INDEPENDENCE DAY

This anniversary animates and gladdens all American hearts. On other days we may be party men, but today we are Americans all; and all nothing but Americans. —Daniel Webster.
1. Are we square in our thoughts and acts toward Our Country?

2. Are we in the habit of leaving our duty toward Our Country to be fulfilled by others?

3. Do we keep it in mind that we are the Government of the United States?

1. It is true we all want to be square with Our Country, but we neglect to give this sacred duty and great privilege the time and thought it deserves.

2. To a certain extent we are justified in leaving the affairs of Government to our Representatives, but only when we co-operate fully with them.

3. This is perhaps the most common mistake men make. It is easy to assume that there is a Government separate from the people—but the fact is the people are the Government and there is no other.

Our Country is all right. The turmoil and discontent that surround us do not spring from Our Country, but they are due to the fact that the individual fails to assume his own responsibility toward our national well being.

Let us never forget the simple truth that ours is a Government of the people, for the people, by the people.
William Jennings Bryan

Let the young man who is building character discard, at once, the absurd theory that it is a sign of mental weakness to admit the limitation of the human mind, or to confess his finiteness in the presence of the Infinite.—W. J. Bryan.

A WITTY newspaper man has said recently that as Mr. Bryan has already lost three good hats by tossing them into the Democratic Presidential Convention Ring, he will probably be careful about risking another.

By the time this issue of The Dynamo is in the hands of its readers, or very soon thereafter, the Democratic nominee will be known. Will it be Mr. Bryan? Nobody can tell, for Conventions often perform what seems entirely unlikely as a forecast.

But whether or not Mr. Bryan figures among the highly probable candidates, whether or not he misses the nomination, one fact stands out clearly and distinctly, and that fact is this: Despite his defeats, despite his persistent efforts for the nomination, Mr. Bryan is today, as he ever has been, a highly interesting figure in our political activity.

Mr. Bryan may be seriously considered politically by men of his own party alone, but he is appreciated and respected by men of all parties for a rare combination of fundamental qualities that are exhibited seldom enough among the shifting scenes of the political play.

But first let us tell briefly the life story of Mr. Bryan.

William Jennings Bryan was born March 19th, 1860, at Salem, Ill. His father was Silas Lillard Bryan, a native of Culpeper County, Va., a respected citizen, a lawyer by profession, who for a time served as State Circuit Judge. The boy’s educational training was continued until he graduated in 1881 from the Illinois College at Jacksonville. He was at the head of his class and its valedictorian. Two years later he was graduated at the Chicago Union College of Law and admitted to the Bar; having enjoyed the privileges, as a student, of reading law in the office of Lyman Trumbell. During the four years following his graduation from the law school, Mr. Bryan practiced law at Jacksonville, from which city he moved, in 1897, to make his home in Lincoln, Nebraska. Here he soon won a reputation as a lawyer and influential, political leader, which gradually developed into nation-wide prominence.

Mr. Bryan’s national political career began in 1890, when he was elected to Congress, being returned in the election of 1892. Following this congressional experience, Mr. Bryan became editor of the Omaha World-Herald and continued his political work through the channels of the press.

It was in 1896 that Mr. Bryan first received the nomination for the presidency. The platform on which the silver-tongued orator of the Platte was nominated demanded the free and unlimited coinage of silver by the United States with a ratio to gold of sixteen to one, and this entirely irrespective of any action that might be taken by other nations. In this, his first nomination, Mr. Bryan was the candidate of the Democratic Convention, of the People’s Party, and of the Free Silver Republicans. On the occasion of his appearance before the Convention he said in a brilliant speech that swept everything before it: “You shall not press down upon the brow of labor this crown of thorns: you shall not crucify mankind upon a cross of gold.” The impassioned delivery of this singularly brilliant sentence was the spark that kindled the Convention into flames of enthusiasm, resulting in the unexpected demand for Mr. Bryan’s nomination.

Mr. Bryan lost this contest. But this defeat did not silence him in the matter of his advocacy of free silver coinage, and in the following years he urged
it with all eloquence, both in his speeches and his writing.

Four years later, 1900, Mr. Bryan's hat was again in the presidential ring. And again he was a candidate, not of the Democratic Party alone, but of the Populists and of the Free-Silver Republicans. And once again he was defeated by Mr. McKinley.

Following the election of 1900 Mr. Bryan again turned his attention to newspaper work, for in that form of public platform he found an exceptional opportunity to carry his message afar; therefore for the purposes of his own propaganda he founded The Commoner, long known as a forceful and original weekly newspaper. (It was later changed to a monthly.) From the beginning Mr. Bryan spoke to the nation through the columns of this publication, carrying on his righteous fight over a vaster area than he could make his voice penetrate; sometimes winning friends, often making enemies, but always willingly granted admiration for the high moral tone of his advocacy.

In 1906 as representative of a newspaper syndicate Mr. Bryan made a tour of the world, arriving home, however, in ample season to win for the third time the Democratic nomination for the presidency. This was the campaign of 1908 and his opponent in this contest was William H. Taft, who was elected by an electoral vote of 321 as against Mr. Bryan's 162. In this campaign—and probably made wise by previous experience—Mr. Bryan did not seek popular favor by means of the Sixteen to One Platform, but he made his appeal for a lower tariff and the prevention of all forms of private monopoly.

Four years later Mr. Bryan was a delegate to the Democratic National Convention at Baltimore.

HERE he played an important part and was influential in bringing about the nomination of Mr. Wilson. On March 4th following, the president appointed Mr. Bryan to the office of Secretary of State, a position which he filled for a little more than two years, his resignation being presented to the President June 9th, 1915. During his secretoryship Mr. Bryan accomplished some significant results. If we remember correctly, he took the initiative in securing recognition of the Republic of China. He worked strenuously and succeeded in establishing closer relations between the United States and Latin America. It is recorded that he negotiated no fewer than thirty treaties with as many governments in the interest of peace and against the likelihood of unexpected war. The object of these treaties was found in an agreement entered into by the contracting parties to submit all disputes of every kind and character, when they should defy diplomatic settlement, to an International Tribunal for investigation and report. Not more than one year was to be allowed for such report. Furthermore, the parties agreed that during such investigation no declaration of war should take place, nor actual hostilities begin. And finally the contracting parties reserve the right to act independently at the conclusion of the investigation.

We can see now in the light of subsequent events that the purpose of this agreement and of the subsequent investigation was to reduce the probability of war to its lowest terms. The far-sightedness of this peace policy is clear enough today. Had there been a disposition on the part of certain European nations to make investigation and report before exploding the bomb of 1914, the World War, from which we have not yet fully emerged, would never have taken place.

SINCE his resignation from the Cabinet, Mr. Bryan has devoted himself largely to the problems involved in the great question of international peace. Mr. Bryan resigned from the Cabinet because he differed with the President in his policy toward Germany in the great War, winning not a few friends by the stern independence which he exhibited in preferring to withdraw from his position rather than to expose himself to doubtful interpretation on a question of such grave importance.

For years Mr. Bryan has been a persistent lecturer. We say persistent because while he was a member of President Wilson's Cabinet he was offered by a New York paper a sum of money equal to all his lecture earnings if he would discontinue this form of activity and remain at his post at Washington. But Mr. Bryan kept on lecturing and it is a question if he has not accomplished a wonderful amount of good in this way.

The real side of the man is not to be found alone in his political history, but in a series of significant books which have been made up from the material of his lectures. We can think of no finer reading for the ambitious young man of today than Mr. Bryan's book entitled The Making of a Man. He has set forth the ideals of righteous government in another book called The Royal Art. Thousands have heard his lecture entitled The Message from Bethlehem, and thousands should read his suggestive and practical volume entitled Messages for the Times. In these books we find a new order of man. Not the Bryan of the public press nor of the political arena, but a man of clear, vivid, lucid thought, devoted to the great moral issues of individual and public life.

A FEW sentences from Mr. Bryan's writings will make clear his unusual grasp of fundamental conditions. We quote the following from The Making of a Man.*

We spend relatively too much time in the perfecting of the things which man uses and too little time in the perfecting of man himself.

We can describe the difference between the largest potato and the smallest one in ounces, the difference


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Heart to Heart

BY DR. FRANCIS BURGETTE SHORT

INFLUENTIAL DOCUMENTS

The five outstanding and most influential world documents are the Ten Commandments, the Sermon on the Mount, the Magna Charta, the Declaration of Independence and the Constitution of the United States of America.

GOOD MORNING, GENTLEMEN

The first of these deals with human conduct and is generally accepted as being the basis upon which subsequent laws have been founded.

The second document deals with those "Blessed" qualities of human life.

The third removed from the masses of a people the heel of suppression and ushered in the era that proved to be a foregleam of the light of liberty that finally blazed across this continent.

The fourth was the act by which the thirteen original Colonies separated themselves from England and began their own career as an independent Nation.

The fifth document serves as the norm of authority by which our country must direct its inherent activities.

The first of these great documents fixes human responsibility. The second proclaims the standard of life to which the great Teacher of men seeks to exalt mankind. The third is the outstanding triumph of the rights of the people over the power of despotism. The fourth is the declaration of various Colonies, far-removed from governmental authority unjustly expressed, seeking to set up a centralized government of their own, an expression of the people, by the people and for the people. And the fifth was the framing and adopting of a document that should ever thereafter serve as the great North Star by which the solidarity of the Union should be preserved.

All great documents, as well as all great events, have their origin with men and are in the interest of men. Moses gave the world the basis of its laws. Jesus proclaimed the enduring principles upon which the everlasting kingdom is established. King John of England signed the document that broke the shackles of feudalism from his subjects. Thomas Jefferson phrased our Declaration of Independence so as to launch a new Nation upon the untried seas of life. And Alexander Hamilton so directed the writing of our Constitution as to meet the exigencies of the situation then and also to provide for a constantly growing nation.

ABIDING PRINCIPLES

The Ten Commandments can never be displaced without the overthrow of law and order. The Beatitudes cannot be recalled without overlooking among the finest souls that have graced the earth. The cancellation of the Magna Charta would usher in an era of tyranny destructive of the liberties of men. The nullification of our Declaration of Independence would destroy our own freedom and intercept the onward march of Democracy through the years. And to abolish the spirit and the meaning of our Constitution would precipitate a condition of interstate anarchy that might result in the overthrow of the highest form of government thus far set up and experienced among men.

Next Sunday will be the one hundred and forty-fourth anniversary of the day that the Continental Congress agreed upon the Declaration of Independence. Two days prior, July 2nd, 1776, the motion of Richard Henry Lee, that the colonies "ought to be free and independent states" and were then "absolved from all allegiance to the British Crown", was passed, and subsequently the signatures of the representatives of the thirteen Colonies were affixed.

THE NOBILITY OF FREEDOM

Thomas Jefferson and John Adams were doubtless the two outstanding characters at that time, though George Washington was chosen the first President of the new nation. But it must be remembered that courageous men, indeed giants of courage, signed that far-reaching Declaration, and others equally brave lived within the bounds of those thirteen original Colonies. Nobler and truer men and women never walked the virgin soil of any country; they belong to the nobility of Freedom. Their struggles were worthy of their ideals and the sacrifices they made projected a new era for Freedom.

We might proudly boast on this anniversary of our expanse of territory, our forty-eight states, rich mines, great rivers and the abundance produced in our fields and on our plains. But our glory lies not in things but in men—their courage, loyalty and patriotism. We believe, in spite of our wealth, luxuries and leisure, on the part of some, that the Sons and Daughters of Columbia are exceeded by none in the essentials of patriotic reliability in times when the security of the country is questioned or the rights and liberties of mankind are in jeopardy.

JULY, 1920
PRICELESS HERITAGE

Our Fathers were pioneers, subduers and conservers; they were obliged to contend with foes without and within; to blaze trails; transform forest into fields; drive back the Indians; bridge great rivers; lay the foundations of a government, preserve intact the Union; enlarge their borders; throw a net-work of railroads over the continent; navigate streams; build homes, churches and schools. Heroes, indeed, were they who bestowed upon us such lavish gifts. How shall we regard our benefactors?

What use shall we make of their bestowments? What words are the incarnation of all they did and all we are called upon to preserve? Answer: the United States of America.

DUTY EVER PRESENT

The era of Duty did not close when our ancestors passed from mortal view. Duty is ever present. We cannot escape its imperative call. No matter where we go or what we do, Duty is there. If we flee from home, Duty appears at the end of our flight to importune our return. “Like Deity, Duty is omnipresent,” and its fulfillment today but insures its return tomorrow.

Our Duty! Our Duty toward the responsibilities that have been entrusted to our care! Our Duty toward the many issues presented today! Our Fathers fought that Liberty might obtain. We are called upon to contend that Liberty may be conserved and our inalienable rights be enjoyed by us and handed on to our children.

PATRIOTIC PROBLEMS

Life’s problems were not all solved by our forebears. Progress means added problems, and every phase of life presents them proportionate to the delicacy and dimension of the progress involved. Shall America continue to be American or shall it become European-America? Shall the spirit that actuated our Fathers in behalf of this country be the spirit that shall actuate their children? Shall American institutions give out an American spirit? Shall a profound regard for law be insisted upon and even demanded? Shall the security and the happiness of Americans be our paramount issue? Shall disrespect for our laws, institutions and our flag be tolerated?

The correct answer to all these questions is found alike in every American’s heart; America is for Americans. First thought might conclude that as being a narrow idealism but a second thought assures it as being as broad as the principles involved in our Declaration of Independence and as conservative and constructive as the meaning of our Constitution.

The problems we are called upon to settle now are internal—they have to do with our relations to each other; they test the character of our patriotism; they compel us to decide whether personal interest shall have the first place in our thought and action or whether the interests of our country are supreme. The interests commanding our thought are financial, political, economical, social, educational. But not a single one of them nor all of them, combined, is equal to the ever abiding interests of America.

AMERICAN JUSTICE

Americans are everywhere called upon to express sincerely the noble patriotic ideals handed down to them.

Americans are urged to clear the inner Temple of their Republic of all contending and conflicting forces. “Let our object be our Country, our whole Country, and nothing but our Country,” and let us firmly and highly resolve on this anniversary Day that “we will join ourselves to no party that does not carry the flag and keep step to the music of the Union.”

To all the patriotic sentiments and ideals herein expressed every member of the J. C. Penney Company shouts and acts “Three Cheers for America” and anyone not so shouting and acting need not seek a place therein.

William Jennings Bryan

(Continued from page 4)

between the best steer and the poorest one in pounds, and the difference between the most valuable horse and the least valuable one in dollars; but who will suggest a ratio between man as he may be and man as he sometimes is?

We measure men by moral standards; we know them by their heart characteristics. If moral character is the matter of supreme importance, upon what foundation shall we build it? I know of no foundation for a moral code except a religious foundation. I am aware that in saying this I enter a field of controversy, but it has been so long since I said anything that no one objected to, that a little opposition does not embarrass me. I know of no moral standard deserving of the name which was not built upon religion.

William Jennings Bryan is one of the most pronounced and outstanding defenders of the moral issues of our country’s political and social life today. America will appreciate his worth more and more as the years lengthen into decades and the decades into centuries.

The fact that for more than twenty-five years he has stood out in the white heat of political approval and scorn and that until now no man has been able to point a finger of immoral or questionable accusation against him is a testimonial that few men have ever enjoyed.

JULY, 1920
THE following testimony once given by George W. Childs, merchant and philanthropist, is so striking, yet withal so simple, that it should not fail to stimulate every reader of The Dynamo to attain any ambition however remote if that ambition is built upon the proper principles. These principles are emphasized in what follows:

There is nothing miraculous, said Mr. Childs, in the success I have met with. If a man has good principles, and does his best to act up to them, he should not fail of success. Good principles are just as good for the farmer, for the man of business as for the clergyman. Would you learn the lesson of success? Here it is in three words. Industry, Temperance, Frugality. Write these words upon your hearts, and practice them in your lives. It is a good thing to have a good motto, but it is better to live up to one. Five other mottoes have been helpful and encouraging to me throughout my busy life: 1. Be true. 2. Be kind. 3. Keep out of debt. 4. Do the best, and leave the rest. 5 What can't be cured must be endured.

A WAGE EARNER AT TWELVE

I began to support myself when I was twelve years old, and I have never been dependent on others since. I had had some schooling, but not much. I came to Philadelphia with three dollars in my pocket. I found board and lodgings for two dollars and a half, and then I got a place in a bookstore for three dollars. That gave me a surplus of fifty cents a week. I did not merely do the work that I was required to do; but did all I could, and put my whole heart into it. I wanted my employer to feel that I was more useful to him than he expected me to be. I was not afraid to make fires, *clean and sweep, and perform what some young gentlemen, nowadays, consider as menial work, and therefore beneath them. The Bible says that it is what cometh out of the mouth that defileth a man. It is not work, but character, that can be discreditable.

WORK TODAY FOR TOMORROW

But a man can be industrious, and yet his industry may not achieve much valuable result. You must not only work, but you must select your work with intelligence. You must be preparing the way for what you intend to become, as well as do well what lies in your hand. While I was working as an errand-boy, I improved such opportunity as I had to read books, and attend book sales at night, so as to learn the market value of books, and anything else that might be useful hereafter in my business.

I fixed my ambition high, so that I might at least be always tending upward. I lived near a theatre, and many of the actors knew me, so that I might have gone and witnessed the performances. Other boys did it, and I would have liked to do it. But I thought it over, and concluded I would not, and I never did. This self-denial, if it may be called that, did not make me morose or unhappy.

You must not yield to the temptation to relax your efforts, and turn off and amuse yourself. I was always cheerful, took an interest in my work, and took pleasure in doing it well, and in the feeling that I was getting on in a way to become something. When, at last, I had an office in the Public Ledger Building, I believe I said to myself: Sometime I will own that paper. At any rate, I directed my work in such a way that, when the time came that I was able to buy it, I was also able to manage it properly.

I have always believed that it is possible to unite success in business with strict moral integrity. If the record of my life has any value, it is in showing that it is not necessary to success in business that a man should indulge in sharp practices. Riches cannot compensate a man for the consciousness of having lived a dishonorable and selfish life.

COMPANION WITH THE BEST PEOPLE

Perhaps I ought to say a word about the companions a young man should choose for himself in life. You should try to make companions of the best people you can become acquainted with. It is not necessary for this purpose to be a genius, or to have remarkable talent or extraordinary erudition. But be yourself, and be a man, and learn to think of others before yourself, and you will have friends enough, and of the best. A man is known by the company he keeps, and those who know what friends you have will be able to form a very correct idea of what you yourself are. You should see to it that this estimate be as high as your opportunities may secure.

Perhaps I cannot better sum up my advice to young people than to say that I have derived, and still find the greatest pleasure in my life from doing good to others. Do good constantly, patiently and wisely, and you will never have cause to say that your life was not worth living.

Nothing but harmony, honesty, industry, and frugality are necessary to make us a great and happy nation.—GEORGE WASHINGTON.
The Patriotism of Business

BY DR. THOMAS TAPPER

MOST of us picture the patriot as a tall man with a sword in his hand, a stern look on his countenance, and the American flag flying over his head.

But there are few men, and particularly store men, who can afford to strike this attitude and keep it up very long. Business interferes with it. Therefore we see at once that patriotism cannot be mere outer appearance.

What is it then?
It is inner conviction.
Of what?
Of a few simple truths that men have repeated over and over again ever since the idea of a Mother Company entered the mind. The business man of today cannot succeed honestly unless all his business operations are inspired by the spirit of patriotism. Let us see how this comes about.

To begin with, we, all of us, are the Government. There is no imaginary thing or group of people in Washington that is the government. We are it. We send men to Washington to represent us. It is their business to act for us. All we have to do is to tell them definitely what it is we want them to do and they will represent us accordingly. But the trouble is we go to sleep and don’t tell them.

Here is where our government finds its weakest spot. That weak spot is in us,—in you and in me. We neglect our sovereign duty to the State by electing a man named George and expecting that he will do it.

Most of us begin our unpatriotic actions by ignoring our privilege of suffrage. We do many things unintelligently, one of which is that we vote unintelligently. We do not study platforms, nor candidates, nor do we inform ourselves about the great questions of the day. The first step, then, in patriotism is this:

1. Let us be proud of the privilege we have to vote.

And the second is this:

2. Let us use that privilege intelligently.

But, you object by saying: This takes time and I am too busy to bother with it.

WELL, let us examine that. It simply means that the government (for you are the government) is neglecting itself. And in proportion as the individual American citizen neglects the questions of government on which his vote is necessary, in that proportion does the actual conduct of our nation, our state and our town, slip out of the hands of the many and into the hands of the few. So we conclude:

3. If we want our national life to favor our honest business purposes, we must do our duty by all national issues on which we have the privilege of speaking.

The health of national life rests finally upon national industry. When men work and production is normal, when wages are fair and spending is not extravagant, when our country hums from one end to the other with the song of industry, then we are enjoying the maximum of national prosperity. Therefore—

4. Every man must work to bring about normal production.

And along with this comes another necessity which is this:

5. Every man must husband his resources, live within his means, and save part of his income so that it may be used to increase industrial expansion.

When the war came upon us our men joined the army and navy, irrespective of their personal dislikes and displeasures. Many men left home, parents, wife, children. They left gainful occupations, disrupted their commercial relationships, often to the loss of their entire commercial well-being. And all because we had to win the war.

BUT today the call is just as loud and there is just as great necessity as there was then to win the war we are in now.

Men do not seem to know it, but we are this moment at war with Indolence, Extravagance, Wrong Ideals of Private Life, Neglect of National Life. This is a war of overspending and under-production. Every man should be just as much interested to win this conflict as if we were at war against an enemy nation. We are actually at war with an enemy condition, the outcome of wrong thoughts, wrong habits, wrong ideals. Hence we conclude:

6. He is a true patriot who works, produces and saves.

7. And, conversely, he is a traitor to his country’s well-being who indulges in indolence, extravagance, neglect of his citizen privileges and duties.

No man has a right to look upon the United States as a grab bag of good things for himself, from which he can take all he desires and return nothing. The United States is a great institution of competitive industries. So long as we all do our part faithfully our national life will be healthy and secure. So long as we co-operate, so long as we are not selfish, so long as we are not drones in the hive, our national life will be safe.

Then, and only then, are we true patriots.
Our Nation

Address by J. H. Cleave, Manager, Sacramento, Cal., Store, delivered at the 1920 Convention Banquet

I

T would be, I believe, a very easy and comfortable undertaking for me tonight if I were to speak to you of nothing but the wonderful glory of the achievements of our nation down through the two and one-half centuries since its birth. Around this banquet table where we have been wont to foregather it would probably be more suited to the occasion if I were to wave the unsullied emblem of our nation and speak to you of some of our great victories on land and sea as we fought for liberty for ourselves and in more recent years have fought the same fight that others might be free. I might speak to you of our victories of peace as well as of war; tell you of the most stupendous strides in commerce and wealth the world has ever known. But I believe the time has arrived for more serious thought and if you will permit I will speak to you in a more serious and somewhat critical vein and try in my humble way to place before you some thoughts which, though they may appear unpleasant, will help bring sunshine out of chaos and sustain the greatest and most profound constitution under which free peoples have their being.

Our Nation is big, great, and rich in natural resources and our spirit of development ever to the front. We have not only invited but encouraged every one from both sides of the equator to come and be one of us. We have one race problem in our nation which we can handle. We took this problem aboard when we set sail as a united nation in '65 but we must not allow another one to be willed upon us by an astute and persistent nation backed by a few piratical politicians. Those of you living on the Pacific Slope between Mexico and Puget Sound know full well to what I refer. Those of you who are not acquainted with the seriousness of this situation will be given an opportunity to learn a great deal through a campaign of education which is to be carried on throughout the nation as soon as funds are available. This indiscriminate acceptance of foreigners into our nation, who do not understand our civilization and whose only aim is to throw us into chaos with their most abhorrent doctrines, must cease.

In the furnace of war much of the dross of outworn tradition has been consumed while the true metal of a new democracy has been purified. Yet we have at this time a coterie of gallery politicians performing throughout the country and in our legislative halls at Washington in a manner to bring discredit to the nation. Are we to have more war? Even now it looms on the horizon. Another upheaval would be cataclysm. The nations would begin where they left off in military efficiency in 1918 and in a short time science and invention would have evolved hellish deviltries that would make existing methods of killing seem primitive. No fear that these terrors will stay the struggle. No prospect of horrors will daunt brave souls fighting for principles in defense of home and country. The curb must exert its restraint in a realization that the civilization which has been maintained at such cost must not be imperiled by human obstinacy.

Our nation wants the treaty ratified and the League of Nations brought into being, yet it is the great tragedy of peace that a few politicians have been able to make it appear we have rejected the very sentiment on which we went forth to give battle; namely: To make the world safe for democracy. I am not condemning politicians as a class. We have a political form of government and politics, rightly considered, is a holy employment.

A friend writing to me some time ago said he knew I was a good Republican. He certainly knew very little of my political faith in recent years. I can answer him now that I am neither a good nor bad Republican. That I am neither a good nor bad Democrat, but that I am watching events with an open mind to exercise my right of franchise in a broad gauge real American spirit.

W

E have had crisis after crisis in this country ever since I have known it and we will emerge from this one, I am sure, without tarnish. I have an abiding faith in the rectitude of the leaders of thought and the influences for good that obtain in our nation and any existing wrongs will be righted. As a people we are thoroughly impregnated with the uplift spirit. The fame of this uplift spirit finally reached the shores of the Eastern Baltic. The Bolshevik says to himself: That's soup for me. And believe me they have been coming here fast as possible and have had their strainers in it, and working overtime.

Now, gentlemen, I am glad indeed to know our government is alive to the situation and that we are transporting these fanatics to the country or countries to which they belong. There is absolutely no use trying to make Americans out of them. They
are avowed enemies of our civilization and if they had their way, they would destroy democratic parliaments on which the liberties of free peoples depend. They seek to eradicate the idea of individual possession. We seek to use the great mainspring of human endeavor as a means of increasing the volume of production on our side. We defend freedom of conscience and religious equality. They seek to exterminate every form of religious belief that has given comfort and inspiration to the soul of man. They believe in the international Soviet of the Russian and Polish Jew. We are still putting our faith in the United States of America.

We have been allowing these bewhiskered, ferocious foreigners altogether too much latitude in the spreading of their doctrines. It has shown itself only too plainly in much recent legislation. We have been allowing them to spread the doctrines that people should live without working. We have been passing class legislation of which the Federal Farm Loan Act is a shining example. Some mathematician made a calculation whereby he shows that for every dollar saved the farmer under this act the people of the United States pay $8.70. If organized labor is to receive special privileges why should not unorganized labor receive the same attention? If the farmer is to receive assistance why not the doctor, the salesman, the lawyer, or the merchant? Economic laws cannot be set aside by legislation. Under stress of conditions there has been much coddling to labor until many of its leaders are intoxicated with power and importance and the rank and file are no longer subject to discipline or control. Continued prosperity cannot be ours if we curtail production by shortening hours of labor and deadening individual effort.

The spokesmen of class speak loudly and often. Against the background of conditions, very largely misunderstood, they erect the pure marble halls of their bountiful theories. Let no one underestimate the contemporary power of such propaganda. No disinterested person with even moderate education can sincerely favor class rule. Being the negative of justice it is also the negation of progress.

Henry Thomas Buckle, in his history of civilization, declares: "There is but one protection against the tyranny of any class and that is to give that class very little power. Whatever the pretensions of any body of men, however smooth their language and however plausible their claims, they are sure to abuse power if too much of it is conferred upon them. The entire history of the world affords no instance to the contrary."

Was there ever a more awful spectacle in the whole history of the world than is unfolded by the agony of Russia? She is now reduced to famine of the most terrible kind. Not because there is no food, there is plenty of food, but because the theories of Lenin and Trotsky have ruptured the means of intercourse between man and man; between town and country; because they have shattered the great system of communication by rail and river on which the life of great cities depends; because they have raised class against class and race against race in fratricidal war.

But you say to me, "You surely do not think that this sort of thing could happen in this country?" Eternal vigilance is the price of liberty. Of course it is not going to happen because we are not going to let it happen. The time has gone by when men could safely shut themselves off from the affairs of State and be completely absorbed in their personal affairs. Each must bear his portion of a great responsibility of education regarding the workings of our noble democracy.

Let us inform ourselves and be ever on the alert to combat the insidious propaganda of those who seek to destroy our civilization. The people are the rightful masters of both Congresses and Courts, not to overthrow the constitution, but to overthrow the men who pervert the constitution.

Gentlemen, we are gathered here tonight because the proper ideals lived up to have made it possible. This must be a very proud time for the man and men who are responsible for this demonstration of what co-operative endeavor can accomplish. What a worthy tribute to the Founder of this organization that we now find so many of the big wide-awake institutions of our country trying to find a way to bring into their business something that will create permanent interest and co-operation.

I ought to say something to you of the blessedness of being born under the freedom of our constitution. Every man born under the protecting folds of our flag has a chance to become the head of the most powerful nation in the world. He has a chance to become the greatest man in the world, as we have it represented today in the personage of President Wilson. Look about you and see the great numbers of men who are active in commerce and professions who are at the very top in their various lines. You will find they are still looking forward and upward and are where they are because they applied themselves to their work and there were no obstacles which they would not try to overcome. We all have the opportunity, for this is really the land that put the tune into that word.

Gentlemen, you have the opportunity in this Organization and you have it under conditions conducive to your moral and spiritual welfare. Just think—not a single Business Bolshevik in our organization! You know there are Business Bolsheviks as well as National. A Business Bolshevik is one that can’t work according to a plan and, in one way and another, he is never in harmony. He is not capable of organizing and does not lend himself to organization.

(Continued on page 23)
Men and Events

Brief Readings on Current Topics

BUSINESS LEADERS

A WELL KNOWN authority on business says this:

The leaders in business are men who have studied and thought all their lives. They have thus learned to decide big problems at once, basing their decisions upon their knowledge of fundamental principles.

A business leader begins, then, by mastering fundamentals. He begins with details. He gets details right and studies their relation. Bit by bit he recognizes Principles and masters them. This kind of man is glad to begin at the bottom because that is where the real secrets of business are found. To the right type of man the bottom of the ladder is a privilege. It is only the hazy dreamer who considers it a misfortune.

One day, a man who wanted to become a business leader without paying the price entered a contractor’s office and said:

I want a job. But don’t put me at the bottom. I want to begin at the top.

All right, said the contractor. We can give you a job where you can begin at the top.

Calling a section boss he said: Put this man to work digging a well.

I wish it were possible to say that this man recognized his error and succeeded in business. But he did not. He forgot or never thought about details and principles and so he remained a well-digger all his life. He worked his way every day from the top of his job to the bottom.

INCOME BUILDING

If we could only collect the wisdom that floats in the public press, we should have at hand a marvelous opportunity to consider and follow good counsel. Here is a bit of wisdom too good to lose. Senator Selden P. Spencer of Missouri recently said this:

One thing which is old as the hills, and yet constantly neglected, is the vital necessity of keeping at the job you have on hand. When a young man has definitely made up his mind as to what he wants to do, he has taken a big step toward success. With a clear and definite goal in front of him, the second step which in the majority of cases brings him to his goal is Perseverance.

If every day marks some progress in his education, in his experience, in his development, mentally or physically or personally, it is easy to see how the aggregate of these daily advances mount up when measured by months and years.

I undertake to say that any young man of good habits and fair ability who has a definite purpose in his mind, who knows the goal toward which he is working, and who makes every day mark the accomplishment of some advance, is in all human probability certain of securing his purpose.

A great leader once said: The leisure hours of a young man’s life are the burning fiery furnace of his future. Just in proportion as a man makes every day count, precisely in that proportion is the certainty of the realization of what he desires.

Our difficulty today is the tendency to let day after day go by with no marked advancement, with no added information, with no greater experience and with no greater strength of body or mind or morals, and when there is no advancement, there is always retrogression.

Our great secret of success is constantly to keep after the goal we have in view.

BUSINESS SENSE

In a recent interview printed in the New York Sun, Mr. Irving T. Bush, builder of the Bush Terminal in New York, said some very wise words about business and about the people who work. They are so true and sensible that we all may apply them to our advantage.

A grouch, said Mr. Bush, never pays dividends. A smile pays money. Again he says: If a man is not happy in his work, he is a poor workman.

We all know how true this is. We have only to watch the half-interested worker to note that only a little of his mind, or less, is on his business. He is therefore a failure.

Here is another good sentence by Mr. Bush:

I think one of the most interesting aspects of the whole scheme [the Bush organization] is the willingness of everybody to work for the good of the whole. There is not a man here, nor a woman, who would refuse to do anything to help the Company. This applies to the executives as well as employees. The cashier himself would take off his coat and shovel coal if necessary. I heard him say so.

Mr. Bush believes that no executive can be bigger than his organization; in organization spirit is everything. Unless he can develop the right spirit, one of co-operation, loyalty and appreciation of what others in the organization are doing, he is not the right kind of executive. The day of single-handed effort is past.

Here is a distinguished man who has discovered that the secret of big business is fine co-operation and fair dealing; just exactly the basis of the J. C. Penney Company’s wonderful growth and development. Let us believe in the doctrine of our founders. Then sacrifice, clear vision, industry and reliability will do all the rest.

JULY, 1920
Vision

By J. C. Penney

FIFTEEN years ago I had dreams of what could be accomplished by an organization founded on definite principles and for a distinct purpose. I had confidence in the Golden Rule: I felt that an organization of men, willing to direct their energies as a unit, dealing fairly with one another, inspired by truth, justice and equality, could not fail to succeed.

Now after fifteen years have elapsed, what is the result? I have learned two remarkable facts. The one is that the vision I had in the beginning of this work has carried through. But the second and more remarkable fact is that I have a greater vision today for the future than I had fifteen years ago; for then I did not dream of our having today two hundred and ninety-seven stores. I well remember the time when fifty stores looked like the maximum number we could possibly handle.

When I say that I have today a vision of a greater J. C. Penney Company fifteen years hence, I feel assured that it will be realized, for during the past fifteen years we have been pioneering; we have made many mistakes but they in turn have helped to make us. Therefore we have reached this milestone looking into the future with greater confidence, backed by a stronger determination, for we know our principles are right, and that business conducted along the lines we have adopted is bound to be a success.

When we speak of vision we usually associate it with that which is dynamic and constructive, for vision implies that which is creative, perceiving, planning, building, developing, progressing, attaining.

A man becomes visionary when he sees and plans, but fails to act; or when he plans without a purpose.

It is therefore evident that no man can succeed who has not a vision, for he is mentally blind and sees no further than the present. Neither is it possible for him to succeed unless he is determined to pursue his purpose relentlessly.

IT is said that so far as the range of mental vision is concerned, there are four classes of human beings. First, the mentally blind who see no further than the present; second, the general who sees ahead for a year; third, the genius who plans for a lifetime; fourth, the seer and prophet who plans for generations yet to be.

What state of developments would we have attained in the New World had it not been for Columbus? And yet how severely was he criticized and ridiculed for his convictions. He made the voyage of discovery at the peril of his own life and returned to his native land only to be cast into prison, where he died a much-abused and broken-hearted man. One readily recalls the names of many men to whom credit is due for the great progress this world has made. All of these have been men of vision.

WHAT a vision our forefathers had, to formulate a government by and for the people, a government that has stood the test for many decades, and today causes our nation to be regarded as the leader in world activities. What if our forefathers had been cowardly and timid; afraid to break away from the mother country, under whose jurisdiction they had no political or religious freedom? There would not have been established in this country the republican form of government which it is our privilege to enjoy, and under whose protection the growth and development of the United States has been marvelous, recording a progress not exceeded by that of any other nation.

The man mentally blind can not share in this credit for he is actuated and prompted by his own selfish motives, living unto himself alone, with little thought or regard for his fellow man. He is the man who, after he has acquired a competency, retires early in life to enjoy what he has accumulated.

But the man of vision and purpose has no such intention. He is interested in something more than the acquisition of material things. He is interested in the welfare of society, in humanity in general; he endeavors to lead a lifelong existence of usefulness and influence.

THERE is no patent on success. It does not just happen. It is the answer to foresight, to the ability to see ahead. Any man can be a success who has a plan to which he adheres devotedly, honestly and conscientiously. He must, then, not plan for one year, or two years, but for a lifetime and longer, for a man's influence endures beyond his lifetime. To most men there come, sooner or later, dreams of ambition. They get a vision but many fail to chart their course, hence they are lost on the ocean of life.

An architect plans a building. This plan is but the expression of his ideal; he sees it in the mind's eye exactly as it will stand; his plans are given to the contractor who proceeds to execute them. Hence a definite result is secured. But what kind of a building could one expect if there were no plans? It would
be a shapeless mass with no definite purpose expressed.

A mariner starts out to sea with a definite destination. He follows a stated course and eventually he arrives at his port. But what if he started out without an objective, without a purpose? His voyage would be a failure. And yet there are men, we see them all about us, going on from day to day, making no headway. Why? Fate, bad luck, misfortune, failure, no chance? Yes, these are their excuses. But they are poor ones. To these it is that the ne'er-do-well always attributes his failure.

The ne'er-do-well's failure is due to lack of vision, to uncertainty of purpose. But the positive, potential character thinks differently.

Let a man have a vision, or an ideal, or a purpose. Let him pursue his duties with persistence and he will finally arrive. He may encounter some difficulties. The chances are that he will and many of them. But he knows that Emerson spoke truly when he said "the sun will shine after every storm."

There is a solution for every problem, and the soul's highest duty is to be of good cheer. He may expect to overcome handicaps, but these are not barriers to the determined man. He only laughs at them, for they serve as stepping stones to his success.

Thus the greatest helps a man to overcome handicaps. Ofttimes it seems as if they come faster than they should and one begins to wonder if they ever cease? But as a man advances, he becomes stronger, each knock is a boost; he finally becomes used to them and consequently gives them little heed.

Many successful men of today have made one or more failures. But they did not give up in despair. They set to work again with a new vision, a clearer purpose. They fought until finally success crowned their efforts.

How is a man to secure this vision, you ask? He can not possibly get it from the plane of his everyday habits. He must project himself to the uppermost heights where he may obtain an outlook. Once the altitude is reached, there is where he must train. Consequently his aims and ideals must be lofty. He must eliminate all negatives from his thoughts. Jealousy, selfishness and hatred must not cloud his vision. He must look forward, not backward, press onward and upward. Enlarging vision comes to him as the view does to one climbing a mountain. The outlook expands with every foot of altitude he makes.

Vision springs from desire. Men rarely cease to desire but they do cease to enlarge their vision. The near relatives of vision are desire, ambition, purpose, determination. All these must run on the track of honesty.

The day's work, regarded in terms of its greatest significance, is the only logical vision. Vision is never an unreality, it is merely an unreached reality. The difference between the man of vision and the visionary man is that the impracticable vision of the visionary man is a wish for the future that is tied up with today's work. But the man of vision desires a thing, knows why he desires it, is able to take care and make proper use of it after he gets it.

I once asked a very close friend: What is it that you most desire? What is your aim in life? The answer came: A million dollars. Now, what would you do with a million dollars if you had it? I asked. The question stumped him. As Ruskin says, he wanted money simply for the sake of having it.

I should immediately classify this man as visionary for his desire was not tied up with any practical end or purpose.

There has never been a time in the history of our country when so great a number of people were so bent on securing an education as they are at the present time. Education is no longer confined to the young, or received in a definite manner. Today business men, realizing the need of a more complete education, are taking advantage of the courses offered by correspondence schools; they are studying university extension courses and attending lectures. In fact, some of the large department stores have regular schools, in which they train their salespeople. The present age is demanding more of men and women. Competition among individuals is becoming keener just as it is in business. In the pursuit of vision, never think of the future as impenetrable or impossible, but urge or guide the working hand in the direction you want to go. Hitch up today's work with some point or purpose in the future.

Such a method gives you a daily work direction. It also lends significant meaning to the humblest task.

You have only to observe men who work about you to be convinced that the average worker is doing a temporary task, a task that he is not tying up with any future benefit or purpose, which benefit or purpose is the inspiration of his vision.

Work is purposeless in any man's mind or hands unless it is moving toward a previously fixed destination.

What does vision do to work, to everyday work? It gives it a place and purpose. It immediately lifts it out of the ordinary, makes it contribute to something greater than itself.

The man of real vision is not merely making bricks, but bricks for a definite place in a definite structure. That structure is the ideal object of his vision.

July, 1920
The history of America is replete in courageous deeds on both land and sea, and our Soldiers and Sailors have ever sought to defend those principles of Right that normally belong to Man; they have sought to defend the weak against the ravages of the strong, to protect the innocent from the contamination of the vicious and to ever hold aloft the Torch of Liberty in its progress around the world.

Until this date few, if any, apologies have had to be made in defense of the American Soldier and Sailor. The spirit of our Revolutionary Fathers as expressed in Israel Putnam, John Adams, Thomas Jefferson and George Washington has ever obtained in the patriotic ideals and heroic activities of every normal American citizen. America's standard was set high but that it has been maintained during the century and forty-four years that have passed into history is just cause for rejoicing.

AMERICAN OPTIMISM

The American spirit looks toward the future with bright and beaming eye. The past is inspirational and the future is winsome; it beckons with grace and cordiality; it lures with mystery; it calls with voice full of charm and assures of rewards abundant for those ready to prove their heroism and give evidence of their courage.

Were there ever times more opportune for heroes to step into the arena of our national life and for men of courage to lay hold of far-reaching problems than now? Has there ever been a time in the history of our country when graver problems confronted its executives and administrative officials than right NOW?

Since "a man's greatest enemies are those of his own household" is it not equally true that the greatest enemies a nation can have are those within its own borders?

UNREST

What about the unrest today in America? Not that unrest is necessarily dangerous or detrimental; there is a kind of unrest that makes for wholesomeness, and most any sort of unrest is far better than the inaction that produces stagnation. But things in America just now are not in a condition of stagnation. Things are in motion. Everything and everybody seeks a readjustment. Whether it be for better or for worse, the readjustment is being sought. Old ideals seem to be fading from the horizon as the new, the untried and the uncertain ideals appear. What the result will be no one can tell, though all are assuming the right to guess the outcome.

Take the one example; the unrest of Labor and Capital. Uncertainty obtains on the part of
both; neither knows just what to expect from the other; neither seems willing to trust the other to the degree that real Americans should trust each other. There are superficial causes for this condition and there is a deep seated and generally unrecognized cause for it. The superficial causes include the following: the unusual amount of money in circulation, the unprecedented wages paid during the war and since, profiteering on the part of almost every person who has had the opportunity, the desire to receive the maximum of return for the minimum expenditure of service, the loss of confidence between man and man and the inordinate social competition that obtains almost everywhere.

THE DEEPER CAUSE

The deeper down and generally unrecognized cause for this unrest is moral rather than material and spiritual rather than mental. The question on the part of Labor is not fundamentally the desire for higher wages, nor is it for less wages on the part of Capital. The deeper question involved in which “higher” and “lower” wages are but the symptoms is the lack of absolute Confidence, Trust, Faith. If Capital could absolutely trust Labor to do its best, to produce its largest output, to conserve its interest, would Labor then receive from Capital a standard of support that would evidence its real appreciation and testify of its lasting friendship?

On the other hand, if Labor could absolutely trust Capital to give it the square deal, to sustain toward it a sympathetic co-operation, to manifest toward it a warmth of humanness expressed in sweet spirited fraternity and could be regarded as something more than a mere chattel to be exploited, would Capital then receive from Labor a reciprocal manifestation of co-operation that would result in solving a condition which cannot continue to be combative without a loss in both moral and material returns to all parties involved in the contest?

The economic conditions of today are producing a tyranny more detrimental to our internal affairs than the overtaxation by England before the Revolutionary War, and not only more detrimental but more difficult to combat and to adjudicate. Why? Because it is an internal condition. What, then, should be the attitude of every American toward these modern tyrannies? What is the paramount need of this hour? How best could the One Hundred and Forty-fourth Anniversary of our national life be celebrated? With what earnestness are we to re-dedicate our time, money, energy and ambition to those high ideals for which our Fathers fought?

BACK TO THE HEIGHTS

Some one is greatly needed to lead the patriotism of the nation back to the heights whereon it was born. Men are called to leave their farms, stores, offices, places of exchange for their country’s welfare. The interests of America are paramount to all other interests. Our Educational interests should be advanced in the interests of America. Our Commercial exchanges should ever bear the insignia of the Goddess of Liberty. Our Government should be placed in the hands of statesmen rather than in the hands of political adventurers. Our Federal Government should make it very plain, and adhere thereto, that only those obeying and supporting the laws of America shall share its privileges and enjoy its protection. This attitude should obtain alike toward native-born and foreign-born citizens, and those aliens who submit not to our laws with appreciable demeanor should be regarded at once as undesirables and returned to their native land.

America is for Americans and only Americans—for those possessed of the American spirit and who prize above every other heritage those democratic principles that are embodied in our Declaration of Independence and that were fought for and won between Bunker Hill and Yorktown.

AMERICA’S CREED

Once again the Nation, in reflective mood, should gather about our Shriners of Liberty and in our Sanctuaries of Sacred Freedom to pledge anew its devotion to those inalienable rights and liberties for which the sword of Cornwallis was demanded. Once again the Nation would do well to bare its head, bend its knee and in unison repeat The American Creed:

“I believe in the United States of America as a government of the people, by the people, for the people, whose just powers are derived from the consent of the governed; a democracy in a Republic; a Sovereign Nation of many Sovereign States; a perfect Union, one and in-separable; established upon those principles of Freedom, Equality, Justice and Humanity for which American patriots sacrificed their lives and fortune. I, therefore, believe it is my duty to my Country to love it, to support its Constitution, to obey its laws, to respect its Flag, and to defend it against all enemies.”

JULY, 1920
BARTLESVILLE, OKLA.

THE first regular store meeting was held Tuesday evening, May 25th. Mr. Cerny presiding as chairman.

Meeting was called to order by Roll Call, all members being present. Much enthusiasm was shown by each taking an active part.

Chairman gave a very interesting talk on: The purpose of, and the benefit derived from, our store meetings.

Naming of the Club was put before the members. Many good names were suggested but decision was postponed until next meeting.

Motion was made and carried to meet on the first and third Monday evenings of each month.

Followed, the opening of the Query Box; many interesting and valuable questions were discussed. All expressed themselves freely on how to make our store one of the best.

MADGE FOOT, Sec'y

PALESTINE, TEX.

BY request of the manager the members of the Palestine store met at 8 P.M., May 6th, 1920, for the purpose of organizing a Club.

Mr. Keaton called the meeting to order and after outlining its purpose we elected the following officers:

Mr. Welch, President; Onie Ellis, Secretary. It was decided to call the club the Penney Pep of Palestine.

Mr. Welch spoke to us briefly and assigned subjects for the next meeting to be held the first Thursday in July.

As I have been with the Company only two months, I consider it a great privilege to be associated with an Organization governed by the principles of this great Company. I expect to do all within my power to make the Palestine store a success.

OMIE ELLIS, Sec'y

COFFEYVILLE, KANSAS

THE employees of the J. C. Penney Company met on April 27, 1920, for the purpose of organizing a Pep Club.

The meeting was called to order by Mr. Renfro acting as chairman and the following officers were nominated and elected:

Mrs. Nelle Jackson, President, and Mr. J. H. Renfro, Sec. and Treasurer. Mr. J. H. Royce, our manager, then gave a very interesting talk on the principles and growth of the J. C. Penney Company and an interesting account of the Convention. He also spoke on increasing our sales by power of suggestion.

A name was then suggested for the Club. After many suggestions the name Go Getters was decided upon.

As every one is in the spirit of the J. C. Penney Company watch the Coffeyville Go Getters.

J. H. RENFRO, Sec'y

DALLES, OREGON

THE Dalles Store has just awakened to the fact that we have not been holding store meetings and it dawned upon us that we had better get in the ring.

Our first meeting was held April 12th, 1920, at which meeting Mr. McFeely gave the boys a real talk on J. C. Penney Company ideas and wherein our stores are different from others.

The following officers were elected at this meeting: President, Mr. L. P. McFeely. Secretary, Mr. G. A. Pearson.

Our second meeting was called to order Monday, April 26th, 1920, by our newly elected president.

The topic of Advertising was given our Mr. D. C. Andrews at the first meeting, on which subject he gave a very enjoyable and interesting talk.

G. A. PEARSON, Sec'y

MOBERLY, MO.

THE J. C. Penney Co. Make Good Club was called to order Thursday evening, May 6th, 1920. The minutes of the previous meeting were read and approved.

Mr. Wilhite read a paper on the History of Tanning; it was well prepared and very interesting and helpful. Mr. Van Landingham gave us an historical paper on the Manufacture of Shoes. Every phase of the manufacture of shoes was discussed.

Mr. Glyd spoke on the History of Weaving and Machinery. He had a Graphic Chart prepared which showed us all the process through which cotton goes from the bale to the knitting. Then Mr. Weber concluded the program with his series of talks on the Science of Approach, introducing Character Study.

PEARL HUMPHREY, Sec'y

SALT LAKE CITY, UTAH

THE meeting of the Dynamo Contacts Club was held at the Salt Lake Store May the 14th, but on account of bad weather the prepared program could not be carried out as a good many people could not get in. Most of the evening was given over to open discussion.

Following are only the topics that were given:

Mr. Hartsock, of Salt Lake, Chairman.
Mr. Hartsock, Opening talk.
Mr. Hochestler, Midvale; Salesmanship and Extra help service.
Mrs. Robinson, Murray; Ready-to-wear and Lay-aways.

Discussions followed.

New committee named for next meeting.

G. E. SCHWAN, Sec'y

FORT MORGAN, COLORADO

THE regular monthly meeting of the Co-operation Club was called to order May 11, 1920, at 7:15 P.M., Mr. Russell Taylor acting as president and Miss Ethel Cochran as secretary.

Mr. A. W. Anderson gave a very interesting talk on The Duties of a Manager, or what I would do if I were manager. Efficient leadership is half the battle in any field, and we find it needed more and more every day in our stores. There are added responsibilities and problems that come up that must be solved. The ever increasing competition and new methods in managing keeps a man alert if he is to be efficient. A manager has many delicate situations to deal with and like a judge he should be impartial and without prejudice.

A manager should have confidence in his clerks, and should make them feel that they are not working for him, but with him. He should consult them along various lines, draw out their ideas, and make corrections where needed. Nagging criticism sows the seed of discontent and where there is discontent there is lack of harmony. But practical and helpful suggestions will both lighten the work and stimulate interest. Close cooperation of the salesforce is the big factor of success.
Mr. Cooper gave a very interesting talk on the life of Hugh Chalmers, who through diligent effort and careful study prepared himself to meet new conditions and new positions as they confronted him. By careful study and application we also can be more able to make a step forward in our work.

The meeting was opened for discussion and the subject of handling checks proved to be of most interest.

Mrs. Morgan was elected president for the next meeting which will be held on June 8th.

ETHEL COCHRAN, Sec’y.

GRAND FORKS, NORTH DAKOTA

THE members of the Dynamo Club held their regular monthly meeting on Thursday, May 6th. After general order of business was transacted, we initiated a new member, Mr. Henry Nelson, of the Shoe Dept. During the business meeting Mr. Nelson was appointed chairman for a term of six months, as our former chairman, Mr. Putnam’s term had expired. It was also decided to hold a meeting on every third Thursday of each month for the men only.

Mr. Fabel of the men’s clothing department spoke very interestingly on showing stock.

Mr. Priest, our manager, gave a talk on general topics.

Mr. E. Zeiper spoke on Keeping Dry Goods Stock.

Miss Lowe gave a reading out of THE DYNAMO ON: General Opinion.

M. LOWE, Sec’y.

CORAL B. COURIER, Sec’y.

SHENANDOAH, IOWA

OUR first store meeting for the year was called to order at 7:30 on Thursday evening, March 4th, Mr. Springer chairman.

Mr. Springer gave a detailed description of his visit to the Convention. This was greatly enjoyed by everyone.

After Mr. Springer’s talk the meeting was thrown open into discussion.

The question of a name for our club was next brought up. It was decided that everyone should have a name to suggest at the next meeting, at which time a permanent name would be voted upon.

MISS BLACKBURN, Sec’y.

ELLENBURG, WASH.

THE J. C. Penney Co. store force of the Ellensburg store held their first store meeting on Wednesday night, May 19, 1920.

Mr. Clark, our Manager, was elected chairman and Miss Courter, secretary.

Mr. Jones explained the purpose of store meetings. Mr. Clark gave a talk on general lines of how to conduct the J. C. Penney Co.’s business.

Miss Rankin gave a short talk on stock keeping. Mrs. Stebbins spoke on hosiery. Miss Courter spoke on the subject of What benefit the ladies of the store can be to the Company.

It was decided to meet every two weeks. At the next meeting a name will be selected for our club.

CORA C. COURIER, Sec’y.

just between Managers

Mr. B. Ginner,

care J. C. Penney Company,

My dear Bud,

I should like very much to accept your invitation to come over for a little visit but this is the season of the year, Bud, when you and I must get our coats off and dig into the various departments in our stores and see that the cleaning up process is working every minute of the day. All our profits are in the tag ends of the spring and summer stock and they must be gotten out if we are to show ourselves the live merchants we ought to be. To do this successfully we must have team work—real co-operation along these lines by every member of the store force, and to obtain this team work, Bud, we will have to do a lot of coaching. You know at this season when the days are getting hotter and hotter there is a tendency to let down a little. Now is the time when we should really be on the alert—“right on the hat”—as they say amongst the fans.

And that reminds me, Bud. Ever notice how necessary team-work is on the ball grounds? The pitcher may be ever so good but if he has no support he gets discouraged and goes “all to pieces.” If the short-stop lets ‘em all pass and the second baseman fumbles the ball four times out of five; if the pitcher gets a little nervous and a sounding hit sends the ball whizzing down the line just inside first base where it finds “nobody there.” Look out! the game is off and the enemy team carries the honors. Get the force together, Bud. Coach ’em at the store meeting. Coach ’em on the floor. Coach ’em early and late on the ways and means of closing out the slow moving ends of the summer stock. The coach on the sidelines often wins the game. The clever manager who keeps his store force posted on the thing to do NOW will have a right to feel chesty around January 1st. Let’s lay our plans for getting the best possible team work. Let’s be decisive and sure in our methods and before a single competitor gets onto our curves we shall have accomplished our purpose to get in readiness for the Fall season, by realizing every possible dollar out of the summer stocks.

Write once in a while and come over when you can.

With kindest regards,

O. TIMER.

Mr. O. Timer,

care J. C. Penney Company,

Friend Old Timer,

Seems to me that you must have been spending a lot of time lately attending the ball games. Else where did you get your inspiration for that little team-work talk you gave me in your last letter? Anyway your point is all to the good. I have all my men enthused over the subject and I’ll guarantee, Old Timer, that we will show a clean stock this year.

Another thing, Old Timer! Your letter set me thinking along other lines. You didn’t say anything about the umpire. There’s the fellow that is watching the game, the fellow that really knows the rules on which it is played. Ever notice, Old Timer, that there are a lot of fellows who try to get by through certain little tricks? They almost break the rules and try in various ways to fool the umpire. They dodge a ball that comes straight over the plate in the hope that the umpire will call it a ‘ball’ instead of a ‘strike.’ How about the J. C. Penney Store that advertises something like this—“Children’s Gingham Dresses, good styles in attractive plaids, sizes 7 to 14, our price NOW.....$1.49.”

Dosen’t that sound like a “sale ad.”? and wouldn’t you get the impression that these goods had been reduced in price? Isn’t that playing just inside the rules? Will the umpire notice it? Dosen’t that look a good deal as if that fellow was watching his competitor’s methods and just falling in line with them instead of playing the game as outlined in the J. C. Penney Co. Rule Book? We have these rules always before us and it is my opinion, Old Timer, that we ought to play the game straight. What do you think?

Yours very respectfully,

B. GINNER.
SILK CULTURE AND THE SILK INDUSTRY

Silk is the most costly as well as the strongest and most beautiful of all common fibers. It is the covering in the form of a cocoon within which the transformation of the insect takes place. It is often produced in lengths of from one to four thousand feet. It is the secretion formed by the worms at a certain time in their life's history and it emerges from two tiny orifices at the sides of the head. These tiny filaments form into one as the secretion hardens in contact with the air and forms a fine elastic fiber as the worm throws its head back and forth in spinning.

WHERE GROWN
Silk worms are raised principally in countries where labor is not expensive. Japan, China, Italy and Asia Minor produce most of the raw silk of commerce. The failure of silk culture in the United States is due to the cost of labor.

VARIETIES OF SILK
There are many varieties of caterpillars secreting silk, but the one of greatest value, commercially, is the mulberry silk moth of China. There is a wild moth which is utilized in the silk industry. The silk is inferior and is known as Tussah. It is used in the manufacture of velvets and plushes. Much of the Pongee made is also a product of the wild moth.

SILK CULTURE
The silk moth lays the eggs which are as tiny as a mustard seed. These eggs are collected and kept cool until hatching time, then they are exposed to warmth. The tiny worms grow very rapidly as they are fed on chopped mulberry leaves, and in about a month they reach their full size, which is about three inches in length.

When grown the caterpillar begins to spin the cocoon, which is composed of many feet of silk fiber in a parchment like mass closely held together by a fluid which cannot be removed without soaking. About three weeks after the completion of the cocoon, the caterpillar, which has been transformed into a moth, is ready to escape. If he does not escape the moth dies and the cocoon is ready to be reeled. If he does escape he spoils the cocoon for reeling. The gum on the cocoon is removed by placing it in hot water. The ends are then caught from four or five, and wound through a guide upon a reel. About five of these double filaments make up the thickness of a strand of raw silk. This reeled silk is made up into hanks and sold as raw silk, at from seven to ten dollars a pound. Three thousand silk worms are required to spin one pound of raw silk. From one to two pounds are necessary to make a dress.

MANUFACTURE OF SILK YARN
The silk industry in the United States is engaged principally in the manufacture of silk. The hanks of raw silk are imported in bales weighing from one hundred to one hundred and sixty pounds, in order to wind it on spools. These hanks go first to the thrower, which consists of soaking the skeins to remove the gum. The spools are placed in a machine which winds two or more together and put in a twist so that they form one yarn. Wool or worsted yarn is called tram. It is usually not a good quality of silk and is only loosely twisted. Singles, which is the thread of raw silk wound on spools without much or any twisting, is sometimes used for warp and woof in goods.

MANUFACTURE OF SILK THREAD
Silk is received in hanks by the manufacturer of sewing silk. The hanks are soaked in warm water, dried and reeled on bobbins. Two or more strands are doubled, then doubled again and twisted in opposite directions, then stretched. Embroidery floss is made in this manner.

MANUFACTURE OF SILK CLOTH
Silk yarn is sometimes woven into cloth before it is dyed, but more often it is dyed in the yarn. Silk cloth is made not only of reeled silk, but of the silk waste called spun silk. This waste consists of the broken threads of manufacture. This waste is boiled to remove particles of gum and is carded and passed through drawing frames. It is then reeled into skeins and woven.

ARTIFICIAL SILK
Artificial silk has much luster but lacks the elasticity of real silk. Man has copied the worm's process of making silk to a great extent. By the chemistry of the laboratory, sawdust and cotton waste may be converted into a jelly-like substance. By air pressure the cellulose, much like that formed by the caterpillars, is drawn through very small apertures in glass and wound by machinery. These apertures make filaments so small that it takes ten to twenty of them reeled together to make a thread. The process, which began in France, has spread to Germany, Switzerland, England and America. In 1909 the output of this kind of silk was three million pounds and in 1911 it was thirteen million pounds.

The United States leads in the manufacture of silk although we do not produce a bale of raw material. We import all the raw silk.

NAMES AND KINDS OF SILK
Agra Gauze—A silk used for trimming and in millinery.
Alamode—A highly finished thin silk formerly used for making hoods. Now used in millinery and neckwear.
Alpine—A dress goods of silk warp and wool filling woven with a double twill.
Armstrong—A plain silk, formerly used for clerical robes. A taffeta.
Atlas—A cotton and silk fabric finished with a gloss on one side, much used for linings.
Bangaline—A smooth, round corded weave of silk and wool, in which the wool is covered by the silk.
Bokhara—A silk of natural color in which a weave of sateen is produced.
Boiling Cloth—A light silk cloth used for fancy work.
China Silk—The plain woven, hand-made silks of China, Japan and India and also the power-loom imitations at present commonly sold.
Crepe-de-Chine—Literally Crepe of China, which is a soft, lustrous silk crepe.
Etching Silk—Fine, rather hard twisted silk thread used for embroidery.
FAILLE—Soft ribbed dress silk with a prominent cord extending across the fabric.

Farmer’s Satin—A twilled face, glossy finish, firm cloth of cotton warp and wool filling, having a satin appearance and used for linings and petticoats.

Fayette—A soft near silk of silk and wool having a twilled face.

Filoselle—An embroidery silk.

Filozilk—A soft silk embroidery thread.

Floconne—A silk dress material having small flakes of white or color.

Florence—A thin taffeta.

Floral Yarn—Spun from silk waste.

Gloria—A soft, thin, twilled cloth of silk and wool used for umbrella covers.

Gros Des Indes—A silk having a diagonal band or stripe.

Gros Grain—A light corded silk of demi-dull finish, having great durability.

Ilusion—A very delicate silk net, used for veilings, neckwear and millinery.

Kincohe—A richly figured silk interwoven with gold and silver threads, of East Indian manufacture.

Laventine—A lining silk.

Liberty—A satin finished lining silk.

Lucer—A ribbed satin or silk, soft and rich.

Marabout Silk—A white raw silk that may be dyed without being cleansed from gum, the fiber said to resemble marabout feathers.

Marceline—A lining silk.

Messelaine—Twilled silk with a satin finish.

Pied Silk—Thin white silk soaked in boiled linseed oil to make it waterproof.

Poduasoy—A heavy, rich silk of the 18th-century, made in Padua, Italy. The modern Peau de Soie is almost identical.

Peau de Soie—A silk woven like gros-grain, but with a rib so fine as to produce a plain woven face with a satin effect. Best grades are finished alike on both sides.


Purse Silk—A strong silk thread used for knitting purses.

Semil—A rich and costly silk worn in the Middle Ages.

Satin—A stout silken fabric of thick close weave and brilliant luster on the face.

Satin Duchess—A popular satin of brilliant gloss.

Moberly, Mo.

MISS LUCAS

HIDES, SKINS, AND THE MAKING OF LEATHER

Leather, as we see it to-day, is the finished product of centuries of study. We have proof that the Chinese did tanning in a crude way as long as three thousand years ago. The process they used was simply cleaning and drying. Later the use of smoke, sour milk, various oils and even the brains of animals themselves were found more effective than simply drying. Later it was discovered that bark and vegetables were still better for they stopped decay.

Structure of Skins

The skin consists of three layers, namely, the outer skin, the true skin and the under skin. The outer is removed with the hair, the under with flesh and dirt leaving only the Corium or true skin of which leather is made.

Hides and Skins

Cattle and sheep hides are those mainly used in shoe leathers. Chamois, sealskin, alligators and other imitations are really the inner half of sheep-skin. Kip is the skin of a one-year old cow. Animals are grown not only for their hides and skins but also for food. This is proven by the fact that hides can only be obtained where the animals are raised for food or milk. South America produces Goat skins. Russia, Colt skins and France, Veal skins. Thus we can easily see why the use of more leather means higher priced shoes. Wild cattle have the best hides and leather made from them gives a great deal more wear than from domesticated animals. For sole leather the whole thickness of the hide is used, while for shoe uppers, traveling bags, gloves, etc., the hides are split. The outside split being used for the best grades of shoes and bags; the inside split for cheaper grades of shoes and gloves.

There are three ways of curing hides for shipment, these are—Dry, Dry Salted and Green Salted. Skins can be hung up in hot and dry climate and dried; they require no other method of curing. The dry salt method, however, is the safer plan. To dry-salt a hide it is necessary first to salt and then to dry in the sun. Mosster climates require the green salt method, which is merely working salt into the flesh side of the hide.

There are three divisions of manufacture

1. Preparing hides for tanning which consists of removing hair, outer and under skin and flesh. 2. Tanning is curing to prevent decay. This consists of removing animal fats and bringing the hides under the action of vegetable tanning, etc. 3. Finishing or stuffing with oils and fats and drying on the grain side.

Preparing Hides for Tanning

They are first sorted as to size and grade, then salted and trimmed of waste parts. The dry and dry salted are first soaked in water, then treated as wet salted. Then soaking and fleshing removes dirt, etc., and the flesh side is brought in contact with spiral knives which remove any remaining flesh.

The next process is to remove the hair. This is done by placing the hides in vats containing milk of lime. After several days they are removed and subjected to much the same kind of machine as was previously used on the flesh side. This machine scrapes off all the hair much more quickly than was formerly done by hand.

What Do These Names Mean to You?

1. Allover
2. All wool
3. Angora
4. Back filling
5. Balbriggan
6. Basic Colors
7. Batik
8. Basket Weave
9. Book fold
10. Botany

1. Design spread out or scattered over the entire ground.
2. Originally denoted fabrics made of pure wool. In commercial parlance many fabrics containing considerable proportion of cotton, or union fabrics made with a wool face are being called “all wool” in the United States.
3. (a) Highly finished, plain weave dress goods of cotton thread warp and mohair filling; (b) twilled overcoating made with shaggy face of wool or mohair; (c) goat yielding the mohair.
4. Set of weft threads, forming the back of many modern worsted cloths. It is used to give weight to the fabric.
5. Originally fine full fashioned hosiery and later knit underwear made first in Ireland from unbleached cotton without any nap. At the present all kinds of flat underwear, knitted of Egyptian cotton or dyed to resemble it.
6. Artificial dyestuffs obtained from coal tar, yielding brilliant colors, quite fast to washing, but fugitive in light. They are all derived from substituted ammonia and are neutralized by acids, forming salts; they are mostly used for cotton.
7. Javanese process of resist dyeing cotton, consisting of pouring molten wax over the proposed patterns, then dye the cloth, after which the wax is removed, the waxed patterns will not take the dye. Usually blue, brown and orange colors are used.
8. Made by crossing two or more warps and fillings each time; same as huckaback weave.
9. Certain sheer linen and cotton fabrics are folded once lengthwise and twice crosswise.
10. (a) fine merino wool grown around Botany Bay, Australia; (b) general term for all classes of fine wool. They are sorted according to counts they will spin, without any other names.

JULY, 1920
For sole leather hides are hung in sweat pits where the air is very stagnant and the temperature is regulated by jets of steam. Decay begins and loosens the hair. This process makes firmer leather than when hair is removed with lime, but great care must be taken that the hides do not remain in the vats too long.

The lime solution is removed with weak lactic acids after which the hides are pickled about one hour in sulphuric acid to open the pores to receive the tan liquors.

**TANNING MATERIALS**

There are two general methods for tanning: the Vegetable and Mineral. Alum and Salts of Chromium are the principal Minerals used while Hembark and Oak lead in vegetable tannage. Oak bark is considered the best and it is obtained in large quantities in the Blue Ridge Mountains and California. Hembark is obtained in Pennsylvania, New York, Wisconsin and Michigan and makes red leather while Oak Tannage makes soles a light yellow. Cups of acorns added makes weight and firmness. Gambier is an extract of an Eastern shrub and is used in tanning the best Russia Calf. Sumac gives a soft red tannage which does not resist water. It is mostly used in tanning furniture and bookbinding leather.

**THE THEORY OF TANNING**

Hides as removed from animals would soon decay and if dried would be hard and unfit for use. Tanning overcomes both of these objections and greatly adds to looks and wear.

**THE TANNING OF SOLE LEATHER**

After removing the hair and flesh the hides are washed and placed in a solution of sulphuric acid to plump and remove any remaining lime. They are then hung on sticks in Hemlock or Oak liquors for one week, then laid flat in large pits. Between each layer of hides a small quantity of ground bark is sprinkled and more liquor is run in until all are covered. They are left in this solution for several months during which time they are changed or handed back and forth to other pits from five to six times. After this period the hides are rinsed in warm water and scrubbed, and have spots, then all that remains to be done is to roll the hides and work out the wrinkles.

**CHROME TANNAGE**

The one bath process is the one most generally used. This process consists of rolling the skins (after flesh and hair are removed) in drums containing a solution of common salt and Glazier's salts to open the pores. After forty-five minutes a solution of Chrome Sulphate or Chloride is run into the drums and the hides rolled and paddled in this from four to five hours and then left over night. In Chrome Tannage each fiber is coated with mineral and oils which do not combine with the leather but form a waterproof covering. Vegetable Tanning combines with the fibers and makes leather proof against strong acids, although in time any shoe will rot when continually used around barns.

Splitting is done by a machine similar to a hand saw. A rubber roller runs close to the knife making the split an even thickness by allowing for bumps. All parts of hides are split except the grain side. Shaving or removing loose particles from the flesh side is the next operation.

**FINISHING FOR SHOE LEATHER**

The hard dry skins are stuffed with oils and fats to make them pliable and waterproof. Really this process is simply replacing the natural oils which the lime has removed. The materials used are Neats-foot and Codliver Oil, Tallow, Steam, Soap, etc. At this time black, brown or other colored dyes are put in with a water solution and the hides dipped in. Then the leather is stretched out on a marble slab and all wrinkles are removed, then dried in hot air tunnels or ovens. After remaining several days in piles the hides are softened and stretched on wooden frames. This process is done by hand and gives a permanent shape and finish to the hides. Defective hides are buffed on emery wheels and finished over with filler and color. This leaves a dull finish which can readily be subjected to differentfinishings.

For fine dress shoes the leather is glazed. This is done with glass rollers under heavy pressure, the leather having a coating of Albumen. Embossing is done with hot steel plates under heavy pressure. The last operation given leathers before they are cut for shoes is a treatment by a light coating of oil.

Patent leather is first Chrome tanned, dried and dyed black and part of the oils removed with Naphtha. The leather is then tacked on frames and varnished. Mainly oxidized linseed oil is put on with an ordinary paint brush. After this coating the hides are baked, brushed again and baked several times until the desired coating is obtained.

The leather is then ready to be cut and made into shoe uppers, etc. The back through the middle part is the best leather for all shoe uses.

*Ole City, Pa.*

ROY E. FISHWICK

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**lights and lifts**

from J.C. Penney Company firesides

Mrs. Newcomer:—I suppose you will laugh at me, Bee, when I tell you what is worrying me now, but I shall tell you just the same. It is this—you see, Will and I have not been married so long but what I can remember quite vividly the luxuries of girlhood. First of all there was our beautiful home with all its comforts and conveniences; then, the Super Six and the Runabout; the servants and parties and beautiful gowns and sometimes I wish I could wish them back.

Mrs. Booster:—I'ma! I am surprised at you! If you can remember your girlhood so clearly with all its joys and luxuries surely you remember, too, that solemn vow for better or for worse, for better or for worse. Does it not still echo in your heart? I know it does and if for the present it should seem a little for the worse you know assuredly that this present sacrifice means that it will be better, far better, before long. Nothing worth the having was ever gained without effort or sacrifice. The luxuries you enjoyed so much were the fruit of your parents' effort and sacrifice just as your children and your associates in the J. C. Penney Company will soon be benefiting from the fruits of your labor and sacrifice. And that is not all; you, yourself, will soon be experiencing greater joys, comforts, and luxuries than were ever yours in girlhood's careless years. Because they were won by your own efforts and self-denial, their fruits will be the sweeter and because you will, by your use, be able to pass them on to others, their sweetness will again be trebled. You will be helping others to succeed and a life of service which is one of the greatest joys of all.

Mrs. Newcomer:—You dear wise-heart-ee Bee! You have just about succeeded in making me ashamed of myself. I know you are right and that things will work out, and have worked out, for every loyal, energetic, self-sacrificing, J. C. Penney Company family. There is no reason why it should not do so with us but...
sometimes I forget and grow impatient. Will has just kept right on "Keeping on" from the moment he came here and he never doubts or worries for a moment. He just says: If I'm any good, I'll win. If I am not, I don't deserve to win. And he just keeps on doing his duty and delivering the goods.

Mrs. Booster:—Will certainly has the right idea and I move that we just change that theory of his a little, for our own benefit. How does this sound? If we are any good we will help our husbands to win, and if we are not, we don't deserve to have them win. Many a wife has been the Captain that turned the tide of what seemed a losing battle. In a Company like ours where everyone is trying to help everyone else to be a winner surely we ought not to think our task anything but a joy and pleasure.

My Dear Mrs. Booster:

I am sending under separate cover an article—use it or not, just as you wish. I think you owe it to yourself to use the first of it anyway, for there I admit that you said eight or nine o'clock. I meant closing time—and should have been more explicit.

I am so glad that you are on the staff and I do hope that the Ladies will write you of the things we discussed while a few of us were in Salt Lake. They all have fine ideas and it would be fine to have your advice on a number of things.

My. I wonder who you are? Are you a real manager’s wife? And have you been homesick? And lonely and tired and poor? Have you? I wish I knew you—and still it’s interesting to have it this way, isn’t it? I asked Mr. Dynamo Bill if he dared tell us who you were and he said he dared not.

We are Northern people—and living in the South is rather difficult—not only the weather is different—but the people are different, too. I shall depend on you to keep me straight.

Mrs. Booster, I like discussions—but if you’d rather I’d not write these things I won’t. But you are so bright and my wits need sharpening. Furthermore, I’ve been rather stale ever since we came here—lazier is the word.

Anyway, I enjoy your articles—they are so smooth—and so good to read.

Very truly,

Paris, Texas. MRS. R. B. LOCKRIDGE

It’s not fair, is it? My very own name!

My Dear Mrs. Booster:

Yes, you did say between eight or nine o’clock, and as a J. C. Penney Company woman I beg your pardon and admit my mistake. Please forgive me.

However, the rest of my article is still just the way I feel about it. If you can set me right I will appreciate it and love you forever.

You see I got the impression that it was closing time that we were talking about—and the point I wanted to make was that a reasonable wife was never in the way.

One good thing you brought out in your last article was the actual occurrence that you mentioned, a good point illustrating a bad action.

Of course that was unreasonable but I am wondering if a great loneliness didn’t have something to do with it. Perhaps that wife was used to having her husband home at the close of a long day and I can’t help but think that a nice long talk between the Manager and this man and his unreasonable wife would have done a lot of good.

I went through a little siege when we first came to the Company, five years ago. My husband went back to the store after supper every night for almost six months. At first I was like a child groping in a hazy light. I could see and I couldn’t. I was always thankful that we were with the Company, that I could see; but why I had to spend those long hours alone—there is where the doubts and fears began to rise up and grin at me. We lived near a big millrace with the water trickling over the rocks—I never hear running water without shuddering.

I used to sit on the back steps after I had put the baby to bed—and wonder and wait.

Now it seems rather foolish to have felt that. I wouldn’t ever do it again. But I was a stranger in a town miles from home with mountain barriers between me and the old friends. About this time we lost our baby and I want to say that my sympathy is with any lonely wife—be she reasonable or unreasonable, for if the husband is worth training so is the wife—and she deserves the same care in getting set right, for he wouldn’t be worth much if she wasn’t happy.

Right here I want to say that a little talk by Mr. Hoag did more for me than I can tell. Mr. Hoag didn’t say: Now see here, Lockridge, you’ll just have to explain this thing to your wife. No one ever told him about us that I know of. He just knew that we were new folks, and that we had to give our girl up. One day he was in the store and told me of this wonderful Company—and what it could mean to us both and how he and his good wife had been through it all and how he had taken us because he believed we’d make good.

And after that, things began to clear up wonderfully. I met the rest of the store folks, and some of my very dearest friends were made right there. We all of us could have taught the whole world how to laugh. And so I want to insist that we all try to understand the new wife as well as the new husband.

I remember once asking a new wife why she never came up town. She said: Why should it? I haven’t any money to spend and I don’t know a soul. Naturally she didn’t look real happy when she said it. It was my pleasure to set her right and she loves us all I am sure.

Another time I heard of an Acting Manager’s wife and family who almost never came to the store unless the Manager was out of town. Now why? And who is to blame for that? That isn’t the spirit we want to cultivate, is it?

Now back to the Closing hour. As I said before, no reasonable wife is ever in the way—and please, Mrs. Booster, tell Mr. Manager to count Mrs. Wife in when they need a straightening out.

When I was in Salt Lake this past winter I met ever so many wonderful wives. Such fine women and all able to look back and laugh at the heartaches—and all expecting more heartaches—for with added responsibility comes added care.

In the warm Southland we do not very often work at night. After the long hot day our boys are pretty tired—and all of them agree that they can do more early in the morning than to come back after supper. In the fall when business is more brisk they no doubt will work at night.

Heaven help us wives to be reasonable, but don’t let us be afraid to come up to the store if we want to—and let Hubby not be afraid to put us to marking buttons or pins or shoe-laces—if he wants to.

You know, Mrs. Booster, I like you even if I don’t know you. Your articles are so sweet and so beautifully written. They are idealistic, too, and if you have been "through the mill," time has surely smoothed the wrinkles out—and I can only imagine you as being able to look back and smile at the hard times and never let a worry get the best of you.

All of us are human—some of us more than others, I am the ‘more than’ kind—but I certainly like what you say.

Paris, Texas. (MRS.) R. B. LOCKRIDGE

IMPORTANT NOTICE

Out of fifty remittances recently received by the Educational Department only one contained a New York draft. Managers are hereby kindly notified to send New York drafts for all books, subscriptions, etc., desired.

From the Ladies

HOW THE SALES-FORCE CAN CO-OPERATE WITH THE OFFICE

YOUR desire to assist others to attain their ambition, to make their desires a success, and to take an active part in doing these things is co-operation, and here is no real success without co-operation. We, who are in the office, want to render the best service possible to all concerned and to do this it is necessary to have the support of the salespeople, we must co-operate at all times if we are to reach 100% efficiency. One of the most valuable things about co-operation is that it makes us willing to work in accord with others and to help mutually in correcting faults.

The way in which sales-slips are made out is either a help or a hindrance. They should be neat at all times. Make your figures as plainly as possible. See that your writing is legible. Do not omit such things as dates, your number, number of articles sold, price per yard; and above all register the amount of money given you. This is a very important point, really more important than you think and it saves a great deal of trouble sometimes.

We think after the ticket has gone to the cashier's desk that is the end of it, but this is not so. Suppose the question of how much money was given you should arise when you have no written record. Or, suppose the customer has left the store and finds she is short and thinks probably she gave you more money than she really did. How are you to convince her unless the amount of money is registered on your sales-slip?

All three places on a sales-slip should be properly filled out, the figures placed in their proper places and not just put down so that they become confused. For instance, in some cases the price per yard becomes confused with the extension by writing them on the same line and too closely together. Let us try to avoid this. Always be careful in figuring; re-check multiplication, addition, etc. Make jewelry tickets separate and mark jewelry. Do not overlook luxury tax. In making a refund, do not write refund on the same line with the article returned, but write it plainly across the middle of the ticket. These are a few of the most common errors. Can't we put forth our best efforts in helping to correct these, thus increasing our efficiency as salespeople and helping to increase the efficiency of the office?

If we study to co-operate with the office in these particulars, it will help us to do everything that comes to hand properly and at the right time. There is a simple way and a proper way to do everything and a little experience will prove that the proper way is the easiest way.

Do we ever think of the small details of our office? The larger the office the more details. Just think of the details of our New York Office. We must think of this in making up our reports. It is necessary that we check and re-check, because every report will be gone over in detail and even one small mistake on each of the 197 reports would create a great deal of extra work. Suppose we omit the proper o. k. for payment, or omit a draft from our report, or fail to report the luxury tax, which we sometimes do, just think of the correspondence it takes to correct these errors.

So we are just asking you to keep this in mind and to co-operate with us that we may in a better and a larger way co-operate with the New York Office. Let each one strive to be just as helpful, just as efficient as possible, doing work just a little better than we have ever done it before. Let us all resolve to do the right thing, in the right way, at the right time.

Moberly, Mo.  Miss Humphrey

LETTER FROM A LITTLE GIRL

ONE of my ideas as to the Salesman's Art is that a child should receive the same attention as an older person. But this is usually not the case. Sometimes when a child comes into a store the clerk is busy, but while she is waiting on this first lady, two or three more come in and the clerk will probably give attention to them before she does the child. This is not right because a child should have the same attention as an older person.

A saleslady should not sell anything to a child that she knows her parents would not want her to get. It is perfectly all right for the clerk to show goods to the child but it isn't all right to sell an inferior article. A clerk should never be persistent while waiting on anyone. If a clerk should be this way people will not trade at this store.

I think one of the greatest impressions that a saleslady or salesman can make on a customer is the way they greet a customer. If they just go up to the customer and say in a cold voice, Do you want something? it makes one feel that he is not wanted. But if you greet the person in a pleasant way, it will make him feel good. Then tell what you have in the store and if the customer does not want anything this time, maybe he will come again. When the customer is ready to leave the store, say some kind word so he will know you appreciated his trade. But do not bid all people good-by in the same way because they will know you are just saying it from force of habit. Always keep your stock straight and it will be easier and quicker to find.

Now in conclusion I wish to say, If a person should chance to stray, Into your store one day— Please take my advice, never be too Precise and forget to say, Thank you, call again some other day. Moberly, Mo. TELMA BEdDOW [The above edited essay was contributed by a twelve year old girl.—EDITOR]

INITIATIVE

INITIATIVE is the ability to reason out a course of action, foresee its consequences and act decisively. It is one of the basic elements in business success. Without initiative we need never hope to travel far. However great our mental power, unless we possess the faculty of independent and energetic action we will always be among the followers, but never a leader.

And many of us are sadly short in initiative. But if our desire to grow and broaden is sufficiently strong we can cultivate this quality to a very marked degree. Our lives and our work mean so much more to those of us who can always see ways and means of bettering our work. I believe few of us realize what it means to a Manager to have a force on the floor who is interested in the work and who can keep themselves busy without having to be told what to do. In my mind one of the first things to do toward acquiring the much desired quality of initiative is to strive to increase our physical fitness. Initiative presupposes energy; and energy goes hand in hand with physical fitness. Helpful as physical training may be to the man or woman who is deficient in initiative, it is not of itself enough; there must also be mental training.
We must cultivate self-confidence and overcome the habits of timidity and doubt. We must train ourselves to think quickly and decisively. Those of us who fear to act lest we act wrongly will never give ourselves a real chance to grow in wisdom or grow in power to act.

La Salle, Illinois Mrs. B. D. Hummer

SPRINGTIME IN TEXAS

It is springtime down in Texas Where the sweet Magnolias grow— Where the Honey suckle’s sweater— Where the fragrant breezes blow. Where the sky is softer, bluer Than the softest, bluest wool— Where you can’t help singing, singing ‘Cause your heart’s so very full.

Wish that you could see our Rocks Climbing all around the place— Wish that you could smell their perfume— Hold them up against your face. Baby’s palm is not the pinker Than the Texas rose, I know— And Dame Nature is so lavish, See them everywhere we go.—

Making ugly spots seem lovely, Making troubled lives seem glad; When it’s springtime down in Texas We forget we’re ever sad.

For our hearts are singing, singing, And with Nature we’re in tune— We just revel in the springtime, (Summer’s coming all too soon).

Wish that you could hear our birds sing Sweetest songs at break of day— Why, they wake us up to tell us They’re so happy and so gay.

See that saucy songster swinging In the early morning air— In the sunshine or the shadow Singing songs so sweet and rare.

Wish that I could write a Poem Telling you about our spring— Wish that I could write a Sonnet That the whole world would sing. Wish that I could tell it to you So you’d see just what I know— When it’s springtime down in Texas Where the sweet Bluebonnets grow.


MARRIAGES

Is DAN CUPID ON STRIKE?

W e regret to note that Dan Cupid is not living up to his reputation as we havenot had a single marriage reported to this office during the month of June. We have always thought that the month of June was his busiest month. Dan has either quit work in the J. C. Penney Company for the summer or someone has been delinquent in giving us an opportunity to extend our congratulations.

Send us the reports of the social happenings in the various stores as it is our desire to participate in the social side of our Company’s activities as well as to assist in its inspirational and educational requirements.

BIRTHS

Sweet baby, in thy face, Soft desires I can trace. Secret joys and secret smiles Little pretty infant smiles.

O n June 7th a son was born to Mr. and Mrs. H. M. Ott, of Arkansas City. He weighs ten pounds, and his name is Maurice Dean. Maurice’s father, Mr. H. M. Ott, is manager of our store at Arkansas City, Kansas, and his uncle, Mr. R. H. Ott, is in our Buying Department in the New York office.

Maurice, my dear boy, you have come from good stock. Your father and your Uncle Roy are setting a great pace for you to follow in the J. C. Penney Company.

ITEMS OF INTEREST

The following stores are entitled to Special Mention for the month of May, 1920, showing an increase of 85% or over for the comparative month of 1919:

Otossos 108% Ablene 90% Bradford 85%

These three stores received honorable mention last month, and are to be congratulated on their splendid showing. What stores are going to be on this list next month? We want to see this list increase every month. We believe it will. What do you think, Boys?

Sales for the month of May, 1919 $2,399,163.25
Sales for month of May, 1920 $3,712,905.39

Boys, this is great; AN INCREASE OF APPROXIMATELY 55%. It indicates that the Managers and their assistants in every store are determined to reach our goal of fifty million. Keep it up. We are gathering momentum for the push that is going to send our sales over the fifty million mark.

OUR NATION

(Continued from page 10)

He finally gets a chance he is not expecting. He is dropped from the calendar.

He goes to work with his narrow vision. The trade winds blow and Lord only knows what becomes of him.

If you have read the articles from time to time appearing in the press by German Admirals, Generals and Statesmen you would find everything showed the elaborate preparations for Germany’s proposed domination of the world and, judged by human standards, the Germans were right in their calculations. Nothing in the matter published, however, disclosed the cause of Germany’s failure. Germany made several miscalculations in the war, but the one vital calculation she did not make and which brought about her defeat was that she left the moral factor out of her plans and preparations for the war and she made exactly the same mistake in carrying on the war.

The great outstanding lesson of the World War, of Germany’s failure on one side and the Allies’ victory on the other, is this: That moral and spiritual forces are the great final determining factors in the lives of Nations as well as of men. The things which are seen are temporal, the things that are unseen are the Moral and Spiritual, the great, eternal, and abiding things. These are not neglected in the curriculum of the J. C. Penney Company.

They teach the things which make good merchants better merchants. Which make good men better men. Which make good citizens better citizens.

Gentlemen, I believe it is the greatest privilege upon this earth for a man to receive full citizenship under our flag.

There is another privilege second only to the one I have mentioned and that is to be enrolled with the army of J. C. Penney Company workers. Let us see to it, men, that our work and our lives are worthy of the Company we represent and the eyes of “Old Glory” looking down upon us will have no fault to find with us as citizens of Our Nation.

IMPORTANT NOTICE

The Real Estate Department as provided for by the Board of Directors last winter is about to assume definite form. Mr. Glen G. White, manager of our Pittston, Pa., store, has been chosen to head this Department and it is expected he will move into his office in New York about the middle of June.

This is another one of the very important moves of our growing organization, and it evidences the wisdom of our directors in a movement that is far reaching in its possibilities.
FRUGALITY

FRUGALITY we are told is a prudent and careful use of things.

My first lesson dates back some years when, as a lad, I attended grammar school. Just before the completion of the day's work the teacher announced that on Friday all students would be expected to hand in a composition on: Frugality and How I Apply it. John Smith was fortunate in having his selected as the best and among the points he set forth were: At home I never allow the water to run while not in use. I turn out the gas when not needed. I use both sides of my scrap pad.

If a boy of eleven years can realize at that stage the importance of the word frugality and actually put it into practice, why should we not men attempt to derive a clear understanding of it and apply it?

Let us take our daily work, starting with our first act in the morning and consider how we can eliminate unnecessary extravagance.

For example, I am a stenographer. I know every time I destroy a good sheet of carbon paper that it costs my employer three cents. Not much, of course, but what does it mean at the end of a year? Suppose for example my typewriter ribbon is writing very lightly. There is but one thing to do, get another. But how about the old one? Shall I throw it away? I should say not. I am going to put a few drops of oil on it and by the time the new one is writing light I can use it again.

My typewriter eraser is getting pretty dirty, so in order to be sanitary I suppose I should throw it away. But first, let me try a little water and soap. It sure does make it clean. Why throw away stamped envelopes when you make a mistake? Now that you have cleaned the eraser why not use it. And those letter heads. Oh, they only cost $6.50 per thousand; so every time I destroy one I am only wasting one half a cent. Very insignificant, of course, and why trouble your already overburdened mind with such a small item. But suppose every one of the other fifty stenographers destroyed their carbon papers, or threw away their half-used erasers, or typewriter ribbons and destroyed twenty sheets of letter heads. Suppose this loss amounted to but six hundred dollars a year. That means 6% income on a ten thousand dollar investment that is absolutely wasted.

Boys, there is only one thing to do. It means a lot to you, so do not procrastinate. It matters not what your position may be. Everyone can always find some unnecessary thing that he can do without. And once again, boys, besides a prudent use of material things am I careful about the way I use my employer's time? Perhaps you never thought of that, of course that's also frugality.

New York Office.  T. A. LENANE

WHAT BEGINNERS SHOULD KNOW

BEGINNERS in our store, especially young ladies who have had no experience in the mercantile business, often jump to the conclusion, during the first few weeks, that they will never, never achieve success in their new profession. Many of them, unaccustomed to the to the throng of big business, are at times almost bewildered by their tasks and environment. Customers are so variable and the details of our store system so different that the newcomer despairs of ever mastering the job. Added to this feeling of confusion is the discouragement arising from somebody's assurance that the knack of selling must be born in one and that only those who possess the mysterious power can hope to succeed in that line. The beginner has no proof that she has the gift and so as far as she knows she is foredoomed to failure.

The longer the Beginner continues in this line of thought the more likely are her fears to be realized. Failure is largely a state of mind. When she scatters to the winds all the gloomy predictions of some of the so-called "Joykillers" she will have taken her first step and a mighty long one toward success. No doubt salesmen are born but they are not born salesmen. They acquire efficiency in selling only through study and experience. Some people it is true have a greater natural salesmanship ability than others but any man or woman of intelligence and common sense can, by study and perseverance, achieve splendid success as a salesperson.

Compliance with store regulations and attention to the details of our system, as given by our Managers, gradually becomes mechanical. Study and careful adherence to all instructions soon help the Newcomer to form habits that will guide her safely. The efficient handling of customers is an inexhaustible subject. There will always be something more to learn about it. Nevertheless, the Beginner will save herself many hard knocks and lost sales by mastering at least the underlying principles of scientific selling.

She should learn the various steps in the sale and the factors that influence them. Attention which is secured by a proper approach to a Customer. Interest which is aroused by the proper description and demonstration of the various features and qualities of the

L. W. MARSH started work with the Company at Wallace, Idaho, on Feb. 27, 1917. He remained there until Sept. 15, 1919, when he was transferred to Tekon, Wash., to assume the management of that store. Mr. Marsh says he is keeping the sales on the increase.

C. C. COUPLAND began work with the J. C. Penney Company at Sterling, Colo., in June, 1918, but you can't keep a good man down and in May, 1919, he took charge of that store as Manager.
article. Desire which is worked up by persuasion based usually on a review of and emphasis upon those particular points which are of interest and advantage to the customer. And, finally, Purchase, which is often effected by the proper suggestion at the proper moment. The ability to identify quickly the peculiarities of individual customers is developed by study and practice. The Beginner must first learn the distinguishing characteristics of the different types of customers who come to our stores. After an interview with a customer, review the experience and try to determine whether judgment of the customer was correct or incorrect and why. Practice what is learned in this way on the next customer and so on. In this way the inexperienced Beginner can become a salesperson. It is of course apparent to the Beginner from the very first day that knowledge of the goods is essential and knowledge in selling means every scrap of information one can get. Therefore good luck to all Beginners in our great Organization. They surely have great things ahead of them.

Mandan, N. D.

D. C. Mohr

ELEMENTS OF SALESMANSHIP YOURSELF

One of the first elements in successful salesmanship is Good Health. Without good health the finest abilities cannot be worked at their maximum efficiency. Every man who achieves success must first of all have good health to back up the efforts put forth. Without good health no man can stand the test of the J. C. Penney Company. So the first requirement on the road to true success is the development of a strong physical body as the foundation on which we build our characters.

Our character is a collection of habits. A man of strength and character is a man who has a collection of good habits. The cultivation of good habits, therefore, is a matter of prime importance. In making an analysis of ourselves we have first to study the positive traits that make up a basis upon which to build specific knowledge. Check up each one of the following traits to see if you measure up to their fullest development.

1. Activity 11. Faith
2. Affability 12. Health
3. Ambition 13. Honesty
5. Cheerfulness 15. Loyalty
6. Competency 16. Optimism
7. Earnestness 17. Originality
8. Efficiency 18. Punctuality
10. Courage 20. Tact

21. Temperance

By this time you are asking yourself which of these traits you have developed and which are undeveloped. If a positive trait is undeveloped a negative trait is developed in just such proportion as the positive trait is undeveloped. The more success we have in overcoming the negative traits, the greater will be the development of the positive traits. Every negative trait is a stumbling block in our progress toward true success. They retard our mentality, our physique and our morals. The positive traits enable us to achieve, to conquer the final goal, Success. A full knowledge of the positive traits is necessary to the cultivation of character. Let us now take up each trait individually.

ACTIVITY

The quality or state of being active. Physical activity is considerably aided by well developed mental activity. The successful man is active early and late. He should be careful not to eat hearty food in the middle of the day. This only clogs the system and causes a sluggishness. Then the brain refuses to work and the whole physical being is inactive. More people die of over-eating than of starvation. Form the habit of rising early, which is the first step toward activity. Start out in the morning with the suggestion: This day I am strong and well able to conquer all the problems that confront me. I have no weakness; I am blessed with physical and mental strength. As a man thinketh, so is he. The negative of Activity is Indolence.

AFFABILITY

The ability to encourage others, to approach and converse. To develop affability you must learn to control your temper. However much your patience is tried keep yourself from showing impatience. If you have a tendency to boost it acts against your affability. Be courteous to all. Put yourself out to make friends. Show an interest in other people's work and thus strengthen the bond between the customer and the store. The negative of Affability is Impoliteness.

AMBITION

The desire to obtain, a striving for superiority. Before deciding what the object of your ambition is to be, find out what positive traits are necessary to obtain that object. If you have not the positive traits or ability called for, it is impossible to succeed. Always be on the alert for better things. See Phil. III:13: Brethren, I count not myself yet to have laid hold, but one thing I do, forgetting the things that are behind and stretching outward to the things that are before, I press on toward the goal.

Each of us can rise to something nobler. The effort to do so will make every day worth living. Decide on a definite ambition and divide the ultimate object into stages, then work for the first stage. When the first stage is reached, work for the next one, and so on until the object is obtained. The man whose ambition is undefined and who has no definite plan of working for advancement, is heavily handicapped in competition with the man who has a definite plan and works according to that plan. The negative of Ambition is Apathy or Feebleness of will or Indifference.

CAREFULNESS

Exactness or watchfulness. Carefulness is cultivated by attention to details, have a place for everything and see that everything is in its place. Being careful in little things will make us masters of the larger things. The negative of Carefulness is Negligence, Carelessness.

W. H. McManus decided on May 1, 1916, that his opportunity was with the J. C. Penney Company and he joined us at Centralia, Wash. On April 9, 1917, he was sent to Olympia, Wash., and helped open that store. On Feb. 1, 1920, he took over the management.

Frank Duck served with the National Bank of Commerce at Kansas City before coming with the Company on Oct. 4, 1916, at Ely, Nev. On Jan. 1, 1920, he was transferred as Manager to McGill, Nev., where he says he is plugging hard for the $50,000,000 mark this year.

JULY, 1920
CHEERFULNESS
The state of moderate joy or cordial willingness. The cheerful man is he who looks beyond the immediate discomforts to the benefits which may accrue from those discomforts. Cultivate cheerfulness by remembering that you have much more to be thankful for than to complain of; you do not have to look far to find people that are worse off than yourself. It is the man or woman with a cheerful countenance that makes friends easily. Smile a smile when you smile and soon there will be miles and miles of smiles if you but smile. The negative of Cheerfulness is Moroseness.

COMPETENCY
The possession of the necessary mental, moral and physical ability to accomplish certain results. Knowledge of any subject with the ability, energy and initiative to apply that knowledge gives competency. The incompetent man is the one who needs continual supervision. Learn to rely on yourself, think carefully over your plans and then act upon the decision formed. If you make errors (and you certainly will) let the knowledge of those errors prevent a repetition of them. Most incompetency is caused by carelessness, or neglect, of important details. Knowledge of every article sold in your store and the application of that knowledge and belief in yourself will make you highly competent. The negative of Competency is Incompetency. The incompetent man lacks the power, the capacity or the qualifications to perform his work.

EARNESTNESS
Being diligent in business. Earnestness is displayed by speech and action. Both are actuated by earnest thought, enthusiastic belief in your work. Cultivate earnestness. Without enthusiastic belief in our Company your heart is not in your work and you become indifferent. If you do not possess earnestness in your work, you are following the wrong vocation, and the sooner you change your vocation the better for your success and the Company’s. If your reason tells you that you are rightly placed, exercise your will to decide to perform your duties with zeal and earnestness. The negative of Earnestness is Indifference or Lack of interest.

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On Behalf of the Boys
Impromptu Speech at Convention
Banquet by B. E. Willis, Galesburg, Ill.

ON behalf of the J. C. Penney Company, including those at home and those present tonight who served in the world war, I have been asked to address you.

We want you to know that we are proud of the privilege that was ours to represent you in the Army and Navy of our Country. We want to thank you for the support you gave us through it all. We were willing to fight, and, if need be, die, not only for our country, home and loved ones, but for the J. C. Penney Company as well. There was something back of us which was a mighty force, a force that was working and praying for us, and that was the personnel, both men and women, of the greatest company in the world, the J. C. Penney Company. We want you to know that we felt you mightily.

We thank you for the letters you wrote us, so full of inspiration and information. We shall always keep and treasure the letters sent to us by Mr. Sams through the New York Office, with the monthly check enclosed. The check helped us out in many a pinch, especially when Uncle Sam’s payroll was delayed. But we thank you for more than the check. We appreciate the thought that prompted it, and the personal touch contained in the letters. They brought us first the message we most needed and were hungry for. I kept every one of the letters and I am sure most of the boys did the same.

Those of us, while in the service, who were privileged to visit some of the stores in New York, St. Louis or St. Paul offices will never forget the way you received and entertained us. Every man that had this privilege had his own story to tell of the royal good time you gave him.

We also want to thank you for the assurance you gave us in reference to our positions in the company after we were discharged from the service. It meant a great deal to us to know that our places were waiting when Uncle Sam dropped us from his payroll.

Just a few words regarding the Honor Roll and Service Flag. We would rather have our names on your Honor Roll and our stars in your Service Flag than to have them on any honor roll or in any Service Flag in America for we were fighting for the same principles on which this Company is founded.

To emphasize the words I have spoken, and to show our appreciation for the many kindnesses you have shown us, I will ask all service men to stand and as we stand you will see not only those who are present, but also the boys who were not privileged to attend this Convention, we all stand together, proud and happy to be with you again.

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EFFICIENCY
The ability to achieve certain results. Personal efficiency is cultivated by overcoming the mistakes of yesterday. The greater the efficiency, the higher the percentage of results obtained from the effort put forth. First, we must reduce waste. Make a note of the numerous motions which you make during a day that accomplish no direct result to our success. Eliminate false motions, make every minute count for something definite. We shall never reach a point in our business career where we have no need of efficiency. We are especially in need of efficiency to meet the competition that surrounds us. Study the lives of successful men and women and note how indispensable was efficiency in the accomplishment of their final success. Are we exemplifying the principles laid down by the pioneers of our Company? Let us prove ourselves worthy of the inheritance passed on to us by those who proved that efficiency unlocked the door to unforeseen opportunities. The men of the J. C. Penney Company will be measured by the bringing of our own store to the highest point of efficiency. Let nothing stand in our way of developing a truly efficient organization. The negative of efficiency is inefficiency or incapability.

Alma, Mich. F. W. Fadden

COURTESY
COURTESY is a real asset in business. You can never sell a man merchandise by making him angry. You have to please your customer or you will lose him. The minute you approach a customer he detects that something about you is pleasanter.

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ERNEST W. LOWE discovered what the Golden Rule meant in business when he first came to the Company at Baker, Ore., on March 1, 1917, where he worked under Mr. Soil. On March 1, 1918, he was assigned to Oregon City, Ore., under Mr. Ray’s jurisdiction. Just about three years after he came to the Company, April 10, 1920, he opened and assumed management of the new store at Forest Grove, Ore.
ing or unpleasing. Every customer dislikes to be waited on by an unpleasant, or grouchv salesman.

Last Saturday I sold a hat to a gentleman and after I made the sale he told me he had just come from a competitor’s store where he had been looking at a hat. He was in a hurry and his wife called his attention to the fact that the car was coming. The salesman spoke up and said: Well, I am glad of it. He not only lost that sale but all future business from that man, for the man told me that he never would buy anything there again.

Be just as courteous over the telephone as you are when talking face to face with your customer. People appreciate everything you do for them even if they don’t always thank you—you never know how much they are pulling for you out on the street. So don’t get downhearted but just keep on smiling and watch your daily sales climb.

Lima, Ohio.

GEORGE SCHAFF

EFFICIENCY

BOYS, efficiency is, in my estimation, one of the greatest things in our Organization.

For if a person is not efficient in the work he is performing, he cannot do it as well by 50 per cent.

Take, for example, the young boy who starts out after he has passed through school and has worked out all rules for doing things as laid down in the books. When he applies for a position in a concern he fills out his application. He has not a single idea of what he is going to do in the concern. But undoubtedly the first thing he will be drilled in is being efficient.

His employers will continue on this line with him in every department that he chances to work, and if he continues to study and learn, he will become more efficient every day.

In the course of six, eight, or ten years, if he has tried to learn and develop himself, he will be ready for a good position.

And if he has not tried and studied, he will not be efficient, and some one else who has tried will pass him.

Now that is the way with all of us, we must use every spare moment of our time in becoming more efficient.

We must study our merchandise and read good books. In that way we are bound to learn.

We should never get the idea that we are too old to learn, for we can always learn something from other people who ever they may be.

Be ready. The growth of this Organization is remarkable. The demand for men of all caliper is going to be enormous. Let all of us keep on trying and let us make ourselves efficient for any chance that may come.

Do not say: Oh, well, there is no use, or, I will do it tomorrow, or, Someone else is getting ahead of me. But go right after it and push along. Be ready for the

W. BRICKMAN was first employed on May 1, 1916, at Shoshone, Idaho; on March 1, 1917, he was transferred to Jerome, Idaho, and assumed management of that store early in 1918. He opened our new store at Rupert, Idaho, in May, 1920. A character analyst might say that Mr. Brickman’s picture depicts him to be Mental, Motive, Vital—or in other words a well balanced business man who was destined to achieve success.

PIECE GOODS DEPARTMENT

SILKS

THE only big decline has been on Georgettes and Crepe de Chine. Owing to the scarcity which has existed, the 1,400 silk jobbers of Fourth Avenue, who have sprung up since the war, all specialized on these two fabrics. A good many of these same speculators started Georgette and Crepe de Chine mills. The reasons for this sudden decline were the tightening of the money market, the unseasonable weather, and the big demand for tricolette blouses and dresses. This left these silk jobbers and the waist and dress manufacturers with tremendous stocks, and needing money, they had to sacrifice.

As to the raw silk market in Japan, we understand that as soon as the bankers in this country started to call in loans the Japanese banks did the same thing and the speculators were caught with large stocks of raw silk which they had to unload in order to meet their obligations. Our opinion is that the bottom of the silk market has about been touched and that within a few weeks we shall have a steady market with an upward tendency, for the reason that retailers and jobbers have not yet made their Fall purchases. With the agitation and sales, their stocks are being depleted, so that when Fall buying starts the market will be flooded with buyers. Furthermore, the production of silks is still far below normal, owing to strikes and shorter hours, combined with increased wages.

WOOL DRESS GOODS

In our purchase of popular priced “Over-the-Counter” dress goods for Fall, we were unable to buy all our requirements direct from the mills. We were given certain allotments, the mills telling us their production was limited owing to labor conditions and their inability to procure certain kinds of yarns; so we do not see any lower prices for the coming season.

WASH GOODS

Here again it is a question of the mills not being able to meet the demand. Allotments have been very small. So with a curtailed production like this, we do not see how the bottom can drop out of Wash Goods. What will happen for Spring, we do not know, and are holding off on our purchases as long as possible.

We wish to say a word here regarding Piece Goods in general, and that is: All kinds of yardage goods “Over-the-Counter” have been bigger this year than for a long time. There is more home sewing being done by the thrifty housewife, a fact which the increased sales in your pattern department will vouch for. The large stores are devoting more space and more advertising to these departments than heretofore, and as stated on our trip, we believe it a good thing for you to advocate home sewing, using your windows for displaying piece goods in conjunction with pattern posters. While this department is not the biggest in volume of sales, it is a very important one in a J. C. Penney Co. Store and needs more than casual attention.

A. E. KRETSCHMER

JULY, 1920
progress of the Company, and you will naturally push the stores to the front. This will bring us nearer the goal of fifty million for this year.

McGill, N. E.

FRANK DUCK

[Mr. Duck says that he’s been riding for three years; that this is the first article he has written, but he says from now on he is going to stop being a rider and become a puller.—EDITOR.]

CO-OPERATION AND SERVICE

THE word co-operation means, with or together. This is one of the fundamental principles of our Organization. A store to be successful must have a united sales force in which every man stands ready to co-operate with his fellow workers; to be courteous, and to render service to the public.

We have adopted a new plan in rendering service to our new customers. In our city we have a constant stream of strangers. Whenever a new customer appears we ascertain his former residence and introduce him to each individual sales person. He then feels at home. Try this. You will be surprised at the results. That personal touch invariably wins one over as a regular customer, and, in a great many instances, we renew friendship with former customers of our other stores.

And right here I want to say that our store can and some do co-operate in this matter. When a manager knows that one of his patrons is leaving for another part of the country where we have a store, he should tell him to call on us. If he can prove the results. We were receiving quite a few customers from one of our northern stores and it was suggested that we write and thank the manager there. This was done and it was only about ten days later when another customer and his whole family came to us, armed this time with a personal letter of introduction to us from the manager.

It pays to co-operate between stores. You are giving service and building a firm foundation for our future success in looking after such details. Let us all stand with a united front and make 1920 the banner year.

Bend, Ore.

B. G. Huse

SELF-ANALYSIS

A MAN should possess the ability to review carefully his work at the end of each day and decide just where he has been weak. He should also review the essential qualifications of a man and decide in which of them he is lacking.

The man who has too much self-conceit to admit a mistake when at fault cannot be successful in his task of introspection. Such a man is useless in this organization or in any other. Therefore let us be honest with ourselves and let conscience answer the following questions.

A man can develop only by earnestly striving to discover and eliminate his negative qualities, while at the same time he makes every effort to strengthen his positive ones.

1. Have I an impressive and pleasing facial expression?
2. Have I the ability to talk well?
3. Am I personally neat?
4. Am I quick of thought?
5. Am I impatent with myself and others?
6. Have I a good memory?
7. Have I the habit of thought and study?
8. Can I concentrate?
9. Am I resourceful?
10. Am I attentive to details?
11. Am I punctual?
12. Am I broad-minded?
13. Am I fair-minded?
14. Have I will power?
15. Do I like my work or does it displease me?
16. Am I courteous and tactful?
17. Am I truthful with myself and with others?
18. Do I make the best possible use of every minute of the day?
19. Am I industrious?
20. Do I plan as far as possible for the next day?
21. Have I self-control?
22. Have I self-confidence?
23. Am I conceited?
24. Am I sincere?

J. W. GRONSTAGE has done some traveling since he became one of the components of this organization at Kellogg, Idaho, on June 10, 1915. On May 3, 1916, he was transferred to Wallace, Idaho. On May 5, 1917, he went to Sandpoint, Idaho. They wanted his help to open a new store, so he was assigned to Bradford, Pa., on April 16, 1918. On Jan. 9, 1920, he moved to Richmond, Utah, where he took charge as Manager on Feb. 1, 1920.

J. M. HOOD first came to the Company at Roswell, N. M., on Aug. 16, 1916; on March 5, 1917, he was sent to Colorado Springs, Colo., to assist at the opening of our store. In the latter part of August, 1917, he moved to Alamosa, Colo., and on Jan. 1, 1920, he was appointed Manager of the Alamosa store where he is helping to push for the Fifty Million.

25. Am I cheerful?
26. Have I good business habits?
27. Have I initiative?
28. Am I willing to accept suggestions?
29. Have I fixity of purpose?
30. Am I loyal?
31. What per cent am I efficient?
32. Do I believe in giving service with each sale?
33. Am I a real J. C. Penney Company Man?

Bakersfield, Cal.

LEIGH MOYLE

AN INTERESTING LETTER

In furnishing you the inclosed, it seems to me like a dream [his time with the Company] that has come true. I had worked and looked forward to a chance in life and I can happily say I found that chance when I went with the J. C. Penney Company.

I never have been late a day at my work in the nearly five-year connection with the Company, and I am always from 15 minutes to an hour early in the morning, and yet it seems to me that I can never repay my associates for their help and wonderful encouragement.

A man with the J. C. Penney Company who does not see visions and have aspirations is void of all hope of business success in the world.

I never thought in all my life until I became connected with this organization that so many men in a business organization could be collected together with such high ideals and such a broad view of business and affairs, and with such high regard one towards the other, as has been brought together by Mr. J. C. Penney. I can picture in my mind, long after he has received his reward, those

JULY, 1920

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THE SPIRIT OF THE J. C. PENNEY COMPANY

TAKE time to do thoroughly whatsoever you undertake to do at all.
Helping others over their difficulties will enrich your own life and reward you with a deep satisfaction of having done something worth while.
Employ your time so faithfully that you will have no regrets for having wasted it.
Just putting enough effort into your work to enable you to hold your job will keep you forever a jobholder.
Concentrate all your energy on whatever task you have in hand. Put your whole soul into it and tell yourself constantly that you are going to win.
Promise yourself that you are going to become so valuable to our organization that we can’t get along without you. But be sure you show it by your work and not your attitude. Endeavor constantly to improve yourself and lend a helping hand to others whenever possible.
Nothing is more degrading than slovenly habits and nothing more contagious than a happy, cheery smile.
Earnest, enthusiastic effort will bring you far greater returns than any short-cut yet discovered. Just in proportion as you love your work, will you really succeed.
Your success in life will be measured by what you have done and not by the money you have made.
Cultivate a pleasing personality and a responsive, sympathetic disposition. Strive to be one of those individuals to whom people instinctively turn for encouragement.
Only the efficient and dependable maintain their hold.
Thoroughly master your task in hand, for only by so doing can you become efficient and dependable.
Make the most of each day’s opportunities and each succeeding day will offer you great opportunities.
Profit by the mistakes you have made, but reduce their number to a minimum.
Assiduously practice courtesy and gentleness and maintain at all times a careful regard for the feelings of others.
Never promise more than you can fulfill.
HOW WE HANDLE OUR EXPRESS

I DO not claim that we have a perfect method of handling this particular channel of incoming merchandise. But as we are located far from the eastern markets, a great deal of our merchandise must, in order to reach us in season, be shipped to us by express. Consequently many packages are received daily, some of which reach us in soiled or damaged condition. Others are lost in transit. Therefore a system whereby one may check and in a moment’s notice be able to give information on a package received on a given date is very essential. We have tried and found the following to embody our requirements in this case.

I do not claim to be the originator but merely a contributor with a co-operative group of men. Having this particular line of work in charge at present I pass it along as the compliment of our local express agent who says:

“If every one kept a record of express packages as the J. C. Penney Company does we would have little difficulty in looking up lost articles, damaged parcels and so on for them.”

The system is this:

<table>
<thead>
<tr>
<th>Date</th>
<th>Shipper's Name</th>
<th>Shipped from</th>
</tr>
</thead>
<tbody>
<tr>
<td>3-3-20</td>
<td>G. &amp; B. Skirt Co.</td>
<td>New York City</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Pro. No.</th>
<th>Weight</th>
<th>Carrier charge</th>
</tr>
</thead>
<tbody>
<tr>
<td>920521</td>
<td>3 lbs.</td>
<td>.76</td>
</tr>
</tbody>
</table>

Though we are not at present using a separate column for “Condition of Package” this item of information would be found quite valuable at times.

The recently installed system in use by the Express Companies have, to an extent, made this system of records possible through the duplicate shipping tags (for burlap wrapped parcels) and stickers which carry the Pro Numbers on their face. With this information one can easily and quickly find most information desired at the express office.

Co-operation is the key to Success.

KALISPELL, MONT. A. G. LEININGER

SELLING CLOTHING

CLOTHING to be salable should be clean and neatly arranged.

After clothing is checked, a sleeve ticket, with small neat figures, is placed on the center of the sleeve. The thread from the vent of the coat and all size tickets, except the large one bearing the lot number on each garment, are removed. The thread and surplus tickets have a tendency to cheapen the garment.

Suits that are wrinkled should be pressed before they are placed in stock or displayed in the window.

Suits, especially dark ones, will show to much better advantage if light colored accessories, such as shirts, ties, hats or caps, are placed between them or alternating with them. Better results are obtained by showing a complete line of one kind of merchandise and its accessories than a mixed window.

When approaching a customer in the suit department do not ask what kind of a suit he wants or the price he desires to pay but instead, estimate his size and begin to show him suits; he will usually state what kind of a suit he desires after two or three have been shown him. As soon as he seems interested, have him remove his coat, for then the correct size may be obtained. Be sure that the coat fits well up around the collar and is smooth across the back before he views himself in the mirror, because the first impression counts most. It is needless to tell the customer of all the alterations to be made. The least said the better, for some people are much opposed to alterations. If the trousers can be altered satisfactorily it is much better to have it done before the customer tries them on because he is not able to determine the fit if they are too large or small in the waist or too long. On the other hand if the trousers fit without altering, it is sometimes advisable to have the customer try them on to complete a sale.

In selling clothing or any other merchandise always try to sell the kind best adapted to the purpose for which it is to be used, by doing this a satisfied customer is made. This is necessary before a sale can be completed.

E. D. JOYNER

HOW WE MADE SOME STOCK BOXES

WE have just completed making a dozen stock boxes for such merchandise as: India linen, nainsooq, etc. Most stores the size of ours keep such stock in boxes or drawers. To those who have no stock boxes or drawers let me give an illustration of how we have made a few at odd times to try them out. They have proved to be very satisfactory.

We use fibre shoe boxes, and the size children’s shoes are shipped in makes the best size. We cut them down to a height of nine inches or so, nail pieces of wood the size of window stops around the top edges, thus making a strong box. Then we take plain ingrain wall paper and paper the outside, letting it extend on the inside far enough to cover the pieces nailed to the edge.

Next nail a piece of wood about the center of one and on the inside so that a convenient handle can be screwed on securely. Then we glue or nail two thin strips of wood on the bottom for runners. Next comes the cover, which we cut and made out of the boxes, in which ready-to-wear is shipped. This we paper as we did the box, thus making a box that with reasonable care will last for years.

This may seem like quite a task and may sound more expensive than the stock boxes you buy. But this work can be done at odd times and at a very small expense. It makes a neat and substantial stock box.

DURANGO, COLO. W. H. MCDOWELL

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Patriotism

When we speak proudly of Our Country do we stop to think that men of alien races and foreign tongues are sharing our birthright?

All races and nationalities the world over have the like privilege of taking the words, Our Country, upon their lips with the same enthusiasm of sincere and loyal patriotic devotion.

Consequently, the idea of patriotism in our land cannot be racial, nor can it be narrowly confined. Love of country ought to mean also love of humanity. Nevertheless, the love of our fellow man is only a name, unless it recognizes and respects the law of just and fair dealing not only between man and man, but between nation and nation. We should ardently strive for the development of that wider patriotism which makes for internationalism. One of the chief duties of a citizen is to strive by his political activity to do his utmost, so that the government of his country shall express the highest possible type of citizenship.

A man who does not sincerely live up to these ideals of love and loyalty toward his country and fellow men would, indeed, be the expression of Scott's poem—

Breathes there the man with soul so dead,
Who never to himself hath said,
This is my own, my native land!
Whose heart hath ne’er within him burned,
As home his footsteps he hath turned
From wandering on a foreign strand!
If such there be, go, mark him well,
For him no minstrel raptures swell.

Boundless his wealth as wish can claim;
Despite those titles, power and pelf,
The wretch, concentered all in self,
Living, shall forfeit fair renown,
And doubly dying, shall go down
To the vile dust, from whence he sprung,
Unwept, unhonored and unsung.

D. G. MCDONALD
The Great Experiment

THERE is no such thing as Americanism unless Americanism is in our soul. We have got to feel it first, and then we have got to put it among other people.

The story of America is not told by telling the story of the landing of the Pilgrim fathers or by telling the story of the advance across the continent in conquering this country.

It is not told by telling the stories of the battle of Yorktown, or Gettysburg, or Santiago, or Manila. It is not told by telling of our great inventions and our great inventors. It is not told by outlining the philosophy of James or Emerson. It is not told by the poetry of Poe, or Longfellow, or Lowell.

All these are expressions of the American spirit of adventure, of purposeful searching after the thing that is better. But America is an inspiration. America is a spirit. It is the constant and continuous searching of the human heart for the thing that is better.

Our wars have been fought by men of foreign birth. We see their names every day now in the list of those who are dead on the battlefields in France. There is no such thing as an American race, except the Indians. We are doing the unprecedented thing in saying that Slav, Teuton, Celt, and the other races that make up the civilized world are capable of being blended here, and we say this upon the theory that blood alone does not control the destiny of man; that out of his environment, his education, the foods that he eats, the neighbors that he has, the work that he does, there can be formed and realized a spirit, an ideal which will master his blood.

We are trying a great experiment in the United States. Can we gather together people of different races, creeds, conditions and aspirations who can be merged into one? If we cannot do this, we will fail indeed, we will have already failed. If we do this, we will produce the greatest of all nations, a new race that will long hold a compelling place in the world.

FRANKLIN K. LANE.