how slowly a woman is aroused, how easily and quickly a man. There have been lots of hurt feelings on both sides, because of this ignorance.

They have not realized the significance of the ego differences of the two sexes — that a man, broadly speaking, is inclined always to be satisfied with himself, a woman inclined always to be dissatisfied with herself.

She has forgotten the male's "gang sociality" — his need to be off with his own sex and away from women occasionally. She resents his insistence on giving one evening a week to his bowling team and leaving her at home. Women have invaded this territory in recent years and it would probably be possible for Doug to take his wife along; but the other fellows don't do so; and, after all, he will be a better husband if he feels he still has a little freedom. He will keep Thursday evening for the bowling alley and she will take that evening to spend with her mother.

So we help Douglas and Josephine to understand each other and to understand themselves. We help them to realize that they have to take each other just as they stand, that they have to get along in *this* marriage, not in some imaginary partnership of imaginary people. We help them to appreciate the fact that there never was any other marriage like this one; that there never was and never will be another man like Doug or another woman like Josie.

This is a unique situation. It has to be lived by unique personalities. They'll make a success to the extent that they forget all preconceived ideas, all pre-arranged roles, and study the method of making this particular combination of personalities cooperative. They'll be learning something new every day.

And because they want to learn, they will succeed.

✧

How Long Can You Work?

INCREASING the working hours in the week does not necessarily mean that the output of workers is likewise increased — at least, the British have discovered that the long working day for brain workers does not really pay.

Under stress of war emergency, several English industrial laboratories increased their peacetime week of 44 hours to a seven-day, 66-hour week. For a while more work was done. Then came a form of mental fatigue which slowed the output of brain workers by causing involuntary time-wasting, explained by the fact that the long working day and short, disturbed night never let the mind get "freshened up."

It has been found that when persons work long hours, frequent periods of rest are absolutely essential for efficiency. Proper ventilation is also of paramount importance in preventing fatigue.

Do You Know These Words?

by CLIFFORD HOWARD

THE CHANCES are that you can correctly spell and pronounce at least forty-five of the following fifty words. But how many of them can you correctly define? You may think you know what each of them means, for you are no doubt familiar with every one of them, but put yourself to the test — and you may be surprised and perhaps a little chagrined.

Each word in the list is followed by four definitions, only one of which is correct. In each instance check the one that you honestly and customarily regard as the right meaning of the given word. Then refer to the answers at the bottom of page 55, and if you find you have hit the mark more than thirty-five times you may give yourself a medal for being smarter than the average well-educated person.

1. *abscond* — defraud; embezzle; decamp; kidnap
2. *amass* — win; accumulate; raise; hoard
3. *avid* — mad; acquisitive; greedy; determined
4. *beetling* — overhanging; shaggy; dark; heavy
5. *blazon* — tattle; flaunt; shine; display
6. *complaisant* — obliging; self-satisfied; indifferent; calm
7. *congeal* — join; thaw; petrify; freeze
8. *cortege* — procession; hearse; throng; funeral
9. *crescent* — bent; thin; new; increasing
10. *de luxe* — special; costly; beautiful; sumptuous
11. *dissemble* — scatter; feign; differ; imitate
12. *distemper* — anger; disease; anxiety; frenzy
13. *equable* — uniform; impartial; just; legitimate
14. *excise* — task; penalty; tax; bounty
15. *exotic* — foreign; unusual; tropical; luxuriant
16. *evanescent* — bubbling; fleeting; frothy; worthless
17. *fakir* — swindler; peddler; wonder worker; promoter
18. *fiscal* — political; governmental; official; financial
19. *flagrant* — dastardly; inexcusable; defiant; glaring
20. *foible* — vagary; failing; peculiarity; hobby
21. *fulsome* — offensive; enthusiastic; effusive; flattering
22. *grizzly* — old; gray; gloomy; brown
23. *hoary* — frosty; feeble; white; bald
24. *impeach* — accuse; condemn; convict; punish
25. *indigent* — lazy; poor; crippled; sickly

26. *itinerant* — humble; wandering; needy; independent

27. *lambent* — sparkling; dull; flickering; leaping

28. *livid* — white; tense; blazing; black and blue

29. *momentous* — important; critical; memorable; timely

30. *noisome* — clamorous; rowdy; harmful; discordant

31. *penurious* — stingy; poor; beggarly; greedy

32. *piquant* — dainty; pungent; attractive; tasteful

33. *poltroon* — coward; cavalryman; cheat; petty official

34. *persiflage* — repartee; nonsense; raillery; idle chatter

35. *profligate* — negligent; penitent; ne'er-do-well; immoral

36. *onus* — praise; blame; burden; necessity

37. *pristine* — primitive; shining; gaudy; unadorned

38. *redoubtable* — courageous; invincible; formidable; trustworthy.

39. *reprieve* — release; pardon; postpone; lessen

40. *renounce* — condemn; declare; repeat; abandon

41. *requite* — repay; share; accept; appreciate

42. *salutary* — salty; wholesome; polite; welcoming

43. *sapient* — foolish; pliable; wise; fresh

44. *sardonic* — cynical; grim; evil; derisive

45. *sinuous* — winding; slender; creeping; crafty

46. *spectral* — spotted; ghostly; spectacular; gloomy

47. *temerity* — rashness; courage; arrogance; weakness

48. *trite* — trifling; stale; spicy; fitting

49. *trenchant* — sharp; witty; blunt; impertinent

50. *banal* — harmful; commonplace; coarse; absurd

Correct Definitions

1. *abscond* — decamp
2. *amass* — accumulate
3. *avid* — greedy
4. *beetling* — overhanging
5. *blazon* — display
6. *complaisant* — obliging
7. *congeal* — freeze
8. *cortege* — procession
9. *crescent* — increasing
10. *de luxe* — sumptuous
11. *dissemble* — feign
12. *distemper* — disease
13. *equable* — uniform
14. *excise* — tax
15. *exotic* — foreign
16. *evanescent* — fleeting
17. *fakir* — wonder-worker
18. *fiscal* — financial
19. *flagrant* — glaring
20. *foible* — failing
21. *fulsome* — offensive
22. *grizzly* — gray
23. *hoary* — white
24. *impeach* — accuse
25. *indigent* — poor
26. *itinerant* — wandering
27. *lambent* — flickering
28. *livid* — black and blue
29. *momentous* — important
30. *noisome* — harmful
31. *penurious* — stingy
32. *piquant* — pungent
33. *poltroon* — coward
34. *persiflage* — raillery
35. *profligate* — immoral
36. *onus* — burden
37. *pristine* — primitive
38. *redoubtable* — formidable
39. *reprieve* — postpone
40. *renounce* — abandon
41. *requite* — repay
42. *salutary* — wholesome
43. *sapient* — wise
44. *sardonic* — derisive
45. *sinuous* — winding
46. *spectral* — ghostly
47. *temerity* — rashness
48. *trite* — stale
49. *trenchant* — sharp
50. *banal* — commonplace

They Put Personality To Work

What is it successful people have that others lack? These brief stories may give you a hint

by CHARLES HENRY WESTON

Park-bench Personality

IF THIS country has anyone who could be classified as an elder statesman, Bernard Baruch is unquestionably entitled to membership in this select group. From a park bench across the street from the White House, "Barney" Baruch is credited with influencing a good many of the decisions arrived at in that symbolic edifice.

It is a singular tribute to his personality that eminent statesmen and leading figures of industry should shiver and freeze alongside Baruch on his park bench while seeking his counsel on vital affairs of government. Baruch himself doesn't suffer from frosty weather — he honestly likes park benches and is forthright enough to wear warm long underwear.

This kind of reaction to the Baruch personality is, however, nothing new. It has been going on for years. Baruch personality traits showed up early, as they do with most of us.

Barney Baruch has been an eminent financier for so many years that it is commonly assumed that he was born with a silver spoon in his mouth. Actually, he started from scratch. His first steady job brought him $3.00 a week as office boy for a housewares concern. When, one day, an errand took him to the offices of J. P. Morgan and he caught a fleeting glimpse of that fabulous person, young Baruch's mind was made up. Now he knew what he wanted. A Wall Street career.

HIS EARLY Wall Street jobs weren't much, but they gave him some contact with influential persons. And here is where personality began to pay off. Young Barney was courteous, well-mannered and good-looking. But he had something else that most of his cocksure young associates lacked. It was the unsophisticated and unfashionable quality of respect for his elders. To him they weren't old dodoes or fuddy-duddies. He realized that they might know more than he did and could teach him something.

Who among us isn't pleased and warmed by being treated as if our achievements are worthy of respect? Not Middleton S. Burrill, at least. He was a market operator

who couldn't help liking this intelligent, deferential youngster with his heart-warming capacity for listening and learning. So Burrill began lunching with Baruch and stripping bare the mysteries of Wall Street operations.

That was a turning point. Other speculators, friends of Burrill, met and were impressed by the youngster. One influential friend can open doorways to other influential friends. A simple formula, but one that takes plenty of living up to. Baruch's personality traits were too genuine, too basic, to let his friends down in the expectations they had come to have of him.

More and more frequently they passed on to him tips for making money on the side, commissions they wished faithfully executed. These jobs became more and more responsible, more profitable. By the time he was 27, Baruch had the capital and experience to become a market operator himself.

Today he's a power behind the scenes, one of those men of ripe experience and wisdom such as he himself sought out in younger days. Somewhere, no doubt, there are young men as yet unknown who don't feel they know all the answers and are not ashamed of being deferential to their elders.

Tell It To Benchley

WANT to be sure of an appreciative audience for a joke? No matter how corny it is, how badly you tell it, or how many times he has heard it, tell it to Robert Benchley and you'll get such a hearty outburst of appreciative laughter that you'll go away thinking you're a prince of raconteurs. This is the more striking because Benchley's own inimitable vein of humor is strictly of the dead-pan type.

You'd have to be a terrific bore even to test Benchley's unfailing courtesy, and even then you wouldn't make a dent in it for he has never been known to be anything but a flattering listener. What's more, he won't make an unkind witticism about you after you've gone. He is one of those rare souls incapable of malice, completely unable to make capital of the weaknesses of others.

Million-Dollar Boner

MAKE NO mistake about it, Barry Fitzgerald is definitely Irish. And just about the country's favorite Irishman, if you judge by his popularity in such outstanding movies as the Bing Crosby picture *Going My Way*. He's classed as a comedian — "the greatest comic actor on the stage," according to many critics who ought to know. But he says it's an accident.

Perhaps you remember Sheridan's play, *The Critic*. It's one of those classics most of us read in school. In Dublin, however, they play it on the stage. It gave Barry Fitzgerald his first speaking role —

one six-word sentence. "It is meet that I should" — that's the response he was supposed to give another player. Hard to bobble it, you'd think.

Stage-fright, though, had the young actor in its grip. He was plenty nervous, even as the least of us who may be called upon to speak in public. So, when the cue came, Fitzgerald blurted out:

"It is sheet that it mould."

You can fancy him wanting to sink through the stage. He didn't realize — who does? — that he had met and passed the major turning-point in his career, in a matter of seconds. For the audience howled; the rafters rang and, in theater language, the boner "rolled 'em in the aisles."

From that moment on Barry Fitzgerald was a comedian, and audiences have been increasingly glad of it.

Lister vs. Simpson

THE SPECTACLE of doctors lambasting each other in barroom terms is foreign to our times, but in Victorian days it was quite the thing. In her biography of *Joseph Lister* (Bobbs-Merrill), Rhoda Truax recounts several famous medical quarrels in which the crotchety personalities of the contestants found expression in revilement and Billingsgate.

Joseph Lister, the great founder of antiseptic surgery, could never bring himself to descend to ill-natured argument. A Quaker, firm in his convictions but friendly, even-tempered, and greatly averse to quarreling which he thought wasteful of time and energy, he comes down to us as memorable for his endearing personality traits as for the immense debt owed him for his surgical advances in mercy and healing.

These advances — notably, the use of carbolic acid for disinfecting wounds and new techniques in applying ligatures to injured parts — did not go unchallenged by his colleagues. Indeed, Lister's methods were so great a departure from convention that he found himself an object of attack by some of his most eminent contemporaries.

One of the greatest of these was Sir James Simpson, who had been first to break down opposition to anesthetics in childbirth by using them in delivering Queen Victoria herself. Lister's antiseptic methods, however, roused Simpson's fiery opposition and after the manner of the times he wrote a series of biting, critical, ill-tempered letters to medical journals denouncing Lister's advances as foolish if not worse.

To such attacks the profession expected a response. How should a man of good will handle such a distasteful situation, so foreign to his every instinct? Lister's answer was as direct and disarming as his own personality. He wrote to the editor of the medical journal: "As

I have already endeavored to place the matter in its true light without doing injustice to anyone, I must forbear any comment on his allegations. In the forthcoming numbers of your journal I have arranged to publish a series of papers fully explanatory of the subject in question, and your readers will then be able to judge for themselves how far the present attack admits of justification."

Sir James Simpson, expecting an angry, slashing outburst to which he could reply in kind, found that Lister's dignified note left him maddeningly helpless. Lister simply had not left him an opening for further attack.

Discount for Friendship

BREAD on the water — that's an old one, isn't it? Hard to put a price on, too. Say, $10,000 a loaf? Well, sometimes.

Back in their early days as burlesque comedians prosperity kept avoiding Abbott and Costello. They were living from gag to mouth. When Lou Costello's first daughter was born the only asset on which he could borrow money was his car, so he put it up as security for a loan to meet emergency expenses. When the partners' boss, Frank Elliott, learned what Lou had done he delivered a severe reprimand. Lou, he intimated, was several kinds of a dope not to have asked Elliott for the money in the first place. Whereupon he handed over the cash that made Lou's car his own again. There was the bread heaved out on the water.

Years pass; the scene changes. We next meet Abbott and Costello as top-flight radio and movie stars. They draw fifteen grand a week for personal appearances, get fabulous sums for motion pictures, and make millions roar over the air waves.

At this juncture their old boss, Frank Elliott, begs them to put in a week at the Steel Pier in Atlantic City which he is managing. The comedians agree readily, but they won't name a price. The best Elliott can extract from them is that they'll thresh it out when they get there.

Their personal appearance was, as usual, a smash hit with the customers, but Elliott was almost frantic wondering what it was costing him. Finally he decided that the only way to get the bad news was to make an offer. Would the team, he asked timidly, accept $15,000 for the week?

Not on your life, they retorted. They had a different figure in mind, one they weren't going to be argued out of. It was $5,000 a week, about one-third their usual rate. They like to remember old friends, the ones who, at critical times, remembered them.

How Egotistical Are You?

EGO is the center of our beings. It wants to run the whole show. Ego demands attention, will not be ignored. Sometimes we give it healthy food proper to its grown-up requirements. Other times we pamper its childish commands and give it food that inflates it with indigestion.

Do you know how you feed your ego with the right kind of diet?

Here are eighteen questions, to be answered *Yes* or *No*. When you have finished, you will find the results at the bottom of the page. No fair looking ahead!

	Yes	*No*
1. Do I choose and seek after friends, for the sake of friendship itself?	.....	.....
2. Am I subject to headaches and minor ills rather often?	.....	.....
3. Do I tell myself the truth about my motives, faults, and desires?	.....	.....
4. Am I frequent and efficient at alibis?	.....	.....
5. Do I evaluate my lot by comparing it with that of equals instead of with superiors or inferiors?	.....	.....
6. Do I enjoy getting someone told when he deserves it?	.....	.....
7. Have I at least one satisfying hobby?	.....	.....
8. Do I do quite a bit of wishful thinking that I know can never come true?	.....	.....
9. Do I think, act, and talk optimistically?	.....	.....
10. Do I catch myself boasting every now and then?	.....	.....
11. Can I calmly face facts with a good sense of values?	.....	.....
12. Honestly now, do I sometimes indulge in self-pity?	.....	.....
13. Do I follow some line of creative work such as writing, drawing, music, or making things with my hands?	.....	.....
14. Do I drink somewhat regularly, even though mildly?	.....	.....
15. Have I one thing I do so well that I'm known for the doing of it (even though small)?	.....	.....
16. Do I sometimes think how good, or generous, or happy I'd be if only something or somebody were different?	.....	.....
17. Do I usually lose myself in my work?	.....	.....
18. Do I have rather frequent emotional upsets?	.....	.....

Now to find out what you're feeding *your* ego! If you have answered all of the odd-numbered questions "Yes," and all of the even ones "No," then you are doing a perfect job in giving your ego (which is just another way of saying *You*) everything it needs for strong and healthy growth. Odd numbers answered "No" and even ones answered "Yes" are marked down as wrong answers.

Give yourself 5 points for each correct answer. Top score is 90. Deduct 5 points for each one answered incorrectly, and see what your rating is. If it's above 70, you're doing better than average. If down near 50, you'd better look into the matter. If below 50, well— I'd do more than look.

— MARGUERITE BARZE

Success Secrets for the Shy

Apply overcompensation to that fancied physical or mental handicap and you can go anywhere you wish

by LOUIS E. BISCH, M.D.

"GO ON—jump!" urged the father.

"I can't, I can't!" wailed the son.

"You're afraid, that's all. You can do it if you try. You don't realize your own strength."

"No, I can't! I can't!" insisted the youngster, trembling with fear.

"Look! Watch me!" said the father. "I'm going back here to get a running start." Whereupon he easily negotiated the three-foot span of water that separated them and landed by much more than a safe margin on the other side.

"Gee, Dad!" exclaimed the boy admiringly. Without another word he backed away and ran for the stream with all his might. He made it, beating his father by two feet.

That is *overcompensation.*

Once you muster courage enough, the force created by the extra effort put forth *carries you far beyond the goal* that seemed unattainable before.

John K. lost his job during the depression. The magazine for which he had worked went bankrupt. Four years had gone by.

"I can't find work! I never will!" he complained. "In every publishing house the answer is *No.* I've got so that my knees shake when I open an office door."

"Maybe that's the trouble," remarked his wife. "You're scared and you look it. Would *you* hire a man who has fear written all over his face?"

"Nobody seems to need an illustrator these days. The market is glutted, especially with youngsters. Anybody would get discouraged."

"Then try something different. Something, maybe, you've always wanted to do."

Yes, John K. had always harbored a secret ambition to draw sketches for advertising copy.

IN this inspiring article on ways to overcome self-consciousness and feelings of inferiority, Dr. Bisch is dealing with one of the subjects he knows best. Drawn from the thousands of case histories which he has amassed during years of practice as a leading psychiatrist, his findings extend genuine hope to those who, through oversensitiveness or feelings of inferiority, are sure they are hopelessly handicapped.

But he had no experience. "Nobody would take me without it," he moaned.

"How do you know if you don't try?" encouraged Mrs. K. "See what you can do with current ads in magazines and newspapers. If you feel you have improved any, go to the advertiser and show him your work."

JOHN worked day and night. He filled wastepaper baskets and fed the fire with his productions. Often he was on the point of giving up in despair. Finally, however, he had four samples that pleased him.

"What experience have you had in this field?" asked the advertising manager after comparing John's sketches with those his own staff had produced. Whereupon John thought to himself, "That cooks *my* goose!"

"I'm really a magazine illustrator," he replied meekly. His throat hurt and he was scarcely able to speak.

"Then you've been in the wrong business all your life," exclaimed the manager. "If you can do this well *without* training, what can you perhaps accomplish . . . See here, I'll start you at fifty a week. I'll expect you tomorrow morning."

That was the first regular salaried job John ever had, not to mention a new kind of work — work into which he could put all his enthusiasm — which gave him a new lease on life. Again *overcompensation!*

Joseph Conrad, being a Pole by birth, couldn't write English until he was twenty. But he became an outstanding figure in English literature! The life of Helen Keller is so well known as to make repetition unnecessary. The same may be said of Dr. Trudeau, himself tubercular, who founded the world renowned sanitarium system for lung trouble in the Adirondacks; also the story of Clifford Beers, who started the National Committee for Mental Hygiene after himself being insane and confined to an institution. Paderewski started with weak fingers. Beethoven was deaf.

YES, the greatest personages in the world are examples of *overcompensation.* Indeed, it actually is a fact that had they *not* been handicapped the way they were, and had they *not* used the handicap itself as a springboard to catapult themselves forward, they never would have accomplished what they did in so signal a manner. Actually, the world owes more to human defects of all kinds that have been overcompensated than to any other single factor that has promoted civilization.

In the past the great majority of those who have left the imprint of their lives for posterity to profit by, have overcompensated, usu-

ally through force of circumstances — luck, if you will.

Eugene O'Neill, for instance, did not set out to become a dramatist. Being the son of actors, he had a resistance to all things connected with the stage. Being confined to bed for months, however, with a lung affection, he tried to write just to while away the weary hours. Thus by accident a Nobel Prize winner found himself. Similar circumstances of illness are said to have started S. S. Van Dine, a history professor, on the road to success in detective fiction as creator of the famous Philo Vance character.

But nowadays, with the scientific strides made in the study of the mind, you or anybody can *deliberately* set out to overcompensate for any defect or fault you may possess, thereby bringing to light inherent powers you never dreamed were in you, thereby accomplishing things that now seem incredible.

TAKE *Inferiority*. This wholly crushing conviction is wrecking the lives of thousands of men and women, even children. It keeps an otherwise capable individual from finding or holding a job; it stops attractive young women from meeting men, getting married, expressing their instinctive emotional urges.

Suppose it is a conviction of inferiority that holds *you* in its toils. The chances are it prevents you from obtaining and holding the job you feel you should have, not to mention how effectively it prevents you from meeting the people you should and want to know. And if you are a woman, even a beauty, your feeling of inferiority throttles your love-life.

Blindness as an Asset

As he grew blind, Lafcadio Hearn's defective vision activated his brain in such a way that his imagination became rich and colorful. Being a writer, he was quick to recognize this factor, to foster it, to project it upon the printed page. His case is just another example of what overcompensation can do.

J. V. was a young man in his early twenties when I first met him. If ever a man was "afraid of his own shadow," J. V. was. He was so fearful he scarcely ventured from the house.

"I'm always thinking others can do, say and act better than I. Sometimes I think I have mustered enough courage to go to a party or see a friend, only to get scared stiff when the time arrives, whereupon I telephone my regrets."

"You did well at college. Your marks were high. You got a bid for one of the best fraternities," I remarked.

"All that was nothing," he countered. "I was a grind, so I

got A's. My cousin belongs to the frat — that's why they asked me."

"Always belittling yourself," I said. "You never give yourself credit for anything."

YET, *mirabile dictu*, this same frightened boy has since become the president of one of America's largest manufacturing plants. What's more, he attends every trade convention, invariably makes a speech, and boasts of calling more of his employees by their first names than any other high executive.

Who brought about this change? J. V. himself. I kept nagging him to use his will-power. I urged him to try. First I got him to take a walk around the block every day, without fail. Next I got him to do the marketing for his mother. It required several weeks before he consented to do some filing in the law office of a friend of mine.

Inferiority, you see, must be overcome in *easy stages*. If you take on too much at once it becomes a stunt that worsts you.

It was in this way that J. V. gradually gained courage. Despite his emotional resistances, his reasoning, logic and common sense finally convinced him that at least there were *some* things, no matter how unimportant, that he could do as well as the next. Once he got fairly started, the *ego* urge — possessed by *all* sufferers from inferiority — did the rest. Indeed, due to being pent up so long, like a race horse that is confined in its stall, ego finally raced ahead under its own accumulated momentum. Overcompensation, as if in revenge, did the rest.

As an instance of what a woman can do, witness the case of Barbara V. At 23 she was still so shy and retiring that she had never been out alone with a young man, had never attended a dance, would not enter a public restaurant for a million.

"Yet you are prettier than most girls," I said to her. "You have an attractive figure. You look smart. There is a definite air of refinement and charm about you."

"It doesn't do to try to prove such things to me. I know they are true but that doesn't prevent me from feeling that I can't compete with other girls no matter what I do, no matter how hard I try."

BUT this young woman *did* succeed after all and, as always, by beginning in a small way.

First I persuaded her to call upon a former girlhood friend. That frightened her no end and for the first visit Barbara's mother accompanied her. After a while, however, she saw her friend twice a week, then every other day. Once she took courage by the forelock and remained overnight.

The next step meant going out to movies, to the zoo, window-

shopping. Finally, and of her own volition, Barbara suggested taking her friend to lunch. Victory over inferiority was within her grasp!

And now? Barbara, amazing as it may seem, runs a dancing school and charm class down in Florida each winter. *She* teaches *others* to attain social poise. Her pupils consider her the essence of calmness, self-assurance and all the rest that goes with social success. If ever there was a classical example of overcompensation Barbara is it.

DON'T THINK, however, that it is easy to overcompensate. It takes time, patience, endurance. You must not allow discouragement to stop you. You must put your will to work and keep it working. In fact, as the saying goes, "the beginning is the hardest." Once you are fairly on your way it's fun to see how you not only overcome obstacles but actually *excel* in pursuits that formerly had you stumped. I daresay the boy who was afraid to jump the stream now gets a kick in attempting to negotiate rivers. Once the spirit of overcompensation takes hold of you it makes you bolder and bolder until there seems to be nothing left that could daunt your courage.

Self-consciousness is a blood relative of inferiority. Yet, when overcompensated, the self-conscious become models in department stores and art studios, actors in motion pictures, on the legitimate stage and in radio. A self-conscious girl I knew went in for politics and now occupies an important position in the government, where it is essential that she meet and talk with important officials every day. A self-conscious man of my acquaintance became a professional lecturer.

Oversensitiveness likewise is akin to inferiority. Yet F. W. overcompensated for his difficulty by becoming a book salesman and a successful one at that. Mrs. G. who used to blush whenever a strange man looked at her was forced into overcompensation when her husband died. She sells insurance!

BY NOW you may be wondering whether you harbor a handicap of any kind that you could start overcompensating on, fearing there may be none.

I wouldn't blame you. It really is fun to challenge yourself that way. On the other hand, no single individual is perfectly adjusted. Every person can find something about himself that he wishes were different. Through real, honest probing into your inner self you discover something to get busy about.

Maybe you are timid or afraid of physical violence, or you're a "doubting Thomas," or you harbor a vague feeling of anxiety or

impending danger without quite realizing it. Or maybe you realize you are not 100 per cent and fear to face the issue. If you wish to join the band wagon of the multitude that are thrilled while changing their handicaps into assets via the road of overcompensation, you must be willing to face the facts about yourself.

PHYSICAL weakness and deformity are about the hardest handicaps to fight. Yet many a wrestler, prize fighter, football player, explorer, policeman and soldier were "not strong" as children. Witness Theodore Roosevelt, the elder. He was decidedly a delicate boy yet, through overcompensation, he became the symbol of the "big stick." Blind and deaf persons, as already referred to, can accomplish wonders through overcompensation. And it is noteworthy to observe that, as a rule, it is not the prettiest girls who have the most alluring personalities.

Regarding poverty, remember that Rousseau, Goldsmith, Scott, our own Mark Twain, the composer Mascagni, the naturalist Linnaeus and scores of our present-day millionaires were once desperately poor. They are all examples of overcompensation, of turning what might have been crushing defeat into glorious triumph.

And remember! These men did not merely overcome poverty. It was poverty itself that goaded them and drove them on to superlative overcompensatory success!

No person ever develops to his capacity. Millions of brain cells remain unused even among the most intelligent of minds. In other words, your brain is not overcrowded with ideas nor overworked. There is plenty of room for new effort, plenty of nerves to do your bidding and push you forward.

In short, it's up to you! When will you start overcompensating?



How They Kept Young

CHARLES A. DANA, famous editor of the New York *Sun*, began to study Russian in his seventies. He found it "a very fascinating language." To Ida M. Tarbell, who asked him to relate Civil War experiences, he protested: "I'm interested only in the present — trying to keep up with the world of today."

CARL SCHURZ, at the age of seventy, habitually sang extracts from Wagnerian operas as he got ready for breakfast. During the day he often sprang up from the table where he was working, dashed to the piano to improvise a bit of music in keeping with his mood, then rushed back to his work.

How Are Your Love Manners?

Two young people entered a hotel lobby. He was tall, aristocratic in appearance, well dressed and handsome — *but common.* She was pretty, slim, svelte, sleekly dressed, modern — *but common.*

Why common? The answer is simple. Their actions proved them common and demonstrated the fact that both were innately ill-bred.

They came into the lobby holding hands. In this particular instance there was no occasion for any physical contact. The room was brightly lighted and there were no dangerous hazards from which an escort should protect his companion.

They sat down together. Instantly his arm was about her waist, her head was on his shoulder.

It is true that all the world loves a lover but a mighty small proportion of the world loves lovers so obvious in their love-making.

Had this young couple been courteously kind, conspicuously gentle and polite in their attentions toward each other, the observing public's comment would have been, "A pair of thoroughbreds."

But they were common, ill-bred, familiarly conspicuous.

Actions, like clothes, should vary for different places.

The well-bred woman will wear a pair of pajamas in her bedroom but not to church; a bathing suit on a beach but not in a hotel lobby.

By the same reasoning, even though she is in love, she will not wear easy, familiar actions, suited only for privacy, in the pitiless glare of the public limelight.

It is easy to tell whether young people in love are well-poised and well-bred, or ill-bred, common and vulgar. Merely observe their actions in public.

A well-bred man in love is careful of every public appearance he makes with his wife or sweetheart.

1. He pays her every courtesy he pays other women.

2. Although he is gentle and considerate he refrains from embarrassing her by even the simplest show of love-making.

3. He does not refer to their relationship by word or act since this is her business and his, not the concern of the general public.

4. He does not argue with her in lordly fashion, or act possessive, or give the slightest sign in public of jealousy, disapproval of her conduct or criticism of her opinion.

And a well-bred woman's treatment of her beloved follows these same rules.

— Priscilla Wayne

Fall in Love with an Idea

When you honestly want something above all other things on earth, it's yours!

by NINA WILCOX PUTNAM

THE QUESTION of why some people succeed and others fail is seldom if ever discussed with any honesty. Yet the mechanics of success is as simple as the mechanics of boiling an egg. The plain, scientific truth of the matter is that anybody in the world can be a success *if he really wants to be.*

One of the greatest stumbling blocks between most individuals and success is that they confuse success with:

1. Opportunity
2. Good luck
3. Inherited advantages or inherited wealth
4. Patronage or favoritism

One of the commonest and most misleading phrases in general usage is, "He's lucky; he gets everything he wants." Whereas, the actual fact is, not that the person referred to is lucky, *but that he definitely wanted something!*

And in my humble, but not too humble, opinion, therein lies the whole secret of success — the wanting of something badly enough to get it. Hold on now! I know the answers you are ready to fling at me: that you want a business, but can get no capital; a job, but you have no "in," and a sweetheart who won't have you. And my answer is that the moment you come out with an alibi you have confessed that you did not want what you wanted *badly enough!*

Think back over some of the important incidents in your life and try to see, with perfectly honest eyes, how much effort and sacrifice and trouble you went to on the occasions of your success. Then be equally honest about the strength of the driving power behind your failures. Remember there is no one listening to this self-examination except yourself; and so, if you lie, only you are the loser — for the person who lies to himself can never be a success. The reason is obvious. Self-cheating means a clouded method of thought.

BUT PERFECT honesty of thought means clear thinking; and clear thinking is essential to success. You can lay no plan of work, conduct or behavior which will succeed unless you face all the facts of your situation *including, above all,* just how far you are willing to go in order to attain your end.

Please do not confuse that intelligent endeavor with the purely emotional impulse which makes us exclaim, "I'd do anything in the world!" This familiar catchphrase springs to the lips of thousands upon thousands of people daily. And not one in a thousand means a word of it. What they really mean is that they wish the object of their desire would be flung into their laps by some magic born of their wishing, without any genuine effort on their part; or that they are willing to trade their honesty or perform some distasteful task in return for a boon.

MAKE no mistake, there is no such thing as success without effort. The effort does not necessarily appear on the surface; nevertheless, it has been present. Equally true is the fact that every kind of failure is our own fault. I can just hear the howls of protest going up when I write this, but those who howl the loudest are guiltiest of throwing away their precious powers of succeeding.

But you worked faithfully for years and were let out without a penny, you say, eh? So you trusted someone and you were betrayed? Yes, yes, I know all that, and I also know that self-pity is a cheap form of alibi; it is a comforting poultice on one's pride.

Your account of "injustices" which have got you down may impress acquaintances and even friends, who half-listen, who rather savor your misfortunes and don't really care, but you yourself probably are not deceived by your alibis. There is a guilty spot somewhere in your consciousness. Look carefully and see if that is not so.

Just *where* and *when* did you stop *wanting* enough to make the necessary effort which would have got you the thing you lost? Was there honestly *no* moment at which you were too emotionally and spiritually lazy to go on trying to succeed? Such moments are always perfectly conscious. We secretly know when we are slipping, let go, and fail. We always know which path to take in such a crisis, and it is a lack of desire for effort which makes us choose wrongly.

To speak personally, I am convinced after many years of thought and worldly struggle that I have always had everything that I wanted. By that I do not mean that I have acquired all the things which might have been pleasant to have — such as wealth, fine houses, jewels, rich friends, and all the long list of possessions which go to make up the outer evidences of what is called success. These things I have not. I could have had them if I had so chosen, but my path was so laid out that I chose other things, instead.

I have had many opportunities to get rich, but I felt success, the real success of personal happiness, was preferable. However, I did

want to be a writer. I *had* to be a writer and every condition, every individual in my family opposed me. And so at an early age I learned that the only way to success was to *succeed:* in other words, to want something so terribly, and to be so thoroughly convinced in my own heart and mind that that something was a true, sound and justifiable desire, it would warrant complete ruthlessness in its attainment.

THERE is no such thing as success without ruthlessness to back up desire, for which reason you must always first convince yourself of what you really want to do before proceeding.

Once decided that I wanted to be a writer, nothing could stop me. My parents deprived me of writing material, so I borrowed from a neighbor and locked myself in the cellar to write.

Perhaps the clearest example of the need for ruthlessly clinging to an idea in order to achieve an end came to me a little later in life. By this time I was acknowledged to have a certain ability with my pen, but was in the midst of establishing my reputation. I had just begun a serial story when a close relative was taken ill at my home. I was the chief support of the household, but I was also a woman and the family therefore considered it my duty to remain by the sickbed.

My decision was just the type of decision I referred to at the beginning of this article. I wanted to stay; I knew it was my sentimental duty to stay. But I also knew that I wanted to succeed, and that my story had to be done. So I moved out to a hotel, and stayed there in uninterrupted peace until my job was done.

The family said harsh things. I myself was doubtful as to the fate of what I had written at the expense of so much criticism. But I had done what I believed was basically right. The story was sold and the money paid the expense of the illness. But I had to harden my heart to do what I did.

IT IS so easy to trace my failures, on the other hand, to equally simple turning points in life, where, had I cared more for a certain result than for the pleasure which diverted me, I would have won out in an important matter. Such occurrences were usually the result of a sort of mental throwing up of my hands. "What's the use; it's too much bother!" Well, of course, if a thing is too much bother, you really don't want it; and, logically, if you don't want it, it's no loss!

Therefore, I repeat that I have had everything I wanted out of life. And so can everybody else, once he has trained his mind to distinguish between true desire and false. True desires are distinguishable by their persistency in our minds, by the

relentlessness with which they possess our inmost thoughts, the clarity with which they fill our dreams. To succeed, one has only to fulfill this dream, carefully and intelligently brushing aside everything which blocks its accomplishment. Some people are better equipped for this because they are not particularly sensitive to the feelings of others. *The individual who allows sentiment and the wishes of others to deter him will have a hard time making a success of himself.*

DO NOT think I am preaching a doctrine of ruthlessness. Far from it, I am convinced that kindness and true gentleness have always been characteristic of the creative people of the world. Many great successes have been built on cruelty and brutality, but they are seldom of long duration.

The outstanding successes of the world, the people who have shone down the ages, have always possessed the finer qualities. I think first of Lincoln — always of Washington; of Edison in our modern world, of Madame Curie, of Florence Nightingale. The great and the good; why, their name is legion and will endure when tyrants are forgotten.

No, what I am trying to do in the limited medium of words is to point out that ambitious folk must remember that *just because somebody loves you is no proof that his judgment is sound.* That reads like humor, but I mean it seriously.

The first step toward success lies in discovering your own desire. The second, and almost equally important one, is the divorcing of your personal relationships and your ambition. Luckily this is not always necessary, as you may very possibly have a sympathetic family. However, my observation has generally been that youth is, *per se*, assumed to be wrong. Wise are the parents who know at what point to substitute help for guidance.

The question extends beyond the immediate family circle. Friends may adversely advise, a wife or husband or sweetheart oppose your ambition. Your task in either case is to close to their influence that part of your mind which is concerned with your success, without in any way destroying your emotional relationship with them. It can be done, though it's not easy.

But never forget that no successful person, be he in the arts, in the professions or in business, can forego the relaxation of congenial emotional contacts. We must have love, devotion, affection and, somewhere, *understanding*. The strenuous worker feeds on, and his strength comes from, these things. He must come back to the fount often and often. *But it must be apart from his work!*

Everybody can be a success, I said, and the first notion the statement implies is that we can all be

Edisons and Rockefellers and Carusos, or what not. Obviously, however, such is not the case — nor do I mean quite that. To begin with, there is no getting around the fact that thousands of persons have no *burning* ambitions.

INDEED, they need not be failures, because the word "success" is not confined to the gaining of fame or money. One of the most successful people I know is an antiquated singer whose heart is so full of nice things that he doesn't need much else. This is an extreme example of the triumph of spirit over matter; I do not feel that there is any particular merit in the failure he brought upon himself. I do believe, however, that he has succeeded in getting what many rich men lack — and in abundance that they might well envy.

Success in living is, in many ways, more important than success in business. But successful living, by which I mean living in a balanced fashion with reasonable health and happiness, can be gained by the same process which earns for others a personal success.

In the course of the last thirty-five years of my writing life, perhaps a thousand or more people have asked me to give them a formula for success. The only honest answer is that no such formula exists. In the foregoing, I have not attempted a formula for success, but merely an explanation of the *mechanics* by which success is usually achieved. I have found a few general suggestions helpful.

The first, as bromidic as it may sound, is: Work hard, constantly and persistently.

Don't be afraid to admit you've made a mistake.

Abandon any ill-considered venture and try again.

Be as absolutely honest in your business dealings as you are with yourself about your work.

Be incorruptible by outside money and outside interest. Be bought at no price except the just price for your endeavors.

Never forget that it is not *you* who is succeeding alone, but you, acting as the instrument of a Greater Intelligence.

Your body is the workshop of your mind. If that workshop is neglected and allowed to accumulate trash and suffer from decay, your mind cannot function at its best.

Do not forget that all important work in any field is exhausting, and that rest is vital.

Study your competitors without stealing from them.

Success is a wish; but in wishing, be sure you wish *hard* — and *true*.

✧

IT WAS a pine tree which murmured: "The young pine knows the secrets of the ground, old pine knows the stars."

Nine Ways To Get To Sleep

1. Maybe you're hungry. Don't eat solid food, or you'll have to brush your teeth all over again, but try a cup of milk — warm, if possible — or, if you're not a teetotaler, a glass of sherry.

2. Stand in front of an open window for a few minutes and breathe deeply. When you begin to feel chilly, jump into bed. The comforting warmth of the covers will make you drowsy.

3. Fix your sight, while you lie in an easy position, on some bright object. A star, or a street light, or a reflection on a mirror or some metal object will do. Stare at it. When your eyes drop shut, open them again at once. Soon you won't be able to open them.

4. Did you ever watch a cat sleep? Pretend you're a big furry cat. Let relaxation flow into every muscle. Stretch with satisfaction and yawn — yes, you can make yourself yawn artificially, and soon you'll be doing it naturally.

5. Pretend you're in whatever place means most to you of peace in nature. For some it will be a garden, for others a mountain top, for others the sea. I pretend I'm on the bank of a tidal river in New Jersey in spring — one of those rivers where the bed is covered with dropped pine-needles and the water foams like brown root beer. You're there and it's hot and you're on a soft, comfortable bank of moss, and . . .

6. Tell yourself, well, you can't sleep, so you might as well get up. Visualize closing the windows, putting on the light, donning a dressing gown, putting on your glasses if you wear them. Just the thought of all those jobs to do will probably make you decide to stay in bed, and make you sleepy in protest.

7. Recollect that even if you can't sleep, you are taking the weight off your feet, you are resting your eyes, and you are free of the constriction of clothing. You have eight long free hours in which you can think of all the things — the pleasant memories, the not too exciting plans — you never have time for in the day. Pretty soon they'll fall together into the well of dreams.

8. Sheep are out, but you can recite poetry, or go over tunes in your mind, or think of categories like plants or animals and find a word for each letter of the alphabet to put in them. An author I know puts himself to sleep by recalling the words of his published work — with a devout prayer that his readers don't do likewise! Perhaps you can do it by repeating that letter to Jones, Smith & Co., or the grocery order.

9. If you want a really sound, lasting sleep, just go to sleep smoking a cigarette. This is the soundest sleep-inducer I know. You will probably sleep forever, and they may not even have to bury you if the house burns to ashes.

— Miriam Allen DeFord

They Held on a Little Longer!

When you're tempted to quit, think of the successes won by folk who wouldn't give up

by HOMER CROY

I THINK that in all the world there is nothing so fine as the spirit of man which makes him, when all seems lost, hang on a little longer. Yes, hang on a little longer — and then triumph! How often it is done!

I think of a woman who used to live in my own home town, Maryville, Missouri. She hung on a little longer — and what a splendid triumph she had!

Her name is Mrs. Artie Mason Carter.

She is the founder of the Hollywood Bowl.

As a girl she studied the piano literature of the day, reveling in the works of Chopin, Liszt, Schubert, Schumann, Beethoven, and Bach. Music was the loveliest thing in the world, and she wanted everybody to know it.

This valiant young spirit rented a theater in the town and got a group of musicians to agree to come and play classical music. The people were dumfounded. A girl fourteen years old hiring a theater and getting musicians to promise to play!

She started in to sell tickets. From door to door she went. No living person was safe on the streets. And she did sell them and the concert was a success.

She was married, later, and had the only grand piano in town. She invited the people to come and see and hear it. Farmers hitched their horses to the posts in front of the house, and sat on the porch and listened to her play.

SHE WAS PLEASED with their interest. She believed they would appreciate a pipe organ. There had never been a pipe organ in the town, but that made no difference. She decided the town should have a pipe organ, and so she started in to raise money. And the town had a pipe organ!

Later, she went to Los Angeles and one day, as she was walking in the hills, she discovered a natural formation in the earth. Boys were playing at the bottom, and she was impressed by how plainly their voices carried. The idea came to her to have concerts in this natural cup — "symphonies under the stars," she called it later.

On investigation she found it would cost $100,000 to bring this about. She didn't have the money,

but she had something else. Courage — the art of hanging on a little longer.

She started in to raise money. And so did the other women. A kind of desperate fervor laid hold of them. The money *must* be raised. Some of it was, but finally the project hung in the balance and no one knew what was going to happen.

THEN CAME a most unexpected and bitter crisis. It was the question of widening and resurfacing Highland Avenue, which was the main thoroughfare to the Bowl entrance. She asked the politicos and bigwigs to put off the job until after the concert season, for not one single customer must be kept away. The Bowl was just managing to live; every nickle counted. It was the baby's first summer.

The bigwigs paid no attention. The steam shovel moved in. She rushed to the Mayor, the City Council, the Board of Supervisors, the Board of Public Works, and begged them to hold up the shovel until after the season was over. Well, they'd started, they said, and maybe they'd better go ahead. Didn't have any other job for the shovel.

The day the work was to begin, she went personally to the superintendent on the job and pleaded with him not to go ahead. Plumb foolish, he said; the shovel had come there for that purpose. Then she told him there would be no work! He winked at his men. The town was full of crazy women. Of course there'd be work.

It was a few minutes before eight o'clock, and at eight the superintendent gave the signal. The moment the shovel started, Artie Mason Carter started, too. She threw herself on the ground before the shovel and shut her eyes. Closer and closer it came, roaring and thundering. Then it stopped.

The engineer came and stood by her and took off his greasy cap.

"I've got consideration for you," he said respectfully. "I won't run over no woman." Then he went and sat down on the sidewalk and hauled out his pipe.

IN NO TIME at all the police were there, also the reporters. The newspaper blossomed with front page stories. One of them called her "The Barbara Frietchie of Highland Avenue." Her earnestness and determination had done in less than an hour what all the city fathers had refused to do!

The Bowl was saved.

And it's been saved ever since.

She had hung on when it did not seem possible for anyone to hang on. And she had triumphed!

I think of a woman living in Maywood, Illinois, who, when the test came, had this very quality. She was a housewife and a mother — and then, when the pinch came,

she was a great deal more. Her husband fell ill, money had to be earned. But how was she to earn it?

Her name was Mrs. Ora H. Snyder.

She went from store to store trying to get a job; but she was untrained and they did not want her. She went to hotels; they had no place for her, either.

ONE DAY, as she was standing by the window watching the children go home from school, an idea came to her. It was a simple idea. She would make candy and sell it to the children; good wholesome candy their parents would approve of. So she took the whites of eggs and sugar, and made candy on her kitchen stove. Then she stood near where the children passed and told them she had homemade candy which would be good for them. Some of the children had money, and bought. The next day she was back again, and more bought. At the end of the week she had made $4.15.

Then, she decided to go to Chicago. And there it was, when she arrived — big and thundering and terrifying. She wanted to find some corner, or some spot, where she could hold out her homemade candy. But she could find none. She stopped to buy a bag of peanuts, and another idea came to her. She would get him to sell her candy on a commission basis. But the peanut vender was a peanut vender and nothing else. No wanna sell da can'. Then she fetched some of the candy — and he was a changed man. When she started home that night she had a man working for her.

Next day she came back to see how much he had sold. And he *had* sold it. Her share was $2.20. She was now a Chicago businesswoman.

She became far more ambitious. She decided to open a store. That meant more money, so she had to cut down on the size of the store. At last she found one, eight feet wide it was. But it was *her* store. She was a merchant.

At night she made candy on the back part of the stove; during the day she sold it in the front part of the store.

TIME after time the store almost failed; but she held on a little longer and kept the candy pot boiling.

Then came a very great day. She opened her second store.

Other great days came — when she had five, ten, fifteen and more stores. Not so bad for a kitchen stove.

I can think of a remarkable man who held on a little longer — Sir Ernest Shackleton. Also I think of the words which he chose to be set in bronze on the ship which carried him toward the South Pole.

The lines, paraphrasing Rudyard Kipling, go like this:

If you can hold on when there is nothing in you
Except the will which says to you, "Hold on,"
Yours is the earth and everything that's in it.

These lines meant something to Shackleton, for he held on when all seemed lost. His great ambition was to conquer the unconquerable South Pole. It was his goal, and he meant to achieve it.

He sailed away, fell sick, came back. But that was nothing. The Pole was there. He was going to have it. He built himself up, and sailed away again; and once more he came back. Nor was that anything, either, for the Pole was still there.

He needed dog teams, and the children of England helped raise the money, penny by penny, and pence by pence; and when he was ready there was a dog named for every school which had contributed.

What a fine ship this was, *The Endurance*. And how proud he was of it. This one was going to take him to his goal! But the polar ice had another idea. Other ships had descended upon it and it had taken care of them. So it closed in.

The decks shuddered and jumped, and the beams arched until the very stanchions buckled and shook. Even the dogs knew something was wrong and sent up their howls. They grew savage, strained at their leashes and snapped at the men. But they were wrong, and the ice was wrong, too, for Shackleton knew how to hang on a little longer. At the very last moment, when no force on earth could stay it, the floe cracked, and the ship slid through.

BUT THIS RELIEF was only temporary, for the polar ice was again at the ship, more savage than ever. Finally it grew so terrifying that Shackleton led his men ashore, and they built themselves a camp. And there, on the ice, they watched the ship in its struggle.

The ice came still closer, now determined to bring the vessel down. The gallant craft fought on; but finally, like an animal at bay, it rose and made a valiant stroke at its enemy — lost — and sank wearily to the bottom of the icy sea.

Shackleton watched his ship and

He Kept Tinkering

There was great discouragement in the life of Henry Ford, too. For five years, working after hours in a shed back of his home, he tinkered with a strange contraption which included a motor, a crude frame and four bicycle wheels. But despite periods of black depression, when it seemed that success never would be within his grasp, he held on a little longer. Finally, he drove his weird machine out of the shed under its own power. And now look at it!

his hopes sink. It was the end, but not quite, for he could hold on a little longer.

The ship did not rise, but his hopes did, and on foot he moved toward his goal. Finally, on one expedition, he came within some 97 miles of the Pole — and had to turn back. But Shackleton never turned back except temporarily; then it was that he went to England and raised money for *The Quest*.

Again he started, this time with renewed determination. On and on he went, deeper and deeper, and he would have won had not an Enemy set upon him, an Enemy that no man can conquer. He was buried on South Georgia Island — the man who had held on until the very breath of life left his body.

As my mind runs over those who have held on a little longer, I think of Michelangelo who gave us "The Last Judgment" in the Sistine Chapel — the most famous painting in all the world. He was also an architect, and the ambition to rebuild St. Peter's walked with him. When he was 71 years old he was appointed chief architect. He must finish it before the End.

Ill health came, and once Death tapped at the window. But he kept on with his work.

Finally he could no longer walk, and had to be straddled on a horse and led through the streets, but he went. He was going to see the job finished.

He grew weaker, but he climbed the scaffolds. Sometimes the chisel fell from his hand — he picked it up, set it in his fingers again, proceeded with his work. His doctors begged him not to go on but he said, "I must finish it."

Finally, one day on the scaffold, the grand old man asked workmen to help him down. They carried him tenderly and carefully, and when a physician was fetched, it was found a raging fever had laid hold of him.

Next morning he tried to rise and asked to be taken to his horse. This time the physicians were firm. Then he asked to be moved to the window so he could see the dome.

He grew weaker during the day. The next he died — and all he lacked of being 90 years old was twelve days! But he had hung on, and there was the dome of St. Peter's to show for it!

I could go on telling of other brave spirits who have held on a little longer. Cecil Rhodes, for example. When he was sixteen he was taken to a Harley Street physician in London who examined him and then wrote on a case card, "This poor chap hasn't six months to live." Rhodes was shipped away to his brother in Natal, South Africa, to die.

But he did not intend to die, nor did he! Twenty years after he was shipped away he came back, a rich man, and saw the card for the first time. And there it was, and there *he* was!

That is why I think in all the world there is nothing so fine as the spirit of man which makes him hang on a little longer. The splendid thing about it is that it is open to all; the great and the humble, the rich and the poor, to every one of us.



Do You Lend a Helping Hand?

His own teacher tried to discourage him from becoming a pianist, saying he had slight talent for it. He had a young wife and a crippled son to support and he barnstormed all across Europe, giving concerts for meager returns to earn bread for his family. Thus he worked, without recognition, until he was thirty.

Chance took him to a Polish summer resort where the great actress, Helena Modjeska, was appearing. Her name was magic in the theater; the whole world toasted her. The pianist confided to her his ambition to become a great concert artist — a vain hope, it seemed, which he was destined never to realize.

"Let us," suggested Modjeska, "give a joint concert in Cracow. You will play the piano, I will give dramatic recitations."

The gracious suggestion was carried out. Modjeska's name was enough to fill the theater. No one knew or cared who was the unknown pianist billed with her. But after the concert his name was on every lip, his climb up the ladder of fame well started.

The young pianist was Ignace Jan Paderewski.

William Allen White, famous writer and editor of the Emporia *Gazette*, received a letter one day from a newspaperman whom he had never seen. The letter was written on the stationery of the Keeley Institute and the writer confessed that he was taking the drink cure. He wanted a job in a prohibition town, such as Emporia.

The drink habit ordinarily is no recommendation for hiring a man, but Editor White never thought of that. He wrote his correspondent to show up and go to work. He ordered his business manager to see that the new employee had spending money, clothes, a meal ticket and a good room. Then White went off to write a novel.

When he came back he found his new employee writing half the paper, steaming full speed ahead on the career which finally made him one of America's most popular syndicated versifiers. The man Editor White took a chance on was the late Walt Mason.

How Religion Aids Personality

ONE OF THE ablest and most interesting of modern psychologists, Dr. H. C. Link, discovered something disquieting about his profession. He found that psychology was very often inadequate in helping men and women to attain happiness and the full development of personality.

Yet if psychology couldn't help human beings to live better lives, if psychology couldn't enable them to improve their personalities, of what use was it anyway?

Dr. Link had previously discovered that the most important factor in developing personality and finding happiness was in bringing the person out of a self-centered existence — in giving him something new and real to live for, something fine, something that would contribute to his happiness and enduring peace of mind.

One day when he was searching the solution to the riddle, Dr. Link decided that the answer to personality with many persons is religion — just plain, old-fashioned religion. He wrote a book about it — a book of high purpose and inspiration.

Only religion will help many of us to master our environment and find contentment, declared this eminent scientist. And as soon as he began recommending religion as a way to improve personality and happiness, his patients began reporting immense gains in the things they sought the most.

Dr. Link believes modern psychology is pretty largely a rediscovery of old religious truths.

Just why is religion of such aid in personality?

Thousands of years ago mankind learned that mankind needs something beyond the ordinary everyday rote of living if it is to survive with peace and happiness.

And in deep and abiding faith, in one of the most beautiful influences in the world, religion, mankind found its goal. And that goal offers just as much and is just as necessary today as it ever was in the past — perhaps more so.

THE MOST contented and the most interesting persons I have ever known, those with the best personalities, were those who had the belief, the steadfast belief which comes only from religious alliance. They were members of the church. They were active in the church. They had something which all the unbelievers, the intellectuals, the scoffers never could get — they had serenity and peace.

— CHARLES B. ROTH

The Charm of Understanding People

Friends are drawn to you as to a magnet—and it is your friendliness that determines the strength of its pull

by FARNSWORTH CROWDER

In a bus seat, a girl is trying to tell her companion about some man.

"What did you say his name was?"

"Elmer —"

"Oh, good grief, not Elmer! Who could stand a man named Elmer? I couldn't. Sounds like a hick."

IT WAS Margaret Fuller who said that every man is a volume if you know how to read him. Here was Elmer, condemned, sight unseen, for no more than half of his name.

Of recent Americans, probably none was more universally loved than Will Rogers. He enjoyed browsing among people. "I have never yet," he said, "met a man I didn't like."

This wasn't a claim that he approved of everything in others. Much that he had to say was disapproval, but he could put a laugh instead of a snarl into his bites. He knew, as untaught wisdom, that there is a common denominator relating any man to all mankind and therefore to him. He was so popular with people because people were so popular with him. He could discover in anyone the essential human kernel, no matter how shriveled or hidden under crusts of meanness or suspicion or reserve.

It is a rare and wonderful faculty. If it were general among us, life on earth could be transformed; for the canker that infects the heart of the world is the strangeness and animosity men feel toward one another.

This in itself is strange, considering how we all hunger after approval and affection. Why then, in the very moment we are miserable with loneliness, do we shudder with distaste, saying, "No, I don't like that guy . . . She gives me a pain . . . If I never meet him again, it will be soon enough . . . What can anybody see in Elmer? Elmer's a pill . . ."

WE PASS snap judgments of this kind, not only on individuals, but on groups, classes and nations. While longing to be attractive, we set ourselves apart by setting ourselves above.

Years ago, a young man went off to a South Pacific island as a missionary. His intentions were

Christian: all men, even the brown and the heathen, were his brothers. But in a letter home he had to confess: "It is all very difficult. I keep reminding myself that these queer beings are children of God, even as you and I. But they are so odd, so very un-human and revolting in their ways that my love is tested to the breaking point."

Could it be that the will to love our fellows, no matter how ardently felt, is not enough to make those fellows lovable? Something certainly does interfere: people turn out to be too "different," too "unreasonable," too "un-American," too "foreign" and "un-human."

What could help? Good manners help. The rules of etiquette help. Tricks of sociability — a nice smile, a facility with small talk, handiness with compliments, a listening ear — these help. But they are not enough: all can be artfully used by people who are, in fact, maneuvering to knife one another in the back. Hatred and malice sometimes wear the prettiest manners.

ALONG WITH good will, along with the outer gestures of friendliness, what more do we need? Tolerance perhaps? Yes, we need that too, except as tolerance becomes a weakling toleration of evils and a lazy acceptance of things as they are.

But there is something more. Despite the best intentions, despite a show of good manners and despite a willingness to tolerate the likes of Elmer, we still abhor the bird. Could it be that we do not know him, that we have made every effort, except the effort to understand?

The young man in the South Pacific stayed on as a missionary, but he became in addition something of an anthropologist. He learned the natives' language, met their gods and demons, listened to their songs and lore, discovered their arts and their virtues. He was able to write home, "The better I know these people, the better I like them and the less I can feel myself their disapproving superior."

NOT MANY of us are so gifted that we can strike down quickly under the differences that separate us to that common human nature which unites us. It is an ability that cannot be faked. But something like it can be approached by anybody who cares to take the trouble.

The trouble he takes is the deliberate effort to understand, to acquire a controllable, thoughtful attitude toward others, even toward Elmer. What is that attitude?

A famed American poet is a rather formidable man to meet. Yet, while he is not superficially friendly, his friends are many and love him greatly. His secret, and the thing we are trying to say here

has been said by John Powys: "No one can be regarded as cultured who does not treat every human being, without a single exception, as of deep and startling interest. To be treated with courtesy of this habitual sort is the unquestioned right of every person belonging to the race: for every one of us is a world by himself, mysterious and unique."

It is in this spirit that the poet I mention sees everyone. You may be a bishop or grocery boy, scholar or peddler, your presence is no ordinary thing, crudely passed over with a nod and a few condescending remarks. This man's reserve is not callousness. It is gentle and, in looking out from behind it, he pays you at once the compliment of seeing you as a world by yourself, "mysterious and unique." He may not show his respect in any hail-fellow manner, but it is there desiring to understand: and because the desire to be understood is so close to the desire to be loved, he wins you.

But what is there to understand?

THERE IS this — that any human being, regardless of his I.Q., his income, color or creed, is a compact of the miraculous. He is alive. We acquire little of the Hindu's reverence for life as something sacred and our childhood sense of the wondrous becomes dulled. But the wonder is there all the same. The total of all we know about him explains only a fraction of the mysteries under the skin of the humblest porter shining a pair of shoes.

Do this. Not once, but often. Do it until it becomes a habit of your senses and of your imagination.

IN ANY place where you happen to be, fix your attention on someone else, a stranger across the aisle in a streetcar, on some member of your own household, and then try to appreciate that this being is alive, that his physical body is probably the most intricate and delicately balanced organization of matter in the universe; that he is flesh and blood and that all flesh and blood are green plants made over; that he was once a pink baby, and before that a pinpoint of vital jelly and before that, as someone has said, a promising gleam in the eyes of a pair of lovers.

He is a tangle of more riddles than science will ever solve. What makes him alive at all? What will have left him when he dies? Why did he grow so tall and no taller? Why, after his skull stopped growing, did his legs continue to lengthen? Why have his eyes grown scarcely at all since he was born? What controls these things? What sustains his heart beat? Where are his memories stored when he is not thinking of them? Why does his beard have its peculiar outline

Wizardry

THE STORY is told of Otto Kahn, the banker, that he used to enjoy sitting alone in Battery Park, New York. A friend, astonished to find him idling there one day, asked what on earth he was doing.

"Oh, I just come here to view the wizardry."

The questioner looked all about. "Where, what wizardry?"

"Roast beef and potatoes turned into human beings."

and not come out all over his face, on his forehead as well as his chin? What is the magic of eyesight that he can see and nerves that he can feel? What is he thinking of now? For what has he wept? What are his loves, his secrets and his terrors?

BEYOND KEEPING sharp a sense of the miracle of being alive, there is another step you can take toward the possession of a friendly imagination. You can teach yourself to appreciate that, for all the differences between us, there are the invisible ties that bind. An understanding heart does not stumble and stop at differences but goes beneath them with a quick true feeling for common human nature. This is the meaning of compassion. It distinguishes people like a Lincoln or a Jane Addams. It does not look askance at Elmer because he works with his hands and murders his grammar. It notices that Elmer works well with his hands, providing goods we are glad to buy, that, like Shylock, he has "organs, dimensions, senses, affections, passions," even as you and I.

In addressing the first class of Chinese pilots to be graduated from Luke Field, Arizona, Major General R. P. Cousins said to them: "These Arizona skies, which you have sailed so high and so well, meet your own natives skies over the Pacific. That is a good thing for both of us to remember: the same skies, the same hopes . . ."

He might have added, "The same destiny, the same human family."

That many a Chinese knows he belongs to this family was brought to light in an act of Central Christian College last Christmas. Driven into exile in west China, with students and faculty living like refugees, with little equipment and almost no income, this college nevertheless raised $960 as a gift to bomb-shattered English churches. The college's president apologized that the sum was so small. But it was gratefully accepted as being "according to the rates of Christian exchange, probably the largest gift to cross the oceans since war began." It was a gift which meant, *we are in this world together.*

Clement Nesbit knows this in his own way. He works for a great oil company and is sent far and

wide over the world, not to handle pipes and wells, but to deal with people. Through interpreters he has conversed in a great many languages: he says that the language that works best everywhere is the human language. Like Will Rogers, he can call up a sympathetic echo from almost anyone.

He insists that his lessons in learning to do this began with the way he was hit between the eyes by Thomas Hardy's verse about the two men who, meeting on the battlefield, try to kill each other, but, meeting in an inn, offer to buy drinks. Nesbit's practice, on approaching another person, is to discover, just as fast as possible, some common human ground between them, some equivalent of meeting in an inn.

There is the simple possibility of smoking together and comparing what they like in tobaccos; the matter of eating together and comparing tastes; of laughing together over twists they both consider funny. He takes great pains, before meeting a stranger, to find out if they may have mutual acquaintances, if they have traveled in the same places, or if they hold sympathetic views on anything. He has boned up on polo as preparation to seeing a Hindu potentate and polo fan. He has broken the ice with an Arab by noticing his ring and comparing it with his own Navajo turquoise. During serious, touchy negotiations, he keeps returning to the points on which they are agreed. "Add to those points, one by one," he says, "and in time you are standing together on the same ground."

THERE IS something more to be understood — that every individual is a "character" in an unwritten novel and that all his traits and actions have their roots in earlier chapters.

It was surprising years ago when a friend, an extremely opinionated and critical young man, decided to go into social work. To succeed at it, he would have to soften a lot of his bristling prejudices. He changed all right. Study and experience taught him, as he now will express it, that "every person is a structure thrown together by circumstances and when you are flabbergasted at him and wonder how he ever got that way, you can't answer until you know what the circumstances were."

This was an attitude that made Clarence Darrow so remarkable a lawyer. He defended people as victims of events and of their own natures. He would have said to the girl on behalf of Elmer, "He isn't to blame for his name; his mother gave it to him." This is the selfsame attitude that is changing our treatment of alcoholics, neurotics, juvenile delinquents and even criminals: we try to understand rather than blindly condemn, to cure rather than punish.

A suburban community began to develop a peeve at the local post-office superintendent. He snapped and glared at people, threw stamps and change at them, treated questions as if they came from imbeciles. There was some talk of a petition to demand his removal, but the move was limited to persons who knew nothing about him.

To begin with, he was handling the entire business of the office by himself, a business that had more than doubled in volume in two years. He was strung tight with private worries. He had a soldier son missing in action. He was waiting upon the slow and horrible hardening of his eyeballs, a malady that would remove him soon enough from his job. He grabbed at packages and threw change at customers to hide the trembling of his hands. For private financial reasons, he desperately needed his work for as long as he could keep it.

These things perhaps did not excuse his behavior, but certainly they helped to explain this man and to soften judgment with sympathy.

A PHYSICIAN, after years of practice, concluded that people who are sick want sympathy and understanding almost more than they want health. And the philosopher, T. V. Smith, has advised that doctors need to understand that "Man's worst malady consists in being human, all too human."

So now, where are we? What have we been saying? Put it this way — friends are drawn to us, or not, as to a magnet strong or weak; the pull of that magnet is a property of our inner core of friendliness, a friendliness which needs to be more than superficial gestures, more even than good will and tolerance, which needs to be, above all else, a deeply-felt, richly-imagined understanding of what it is to be alive, to be human and to be a player caught in the great tragicomedy of life.

Courtesy Between Generals

YOU MIGHT have expected the very air to crackle with hostility when General Robert E. Lee met General Meade shortly after the Civil War. General Meade had been in charge of the Union forces at Gettysburg, opposed by General Lee, and the victory of the North had been the beginning of the end of the Confederacy.

When Lee and Meade, vanquished and victor, met months after the shooting was over, General Lee said:

"I remember you, General, from your early days in the army — but your hair is quite a bit grayer than when I knew you before."

"Yes," replied General Meade, "and I can thank *you* for that, sir."

How Much of an Exhibitionist Are You?

Almost everyone has some characteristics of the show-off, so don't be surprised if you do, too

by WAINWRIGHT EVANS

Look yourself in the eye and ask yourself this possibly disconcerting question: How much of an exhibitionist am I?

Now — now — no need to get mad about it. But aren't you the fellow I saw looking at himself in the shop window yesterday under pretense of staring at the goods on display there?

Don't blush. We're all in the same boat. Take me, for instance. Here's how I got wise to the fact that, in my own quiet way, I had a good solid Charlie McCarthy streak in me. I was reading a fiction thriller. On page 40 the hero lit a cigarette. I lit one too. Then the appalling truth hit me. Here I was, putting myself in the hero's shoes and then watching myself go by in them!

I began to watch all smokers. Evidence rolled up that one main reason for their habit was the unconscious desire to show off. Also that the reason they would find it hard to swear off would be their reluctance to give up a symbol that had been feeding and bolstering up their self-esteem.

For example, suppose you are a woman smoker. You got the cigarette, my dear madam, with the vote. Both had been male prerogatives. Both symbolized release from an old-fashioned bondage.

Similarly, when a man smokes he asserts his status as a full-fledged male. Was he not humiliatingly told as a boy that he must not smoke till he became a man?

Are you given to nose smoking? That's symptomatic, a psychiatrist tells me, of hostility and aggression. Every classical dragon, every enraged bull, is traditionally pictured with fire and smoke shooting from its nostrils. It is a way of asserting power and might, of making an impression.

Readily evident too is the show-off psychology of drinking. In America the frontier tradition still survives that he-men drink their whisky straight and that whisky is "a man's drink." Tough hombres and two-gun men in the movies and pulps drink that way.

Exhibitionism gets its innings in

A Catechism for Exhibitionists

1. Are you a fast or reckless driver?
2. Do you season your conversation with strong language or tell dirty stories?
3. Do you like to draw attention to yourself in public places by loud talking?
4. Do you wear your hat or cap cocked rakishly on one side of your head or down over one eye?
5. Do you want to center the conversation on yourself and your ideas when in a social group, and tell tall stories about your exploits?
6. Do you play games for the fun of it, or primarily to beat somebody?
7. Do you love to make speeches, sing a song, or otherwise perform in public, appear in uniforms, etc.?
8. Is your mind so centered on yourself and the effect you are producing that you are shy in public and get stage fright easily?
9. In a restaurant, do you ostentatiously overtip?
10. If you are a woman — do you dress with an "edge," wear bedroom style pajamas in public, very scant bathing suits, and anything else you can get away with?

Mark anti-social traits, like reckless driving, 30; ill-bred exhibitionism, socially objectionable, 20; and harmless foibles, from 1 to 10. The lower your score the less exhibitionistic you are. But don't get the idea that a very low score is a good thing. Remember that if you are not normally exhibitionistic, there's something wrong, and that you are probably physically or psychologically in need of bucking up.

still other ways. Is your party dress, my dear, sweet and low in the back and lo and behold in front? Do you cross your shapely legs for comfort, or because you know they are worth looking at? And you, my fine fellow of twenty-five years, why that bushy beard? And, shaking hands, why that crushing grip? Is it that people may say you don't know your own strength?

Is all this an argument against showing off? Not at all. Such appeals to the instinct to show off are basically sound — biologically and psychologically. What sort of world would we have if nobody bothered to put up a front and keep his best foot forward? Exhibitionism is creative. It is a spontaneous and natural technique for making sure you are well thought of regardless of whether you really deserve it or not. You impress others; and then you use their good opinion of you to quash your inferiority complex on the theory that all those people can't be wrong.

So go right ahead and be a show-off. It may be the making of you.

New Ways To More Money

Set your short-term and long-run money goals and win them by practical methods given here

by HOWARD STEPHENSON

It is folly to love money. But it is praiseworthy to gain a mental attitude above money. By two simple and straightforward steps, freedom from slavery to money can be gained, and after that, mastery over individual problems.

The first step is a searching self-analysis expressed in terms of finance and success.

The second step is to develop a method of deliberately setting up goals for oneself and establishing the habit of reaching them within a thirty-day period.

Success is the gentle art of inducing the world to give you what you want.

A pattern of self-analysis in relation to the "money sense" will be found on page 90. Make this analysis now and then refer to it a month hence to check your progress.

If you answer each of the questions readily and accurately, you will possess a chart which should be of great assistance in gaining freedom from slavery to money.

Now set up your goal: *one specific accomplishment to be made during the next thirty days.* Obviously, you should pick something within your powers. It is to be something which you have been putting off "until I can afford it."

Perhaps it is the study of a foreign language. This need not cost one cent. Material and books of instruction are available at your nearest public library. Thomas Babington Macaulay and George Bernard Shaw both learned Russian in their seventies.

Perhaps it is a new rug for the living-room of your home. Check up on your tangible assets. Do you now possess some items which are of no real use to you and which you could turn into cash? One housewife, who sighed for a rug, confessed that she had been paying storage on a grand piano for three whole years!

Dead assets drag us down. The average household would be vastly improved in appearance, cleaner and hence more hygienic, if one-fourth the furnishings were to be disposed of forthwith.

What is the sense of maintaining a guestroom in a home where guests are not entertained overnight oftener than once or twice a year? Why keep old books which

"Money Sense" Self-Analysis Chart

1. At the age of ten, did I consider myself a success? At fifteen? At twenty-one?
2. Looking back, can I *now* rate myself a success at the age of ten? Of fifteen? Of twenty-one?
3. Am I now leading a successful life?
4. *Who is the person, possessing more of this world's goods than I, whom I most admire?*
5. Has every increase in income, during the past five years, enabled me to accomplish what I expected, using this increase as a tool.
6. Do my present prospects lead me to believe that I shall increase my income within the next year.
7. What percentage of increase over my present income is it desirable for me to make during the next year?
8. What was my total financial indebtedness five years ago? What is it today?
9. If no question of money were involved, would I continue my present occupation? If I could afford it, would I live elsewhere?
10. What is the total value in money which my tangible assets would bring, if sold today?

are not opened year after year — transient novels and the like? Who needs three half-worn-out winter overcoats? Acquire the gift of "good riddance." An uncluttered house may help you to attain an uncluttered mind.

Perhaps the goal you wish to set for the thirty-day period is money itself. Let us say that you put the figure at $50. For many years I have been taking notes of odd and practical ways in which people got themselves out of financial holes by their own efforts. Here are four examples:

Mrs. A., whose childhood was spent in the Adirondacks, thought a use might be found for discarded Christmas trees. She made a canvass of her neighborhood. When she came upon a balsam tree, she offered to cart it away. Then she made balsam-needle pillows, decorated and sold them.

Mrs. B., a practical nurse, organized a free "baby clinic" at her neighborhood drugstore, with white-coated pharmacist and physician in attendance. She phoned a hundred mothers and asked them to bring their children. She got a percentage on the druggist's sales, paid the young doctor for his day's work and made a sizeable profit.

Miss C. organized a Saturday morning series of guided tours to places of interest in her home city for school children, at ten cents a head.

Mr. D., a salesman in a shoe

store, made business calls in the evening — when working people are most conscious of their feet — took measurements and doubled his quota of sales.

YOU MAY object that these are trivial and homely ways to make small sums but that they do not lead on to fortune, which is your real objective. But if you gain the ability to see commercial possibilities in small matters, your mind is equipped to deal in larger opportunities when they present themselves.

Garnet Carter of Chattanooga disposed of a million dollars' worth of waste cotton seed hulls by developing the miniature golf craze — remember?

Henry R. Warren of Boston brought about uniform timing of alternating electric current, from one end of the country to the other, because he had devised an inexpensive clock which was run by electricity.

The grandeur will come, but unless you already have to your credit some substantial accomplishments, it is well to set a practical though humbler goal for your first thirty-day period.

The "key" to the self-analysis chart is its fourth point, namely: *Who is the person, possessing more of this world's goods than I, whom I most admire?*

This sets a standard for your own accomplishment. If it is mastery of money matters you are after, then without being the least bit crass or mercenary, you may train yourself to study people who have already demonstrated that they have it. I do not ask you to take some distant and celebrated figure for your model. The qualification that he must be richer than you is logical. Yet your admiration surely cannot rest alone upon a basis of his wealth.

While you are thinking about this admirable person of your own selection, whom, for want of a more accurate term, we may call your hero, try to discover just what are the traits which arouse your enthusiasm.

Check him off on the following five essential qualities of a successful man. If he rates three-fifths or higher, then you need have no qualms as to the judiciousness of your choice.

1. DOES HE LIKE PEOPLE? If so, he will demonstrate it by continually cultivating their company and showing them courtesies for which he can expect *no selfish gain.*

2. DO OTHERS DISCUSS HIM, TO HIS CREDIT, in his absence? If they do, you may be sure your admiration for him is widely shared.

3. DOES HE EXHIBIT POISE AMONG OTHERS? The successful man is sure of himself. He is not glum and silent among people, nor does he seek to cover a feeling of inferiority by loud talking or boisterousness.

4. DOES HE MEAN IT WHEN HE SAYS "*No*"? The successful man does not shilly-shally nor find it difficult to make up his mind. This does not mean that the universal impulsive tendency to say "No" to any new thing should be encouraged. What we get at here is a man's ability to stick to a decision, once made.

5. CAN HE UNBEND, laugh at himself and generally be a good fellow? The tense man, who is always mentally "dressed up" and finds it difficult to get along on intimate terms with at least one companion, makes the going harder for himself.

YOU ARE not asked, at this stage, to apply these questions to yourself. But obviously you must think of yourself in comparison to the man you admire. How do your ambitions and abilities compare?

You need not ape his dress, the manner of combing his hair, his walk, his talk or his taste in food or drink. But if you are sincere in your admiration, do a little detective work and find out these additional five things about him:

What five books has he most enjoyed in the past year?

What five plays or movies?

Who are his favorite sports heroes?

What is his favorite recreation — bridge, hiking, etc.?

What ONE DRAMATIC EXPERIENCE *started him to success?*

If you ask him offhand, he may tell you sincerely that his life has never been dramatic and that he is at a loss to explain how he got the "breaks." Come back to this subject in your conversation. Lurking in the back of his mind somewhere is the story of a turning point. *All lives must come to one great moment of decision, the crossroads where the individual is forced to make a choice.* Your hero's own explanation of the choice he made at the crisis and his reasons therefor, may prove a most illuminating beacon for you.

Men learn from other men. There is no other way. Take to yourself the most successful man you know as guide and inspiration. Tell him frankly what you are driving at. Do not be ashamed to confess that you need help and instruction. He will respond without hesitation and he will admire you in turn for having the honesty to admit you do not know it all.

Now what is the purpose of this elaborate attempt to analyze another man's personality? Simply this: you need a strong ally in order to overcome a constant and relentless adversary — that part of you which keeps whispering "What's the use?"

Every man is beset by a demon whose watchword is defeat. There is no need here to go into the intricate biological reasons why this is so. Psychological authorities acknowledge the twin nature of

man's mental make-up. One half is positive, the other negative. One half struggles toward success, the other prefers to sleep.

To a truly amazing extent, the majority of us yield again and again to the treacherous impulse to let things go — *to withhold the final, costly effort* — to acknowledge failure. We are all in the same boat.

But each day one of us makes the glorious discovery that he has a fighting chance to win! Nothing rallies the human spirit so tremendously as the feeling that one's own powers are adequate for any crisis. What I have asked you to do here is to confirm the positive side of your own nature by studying the success of some other person whom you admire.

If you can do without the feeling of warmth and protection to be gained by the reassuring experiences of others, then you are made of tougher stuff than the rest of humanity. But it is no mark of virility or strength to try to get along without the comfort of fellowship. Thus you learn to stand on your own feet by observing how others stand on theirs.

Once you have made a conscientious study of the personality of your hero, some of the reasons for his success in life will become apparent to you. But you are likely to see them separately, like the parts of a machine laid out in a row.

WHAT QUALITY is it which collects and integrates these parts, makes them into an efficient machine and provides them with driving power? This you may discover if you will examine your hero in the light of the future.

What is his ambition?

Ambition is a growing thing, changing and developing year after year. A hard-headed and ambitious man is likely to set his early goal in terms of money. He realizes that in order to direct any great enterprise there must be money to work with.

He does not start out by saying "I want to make a million dollars." To the wishers a million represents a dream of ease and luxury and idleness. But the man really capable of making a million by his own efforts is likely to acquire on the way the constructive imagination which teaches him that money of itself is worthless. It affords opportunity for achievement.

Mrs. A., who made the balsam-needle pillows, gained the same satisfaction as a millionaire over accomplishment of her objective. That is the real "money sense." The rest is illusion, bound to fade.



THE bigger people are, the more they like to be asked for advice. — BENNETT CERF

If You Must Quarrel with a Woman—

There really aren't any rules, but these suggestions may help prevent arguments—as well as patch them up

by J. GEORGE FREDERICK

Author of "What Is Your Emotional Age?" and many other books

THERE ARE no Marquis of Queensberry rules for men and women in a quarrel. That is why it so often reverts to the primitive level of a "slugging match" with no holds barred!

Men are notoriously bewildered, exasperated and wrong-headed in these man-woman dissensions which even the best of us somehow seem unable occasionally to avoid. Long experience in man-woman relationships and psychology might be expressed in these specific items of advice to the man who must quarrel with a woman — and these suggestions may *prevent* quarrels as well as heal them:

1. *Learn to speak woman language.* Logic is a half-foreign tongue to women; they speak more often *the language of emotionality* (which is all too often a half-foreign tongue to men!). Many quarrels evaporate as soon as both speak the same language; as soon as they stop the duel of sheer emotion versus sheer logic. Most man-woman quarrels arise from emotional hurts, fears and attitudes, which man language (cold logic) has small power to heal. It is little more than a toy pistol!

Emotional woman language includes everything from weeping to deep emotional overtones and inflections of the voice, to intense explosive outbursts and berserk gestures ("throwing the china"). A man must learn not to be intimidated or alarmed by it, but to answer it in the right emotional key; and not necessarily an appeasing key, either!

In most quarrels women actually prefer, in a man, emotional heat rather than cool, calm, collected analysis. They unconsciously seek closer, warmer emotional unity, and sometimes use quarrels toward that end ("quarreling for the pleasure of making up") because they feel emotionally insecure. Therefore, logic is out of place; emotionality is called for.

2. *Don't underestimate the importance of a quarrel.* Men continually

misinterpret the significance of a quarrel by taking it at its mere face value. A man-woman quarrel is often not at all what it seems to be; the stated facts of the quarrel may be only a conscious or unconscious camouflage for the real quarrel.

This is why men are so often exasperated at women's causes for quarrels; they seem so utterly trivial, inconsistent, illogical, uncalled for; whereas instead of brushing them aside with impatient "logical" reasoning, the understanding male should look deeper into the quarrel *as a symptom*. So, of course, should woman in man-started quarrels. Underneath the triviality may be a long-gathering storm of heavy potential strength on basic matters. For this reason it is a great rule for a couple to completely liquidate all tensions *each day*, so they won't accumulate like a great thundercloud and suddenly strike like lightning.

3. *Don't depend too much on words.* A man is always distinctly at a disadvantage with a woman in regard to words: a woman can shoot words harder and faster than a man, and she has much less respect for them. She inclines toward extravagant, irresponsible, unrestrained use of words, while he likes responsible, factual statements.

For this reason *action* is more important for a man in a quarrel. Action language which a woman respects more than words consists of a caress, a little physical force, a flat decision, a refusal to argue, a walk-out or other positive action. Accompanied by a *few* right, well-chosen words such actions become still more effective. Unrestrained anger, invective, streams of words, legalistic reasoning, or threats are always weakening to a man's quarrel with a woman.

4. *Don't make a wholesale surrender.* Some men get themselves "underfoot" to women by so hating "scenes" and quarrels that they will "do anything for peace," and surrender utterly to women's quarrel drives. They believe that, high as the price is, they had better pay it and avoid a fight.

This is a serious error. Surrender by a man creates either or both fury and contempt in a woman. She knows he's buying her off. She knows she ought not to have such power over her man if she is to love and respect him fully. Give way nonchalantly on minor matters, but stand your well-considered ground with iron firmness on serious matters, no matter what tantrums a woman throws. Do not let a woman quarrel away your rights and dignities and important convictions.

5. *Be nag-proof and temper-free.* Some women's way of quarreling is slow, exasperating, continuous

nagging. Research into marriage shows up women's nagging as a leading factor in marital unhappiness. Some other women aim deliberately to drive a man toward a hot-tempered outburst (counting on his later mood of apology and regret; they may even do it simply to "get an emotional rise" out of a man, because they tire of his placidity). Fair enough — give her a few fireworks if she seems to want the excitement of a quarrel; but never lose control, explode with anger, and thus get yourself "out on a limb." Be indignant but never angry, anger being a gesture of defeat, admitting that you don't know what to do next! To cure nagging, give her warning, and if she persists, walk out or be deafly indifferent.

6. *Be scrupulously, sympathetically fair and understanding.* Don't be a thick male fool, unable to comprehend the difficulties of woman's temperament and position.

Many times woman's quarreling is justified, from a woman's point of view, and represents her anxiety to accomplish what she knows to be important, but which she can do only with male cooperation. Sometimes she is wrong, other times she is right, and she often (mistakenly) feels that quarrels are the only tactics that will shake a man out of a stupid, unseeing male torpor.

Recognize (as other animals do) that the female of the species has sharper ears, more intuitive sensitivities, deeper emotional comprehension; appreciate that her shrill cries may be important warnings. Be sympathetic toward her more high-strung nervous organization, and use your brain to be exactly fair and just to her in a quarrel. Appraise her fears, complaints, ideas for her in an impersonal, judicial, kindly way that will reassure her. Don't hesitate to admit your own fault, if shown. That quality in you will greatly reduce her quarrels.

7. *Don't take out on her your irritation or fatigue.* Many men and women get into frequent petty quarrels merely through the bad habit of reacting irritably to fatigue or other inner disturbance. They "snap" at each other and "one word leads to another." When she does this to you ignore it; but at some calm time show her the injustice and dangers of this practice. If she persists, give her a double dose of irritation in reply to her own, just to educate her. Repeat regularly until disease is cured!



BEWARE of the man whose dog runs when you pick up a stick.

How Much Time Did You Waste Today?

So you haven't any spare time? Check up on what you actually did today—and prepare for a shock

by WILLIAM F. JOHNSON

TIME is such a graceful thing that it slips irretrievably out of our lives with hardly a reminder of its daily passing. Like all securities, it should be checked over now and then to make sure that it hasn't lost value and is still paying the best rate of interest.

Have you any idea how many of your minutes today actually paid dividends, how many were wasted? Just for fun, why not make a time sheet of your day?

Sleep	.....hours
Going to and from work	.....hours
Eating	.....hours
Working	.....hours
TOTAL	.....hours

The total is considerably short of 24 hours, isn't it? Of course, you invested a certain number of additional minutes in walking, exercise, or constructive recreation. But that still leaves a number of spare-time hours for you to devote to the things you have been wanting to do "if I only had the time."

So here is a space to list the important things you did *today*, aside from routine duties: (credit yourself with time invested)

_____

_____

_____

Just for the record, and to facilitate your time checkup, list here the important things you could have done today that you postponed until tomorrow or next week:

_____

_____

_____

All right — what do your time sheets show? In your spare waking hours outside of business, did you do *one* thing to improve your mind, to increase your knowledge of your job, to improve your personality? From your answers to the listings given above, you will be able to figure how much time was wasted today. Write it down!

Time Wasted Today . . . . . hours
In my average week I have . . . . . spare waking hours
In a week I constructively invest . . . . . spare hours
This leaves . . . . . hours per week wasted

If your total for the last item is as little as three or four hours, it is still too much if you have been dreaming of doing great things but have never got started. Distant goals are reached only a step at a time. If you spend an hour a day riding to work on trains or streetcars, that hour can in time make you a specialist in your chosen field. Read a book about battleships an hour a day for a year, and you'll know more about battleships than all but a mere handful of your fellow citizens. Nobody can become an authority on men-of-war or shorthand or banking practices by investing an hour of study — but all authorities had to invest that first hour before they could go on to the second.

Most of us get diverted from our purposes because we figure tomorrow's only 24 hours away, and we can just as well start then as now. That's one of the brightest illusions in the catalogue, for that sort of tomorrow is a whole lifetime away. Another error is to try to start doing too much. It is better to start and carry through on some small project than to think about starting a dozen million-dollar ventures.

The time to start anything is today — tomorrow you will have strengthened the habit of postponement. Make a list of a few things you have been intending to do. For instance —

Start taking setting-up exercises
Have my teeth checked over
Pay Joe Doakes the dollar I borrowed
Smoke two fewer cigarettes a day
Limit myself to one highball a day
Sign up for a course in accounting
Start reading up on my specialty
Talk to the boss about my idea for speeding up shipments
Answer personal letters I've had around for weeks
Take the car in for a grease job

You have time enough to do whatever you really *want* to do. You know your goals better than anyone else. Here is a way actually to get started. Make a chart and *write down* what you want to do. Don't try to do too much. Make the goal reasonable. But once you have written it down, remember that *if you don't do it today you are already half-licked by the habit of procrastination.* And if you still kid yourself that you don't have the time, go back over that checkup of your spare waking hours and see where you made your error!

Don't Be Too Dignified!

Dignity has its place, but have you tried the tonic of unbending lately?

by MARIETTA BUELL

A MAN JUST approaching middle age confided to an old friend some time ago that he was worried about himself. "My business problems are always on my mind," he said. "I can't seem to get away from them. They 'ride' me day and night. If this keeps on, I'll be a nervous wreck. What's the matter with me anyway?"

The friend, who is an observing fellow, told him frankly where he thought his trouble lay.

"You're too darned dignified, Jim," he said. "You never unbend or let yourself go even for a minute. And so you never get a rest from yourself and your responsibilities. Try throwing that constraint of yours to the winds once in a while. Forget that you have a growing bald spot and are the head of a family and an important guy down at the office — and act like a kid again. You'll be surprised at how soon you'll begin to feel better."

The man, Jim, who had always made a great point of being dignified, looked dubious. But he was desperate. So he tried out his friend's advice. And today, he is no longer worried about himself. "I wish I had known the value of unbending along ago," he tells everyone he meets with much enthusiasm. "It's a grand aid to balanced living."

There are many persons who, like Jim, need to learn the wisdom of unbending on occasion. Some of them are fearful that the doffing of dignity at any time will be detrimental to their careers. Others remain everlastingly formal because they are oversensitive or diffident and hesitate to risk being rebuffed or made conspicuous. Still others just don't know how to go about the business of thus limbering up their minds.

WHATEVER the reason, they wrap themselves in mantles of dignity when they get up each morning and keep them on until they go to bed at night. And this affects them mentally very much as the constant wearing of a stiff collar or tight girdle would do physically — it prevents them from ever knowing complete relaxation.

Dignity has its place, of course, and serves a fine and noble purpose. It is only when it is clung to persistently with no let-up that

it assumes the proportions of a villain, shutting the door on interesting experiences, new friendships, opportunities for rest from care.

Many of our most successful men today are disciples of the unbending art. One brilliant, young professor whom I know takes a vacation from dignity as regularly as some folk do their daily exercises. On the campus, he is the soul of propriety. But set him down with a group of friends and he delights in clowning; it seems to act as a health tonic for him.

But it isn't easy to suddenly drop that cloak of dignity after you have worn it for so many years, you say? It's far more simple for some to unbend than others. But anyone can do it with a little effort.

Experiment a bit. Avoid freezing up the next time a seat companion on bus or streetcar speaks to you. You don't have to get chummy. But you *can* act human and, in all probability, you'll find you are enjoying yourself.

As for entering into the play spirit of a crowd — it's like going swimming in cold water. After the first plunge, it's easy and pleasant and invigorating. Forget yourself. Join in the fun and don't think that all eyes are on you. They aren't. You are far more likely to be singled out for stares if you sit somberly on the side lines.

And remember this — the right kind of dignity is all the more impressive for being set aside occasionally.



Triple Personality

TORN BETWEEN conflicting ambitions in deciding upon a career, are you? Then you're in good company! For instance, a young Swiss named Oscar Tschirky was hard put to it to decide whether he'd be a bicycle racer, a strong man, or a headwaiter.

The bicycle racing urge came when his father gave him a high-wheeled bike on his twelfth birthday. This urge dwindled, though, when he watched the performance of a strong man in a traveling circus, and began to lift everything in sight that wasn't nailed down. Around his village he was known as Young Hercules. Later he came to America, and there it was that he got a bus boy's job and resolved to become a headwaiter.

It was this third ambition that made him famous, for the young Swiss was Oscar of the Waldorf — the same title used on his biography by Karl Schriftgiesser, who tells many fascinating anecdotes revolving around the personality of one of the nation's most famous hosts. Even after he had long been a fixture in New York, Oscar used to don tights and leopard skin and give strong-man shows for his friends. Once a prominent New Yorker said to him, "Oscar, if Flo Ziegfeld had seen you instead of Sandow the Great, you might never have become Oscar of the Waldorf."

BOOK DIGEST

How To Find and Follow Your Career

by WILLIAM J. REILLY, Ph.D.
Director, National Institute for Straight Thinking



WHEN Dr. Reilly discovered that two-thirds of the graduates in a certain engineering class wound up in lines of work other than engineering, he began to wonder how many of them were miscast to begin with.

It was apparent that, while these students spent long hours in the scientific laboratories, defining problems, making precise observations, gathering and weighing evidence, in order that they might arrive at sound conclusions, it had never occurred to most of them to apply this same type of thinking to the selection of their own life's work.

They had used this orderly procedure to test the strength and weakness of raw materials, thereby determining where those materials could best be used. Why not apply the same rules to the study of their own basic abilities, likes and dislikes, to find out in what field they could best be employed?

This immensely helpful book resulted from experiments that followed Dr. Reilly's early investigation along this important line.

Condensed from the book of the same title. Copyright and published by Harper & Brothers, New York.

How To Find and Follow Your Career

Real living begins when you discover that you can do anything you want — if you really want to do it

by WILLIAM J. REILLY, Ph.D.

IT IS SAID that you can take a frog at the prime of life, put him in a pan of water at room temperature, gradually increase the temperature of that water to the boiling point, and Mr. Frog will not jump out. Without being aware that a change is taking place, he will gradually be lulled into unconsciousness — boiled.

And you can take a man aflame with youthful hope and ambition, put him in a job which he does not like, and his work soon becomes a monotonous routine that slowly dulls his senses and ultimately leads to mental coma.

In the day-to-day course of my business contacts, as I walk into offices, through factories and stores, I find myself so often looking into the empty, expressionless faces of men going through mechanical motions, men whose minds are stunned and slowly dying.

You have your choice. You can die like a frog in a pan of water. But you don't have to. You can jump out, if you wish. Suit yourself. You can be an individual and do what you want to do.

Or you can take a job that happens to present itself, work at the job until you get into the groove, get the normal wage increases and advancements that naturally follow, be periodically subject to the fears and hardships of unemployment, become just like millions of others, gradually die a mental death, and finally a physical one, without ever giving yourself a chance to develop your individual capacities, without ever doing what you really want to do.

LIFE really begins when you have discovered that you can do anything you want. That is, if you want to do it bad enough.

Harry Lauder started out as a pit boy. He drove a pony underground in the mines of Scotland. Later he became a full-fledged miner. But he wanted to sing. During the fourteen years he worked underground he always dreamed of developing his voice and getting "out of the pits." He sang to the miners during dinner hour. He sang in neighboring towns whenever he got a chance. He won first prize in a local singing contest. He

began writing songs. Soon he was able to earn a meager living. He went to London, and after innumerable attempts to secure a hearing, finally made his first appearance at Gatti's. Then he received plenty of offers.

Read the biography of anyone who has received world-wide acclaim and you will usually find it to be the story of a person who did what he wanted to do and who experienced many tragic defeats "on the way up."

DID YOU know that the piano player with one of the leading orchestras in the country has no index fingers? Some years ago they were cut off with a band saw, but he was determined to study the piano.

A widow in St. Louis was faced with the loss of her income. Threatened with the prospect of financial hardship in her declining years, she decided that she could sell younger men and women on the wisdom of insuring themselves against such risks. She launched herself into the insurance business in the famous week in March, 1933, when every bank in the country was closed! It was weeks before she sold her first policy. But before the first year was finished she had sold more annuity contracts than any salesman in her company.

I know a man, thirty-six and bald, who, after he was married, got sick of working at a lathe in a pattern shop. He decided to study medicine. Today he and his wife are both working — he in a garage at night and she in a hat shop. But he is studying medicine during the day. In a few years he will be a physician.

One of the best friends I have is a crippled boy of nineteen who lives in a little town in Illinois. He supports his mother — an invalid.

A year ago he was sweeping floors in a garage. He decided he wanted to write. He went to the editor of his home-town newspaper and asked him for a job. The editor turned him down.

He began to read about great reporters. He joined all kinds of essay contests. Every night for nine months he wrote a short essay. That's a good many essays. Two of them turned out to be prize-winners.

EVERY now and then he stopped in to tell the editor just what he was doing. After nine months the editor gave him a half-time job as a cub reporter. Now he is working half time in the garage and half time for the newspaper.

Do you think he's having fun? He's happier than another friend of mine who is president of a large company. This boy is doing what he wants to do; the president isn't.

These people I have been telling you about are plain everyday folk who found out what they wanted

to do and set about doing it in the easiest and most reasonable way possible, considering their circumstances.

Your life can be just as great as theirs. But you must first believe your life is important, just as they did, before you can ever make it so. Obstacles are the only things that make life worth living. Without obstacles life would be robbed of the real joy of victory and achievement.

For you, life can be a succession of glorious adventures. Or it can be a monotonous bore.

Take your choice!

Why We Don't Do What We Want To Do

IN THE dining-room of a fashionable New York hotel sat a dowager with a shrill-whistled voice, reminiscing *at* an old fellow across the table who never opened his mouth save for food. Her voice could be heard by everyone in the room except a fortunate deaf and dumb couple in the corner.

"Were I eighteen again," she said, slowly, poised like Mary Boland for a flight of the imagination — "ah, you know what I mean, were I eighteen, that is, you understand, were I eighteen again, I'd *do* it!"

As I glanced at her — fat, fluffy, and fifty — I felt like yelling over: "Oh, no, you wouldn't! You *were* eighteen and you *didn't!*"

Most of us live in a curious dream world. The young live in the promises of the future. The old live in the unembraced opportunities of the past. A young man says, "As soon as I get the time and get a few dollars ahead, I'm going to . . . " The old man says, "If I were young again, I'd . . . "

I have had young men tell me in a loud voice what they definitely planned to do. I have had older men tell me in a whisper of what they always dreamed of doing — but never did.

A YOUNG MAN in Hollywood who tried to sell me some insurance (and who revealed, by the way he went about the job, that he didn't like it) told me:

"What I like best is to hang around Police Headquarters. I've made friends with a few of the men on the detective force down there. They tip me off when criminal cases come up.

"That's the kind of stuff that fascinates me. If I had it to do over again, that's what I'd study. I've often thought I'd like to quit the insurance job and get into detective work. But my wife thinks I'm crazy to waste time thinking of such a thing. As she says, it's too late now, me married with two kids. Selling insurance is a lousy way to make a living, but we're eating."

A student, just out of engineering school, knew what he wanted to do, but he, too, had hurdles.

"I've worked in American oil fields for three summers," he explained, "and I'm satisfied that I want to go into the oil business. I have this opportunity to go to South America and then to India for a large oil company. There's nothing in the world I'd rather do than learn more about oil production, transportation, refining, and trading problems in various parts of the world and then specialize in one of these fields. But I really don't see how I can take this job abroad. Eloise and I are head over heels in love — you know that. We want to be married. She doesn't want to go to South America or India, and it's a cinch I wouldn't go without her. She wants me to get a job and settle down here in Pittsburgh where our folks are."

RECENTLY I talked with a man, nearly fifty, who is a copywriter in a New York advertising agency. He told me he had wanted to paint landscapes ever since he was in high school.

"May I see some of your work sometime?" I asked.

"Oh, I've never really finished anything," he half apologized. "I've never had the time. I've always had to work for a living. But some day I hope to get enough money ahead and have some leisure time. Then I'm going to do exactly what I want. I'm going to paint. Writing copy gets pretty dull, but it's a means to an end."

Misfit Tragedies

WHEN we consider that each of us has only one life to live, isn't it rather tragic to find men, with brains capable of comprehending the stars and the planets, talking about the weather; men, with hands capable of creating works of art, using those hands only for routine tasks; men, capable of independent thought, using their minds as a bowling alley for popular ideas; men, capable of self-expression, slowly dying a mental death while they babble the confused monotone of the mob?

How often we hear men say that what they are doing is merely a means to an end! But the tragic part about it all is that they'll spend their time until they die working on the means and never reach the end at all.

Take your own case. Every time in your life that you ever entertained the thought of going into that work which you like best, weren't you haunted at the very outset with the feeling that it is quite futile, if not downright foolish, for you even to dream of accomplishing any unusual goal? And then, haunted with this feeling of futility, didn't you seize upon one or more of these excuses?

(1) I haven't the time. I'm busy — where would I ever find the time to do such a thing?

(2) I haven't the money right now. Some day I'll have enough money and then I'll do what I want to do.

Lulled to Laziness

NEITHER poverty nor riches has anything to do with the job of self-expression, except that the possession of money is likely to remove the pressure of necessity and lull us into a lazy coma. Financial security — soft living, plenty to eat, an easy chair, comfortable slippers, a warm fire — these are enough to ruin any man.

(3) My folks don't want me to. My family wouldn't want me to go into anything like that. It wouldn't be fair to them. What would my friends think?

Let's examine these common excuses and see if they really hold water.

"I Haven't the Time"

WITHOUT Time nothing is possible. Neither money-making nor pleasure-seeking, thought nor laughter, achievement nor failure. Everything requires Time.

Time is the only permanent and absolute ruler in the universe. You or anyone else can do nothing without her. She is indispensable — immovable. But she is a scrupulously fair ruler. She treats every living person exactly alike.

No matter how much of the world's goods you have managed to accumulate, you cannot successfully plead for a single moment more than the pauper receives without ever asking for it. Time is the one great leveler. Everyone has the same amount to spend every day.

The next time you feel that you "haven't the time" to do what you really want to do, it may be worth while for you to remember that you have just as much time as President Roosevelt or Mussolini, twenty-four hours a day.

It has been said that the normal mother fly has 320 children four times a year, and still seems able to go out considerably between times.

It is generally recognized and accepted that only the busiest people ever have time for anything. An American tourist who had no duties whatsoever spent a year in France, yet "never had the time" to study French. An American secretary, with a ten-weeks job in France that kept him occupied fourteen hours a day, learned French in the remaining two hours a day that he had available.

"I Haven't the Money"

ORDINARILY the older we get, the more emphasis we put upon money, the more we think money. And so it might be difficult for you to appreciate the fact that money is secondary. I didn't say money is of no importance. I said it is secondary.

Even if you have a strong desire to accumulate wealth, still you must look upon money as secondary to the development of your

natural abilities to produce something of value.

In Taos, New Mexico, a self-contained little Indian pueblo, with only a few hundred inhabitants, the last of their tribe, I witnessed a practical demonstration of this fundamental lesson which holds in the market places of the world.

THIS LITTLE Indian pueblo was overrun with begging children, saying: "Five cent, penny. Five cent, penny." They received little. But over in one corner of the pueblo, the periodic beat of a tom-tom drew visitors to a small room where an Indian boy, aged four, did primitive dances and did them well. He received money, more than all the other children of the pueblo combined, without asking for it, simply because he was able to do one thing well.

Similarly, the world is overrun with those who beg, saying: "Give me a job. Give me a chance. Give me an opportunity," while the few who have developed their natural abilities and who are able to do one thing well, receive large financial rewards without even asking for them.

Study the biographies of those who have built up great fortunes, and you will learn that money came to them as an incident *after* they had produced or discovered something. Ford is a typical example of this. Edison is another.

"My Folks Don't Want Me To"

WE ARE all familiar with the fact that parents usually like to dominate the choice of their children in the selection of life's work.

A mother came to me not long ago saying that her boy had his heart set on being a musician.

"See if you can't get the notion out of his head," she said. "You know there's no future in music now with the canned music at the movies and the radio and all that. Thousands of musicians are starving."

After I had spent an afternoon with this young man, listening to some of his own compositions, he and I organized a committee of two to "see if we couldn't get the notion out of *her* head."

Parents yield when the child is strong.

Wives sometimes have a way of interfering with a man's pursuing the work he is best fitted for, especially if it makes undue demands on his time, or involves low pay or a change in location, or does not add to the social prestige of the family. But wives can be won over if husbands do not falter.

Remember this. Only one sound mind is needed to create a sound idea. "Two heads are better than one" is a popular fallacy that is enthusiastically embraced by those who are too lazy to think alone. When two people lean on each

other, how can either possibly become strong enough for independent thought?

Four Simple Steps for Choosing Your Career

SURROUNDED as we are with the progress of science in all phases of industry, it is difficult to understand why we have been so slow in applying scientific methods to our own personal problems, the most important one of which is the disposition of our time and energies.

There is no mystery about the general procedure which is followed in scientific laboratories throughout the world. No matter what the problem, there are four traditional steps which all scientific workers accept and follow with monotonous regularity.

Step 1. —Some kind of observation suggests an unanswered question or a problem.
Step 2. — The problem is defined, and possible solutions considered.
Step 3. — Controlled experiments are set up and observations made.
Step 4. — A conclusion is drawn based on the results of experimental and other observations.

No one would quarrel with the fact that it is highly necessary to follow these steps in solving problems of science in industry and commerce. Yet when it comes to problems that concern ourselves, that involve our own personal happiness and success, we make little or no attempt to solve these problems by following any kind of controlled procedure. And even now you may be secretly rebelling at the thought that there is any mold or pattern to be followed in dealing with problems that are so highly personal as your own.

NEVERTHELESS, these same four simple steps must be followed if you are ever to think straight on any subject, not excluding your personal problems from the most trivial to the most important. But we are primarily concerned here with the task of showing how these steps can be safely applied to the problem of making an intelligent selection of your life's work.

In order to make this perfectly clear, let us restate these four steps in terms of this problem.

Step 1. — Making precise observations about your basic abilities, your likes, and your dislikes.
Step 2. — Defining your vocational problem and considering possible solutions.
Step 3. — Securing evidence on possible solutions.
Step 4. — Weighing evidence and making your final selection.

These simple Rules for Straight Thinking will prove to be your greatest protection against the negative and destructive mental attitudes which have been outlined. They will provide you with the soundest assurance that you are headed in the right direction.

Observing Your Basic Abilities, Likes, and Dislikes

THE WORLD not only asks "What can you do?" The world also asks "How well can you do it?" The important question, then, is not, "What can you do?" but, "What can you do best?"

To answer that question requires a lot of digging. It requires an analysis of *you*, a definition of your special ability, your personal likes and dislikes.

In the first place, before you can know yourself you must *be* yourself. Unfortunately, "Be yourself" has come to be such a familiar expression to all of us through the slang of our day, that it is mouthed by people who have not the slightest conception of what it really means.

Not many people have the courage to be themselves. Most of us are conformists. We say and do what others expect us to say and do. We are a bundle of compromises.

In our futile pursuit of the favor of our family and our circle of friends, and in our desire to conform with their standards of life and conduct, we yield a little here and a little there until the part of our individual self that is left has just about reached the vanishing point.

The second reason why we do not know ourselves is that we do not take the time to get acquainted with ourselves. We keep the larger share of our time fully occupied with a set routine. Whenever we do have some spare time, we are "too tired" to do anything but read the newspaper, listen to the radio, go to the movies, play bridge, take an automobile ride, or kill time some other way that does not disturb our mental slumbers. We are forever saying to ourselves, "What shall I do?" "Where shall I go?" — never "What shall I think about?"

We are very careful never to be alone. If our individuality knocks at the door of our mind, we are about as hospitable as the housewife is to a magazine salesman. Finally, it gets tired knocking at the door and begins to lose hope of ever getting in to express itself.

IN THE THIRD place, we do not know ourselves because we do not know how to interpret our experiences properly. To "learn by experience" has been drummed into the minds of all of us. But we have not been sufficiently warned that without the proper study, experience will teach us a lot of things that are not so. All of us "know by experience" a lot of things that are not true.

A young man in Pittsburgh told me "I'd like to go into selling, but I know I can't sell." Then he went on to tell me of a previous experience in selling at which he had failed.

When I analyzed this experi-

ence I found that he had had a job at one time attempting to sell a household appliance from door to door (which he didn't believe in), that he had received no systematic training for the job, and that he had been "canned" by a district supervisor who told him that he "didn't have the gift of gab."

Today this same man, after about a year and a half of intelligent training on the sales staff of an organization that manufactures machinery and mill supplies, has recently been made a district sales manager.

What Is Your Greatest Desire?

EVERYBODY wants something. Most of us could name a number of things. I have asked many people "What is your greatest desire?" and I have found that most of them say that they want money or something that money will buy.

Nearly everyone begins with an immediate need. A hungry man on the street told me that he wanted a good square meal. A young man in a three-cornered love affair told me that his greatest desire was to get enough money so he could propose marriage. An unemployed man wanted a job. A man worth millions of dollars wanted to break away from the responsibilities of his work and to travel.

Suppose we were able to grant the wishes of these people. After the hungry man was fed, after the young man married, after the executive took the trip around the world, after the unemployed man got a job, each would then want something else. And after that, something else.

Most people jump from one immediate desire to another — apparently without ever realizing that they really want something that is much more basic. The most fundamental and lasting desire in the human heart is to follow one's interests.

There is really only one way in which any man has ever gained true happiness, and that is by expressing himself in his own way in the line of work for which he is best fitted and which he loves most.

Most men die without ever realizing this.

What Work Could You Get Enthusiastic About?

IF I WERE to ask you to run the entire gamut of human activities in search of some possible field in which your abilities could be used, and which you could get excited about, I am certain that you would be overcome with intellectual dizziness before you were even one-tenth of the way through. And so we shall avoid this bewildering mistake which so many have made in search of life's work — this attempt to work from the outside world in to you.

We shall reverse the process. We shall work from the inside out. We

shall begin with YOU — your inclinations, your abilities, and your desires.

You may have in mind some line of work which you think you would like to follow. Most people do. If you do not, it will be necessary for you to do some systematic "digging" until you strike some provisional fields that capture your interest.

But first and foremost, your life work should be something that you can become absorbed in — excited about. Then you will work without knowing it. You will advance without conscious effort. Sustained interest and enthusiasm are needed for the successful pursuit of any work.

Try this approach. Suppose you were financially independent and perfectly free to do anything you wanted, what life work would you select, if any?

Do You Have the Basic Abilities Required?

AFTER YOU have tentatively selected some general field of work which you believe you could get enthusiastic about, the next step is to list the primary physical and mental qualifications which your selected line of work demands, so that you may be reasonably sure that you do not lack any of the basic abilities required.

Briefly, then, leaving general characteristics out of it, such as health, honesty, character, integrity, sagacity, stick-to-it-iveness, dependability (and a host of other personal assets which are desirable in any line of work), the important point is to list the special and unique requirements which govern the particular field you have selected, and to weigh your natural inclinations and abilities against these.

In almost any library you will find references to descriptive materials that will promote your acquaintance with the specific line of work you select.

As a rule, a person's natural abilities point in the same direction as his likes and dislikes. In other words, he usually has the basic abilities to support the kind of work he likes best.

The important point is not to confuse *ability* with *training*. Lawrence Tibbett, Metropolitan star, failed to make the high-school glee club.

But that did not mean Tibbett did not have the *ability* to become a great singer. It simply meant that his voice at that time was *untrained* and undeveloped.

Try Being Alone

IF YOU want to get a measure of yourself, anticipate spending an entire day *alone* — without anyone around you and without anything to do. If you shudder at the thought of emptiness, maybe there is very little left of you to be with.

Where Do You Belong — In Creative or Executive Role?

HOWEVER, in observing your basic abilities, it is well to recognize in advance that in any general field of endeavor there is room for two kinds of men:

1. Men of thought
2. Men of action

The first type of man is the "student" type, who experiments, who creates, who analyzes, interprets, and summarizes his own work and the work of others.

The second type of man is the "do-er" type, who organizes, promotes, administers, and executes the mental creations of the student type.

If you have creative ability, you know it without anybody telling you. Your creative talents have demanded expression in your boyhood or in your early youth. If there is any doubt in your mind as to whether you belong in the creative role or the executive role, in all probability you belong in the latter. That is where most people belong.

When you feel that you have spent sufficient time in getting acquainted with your basic abilities, likes, and dislikes, you will be ready to apply the following rules for making precise observations to your own case.

Rule 1. Define the primary facts in connection with your observation, and separate these facts from any opinions or impressions.

Rule 2. Analyze the facts, as far as they will permit, from the standpoint of what, who, when, and where.

TO ILLUSTRATE the practical application of these rules, let us begin with one of the general observations mentioned earlier. You will recall the case of the young chap, let's call him Thomas Arnold, who tried to sell me some insurance in Hollywood. Restating his observation about himself:

"What I like best is to hang around Police Headquarters. I've made friends with a few of the men on the detective force down there. They tip me off when criminal cases come up. That's the kind of stuff that fascinates me. If I had it to do over again, that's what I'd study. I've often thought I'd like to quit the insurance job and get into detective work. But my wife thinks I'm crazy to waste time thinking of such a thing. As she says, it's too late now, me married with two kids. Selling insurance is a lousy way to make a living, but we're eating."

Applying Rule 1 to Arnold's observation — defining the facts and separating them from opinions — we find that the primary facts are:

(1) He likes to hang around Police Headquarters.
(2) He has made friends on the local detective force.
(3) He is fascinated with criminal court cases and spends as much

time as he can in that atmosphere.

(4) He would like to get into detective work.

The rest of the observation is largely opinion — that he is "crazy to waste time thinking of such a thing," and that it is too late for him to consider the matter because he is married and has two children.

NEXT let us apply Rule 2 — the analysis of the facts concerning his basic abilities, likes, and dislikes from the standpoint of what, who, when, and where.

Further questioning filled out the basic facts as follows:

What — This young man's scholastic history showed that he had considerable natural ability in debating and public speaking, and that logic and commercial law were his favorite subjects. Furthermore, his main interests lay somewhere in the field of crime.

Who — A review of the court cases which this young salesman had naturally sought out showed that he was primarily interested in cases involving young men from 18 to 21 years of age, and an examination of his community background further supported this interest in that he had a Sunday-school class of young men.

When — This interest in crime dated all the way back to his boyhood, when he used to read all the detective stories he could lay his hands on, and showed considerable interest in some of his uncle's books on criminal law.

Where — His interest in crime definitely centered around the courtroom and what happens there.

Now we have an observation that is based on a well-rounded statement of the pertinent facts regarding this young man's basic abilities, likes, and dislikes — an observation free from the muddying effects of the opinions of other people. Now we shall go on to see how this young insurance salesman defined his vocational problem and considered possible solutions.

Defining Your Real Problem

AFTER YOU have followed the rules for making precise observations, you are in position to construct a precise and analytical definition of your real problem from the standpoint of what, who, when, and where. But at this point there is one trap to look out for. It is so easy to take the first solution that happens to pop in your mind and mistake that for your real problem.

A young man whose basic abilities and personal preferences definitely pointed toward the field of advertising and merchandising, told me, "My real problem is to get a job with an advertising agency."

As a matter of fact, this represented only one possible solution to

his problem and he was blinding himself to other possible markets for his services among manufacturers, publishers of newspapers or magazines, radio stations, outdoor advertising companies, printers and other types of organizations involved in the creating, buying, and selling of advertising.

From the very beginning, Arnold had assumed that his problem was to get into detective work. Here again, this was only one possible solution to the real problem which he finally stated as follows:

"What vocations would permit me to

(1) work in the field of crime,
(2) concentrate on cases involving young men,
(3) exercise my natural ability in public speaking,
(4) center my interests around a courtroom?"

Obviously, this kind of statement of your real problem opens your eyes to the "total situation" — embracing all possible markets for the services you have to offer — and once you see your problem in this light you are less likely to overlook those possible solutions which may prove to be the most promising.

List All Possible Solutions

EVEN though you define your problem with the total situation in mind so that it encompasses all possible fields in which your natural abilities and aptitudes may be used, there is a further point to look out for. You may find yourself arbitrarily rejecting many of the possible solutions which suggest themselves without giving them the consideration which they deserve.

It is so common for people to dismiss the thought of ever attaining any goal which involves extended preparation.

TO CONTINUE Arnold's case, it was only after he was warned on this score that he could think of any possible solutions other than becoming a detective. But when his final list was made up, it included two others.

Arnold's possible solutions:

(1) detective work
(2) practicing lawyer, specializing in cases involving young men
(3) criminal court judge.

Now, and not until now, did Arnold fully realize the hazards of thinking that his problem was to get into detective work. He could see now that he had been blinding himself to other possible vocations that might even more fully satisfy him. Presently we shall see how Arnold began to accumulate evidence on each of these possible solutions.

Right now in your own mind you will probably find yourself defining your problem in terms of some specific vocation, rather than viewing it with the total situation in mind.

One of the simplest ways that you can test the statement of your own problem is to ask yourself:

(1) Is my statement based merely on a general observation, or have I thought it through completely from the standpoint of what, who, when, and where?
(2) Have I stated my real basic problem, or merely one possible solution to it?

If you have succeeded in stating your problem correctly, some of the most promising solutions will be suggested from an examination of the subdivisions of the fields which interest you most in search for those branches which have most recently been developed.

Which Branch Is Least Worked?

IN LISTING all possible solutions to your basic vocational problem it is wise to subdivide your general field in a search for a branch that is comparatively new and least worked. This step is commonly overlooked.

There are literally thousands of fields untouched — waiting to be explored — waiting to be opened by the inquiring mind. The only reason why we hear so little of them is that most of us act like sheep, saying, "I think I'll go into business," or "I think I'll go into accounting," or "I think I'll go into law," or "I think I'll study engineering," or "I think I'll go into medicine."

We simply follow a beaten path and go into some general field without realizing that every one of these general vocations has many divisions, and a great many more subdivisions requiring various kinds of abilities and leading to widely separated destinations.

Instead of seeking some suitable subdivision of a selected field that is comparatively new, we blindly throw ourselves into open competition with thousands of others and finally settle down wherever we happen to be thrown. In the selection of life's work, most of us behave as if we had no intelligence or imagination.

To summarize, here are some rules for defining the real problem and considering possible solutions:

Rule 3. Construct a precise and analytical definition of the real problem, from the standpoint of what, who, when, and where.
Rule 4. Keeping the total situation in mind, list all possible solutions that suggest themselves.
Rule 5. Classify these solutions in order of preference.
Rule 6. Select the most promising solutions for further examination.

Securing Evidence On Possible Solutions

THE NEXT STEP in the scientific selection of your career is to secure evidence on the various possible solutions which you have listed. This is in many respects the most critical stage.

Decide in advance that you will not jump to any decision concern-

ing your career until you have fully explored the evidence on every possible solution listed.

Here are the rules to follow:

Rule 7. Expose yourself to sources of evidence on all sides of the question, rather than confine yourself to sources that give evidence only on one side.

Rule 8. Appraise the validity of your evidence from the standpoint of its source and the means used for gathering it.

Rule 9. Guard against the formation of opinions or premature judgments while in the process of examining evidence.

Rule 10. Keep the mind open and hospitable to new evidence on any side of the question.

Now let us continue Arnold's case and trace his collection of evidence from authoritative sources in relation to the three following possible solutions:

Detective Work — First Arnold talked with the chief of the local detective force, and secured from him a full understanding of the nature of the job and the assignments which are given out. He found that some of these assignments interested him and that some of them were downright distasteful. His general attitude was that he didn't think he'd like the idea of spending the rest of his life being a "snooper." He also inquired into the preparation necessary for detective work, and found that it might be possible to get into this kind of work within two or three years, providing he were willing to start out as a policeman.

PRACTICING LAWYER — Arnold wrote the registrars of three leading universities, forwarding his scholastic record, and learned that he might reasonably expect to finish his preparations for the bar examination by correspondence in about five years. He talked with two outstanding criminal lawyers and was very much impressed with the fact that a lawyer is able to select his own cases. One of these attorneys invited him to sit in on an actual trial and he was thrilled with the prospect of pleading a case in a courtroom, and immediately sensed that this would permit him to make full use of, and further develop, whatever natural ability he had as a public speaker. He liked the professional atmosphere.

At the same time, recognizing that he had a family to support, he could see that there were immediate financial problems involved in following the study of law.

Judgeship — Through these attorneys Arnold was able to meet two criminal-court judges. From them he learned that the judgeship involves an extended period of preparation. But more important than that, the work of the judge did not seem to appeal to Arnold as much as that of the attorney, for the simple reason that he thrilled

more at a fight than he did at the prospect of exercising calm, impartial judgments on cases without taking sides. Then, too, he found that a judge has very little control over the selection of only those cases which involve young men, and these were the cases that seemed to attract Arnold most. This possible solution, therefore, seemed the least promising of all.

Shortly we shall see how Arnold weighed the positive and negative evidence and arrived at his selection.

Avoid Discussions With Unauthoritative Sources

WHEN YOU begin to gather evidence you will find yourself in the enthusiastic stage of the journey toward your goal. You will be stimulated with a number of entirely new ideas.

At this stage, don't make the mistake of talking over your ideas prematurely with those whose opinions are unauthoritative.

There's an important psychological reason for keeping ideas to yourself until they are fully developed. But relatively few people ever grasp the significance of it.

If you gain no other lesson from this book than the one which is to follow, your reading will be worth while, for it is doubtful if anyone ever achieved any goal without practicing, either deliberately or unconsciously, the vital principle involved.

Nibbling Does It

As YOU get into competition with yourself, don't allow the magnitude of the task ahead to overwhelm you. Suppose I asked you to eat 2,000 pounds of food. No matter how hungry you were, you would balk. Nevertheless, that's what you do every year of your life. You can do it because you "nibble at it" every day.

Similarly, by devoting some time to your objective every day from now on you can, little by little, achieve it, just as others have.

Nearly everyone has ideas. Many people make plans. But with most of us, our ideas, no matter how good, are soon forgotten and our plans somehow never quite seem to materialize.

Why?

Well, let's see what happens when we get an idea. Several years ago, in one of my hours alone, I got an idea that was new to me. I thought of a plan whereby manufacturers of food products could advertise and get the active cooperation of retail stores handling their product.

But somehow I never did anything with the idea.

Evidently someone else got a similar idea, for about two years later I received a great shock when I discovered that a company had been organized to provide the same service I had thought of. The

company was operating at a nice profit. Of course, as you know, perhaps no man ever made known an invention or a plan that someone else hadn't "thought of that before." But I asked myself one question, "Why didn't *I* develop that idea?"

I took a walk and recalled that, after I got the idea, I became so enthusiastic that *right away* I told a few friends about it. There were a lot of questions raised that I couldn't answer because I hadn't thought the thing through. My friends didn't seem to be so enthusiastic and before long I forgot all about it.

I WAS so interested in knowing why I had not put the idea across and why another man *had*, that I went to see the head of this organization to find out how he did it. In our talk he told me:

"When I got this idea, I kept it to myself. I always keep new ideas to myself. The more I thought about it the more difficult it became for me to keep it to myself. But I did. Because I told no one about it I was *forced* to think it through. Before long I had a complete plan thought out. Then I brought some picked friends into the picture and we put it over together."

Bear in mind, then, that when you get a new idea your initial impulse will be to tell your friends and associates all about your plans — what you are going to do — and what you are ultimately going to be.

If you are wise you will not yield to this impulse. If you are so weak that you need the encouragement and applause of others, or if you are so unintelligent that you believe the perfunctory approval or disapproval of family or friends makes one iota of difference, you will never reach any goal.

WHEN YOU babble plans here and there, you expose yourself on the one hand to those who kid you along with meaningless and uninformed approval, and on the other hand to those who can think up a dozen reasons why you are an imbecile for considering such a goal.

Your kind friends will offer criticisms and objections to your program that, in the beginning, you are too inexperienced to answer. They will paint pictures of hardship that will make you afraid.

So instead of squandering your early enthusiasm in a futile attempt to excite the world about you and your plans, preserve that enthusiasm within yourself. Instead of letting your enthusiasm flow out through your mouth like a shallow creek, dam it up. Let it accumulate and gradually gain the power of a deep reservoir. That power will give you the necessary confidence to get started on your first step.

Selecting Your Career

IT IS NOT very wise to attempt any final selection of your career until there is some practical necessity for doing so.

If you are a young man in your teens and have not exhibited any sharp tendencies that point to a given field, and if you are pursuing some general course in high school or in college, you should not attempt to rush into some final answer to your vocational problem on the basis of limited evidence, but rather spend a little more time securing further evidence on the various tentative solutions which you have under consideration — perhaps adding to these tentative solutions as you gradually extend your inquiry into different fields.

If, however, you are past twenty-one years of age, and, more important, if you have present or potential family responsibilities, your selection of a career cannot be quite so leisurely or casual. You will have to get going in some definite direction without much delay if you are to have a reasonable chance of achieving an outstanding position in most any field. For, after all, this does take time, and the advantages of a reasonably early start would hardly be debated by anyone who had even the slightest understanding of this important subject.

As far as Arnold's case was concerned, he was interested in making all haste consistent with sound procedure. And here are the rules which he followed in carrying out the fourth and final step in the selection of his career.

We shall first discuss the rules for drawing conclusions and then show how Arnold applied them.

Rule 11. Set up a balance sheet on each possible solution, stating your evidence for and against that course of action.

Rule 12. Weigh the relative importance of positive and negative evidence in each case, and draw your conclusion in favor of the best course (or courses) of action to be taken.

THERE ARE real reasons for going to the trouble of setting up a balance sheet on each possible solution to your problem, no matter how obvious some one solution may appear to be.

Without a balance sheet before you, a certain amount of mental confusion is bound to follow. This confusion of trying to "make up your mind" is so annoying and tiresome that whatever piece of evidence happens to be in your mind when you get tired thinking about the whole thing is likely to affect your judgment unduly and to dominate your decision.

Without a balance sheet you are likely to take the "easiest way out," unduly emphasizing the immediate advantages and overlook-

ing the long-range disadvantages. Any solution to your career problem which involves extended preparation is likely to be arbitrarily rejected if you permit yourself to think exclusively in terms of the immediate difficulties involved, and to overlook the long-time advantages.

If you set up a balance sheet, you at least have the assurance that all the evidence at hand is being considered. You have a long-range picture before you, not only of the advantages, but also of the disadvantages, and such well-rounded evidence will give you confidence in the soundness of your decision.

AT FIRST, Arnold thought that detective work was the best solution for him, but he was overlooking the disadvantages which he most certainly would have discovered later to his sorrow. When he learned that preparation for the practice of law would involve at least four years of study, maybe more, he was inclined to throw it out. He didn't have the money. It meant a lot of hard work. It was not until he worked out a complete balance sheet on (1) becoming a detective, and (2) becoming a practicing lawyer, that the importance of all the long-range advantages of the latter solution became apparent.

Arnold's Balance Sheet on Possible Solution

No. 1 — Detective Work

Negative	*Positive*
1. I would be assigned to all kinds of cases, many of them of no particular interest to me, and some of them downright distasteful.	1. The time and money involved in getting into detective work would be relatively small.
2. I don't like the general idea of spending the rest of my life "snooping."	
3. In this role I would not have the opportunity of using whatever ability I have as a public speaker.	

Arnold's Balance Sheet on Possible Solution

No. 2 — Criminal Law

Negative	*Positive*
1. Preparation would require four or five years.	1. It would permit me to make full use of my natural ability as a public speaker.
2. I haven't the money.	2. It would enable me to select my own cases — the ones involving young men, which fascinate me most.
	3. I would certainly be in my glory pleading a case in a courtroom.
	4. I would be a professional man.

Careful study of these balance sheets persuaded Arnold that, after all, the only solution to his problem that satisfied all his vocational demands was that of the criminal lawyer. He projected himself five years ahead and compared what he would be if he followed this course with what he would be if he went on as an insurance salesman.

Even his wife realized how much he really wanted to do this thing. She saw that he was actually beginning to hate insurance. If he kept on, it looked as though he might become a miserable failure and she would feel partly to blame. So one morning she told him that she was sold on his going into criminal law. Together, they definitely selected criminal law as his life's work, and determined that they would somehow solve the financial problem.

No matter what situation confronts you, it is always necessary to (1) separate facts from opinions and fully observe the facts from the standpoint of what, who, when, and where, before you can (2) arrive at an intelligent definition of your *real* problem and consider all possible solutions. And not until you have (3) gathered all available evidence on each possible solution can you possibly (4) weigh the advantages and disadvantages of each course of action and arrive at a sound conclusion.

Begin With the First Step

After you have made a definite selection of your life's work, you will be ready to contemplate the first step to be taken toward your chosen field. It may sound rather obvious, but I emphasize the importance of beginning with the first step, simply because most

of us, contemplating our chosen field, are discouraged at the outset when we begin thinking of all the difficulties involved in the second and the third and the fourth step in our program. We permit our minds to become swamped with a maze of problems which cannot be solved all at once. Consequently, we lose hope before we even get started.

If, on the other hand, you undertake one step at a time and apply the Rules for Straight Thinking to each step as you go along — the same rules which you followed in selecting your life's work — the solution to each step is easy to arrive at.

BUT BEFORE proceeding with this, there is one word of caution I should like to offer. And that is, don't put off the immediate consideration of what your first step should be.

Arnold had a real problem in the selection of his first step to be taken. We have already seen how he applied the twelve Rules for Straight Thinking to the problem of selecting his career. Now we shall see how he applied the same twelve rules to the selection of his first step.

Rules for Making Precise Observations

Rule 1. Define the primary facts in connection with your observation, and separate these facts from any opinions or impressions.

Rule 2. Analyze the facts, as far as they will permit, from the standpoint of what, who, when, and where.

By this time Arnold had learned to separate facts from opinions or impressions, and his factual observation from the standpoint of what, who, when, and where was stated as follows:

> "My observation in light of my present situation is that I have selected criminal law as my life's work and am ready to prepare myself by taking a course under an outstanding authority in that field as soon as possible at a university which has developed some reputation in law. My financial condition is such that I shall have to continue to make a living and support my family while I study and pay for my course."

Rules for Defining the Real Problem and Considering Possible Solutions

Rule 3. Construct a precise and analytical definition of the real problem, from the standpoint of what, who, when, and where.

Rule 4. Keeping the total situation in mind, list all possible solutions that suggest themselves.

Rule 5. Classify these solutions in order of preference.

Rule 6. Select the most promising solutions for further examination.

Following the above rules, Arnold stated his problem and listed possible solutions as follows:

The Problem:

What is my first step in light of the above observation?

Possible Solutions:

(1) I could continue to sell insurance while I study law by correspondence.

(2) I could put in my application for a job on the police force, then graduate to the detective force in two or three years, and thereby get some practical experience in the study of crime while I study law by correspondence.

(3) I could move to the city of my chosen university and sell insurance there while I pursue the study of law in residence.

(4) Possibly I could borrow the money, study law in residence, and thereby speed up my preparation.

Rules for Securing Evidence on Possible Solutions

Rule 7. Expose yourself to sources of evidence on all sides of the question, rather than confine yourself to sources that give evidence only on one side.

Rule 8. Appraise the validity of your evidence from the standpoint of its source and the means used for gathering it.

Rule 9. Guard against the formation of opinions or premature judgments while in the process of examining evidence.

Rule 10. Keep the mind open and hospitable to new evidence on any side of the question.

ARNOLD had already learned that he might reasonably expect to finish his preparations for the bar examination by correspondence in about five years. If, on the other hand, he studied law in residence at any of these universities, he could prepare himself in about half the time.

As far as the possibility of getting practical experience in the study of crime while pursuing his law course was concerned, he made inquiries at local police headquarters and learned that he could probably pass the physical examination, become a policeman in due time after his application was put on file, and after two or three years get a job on the detective force at least out in some neighborhood station. However, his wife didn't like the idea of his being a "cop."

It didn't take very much calculation to discover that the possibility of moving the family to the city of his chosen university was not very promising because of the expenses involved and the time it would take to develop contacts in the insurance field in a new environment, or to establish himself in any line of work at all that would give him enough income to support his family.

And after discussing the possibility of a loan with three of his "best friends" who he thought might be able to accommodate him, he no longer looked upon this possible solution as very promising.

Rules for Drawing Conclusions

Rule 11. Set up a balance sheet

on each possible solution, stating your evidence for and against that course of action.

Rule 12. Weigh the relative importance of positive and negative evidence in each case, and draw your conclusion in favor of the best course (or courses) of action to be taken.

WHILE studying law in residence had the advantage of speeding up Arnold's preparation for the bar examination, the disadvantage of added expense in moving, the difficulties of making an adequate living for himself and family under entirely new surroundings, and his unsuccessful attempts to borrow money, were sufficient to eliminate possible solutions Nos. 3 and 4.

Here are the balance sheets that were worked out for the two remaining possible solutions.

Arnold's Balance Sheet on Possible Solution

No. 1 — Selling Insurance While I Study Law by Correspondence

Negative	*Positive*
1. I would be getting no practical experience in my chosen field during my scholastic preparation.	1. After all, selling insurance is the only source of income that I have right now, and it is wise to continue this until I am able to make a living in my chosen field.
2. The income from selling insurance is somewhat precarious, and I would have this problem on my mind during my period of study.	

Arnold's Balance Sheet on Possible Solution

No. 2 — Getting a Job on Police Force and then on Detective Force While I Study Law by Correspondence

Negative	*Positive*
1. My wife doesn't like the idea of my being a cop — even to start with. I personally don't relish the idea of being a uniformed policeman, or even a plain-clothes "snooper."	1. It certainly would give me a valuable, practical experience that would strengthen my grasp of law as I study it.
2. The income would be a little less than what I have averaged as an insurance salesman.	2. While I don't like the idea of being a cop or even a plain-clothes man, I would not be either one for more than a few years, and I would be satisfied for that length of time simply because I know that I would

be getting some valuable practical experience which I could use later.

3. While the income might be a little less than what I have averaged as an insurance salesman, it would be an assured income which I could definitely count on from month to month, and, relieved of financial worries, I could give more concentrated attention to my studies.

AFTER STUDYING these two balance sheets, Arnold arrived at a conclusion which combined the advantages of both of the above possible solutions. He decided to put in his application for a policeman's job, to enroll in a correspondence course in law, and meanwhile to continue to sell insurance until he got his appointment.

Just as two plus two equals four of anything, so the Rules for Straight Thinking are applicable to all kinds of situations. They can be used to solve any problem that may arise, as you contemplate the second or the third or the fourth or any subsequent step toward your goal. They can be used to solve any of the smaller problems that lie within any of these steps. In fact, they can be used to solve any personal or vocational problem that you will ever face, no matter what art, science, trade, business, or profession you have selected as your life's work.

So it is extremely important to you to begin right now to form the mental habit of thinking that way.



Leave Him Alone if He's Competent

A CERTAIN real estate developer spent millions in construction work, but those who know of his activities intimately say that he never built a building that wasn't wrong in some way. He would hire trained architects, it is true, but he simply could not refrain from interfering with them. He has been known to spend as much remodeling a wrongly designed building as the original work had cost. He'd insist on making changes after plans were in the contractor's hands. Every change threw something else out of line. The result was he never built a building that was right. However, he did have the satisfaction of showing that he was boss. — THOMAS DREIER

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by ELEANOR C. LEONARD

	Yes	*No*
1. Does it bother you when you are late?	.....	.....
2. Do you wait until the last minute before doing things?	.....	.....
3. When rain is coming, do you see that windows are shut without waiting for others to look after them?	.....	.....
4. Have you kept from writing or carving on public walls?	.....	.....
5. Do you try to be quiet and reverent at churches, weddings, and such?	.....	.....
6. Do you obey signs such as "Keep off the grass"?	.....	.....
7. Do you keep your appointments, come what may?	.....	.....
8. Do you use spare time to catch up on your odd jobs?	.....	.....
9. Do you get yourself up mornings?	.....	.....
10. Do you keep your things well picked up and in their proper places?	.....	.....
11. Do you keep from taking souvenirs from hotels, trains, restaurants?	.....	.....
12. Do you apologize when you find you have been in the wrong?	.....	.....
13. Do you mail letters given you to mail — promptly?	.....	.....
14. Are you willing to take minor parts in group activities?	.....	.....
15. Do you obey the traffic regulations willingly?	.....	.....
Total number of *Yes* answers	.....	

12 to 15 *Yes* gives a GOOD score.
8 to 11 *Yes* gives an Average score.
0 to 7 *Yes* gives a p-o-o-r score.

Dependable people "wear well" in their associations with others. The longer we know them, the more we like and respect them. The boss likes them, too, since they do not require much supervision. They make good husbands or wives since they do not try to evade their responsibilities. Dodging one's responsibilities causes twinges of conscience which may bring on unhealthy personality characteristics, so people making a GOOD score on this test usually make good scores on tests for nervousness, inferiority, and such. Life is also likely to be an endless chain of embarrassments and tight squeezes for people who make a p-o-o-r score on this list of questions.

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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

Are you really interested in other people? . . . . *see page* 16

Do you allow the wishes of others to sway you from a goal? . 71

Do you repeat things aloud in order to remember them? . . 43

Are you really enthusiastic about the work you are doing? . 110

Do you regret not going to college? 13

Do you like to make speeches and perform in public? 88

Is yours a "nervous" temperament? 19

Would you rather think than act? 112

Are you oversensitive? 65

Is your marriage partner — or yourself — rather possessive in attitude? 49

Do you usually take "something just as good" when a salesman presses you? 39

Can you work in the presence of others without being rattled? 9

Do you usually give in to avoid quarrels? 95

Does your job require working pretty much by yourself? . 38

Do you feel that personality is a gift? 2

Who is the person, more successful than you, whom you most admire? 90

Do people often try to cheat you? 37

Do you have feelings of inferiority? 63

Are you pretty good at alibis? 60

Is it hard for you not to give handouts to beggars? 39

CONTRIBUTING TO YOUR PERSONALITY:

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CHARLES B. ROTH (*How Religion Aids Personality,* page 80) is a Denver consultant whose specialty is the training of corporation sales staffs in the personality angles of achievement.