Proclaim liberty throughout all the land unto all the inhabitants thereof. — LEV. XXV, 10.
Our Constitution

No document, setting forth the aim and ideals of a people, has attracted wider attention, none has won finer appreciation than the Constitution of the United States. Let us on this anniversary of our National Independence remind ourselves of what some great men have said of it:

The most remarkable political work known to man is, admittedly, the Constitution of the United States. It is the universal Charter of political government.

—Andrew Carnegie.

The Constitution of the United States is the greatest political work that was ever struck off, at one time, by the brain and purpose of man.

—William E. Gladstone.

The Constitution is the great memorial of the deeds of our ancestors... On the pillars and on the arches of that dome their names are written and their achievements recorded. The American Constitution is the purchase of American valor.

—Daniel Webster.

Let us go further than merely to remind ourselves of what these great men have said of the Constitution. Let us give it our loyalty and allegiance, remembering that the nation is safe only as the individual is true to the principles upon which it is established.

[Signature]
The Privilege of Being an American

By J. C. Penney

Americanism is a question of spirit, conviction and purpose, not of creed or birthplace.—Theodore Roosevelt.

WHY it is I do not know; nevertheless it is true, that one does not appreciate a thing until deprived of its use. I sometimes think that we do not appreciate the many advantages of this dear old Country of ours as we should; for we take so many things for granted, as if there were no reasons for our not having them.

The Man without a Country certainly paid dearly for his mistake in maligning the land whose flag had given him protection. Placed on a boat, he was never allowed to land or to set eyes on the United States again. Yet his punishment was just what he deserved and it would be a good thing if every Red, Bolshevik, Soviet or unloyal citizen could be dealt with likewise.

Twice in my life have I had the privilege of visiting Europe and the Orient. My first trip took me to Egypt and the Holy Land, Turkey and Greece. While it was interesting to visit these old countries and to know something of how the other half of the world lives, I was indeed glad that I was not a subject of any of them, and thankful when my face was turned homeward. The sight of the Stars and Stripes on foreign soil brings a thrill that baffles description to the heart of any American.

Living conditions, caste and class privilege in these countries make a foreigner, especially if he be an American, appreciate his home more.

My second trip found me in Germany at the outbreak of the World War. My Family and I were marooned there; we couldn't move a peg; communication by cable was stopped, the cable having been cut. It was impossible to communicate with our relatives and friends in the United States. Those weeks were anxious ones, for little hope was held out to us of soon being liberated from our position. So thankful was I when my feet were firmly planted on U. S. soil once more, that I felt as though I never again wanted to go abroad.

What is it then that makes this New Country stand out when contrasted with the older Countries? That is the point! This is a new country comparatively; large, plenty of room, with millions of acres yet uncultivated, virgin forests which will insure a lumber supply for years to come, untold wealth in our mountain ranges that has scarcely been realized, deposits of coal and many other minerals, the supply of which seems inexhaustible. It is peopled with individuals from every nation on the globe, who have been attracted to our shores for the following reasons:

First. Religious Liberty. The right to worship according to the dictates of one's own conscience. While it may not obtain abroad today as it did once, the effects of religious bigotry can still be seen there.

Second. Political Liberty. In some countries law is the will of a tyrant. In America, laws are the enactments of the people. The basis of all law is the inalienable rights of man. We have a democratic form of government with equal rights to all and special privileges to none. Here the vote of the laboring man counts and means as much as that of the millionaire. Men and women have an equal opportunity in making the laws of this Country. Anyone who is acquainted with conditions in Europe knows how little freedom the wife or mother has there. She is looked upon as an inferior being, while in our Country, wife and motherhood command an exalted and respected position.

Third. Educational Liberty. We have free schools, unfeathered, not dominated by any clique or class, where the youth of the Country are taught the value of an education.
Fourth. Industrial Liberty. The right to buy or sell property is limited only by the ability to acquire it honorably.

Fifth. Ours is a nation of home owners. There are approximately twenty-seven million families in the United States, and of these about six million own their own homes. The farms of this country are owned largely by those who occupy them, in marked contrast with those in Europe.

The privilege of being an American, therefore, is the privilege to live without the fetters of outworn tradition and caste; the privilege to grow according to each individual nature, limited only by the common welfare of the whole.

Nor are our privileges of uncertain nature. Our forefathers took care to express themselves in the Declaration of Independence and in the Constitution. Every American who honors his Country and appreciates the privileges he enjoys under its flag should know these two documents. They belong to us, not merely as a mass of citizens but to us individually.

Our allegiance is due to the word and spirit of these great documents not merely by the citizens as a mass, but by each one of us. The Constitution demands all my patriotism, not part of it. It demands all my loyalty to my Country, my State, my Home, my Activities—not a portion of it kept aside for petty selfishness.

We are all of us in truth givers of ourselves for the good of all—children of God, Whose Life must be His true Expression.

Working in the Right Spirit

By E. M. DeMoss, Mgr., Clinton, Iowa, Store

I

We may well ask ourselves, every now and then, these questions: Am I working in the right spirit? Am I devoted to my work? Am I as enthusiastic about it as I ought to be? Am I giving my best efforts, the best that is in me to the J. C. Penney Company, not only to the store that employs me but to the Company as a whole? Much depends on careful and candid answers to these questions. It means much to the store and to the Company but it means infinitely more to oneself!

Every day there come to us opportunities for making friends and winning trade for the store. If we are working enthusiastically, devotedly and are putting our whole soul into our work we shall turn these opportunities into profit. If, on the other hand, we are working indifferently, half heartedly, these opportunities will be neglected and both ourselves and the store will lose.

II

If Mr. Penney, with his unusual experience, could personally meet every one of our customers the chances are that few, if any, customers would leave the store dissatisfied. Every one would receive an indelible impression of service.

But he cannot, of course, do this. It is our privilege to represent him. It is a duty that calls for the exercise of our best ability every day. We must have patience, judgment, tact and besides, we must study every day; first, to know the goods we are selling and second, the people to whom we wish to sell.

Now our successful dealing with customers depends entirely upon our attitude toward the store and its policies. If we think, deep down in our hearts, that our goods are no better than what everybody else carries, that we are working too hard for the recompense we are receiving, that if we were managing the store it would run altogether differently; if we think our customers are too fussy, that every one is fault-finding by nature, then we are working with the wrong spirit and are riding for a fall. Most salespeople do not mean to lack in courtesy, where they fail is in lack of interest in their work. We cannot do a thing badly for long if we have a real interest in it.

In conclusion, let us ask ourselves this question: What is my attitude toward this store? Am I working with the store or simply working in the store? Am I working with the other members of the store force or am I simply working away on my own little island without trying to co-operate with others for greater results?

Alone, we can do some things fairly well but by co-operating with others we can go on building the greatest Organization of its kind in the whole world.
Heart to Heart

BY DR. FRANCIS BURGETTE SHORT

UNCLE SAM'S BUSINESS

Our Uncle Sam has a serious task on hand. Nothing like it in character has ever before confronted any other nation. The sanest thinking, the coolest reasoning, and the most courageous of hearts are all required, in functioning participation, in order to enable this Country to preserve its historic ideals, to promote its democratic form of government for the oncoming centuries and to aid the tried and tottering nations of the earth to their place of stability and beneficent forms of governmental activities. But God helping all participants in this task, our Ship of State will pass through the narrows of these troubous times and again sail the quiet seas of high purpose and noble endeavor.

That illustrious Italian patriot, Mazzini, declared that "Man's bounden duty is everywhere and in all things to forward the progress of humanity, and that the supreme virtue is sacrifice—to think, work, fight, suffer, where our lot lies, not for ourselves but for others, for the victory of good over evil."

STEADYING THE SHIP OF STATE

Uncle Sam, then, has imposed upon him by the very necessities of the times this monumental, serious and vital task of forwarding the progress of humanity—the steadying of the good ship, Civilization, until she once more spreads her sails to favorable winds and points her prow toward the haven of protection and plenty for all on board. Uncle Sam's business is to sacrifice for others and to strive for the victory of good over evil. A nobler cause the angels above could not espouse nor even covet.

Whether or not the ideals of Mazzini have been embodied in the activities of Uncle Sam during the past few years is a matter of history so plainly written that a child may read and understand its meaning. This Country has given some of its finest young men, broken the hearts of parents, exposed its soldiers to cold, rain, heat, battle and submarine, and made sacrifices untold that the Goddess of Democracy might not be ruthlessly torn from her pedestal, that the hungry might be fed and that those in need otherwise might be ministered unto. Yes, yes, Uncle Sam, perhaps not as fully as he might have done, has been going about the face of the earth striving for the victory of good over evil.

For all these various and varied ministrations which our Uncle has rendered, every true American breathes the breath of freedom with happier anticipations and a deeper sense of thanksgiving. No effort thus far made would we recall, except the lives of those that made the Supreme Sacrifice, but even they have found the larger and better life thereby. They have neither died nor suffered in vain. The Call to which they responded and for which they gave themselves assures them their well merited place in the Pantheon of Nations among the Immortals of time and the glory crowned of eternity.

UNCLE SAM'S HOME TASKS

But in the giving of ourselves for others, some of the great home tasks were overlooked, neglected or forgotten. Hence, while Uncle Sam is giving attention to matters needing him from almost every point of the compass, he must not overlook the vitally important things that require his best thought and most courageous efforts within the coming months.

Uncle Sam confronts some of his most difficult and monumental tasks within his own borders. The daily papers are constantly informing us of the Labor and Capital problem, and we fully recognize that these two Titans are grappling with each other with unrelenting determination to triumph over each other. While I recognize only imperfectly the rights and the claims of these two indispensable forces in the progress of our civilization, I make bold to say that the triumph of neither is desirable as an economic fact. They each have their rights, and whatever is right ought to obtain, and whatever is right, when it does obtain, will prove of lasting benefit to both. There can be no real progress when either has the advantage over the other; there can be no lasting good when either is dominated by the other; there can be no settlement of any problem until it is settled right, and when it is settled right the rights of all will be safeguarded and the happiness of all will be assured.

Therefore, I seriously question whether or not this complex problem between Labor and Capital can ever be settled by legal interference. There are some problems that Courts can settle and other problems that arbitration can adjust (and I firmly believe in the arbitration method) but this constantly arising problem of Wages and Hours will not be really settled until the parties thereto, man to
man, face to face, heart to heart and sympathy to
sympathy reach their own solution and settle their
own differences.

LABOR, CAPITAL AND PUBLIC RIGHTS

BUT why settle them at all? Answer: The Public
has its rights, and they must be maintained.
The public weal is superior to the rights of either
Labor or Capital. The stopping of our trains and
ships means a hardship and a loss to the public
comfort, happiness, security and welfare. Interference
with our common carriers may mean hunger and
cold and sickness and misery untold to the innocent
and the helpless. Hence, it sometimes becomes a
necessity for the Government to step in and to
compel the doing of that which ought to be done in
the interest of folks. Few believe in this method
only as a last resort at a time when the parties to
the dispute will not yield, and when a patient public
is beginning to pay its heavy toll. Uncle Sam,
then, must sometimes reach forth his strong arm of
compulsion in the interest of the public good.

OUR GREAT ASSET

THE unpleasant business of law enforcement must
be attended to. Our greatest asset as a Nation is
our law-loving and law-abiding citizens. We have
them by the millions and by the force of their un-
sullied loyalty to our Constitution and Laws, they
are ever strengthening our institutions and adding
glory to their generation. Ah, yes, they live in every
city, town and hamlet, and the country-sides num-
ber them by the millions; they belong to all creeds
and cults and colors and are the unshakable founda-
tions upon which rest the pillars that hold aloft our
illustrious nation. I cannot speak too highly of
those that obey our laws and hold in high veneration
the instruments and institutions that add undying
glory to our Country.

THE OTHER CLASS

BUT—and I am indeed sorry to turn the page—
there are those who belong to another class.
And just here, I am not referring to the ordinary
criminal class that is regarded as the under stratum
of society. I refer to a class of so-called respectable
and high minded American citizens, who place their
own personal pleasure and gratifications above that
of obedience to our laws and constitutional enact-
ments. I refer to those who would re-enact a scene
like that projected by South Carolina back there in
1832. I refer to those who claim for themselves a
personal license to ignore the voice and the will of
the vast majority of this Nation. We may have
and we do have those from the other side of the
Ocean who seek to disturb our peace, to nullify our
laws and to overthrow our form of Government.
Yes, we have such and every worthy-of-the name
American is mind and heart and strength set against
them. But, Friends, I believe, as I live, that the
greatest menace to our national life and security is
not those of other nations that are tolerated among
us and by us but those of our own Citizens who are
American in name and not American in spirit.

PLAYING FAIR

ONE of the very saddest moments of my patriotic
life was when I read a statement that it would
require something like seven and one-half million
dollars to enforce the 18th Amendment to our
Constitution. And the occasion of my grief did not
spring from the fact that I belonged to that body
of folks that made that Amendment possible. No,
not that. My regret found its source far deeper
down than the mere matter of the Liquor traffic.
The wisest and the most ardent among the devotees
of Prohibition never thought that every one would
agree to their program while it was being waged,
and there were many perfectly honorable citizens
who opposed their efforts. But when the thing
was settled by constitutional procedure, these same
conscientious objectors became defenders of the
Constitution for the reason that our Constitution
asks nothing more nor less of any man than that
he shall support it. It does ask that much. It has
a right to expect nothing less, and when any man
gives it anything less, he brands himself as being
unworthy of those rights, liberties and privileges
which he enjoys under the Constitution.

AMERICA, TRUE IN SPIRIT

THEREFORE, Uncle Sam's first and most im-
portant Business is to make America American
in deed and in truth, in act and in spirit. This
means that when we offer and guarantee certain
privileges to those desiring to live under our Flag
that those so-doing will, in return for those privi-
leges, promise and prove their allegiance to the
government by respectful cognizance of and willing
obedience to its entire fabric of constitutional
enactments and legal requirements. We have a right
to demand those things from those coming to our
shores, and we, too, have the right to expect nothing
less from those who have participated in our activi-
ties and shared our blessings for past years. I
maintain that America must be kept American.

OUR WORLD PARTICIPATION

HAVE you begun to think that I champion the
cause of American aloofness from the remain-
der of the World? I plead innocent of any such
charge. I would not have it so for the reason that
our own national life is going to be purified and
strengthened proportionate to the wholesome rela-
tion we hold with the entire world. I would not
have it so because it would imperil our own security
by developing a spirit of self-sufficiency and egotism.
I would not have it so because it would be contrary to the fundamental of life's greatest privilege and purpose, the unification of ideals and the spiritual functioning of mankind. I would not have it so because it would be in opposition to the teaching of Holy Writ. No man liveth unto himself. Indeed, no man can live unto himself. Life means associations, fellowships, connectional strivings for the purpose of those heights from whose summits the light fades.

My one, deep and lasting concern is not in some name but in some all-sufficient entity-realization. A League of Nations is not my first thought, plan, nor purpose. My first desire is to make and to keep America American to the end of our own requirements and to the further end that thereby we may be able to assist others in the upward struggle toward the heights whereon our Fathers stood and where we ought to stand. Just as we have in the past few years known our willingness to become the Good Samaritan to all needing our help, so also may we ever in the future withhold not our hands from any to whom we ought to minister.

OUR CROWNING GLORY

THE one crowning glory of America lies in the fact that we went forth to assist, relieve and to minister unto without any thought of ever receiving or having any part in the division of the spoils that might fall to the victors; and like an Angel of Mercy, America defied disease and braved the storms of Sea and Land that she might rescue the downtrodden, relieve the oppressed, heal the wounds of the suffering, gently close the eyes of the dying and in so-doing drive back the hordes that would snatch the scales from the hands of the Goddess of Justice, overthrow the institutions reared by the hands of Democracy, turn the temple of Liberty into the haunts of anarchy, drive all governments from the face of the earth and let loose the reign of license, destruction and death to trample over nations where civilization once held its proud and human sway. Friends, not so long as a single drop of blood the like of which was evidenced at Bunker Hill, Yorktown, Valley Forge, Appomattox, San Juan, the Marne and Saint Miheil will the people of this Nation ever be otherwise than the preservers of their own liberties and the supporters of those seeking to maintain their own. “We, here in America, hold in our hands the hope of the world, the fate of the coming years; and shame and disgrace will be ours if in our own eyes the high resolve is dimmed, if we trail in the dust the golden hopes of men.”

THE SUPREME TASK

BUT the keeping of America American is some real task. It has been said that we have more than 5,000,000 of people here who speak an hundred different dialects, and read something like 11,000 publications wherein the English language is omitted. And besides, there is being added to our already foreign population constantly by the incoming immigrants. And this is one of the vital problems that Uncle Sam must solve—the immigrant. How shall we admit him? And what shall we do with him after we have admitted him? These are pertinent questions, and they must be answered in the interest of the larger life and security of America, or if unanswered they will make for a condition of instability, insecurity and possible revolution. (To be continued in the August issue.)

Food for Thought

OUR Company has passed from the Village idea and method of considering and doing business to the Town idea and method of doing business. We are no longer talking business in hundreds and thousands of Dollars. The Company is now doing a business that swings into the millions of Dollars as readily as it once conducted its first half dozen Stores. The Village era of our Company is passed.

Our increased Office space facilities and the men necessary to carry on the enlarged business of the Company require greater effort on the part of all to continue and preserve the spirit of wholesome co-operation and sympathetic purpose that have heretofore proven such valuable assets to the Company. In other words: We must not permit ourselves to break away from the moorings whence our real strength has sprung. We must not drift out into the general channels of business doings and become mere Employer and Employees.

Our enlarged General Office appointments require an equivalent capacity on the part of every one connected with the Company. Something more than 80,000 square feet of floor space is necessary in order to carry on our business. Indeed, this floor space is the least needed factor, important as it had become. Our enlarged equipment calls for an enlarged mental idea of what constitutes business and how it can be carried on to the best advantage.

Therefore, the chief need of the Company to-day is that its every member shall seek to increase his ability to direct, buy, ship, account for and sell Goods in a degree commensurate with the enlarged opportunity our new Offices afford.

We are obliged to do something more than merely keep up with our business. We must keep ahead of our business, force its direction and decide its results rather than permit it to drive us into undreamed of places and to undesired conditions.
Salesmanship

By J. C. Penney

(This is No. 11 of a series of articles by Mr. Penney)

I have been asked the question many times: Are salesmen born or made?

I admit that this is a hard question to answer. Personally, I am a great believer in the influence of environment. One may put a plant in the shade or set out a tree in stony ground and one will have neither a fragrant flower nor a fruitful tree. But put the plant where it can have plenty of sunlight and place the tree in good rich soil and both will thrive.

Put a good man one hundred miles from a railroad, where there are no facilities for meeting educated, refined people and the result will be as the tree planted in stony ground.

THE FIRST REQUISITE

In order that a man may be a successful salesman, he must, to begin with, possess good health. Often this must be acquired by faithful and persistent effort.

Mr. Roosevelt at twenty years of age was frail, undeveloped and thought to be tubercular. On the advice of his physician he went West. Not only did his health improve but he became a giant, physically and mentally.

No man can do his work well whose body is not a healthy organism. A sound mind cannot dwell in a sick body. A concomitant to good health is a pleasing personality, providing a man cultivates friendly characteristics and agreeable manners. I used to know a salesman in Wyoming who had attained such a pleasing manner that every day was a day of sunshine with him. The trade nicknamed him Pleasant Day Brown. One day it was snowing and blowing, in fact there was a blizzard. A customer entering the store was approached by this genial salesman. Pleasant day, he said. You wouldn’t think so if you were out, replied the customer. But it was pleasant within for on the salesman’s face was a smile which had its effect on every one about him.

THE TECHNIQUE OF BUSINESS

It is taken for granted that the salesman has a special knowledge of his business. No man can sell an article without knowing all about it; otherwise he is as a parrot or a phonograph capable of giving forth only what some one else has talked into him. So, if a man is to be original he must study his business and know how to present an article in as convincing manner as possible. He must be a judge of human nature. No two customers are alike. A sales talk that may prove successful with one customer may utterly fail with another.

A successful salesman must be a good psychologist. I have noticed salesmen who employ the same line of talk to every customer, whether it is a woman buying some Hope bleached muslin, or a man purchasing a pair of shoes. This is decidedly bad judgment; it might be expected of the inexperienced man but certainly not of one who has had years of experience.

THE STUDY OF HUMAN NATURE

A study of human nature develops tact. It is not so much what one says as how one says it. No man can be a success as a salesman who has not the power of self-control. Patience is often tried to the uttermost but the trained man will not show it. He takes the same pains with the lady who desires to match a piece of lace as he does with a man who wants a suit of clothes. There may be little money in the sale of the piece of lace but the customer wants it perhaps just as much as the man wants the suit. And if the woman is slighted because her want is small she is likely to go elsewhere the next time she needs to make a larger purchase.

I remember well when I was behind the counter, and before I was in business for myself, that I made it a point to wait on those customers whom the balance of the clerks considered cranky or hard to suit. Many of them later became ultimately splendid customers, for it is human nature to appreciate any special courtesy. And it pays well.

One must be absolutely truthful in all statements. At one time I thought that a man had to misrepresent goods to sell them. But that is not so. The old theory: Caveat emptor, or let the buyer beware, is absolutely wrong. If a man misrepresents an article, in order to make a sale, he should be discharged. A truthful man can be relied on. His statements are taken for full value. Besides, a customer has much more regard for a salesman who will say:

No, Madam, this blanket is not all wool, the chain is cotton, but it is all the stronger for it.

THE CUSTOMER KNOWS

It is a mistake for a salesman to think that the customer knows nothing about value. He does; and when he wears an article he knows whether or not it gives satisfaction. If he is satisfied, it is more than likely that he will return to the store where he
bought it and perhaps to the salesman who waited on him. Thus does a salesman build a reputation for fair and square dealing and become a great asset to the store and to the community.

THE CAPABLE SALESMAN

A GOOD salesman possesses initiative; that is, he does not wait until he is told to do a thing. He is quick and accurate of observation, careful and diligent in his study; he has the same interest in the business of his employer as if it were his own. He is industrious, for when he is not employed in selling he is arranging his stock so as to wait on trade with the least possible delay. Then too the goods and wares must have care else they are not in condition to sell. A store must be immaculate. Customers do not like to trade at a store whose stock is constantly in a state of confusion.

Once when I was a boy and in my first position I had a customer for an overcoat. It was the policy of the store to turn over customers rather than have them go out unsold. I had tried, I thought, every line of argument. The customer had said:

Well, I will look around and see if I can do any better.

I began to be nervous; I did not want to miss the sale. I went to the proprietor and told him that I could not sell the customer but every one else was busy. He looked squarely at me, spoke rather sharply and said:

Sell him yourself.

I went at the customer again and sold the overcoat. Thus I had my first real lesson in perseverance. It does not pay to give up too quickly. He can who thinks he can.

I do not like to see a customer persuaded to buy an article against his will. Ofttimes a customer buys an article simply to get rid of the clerk. (You notice I do not say salesman.) This, in my opinion, is very poor judgment and should not be tolerated.

THE BASIC LESSONS

PROBABLY one of the most difficult and yet most important lessons which the inexperienced young man must learn is that of humbling himself to his work. No man can climb the ladder of success without first placing his foot on the bottom rung. If he should try to start somewhere up from the bottom, he will make a mistake, for in salesmanship a man must be acquainted with every little detail. He can learn only by starting in at the basement and working his way up. A young man needs to be accurate, for inaccuracy and carelessness have been the cause perhaps of more failures among business men than lack of industry or integrity.

A young man starting in must learn to be economical, for one not careful in the expenditure of his own time and money cannot possibly be thoughtful of his employer's. He must learn that loyalty is one of the fundamental principles, for a salesman who is not loyal to his concern cannot hope to succeed; he will not be able to inspire confidence in his customers.

A young man must not only believe in his firm but he must believe in the goods he is selling. Salesmanship, then, in a large measure, is certainly an acquired art.

A young man may be endowed with a pleasing personality; this may give him a lead over his brother who is not so blessed. One may be endowed with a keen intellect which makes him quick to ascertain, perhaps to remember, a faculty which is essential to a successful salesman. He must necessarily remember names and faces. But even this can be acquired by constant application and persistent effort.

REAL SALESMAINSHP

In short, real salesmanship is a school. Those who regard it otherwise are the mediocre who could never succeed at anything. But the man who regards the store as a school, and who endeavors each day to learn something new, will be a success.

There never was a time in the history of the race when so large a percentage of the people were so determined to secure an education as they are today. Educational opportunity is no longer confined to the schools and universities. Correspondence courses and the great business periodicals are reliable sources of information. Here is the salesman's university wherein he can acquire an education if he is so inclined. The store is in itself a great school, and on a man's desire and determination will depend the degree of his success as a salesman. Once a young man takes up a definite course of instruction such as we have instanced then the store becomes a great testing laboratory for the purposes of his study. He gains a deeper insight and a keener appreciation of the problems which ceaselessly arise.

EDITOR'S NOTE:

We regard this article, by Mr. Penney, as especially well adapted for study at the Store Meetings. In order to emphasize its essential points, the following questions may be taken up for intensive study:

1. What is the first requisite in salesmanship qualifications?
2. Why must a salesman know intimately the goods he offers for sale?
3. What is developed in the salesman's thorough study of human nature?
4. What does Caret/employer mean? Why is it a wrong policy?
5. Define Initiative. Illustrate it from your own experience.
6. Why is overselling undesirable?
7. Name some of the qualifications a young man should possess on going into business.

JULY, 1921
The Importance of Personal Growth

By Frank Russell Payne, Manager, Salt Lake City, Utah Store

When we use the term growth in this connection, we naturally mean the expansion or broadening of the man that comes only as a result of education or cultivation. Hence it is essential that the education be of the proper kind. Any education that does not develop the man physically, morally, intellectually and spiritually is narrow.

The scope of education and the methods connected therewith are constantly changing. In 1852 John Henry Newman in his Idea of a University said:

A university in its bare idea has this object and this mission: It contemplates neither moral impression nor mechanical production. It professes to exercise the mind neither in art nor in duty, its function is only intellectual culture.

Here we have the idea of education as provided by the university about seventy years ago. This method was tried and the results found unsatisfactory. A new kind or style of education was demanded. The result was what we now call practical education, wherein the student is given not only the intellectual but the practical; this embraces mechanics, music, domestic economy, gymnastics, military science; in fact, education that covers well nigh the whole category of our present day accomplishments.

THE NEWER EDUCATION

This order of education is, far and away, ahead of the kind we received seventy years ago. But the question still arises: Does it now measure up to the requirements of the present day? There is nothing in the combination of both of these types of education that can assure the individual of true success, the nation of continued prosperity, nor civilization of permanency.

The ultimate of all true education is the development of the highest capacities of men and women. Any education that neglects the development of character is a failure. The real purpose of education should be to develop the moral and spiritual capacities and to strengthen these by mental and physical discipline. In order that such development may be permanent, there must be intermingled in the education certain fundamental religious conceptions; the fatherhood of God and the brotherhood of man. Furthermore, there should be a religious conception that finds expression in the idea of service to humanity. This must place the health and happiness of mankind first and material things and selfish indulgence last.

MAN'S DOMINION

As God created man in his own image, he put into him that spark of divinity or the soul or the super mind or whatever one may term it. This is that something which gives man dominion. The development of that Something is in the hands of the individual himself; he may make it or marr it; he may enlarge upon it and intensify it or he may smother it out with worldly desires and thoughts. Here you have two phases; one of growth and expansion, the other of death and decay. We should endeavor to inculcate in the minds of youth that right living and real service bring joy; while sin and selfishness always bring sadness and sorrow. We should teach that the will of God is the supreme law of life; then, using these facts as a basis, let us educate and build the mind of our youth. Then we shall be certain to realize satisfactory results. We shall have prosperity and happiness; we shall have efficiency, service and business success.

Education built upon such foundation will fit men to appreciate and understand the world in which they live. They will be masters of their own minds and conduct; they will be ready for citizenship, leadership and service. Such fundamentals, for the basis of education or growth, cannot be used without developing soul qualities and these are essential in order that man may live in harmony with the eternal laws of the universe. When man strives with all his might to live in harmony with the highest and deepest laws of life, only then can he render his best service to his generation.

OUR FUNDAMENTAL OBJECT

We, of the J. C. Penney Company, are a body of men with a real purpose. The underlying thought is personal growth, through the interchange of ideas. Most any man can, if he is miserly, stingy and selfish accumulate money, but it takes a real man and no imitation to accumulate money and maintain a steady growth that ends in the full rounded life. With the accumulation of world's goods comes responsibility. Unhappy is the man whose personal growth keepeth not apace with his material resources. Scrutinize the man who has
an income of say twenty-five thousand dollars a year and who has just got far enough to use that entire amount on his own selfish indulgences, with never a care for some others less fortunate. Has he shrunk or has he grown?

We belong to an Organization, one of whose prime motives is the building of men. When we search the byways and hedges and select those subjects for our experiment, those who have tried and failed, those who have never tried and those who have been waiting for the chance, when we gather these into our fold and, by wise counsel and material help, proceed to make them well to do; yes, even wealthy; does it necessarily follow that we have made any remarkable progress in man building? We have if, in the process, we have awakened in them a real desire and determination to make good with that which we have made it possible for them to accumulate.

REAL MAN BUILDING

BEARING this in mind, is it not desirable then, that when we are using our persuasive eloquence in hiring men, we intersperse a little of this idea along with the ever alluring possibility of material accomplishment? While there is no doubt that accumulation of material things appeals more directly to the great majority of men, would it not be worth while to suggest to these recruits that there is a still greater possibility for them? Can we not portray a finer ideal in this: We want to place you in a position where you can render a real service to humanity by making it possible for you to help others. Would it not be fine if we should say to a man: We want to get you into the midst of a body of men who are striving to accomplish big things for a greater end, men who are not seeking money for money's sake, but a greater material growth, along with a greater moral and spiritual growth, to the end that they may not only foster this great institution but be a factor for good in the world in which we live.

Friends, we have been told many times over that in order to make a real success of life we must have some definite object in view. We must have a clear vision of the future. My thought in this connection is this:

Have we a clear vision of what constitutes ultimate success?

Money alone will not bring satisfaction or happiness. Material success is indeed a laudable thing for that is one essential to the full rounded life. But in the striving let us ever keep this idea in mind: We will not allow the mercenary motive to blind our vision to the great and good things which material growth makes possible of accomplishment.

Some Things to Think Upon

By J. H. WALLACE, Manager, Lima, Ohio Store

YOU will readily understand there is a great difference between the criticism we give and that we receive. Have you ever stopped to criticize yourself? What a difference between criticism sent forth idly and unthinkingly and that directed by a clean and conscientious perception of the truth. The force may be the same but the degree of its power and the measure of its benefits are determined only by our mental condition. There are many things that impede our success. We are to blame for these. Let us courageously learn what they are and then drop them forever.

Let me tell you of some of the things I think we are to blame for, so that you can put yourself in the same boat with me. Then, if you want to ride with me, you must help bail and row to keep afloat. Let us pull up stream so as to help our present condition and greatly improve our future. Here are some of the things I have in mind:

We are to blame if we are not confident that we are making good.

We are to blame if we have not greater aspirations and a will strong enough to control our bodies.

We are to blame if we are afraid to take a firm hold on ourselves and to make an effort to get out of our present position, if we do not like it, for fear we may not make good.

We are to blame if we are disliked by our business associates or the people with whom we are working.

We are to blame if any one doubts us, if our work is not regarded by every one as up to standard.

We are to blame if we have not made use of the opportunities offered us by the J. C. Penney Company. We are to blame if we do not like our work. We should become interested in the future success of our Organization and ourselves; this will make us like our work.

We are to blame if we allow others to influence us against the policies of our Company.
We are to blame if we doubt the possibilities of succeeding where others have made a success or even where others have failed. We should reason that we can do what others have done and more, too.

We are to blame if we do not consider ourselves just as competent as the next man. We can prove this by working with all our heart, hands, mind and muscles to the very limit.

It does seem we are to blame for a lot of things, but the trouble with most of us is that we never acquire the habit of blaming ourselves. We do get a lot of blame from others but the real helpful criticism should come from ourselves.

Writing this article has done me a lot of good, for I have taken it home to myself and I am going to derive great benefit from it. I hope all who read this will apply the remedy; that is, criticize yourselves constructively. Then there will come the greater results: improvement, tolerance, helpfulness and true success.

Precious Moments

By W. G. Bauman, New York Office

I

HAVE you ever read Russel H. Conwell's Acres of Diamonds? It tells of a man who sold his farm to go in search of a diamond mine in a far country. After many years he returned to find that the buyer of his property had found the largest diamond mine in the world right on the old farm that he had given up as worthless to himself.

II

If we could only discover the diamond value of our precious moments before too many of them slip away, what rich lives we should live!

Unlike natural riches, to be discovered by anyone who happens along at the right time, these inner riches have to be unearthed by ourselves alone.

Shakespeare once said something that goes about like this: There is a tide in the affairs of men which, taken at its flood, leads on to fortune.

This certainly means that we must follow our inspirations with the force of well-directed action. Let us dig in hard with our oars as we ride the forward side of the flood tide; it will carry us farther into wider environment.

The largest diamond mine in the world, that we can possibly discover, is within us. It isn't a case of maybe. It is there sure enough, hidden and unknown perhaps; waiting for a Columbus to discover it. Each of us is that Columbus.

Good Advice About Reading

DR. CHARLES F. THWING advises those desiring to improve themselves to "Read books as well as newspapers. Read the best books—books that demand thinking—that treat of the greatest problems of life: War, Religion, Government, Human Character. Keep a small volume at hand to pick up at odd moments.

"Think in a straight line but not in a straight line only. Save yourself from nervousness. Think in a square, four-fold thinking. Think cubically—think in length, breadth, depth on every question. Think over, around, beneath, every question. Think solidly.

"Write your thoughts on paper. Fifty words, in a letter, or in a diary, written carefully every day, will add to your intellectual resources and increase your intellectual power. Such a habit of writing is of the highest value.

"Talk with men abler than yourself. Talk on serious things seriously. Too much talk is mere banter—avoid it. Too much talk is mere jesting, have enough, but not more than enough, of it. Life is a serious fact—recognize it. Life is a serious duty—do it. Life is a serious joy—be blessed in it."

The observance of the above suggestion will guarantee the one so-doing Personal Improvement that is far beyond present conception. Our Company is requiring enlarging personal capacity in its Associates, and it is seeking to meet its requirements by placing in the hands of them all a Business Training Course, which if seriously studied, will prove both an inspiration and an enlargement in its every student.

JULY, 1921 12
Economic Review
A Statement of General Economic Conditions

By Prof. D. Walter Morton, Educational Department

I

GENERAL CONDITIONS: The summer is usually no time to expect business stimulation and this summer the volume of business will be affected by the financial depression of last fall which still continues in many lines. We are prone to forecast another year or more of slow adjustment before business will again reach average normal conditions. The history of financial crises indicates that prices never return to the old level after a depression. We may never see the pre-war prices in many lines but undoubtedly there will be a still further price reduction in some lines before the average level is reached again. Some commodities will be lower in price within the next eighteen months but in certain lines, where prices are slightly above the pre-war period, adjustment seems already to have been reached.

The price uncertainty means in retail business that merchants will have to buy carefully, for fear of being overstocked before prices are actually stabilized. Our Managers will have to watch their turnovers and prove their worth as real merchandisers, if we are to return to the record made for our Company during war and pre-war days. Summer business will need special stimulation. Every Manager should put forth efforts to increase volume of sales for July and August. The fall months will naturally see a stimulation in buying but extra effort must be made to push sales this summer.

The South seems to be hardest hit of any section but fortunately for our Company we have no stores in the South. Cotton prices have fallen so low that it is almost impossible for planters to finance the new crop. The banks now are loaded with cotton notes, for they have had to help planters who are putting in the reduced cotton acreage planned for this year. The full effect of this year’s smaller crop will not be apparent until the surplus from last year and this year’s crop have both been sold. The reduced acreage this year is expected to aid in bringing the price up, for there will be no overproduction this year and thus, it is hoped, demand will next year more nearly equal supply.

Southern retailers are feeling now the inability of people to buy new goods as an effect of the present cotton price situation. Buying is always stimulated when there is a surplus of money but every agency which affects that surplus lowers the purchasing possibilities of the area affected. If wheat is lower in price, the wheat farmer has little surplus money and our stores in the wheat farming districts immediately notice the effect upon their sales volume.

II

LABOR: The big events in the labor world this month are the ending of the clothing strike in New York City and the reduction of wages for the 104 railroads whose wage scale has been settled by the United States railroad labor board.

The end of the clothing strike means an immediate increase in production of clothing and, later, a further reduction in clothing costs, for 30,000 workers have agreed to a 15 per cent wage reduction. The agreement under which the clothing operators are working is to be effective for one year.

The railroad wage reductions average 12 per cent and will decrease the average monthly wage from $141 to $125. There are 31 unions affected and the saving to the railroad companies will total four hundred millions a year. This scale becomes effective July 1. The highest cut in wages in 18 per cent for section men who are unskilled workers.

These two events in the labor world augur well, for if all labor unions will follow the lead of these two and accept their share of sacrifice in the readjustment programme, the country will the sooner recover from the reaction and depression of last fall. When labor costs come down, production can again be started. With cheaper commodities, the purchasing power of the dollar will increase and the reduced wage will bring in return nearly, or even as much, as the old high wage scale did. The reduction in wages will stimulate production.

III

AGRICULTURAL: Reports show signs of good crops in most sections. California reports several heavy frosts as damaging some crops in that state, especially raisins, grapes and deciduous fruits. Fruits have been damaged in some localities while in others a bumper crop is reported. Spring wheat is reported good for the most part. Recent rains in Kansas assure a crop there. The northwest reports good crop conditions. In Texas there is a 30 per cent reduction in the cotton acreage and the cold of April affected germination, necessitating much replanting of both cotton and corn. In all the agricultural districts where our Company has stores the purchasing ability of customers depends largely upon the crop conditions.

JULY, 1921
Success or Failure—Which Shall It Be?
By Lew V. Day, Manager, Everett, Wash., Store

We hear much about Business Efficiency and usually the conception we gain leads us to believe that a perfectly appointed office, a complete set of files and other equipment will immediately result in success. This idea is a delusion no matter how useful such appliances may be.

Success is fundamental in that it must be based on determined action directed upon plans that are the result of well thought out ideas. It demands the study and use of the best principles governing the enterprise. The price of success is study, hard work, sacrifice, thrift and the mastery of problems.

Success is not a gift of the gods, nor is Failure a mysterious bogie that reaches out of the dark to strangle its victim.

Success is the plus ability. Failure is the minus ability. Success is the result of careful management. Failure is the result of negligent management. Success is profit. Failure is loss.

It is just as hard for the man who thoroughly understands his business to fail, as it is for the man who does not know his business to succeed.

Bradstreet's report of the failures of 1919 and their causes is arranged in an interesting table by the Alexander Hamilton Institute which if studied carefully and analyzed correctly will clearly show why men fail and how men may succeed.

The report lists eleven causes of failure, eight of which may be considered the result of the element of chance.

THREE CAUSES OF FAILURE

The startling fact presented by this table is that the remaining three causes are responsible for over 75 per cent of the failures, for the year 1919; and in nearly the same proportion, for each year to 1912.

And this is not all, for while these three causes are listed as (1) INEXPERIENCE, (2) INCOMPETENCE, and (3) LACK OF CAPITAL, they are really one: BUSINESS IGNORANCE.

Think of it. If the management of the enterprises that failed in 1919 had thoroughly known their business, all could have been successful.

This is a very grave condition and one that needs serious consideration. It is prophetic because it foretells clearly what one's future may be. There is no guess work about it; no element of luck or chance. It is just plain facts.

If we attempt to run our business without experience, the result will be Failure. If we choose to conduct our business in an incompetent manner, the result will be Failure. If we carelessly overbuy and fail to operate within the limits of our capital, the result will again be Failure.

Inexperience is not a disgrace, it is the starting point. The more we realize our lack of ability, because of inexperience, the greater should be our ambition to get the needed experience, training and knowledge that will insure success.

Incompetence is not altogether inexperience nor is it usually business ignorance, but it is more often just plain indifference to making a determined effort to acquire business knowledge. Sometimes it is lack of vision. Again it is lack of initiative.

AN ILLUSTRATION

In a certain store there is a bright young man who has been at work for some time. His stock duties are looking after the work clothes department and basement stock. A few days ago I asked him how many work shirts we had sold during the previous month. He could not tell me. I asked him how many overalls we had sold. He didn't know. I asked him how many we had sold during the past week. He did not know. Then I asked him how many we had sold yesterday, and he said: Well, Mr. Day, how would you expect me to know that when I don't see the sales tickets?

That young man expects some day to be a merchant. Just now he is caring for certain stocks, filling up the depleted sizes every day but allowing vital information to escape him every time he stacks a pile of shirts. He should be ready to tell the amount of stock sold because the quantities he replaces in the stock equal the quantities sold.

Do you suppose a competent man would look after filling up a stock and not know the quantities selling daily? This is one of the first steps toward becoming a buyer.

The information necessary to equip one to become a merchant is free and accessible to those who will just see it, study it and make use of it.

Not long ago a young man asked to be given charge of the piece goods department, saying that he had been with us three years and felt that we should give him this promotion.

I asked him if he was ready. He said he was.

I gave him an outline of his duties and what I expected of a man in that position. I also told him that several very competent saleswomen would depend on him for assistance in keeping stocks in

(Continued on page 29)
The Manager's Job
By D. T. Fisk, Manager, Wenatchee, Washington, Store

Is it the Manager's Job to be the Boss, to watch everyone and everything, to see that everyone is kept busy, to see that there is more work and less talking, to see that every one is on time? We might enumerate a thousand things that some think go to make up the Manager's Job. But Webster tells us that a Manager is one who manages or one who has the guidance of anything. So it is with the Manager's Job. It is to guide the affairs of the store and in guiding the affairs of a successful store many things have to be thought of and considered well.

Some give the Manager credit for the success of a store but I give the Manager's associates credit for the greater part of the success and if the store is a failure I give the Manager the blame. Why? Because the Manager has failed to be a successful Manager, failed to organize his associates in like manner with the power of his organization.

It is easy to dream dreams, to love visions, but after dreaming our dreams or gaining another vision, it is another thing to make them come true. There is a law of love that should inspire the hearts of all mankind to use to the utmost the dream or vision. The law of justice and unselfishness should inspire in us the desire to aid and be of service to others, to help others on to that high goal toward which we ourselves are striving.

A Manager must learn to lead and help others, to help others to manage, to show them that theirs is an important place in the store, a place made valuable by the managing power they use. They are a part of the power that makes the store.

And how can we do this? By improving the opportunity that lies at our door. If you cannot see it, ask yourself why. Say to yourself: I will. But before we can make the I will effective we must have the desire and the longing to fulfil that desire.

Many think that to start out to improve one's self in educational and other ways, we must start with books. This is true to a great extent but let us, at the same time, start in improving our time, realizing what time means. It is a part of our education to use our time properly. Just stop and ask yourself: Am I improving my time? For instance: Are we marking goods, selling, keeping stock or just visiting? Ask yourself: How can I better improve my time, save more time and labor, improve this or that condition? Thus we gain a better knowledge of our work and in so doing we shall find new interest in our work. The days seem brighter, the customer responds to the atmosphere of cheerfulness and instead of looking for the end of a perfect day we find ourselves looking forward to that cheerful good morning that starts the perfect day again. Then we desire so to live the day that at its close we shall have gained something to add to our store of knowledge. And this also adds to our material store.

And so the Manager's job is full of problems and the Manager needs many assistants. The Manager wants to be your assistant. Make yourself a manager and manage your undertakings so well that they will grow. Thus you will grow to be a better Manager, with a better knowledge and be able to help some one else become a better Manager.

Welding the Links
By H. L. Hoagland, Manager, Kansas City, Kansas, Store

As a chain is only as strong as its weakest link, we must, therefore, weld our links firmly and honestly. This can only be accomplished by co-operation. As each one of us is a link in the chain, let us consider the welding each one of us needs.

Honesty, Efficiency, Co-operation, Kindness, Loyalty and Love are the cardinal principles of the J. C. Penney Company; hence, in order to succeed, we must keep these truths before us.

HONESTY. We must practise Honesty in all our dealings. We must be honest with ourselves and with our fellowmen.

EFFICIENCY. We must make ourselves efficient by study, by means of the store meetings, through observation and concentration.

CO-OPERATION. Without co-operation we cannot possibly succeed. We must have co-operation from every member. There must be no cause for petty jealousies. You are placed upon your own initiative and your success depends on helping others as well as yourself.

KINDNESS. Kindness is oil on troubled waters. It costs but little, yet it has such wonderful force.

(Continued on page 29.)
THE TRENDS OF FREEDOM

INDEPENDENCE HALL, Philadelphia, tenderly preserves and safely guards the most famous historical treasure in America; I mean Liberty Bell. This Bell was brought over from England to Philadelphia in 1752, was recast twice in 1753, and the last recasting, which was in June of that year, bears this inscription from the Bible: "Proclaim liberty throughout all the land, unto all the inhabitants thereof."

There is no place in the wise economy of mankind for slavery, vassalism or servitude. We are here for the purpose of unfolding our individual potentialities and expressing our personal capabilities in ways of human helpfulness to the end that there may inhabit the earth a form of civilization that shall remain as the guarantor of life's largest liberties and time's unquestioned blessings.

At the time the Bell was first brought over from England, there were certain far-reaching developments going on and a new epoch in human achievement was being made. Civilization was about to receive one of its greatest forward movements in that mankind was to become the recipient of its God-ordained Rights and Privileges.

AFTER THE BELL CAME

Let us note a few of the outstanding events that transpired during the twenty-five years following the coming of the old Bell to our shores.

A Convention was held in New York City in 1754 to consider the advisability of setting up a Colonial Confederacy.

In 1765, the Stamp Act, that had proven so obnoxious to the Colonies, was considered by them no longer endurable and properly chosen Delegates, representing the Colonies, declared their feelings and their faith to the Mother Country.

The Boston Tea Party seemingly became the final act that set the torch of Liberty afame throughout the Colonies, and this Party was held in 1773.

During the following year, 1774, the Colonial Congress adopted a Declaration of Rights that greatly disturbed the British Crown and equally encouraged the Colonial forces.

Three important events took place in 1775. The Revolutionary War began; articles of union and confederation of the Colonies were adopted, and George Washington was appointed Commander-in-Chief of the American forces.

The year 1776, also, is memorable for three interesting and far-reaching historic events: the evacuation of Boston by the British, the unfurling of the first Union Flag at Cambridge, Massachusetts, and the adoption of the Declaration of Independence, which was sounded forth by Liberty Bell throughout all the land then occupied by the Thirteen Original Colonies.

THE LAUNCHING

Thus and then began the formal launching of the United States of America which have increased in numbers and spread in area until they occupy their present expanse of 3,026,789 square miles, with an estimated wealth of $500,000,000,000, doing an annual business according to Bank Clearings of $417,519,523,388, with a surplus in the Banks of $41,655,421,000 and a Gold Reserve of $3,000,000,000.

Figures like those stagger the minds of even men who are daily accustomed to dealing in the millions; hence it might help us a bit to state that the estimated annual income of the people of the United States is about $78,000,000,000, or approximately $700 per person.

CAUSES OF OUR GROWTH

Since every effect has its cause, it might be well for us to seek out the cause or causes for this wonderful growth in America.

First: the Class of people setting up our Government—their religious ideals, their industry and their thrift.

Second: the productivity of the land—the fertile soil, rich mines and valuable forests.

Third: the varied climate conditions—cold, temperate and tropical climates.
Fourth: the form of government—an educated democracy—the only real and lasting democracy.

A very superficial knowledge of History acquaints one with the fact that the above have been and continue to be among the more important factors in America's growth and place in world affairs today.

Another important fact readily accepted today is this: Since the old Bell tolled out Liberty to all the inhabitants throughout those Thirteen Original Colonies, Liberty has had a new and an ever-increasing meaning throughout the entire World.

Liberty! The sound of that sweet toned Bell has been heard in every land and spoken on every tongue.

Liberty! It has arrested the attention of Kings and Potentates and filled the hearts of the oppressed with renewed hope and determination.

Liberty! It is the Light in which we ever seek to walk, by which we should constantly endeavor to direct others and through which we ever purpose to reach the heights of life's most glorious civilization.

"Liberty, which we so much covet, is not a solitary plant. Justice always stands by its side." And what is Justice but the application of Righteousness in human affairs? This we should ever seek to teach to others and to practise before them, ever remembering "that with the highest morality is the highest liberty."

Liberty! This is our glorious heritage. We have received it from hearts and hands that were consecrated by blood as heroic as ever drew the sword and as considerate as ever tenderly listened to the pleadings of the poor. Hence, to fight for liberty is or should be life's greatest privilege. Slavery is ever wrong and bitter, though earth's millions have been made to wear its yoke. "'Tis thou, O Liberty, thrice sweet and gracious Goddess, whose taste is grateful, and ever will be so till nature herself shall change. No tint of words can spot thy snowy mantle, nor chemic power can turn thy sceptre into iron. With thee to smile upon him, as he eats his crust, the swain is happier than the monarch from whose courts thou art exiled."

PERSONAL IMPROVEMENT

T
cere are certain types of individuals that are very insistent upon the preservation of their denominated Personal Liberty Privileges, when the thing they really mean is their Personal License Privileges. There is no such thing possible as Personal Liberty, where folks are associated in any common cause—Business, Domesticity, Pleasure, Philanthropy, Social Betterment, Government or Religion. The common good is the basis of all community advancement, and just so long as remains a single institution, custom or condition that does not promote the general welfare something will have to be done to correct the injuries, right the abuses and overcome the offenses.

Our Company is not seeking any personal liberties, except those that promote the welfare of the entire Organization by a reasonable service rendered to all its constituency. The Company does not believe in any form of personal license whereby the community rights and privileges of others are destroyed or even molested. Therefore, both by personal example and precept do we support the Eighteenth Amendment and extend hearty Congratulations to all those administrative Officers who are working for its enforcement. Our Constitution and its Amendments must be obeyed. If there be any wrong, change it.

The Constitution forever.
SALT LAKE CITY, UTAH

THE Dynamo Contacts Club of the Salt Lake Valley stores held their regular meeting Thursday evening June 2nd, Mr. J. B. Carpenter of the Salt Lake City Store, Chairman. Lesson No. 3 of The Business Training Course was fully covered at this meeting.

A large portion of the evening was spent in an open discussion that brought out many good points.

Mr. Hocksteter of the Midvale Store and Mr. Schwan of the Salt Lake City Store covered Question No. 1.

Mr. Sutherland of the Magna Store covered Question No. 2.

Mr. All Payne of the Salt Lake City Store and Mr. H. D. Barnes of the Murray Store covered Question No. 3.

Miss Hoare of the Salt Lake City Store and Mr. Benson of the Midvale Store covered Question No. 4.

Mr. Hess of the Bountiful Store and Mr. Plume of the Murray Store covered Question No. 5.

J. J. Daly of the Salt Lake City Store covered Question No. 6.

It was decided to hand in our written papers of this Lesson by June 20th. Our next regular meeting will be held Thursday evening July 14, at which time we shall take up Lesson No. 4.

LET'S GO!

J. J. DALY, Secy.

ALAMOSA, COLO.

THE Alamosa Penney, Push, and Pep Club, met on April 18th and again on May 2nd. Each meeting is presided over by a Chairman, who appoints a Chairman for the next meeting. He selects his own program and subjects to be discussed by different members of the Club.

In our meeting of April 18th there were several very helpful talks and ideas submitted by the members.

One of the topics of the evening was: How to make the very best of our Department and how to make the most of our Disappointments. One of the main points brought out was this: No matter how much we want a customer to buy, we should never show our disappointment or let it affect us to the extent that we cannot be pleasant to the next customer we meet.

Another topic was: How to Gain the Confidence of the Customer and Advancement to the Customer of the One Price; Goods Plainly Marked and disadvantage of Cutting Prices.

In our meeting of May 2nd we heard some very good ideas about how careful we should be in the little things we do while waiting on a Customer, first by making them feel at ease, second not to rush them, and third not to approach them rudely and last never to argue with them.

A talk was given on the manner of displaying merchandise, followed by a talk by our alteration lady on altering.

CHARLENE BURKE, Secy.

KANKAKEE, ILLINOIS

THE Penney Pushers of K.K.K. held their regular meeting recently, Mrs. H. Parmalee acting as Chairman.

The purpose of the meeting was to become better acquainted with the merchandise we are selling and to learn additional facts of the old word Success.

Mrs. Parmalee stated that it would be improper to say that this is a worn out word as the majority still do not understand its full meaning. On a motion from our President, Mr. Willis, each member was called upon to present his definition of Success.

Mrs. Parmalee then read the following articles from the March issue of the Business Philosopher: Principle and Interest by William S. Lawo, and Make Men Your Books, by T. D. Thurston.

The Business Philosopher was favored in this meeting and the article Do You Understand Life, by Dr. A. F. Sheldon, and Learners and Lifters, by Ella Wheeler Wilcox, were read by Miss Marie Brossou.

We then had a demonstration on meeting customers and presenting merchandise, with Mr. A. H. Miener and Mr. H. M. Hagen acting as customers purchasing men's goods, and Mr. J. E. Willis acting as the salesman.

Miss Ruby Williams and Miss Genevieve Marcotte acting as customers purchasing dry goods, Mr. Willis acting as the salesman in this section also.

The meeting proved a very interesting and instructive one.

After the appointment of Miss Ruby Williams to the office of Chairman for the next meeting the meeting adjourned.

H. M. HAGEN, Secy. Pro Tem

MATTOON, ILLINOIS

THE J. C. Penney Efficiency Club meeting of May 3rd was called to order by Chairman Fred Robertson.

The subject of the meeting was Salesmanship, a topic from which we can always derive something helpful.

Mr. Robertson talked mainly on the facial appearance of a salesman. A cheerful countenance and a cheery good morning can have a great effect on the customer.

The stock also plays a great part in salesmanship. Next stock always leaves a good impression on the mind of a customer and enables the salesman to find his merchandise quickly and therefore save a great deal of valuable time.

Mrs. Ganley gave as a general rule of Salesmanship that of pleasing a customer. State your facts tactfully. This will enable you to get the confidence of your customer more readily.

Mr. Murphy brought out some good points on how to answer it and convince our customers. If they ask you why and how we can sell our merchandise cheaper than the average concern, tell them of our 312 stores. Our rising from one store in 1902 to Three Hundred and Twelve today goes to show that our merchandise gives satisfaction.

Mrs. Cazenave advised us how to develop our personality. Instead of letting the negative qualities forge ahead, we should develop the positive.

Mr. Cazenave gave a convincing talk on the vitality of a salesman. Cultivate the habit of wanting to do something; keep your mind on your work, practise concentration; watch your customers; adapt yourself to the different ways of customers; keep your customer interested and convince him that you are trying to satisfy.

PARKER COURTNEY, Secy.

BAKER, OREGON

ON Tuesday, April 12, a meeting of Store Number 64 was called to order by Mr. B. F. Toney, Jr., Chairman; all members being present.

Several important topics taken from the Lessons of the Business Training Course were discussed.

Mr. Baker gave an interesting talk, in connection with Lesson I, on the many advantages of the J. C. Penney Company stores over that of our chain stores and retail business houses.

A Committee of three was appointed for the purpose of selecting a name for our Club. Those on the Committee are Mrs. Larson, Miss Moura, Mr. Baker.

ANGELA MOURA, Secy.

BAKERSFIELD, CALIF.

THE meeting was called to order by the Chairman on May 24th, 1921.

New Merchandise was then discussed by the heads of the different departments. Mr. Young spoke on giving attention to mail orders.

Mr. Moyle spoke on Courtesy to Cust...
Conventions and the Benefits They Bestow

By J. A. Sutherland, Manager, Magna, Utah, Store

While the following article refers primarily to the Annual Convention of Officers and Managers of our Company, its point of view is so practical that it applies to any assembly of even a few of our Associates, as, for example, the Store Meeting group or a Business Training Course Class. It shows the value of the interchange of ideas.—EDITOR.

I LOOK forward to our annual Convention with enthusiasm for I always get from it many new and valuable ideas. These are of great value to take home and put into application in the store.

If all of us would do this it would make a big difference in the appearance of our stores and in the volume of business we transact.

No one can sit through our Convention and not become filled with enthusiasm for the J. C. Penney Company’s way of doing business, for their way of merchandising and for the manner in which they provide, to every capable man in the employ of the Company, the opportunity to share in its prosperity.

I wish it was possible for all our associates to attend our Convention. But as that is impossible it is the Manager’s duty to give out to his associates the information and inspiration he receives.

I always get many ideas as to the market conditions and a better understanding of the problems which our buyers have to meet. This makes one realize what the buyers are doing in the way of getting us the best merchandise at the lowest possible prices.

We sometimes feel that we are away from home and families a good deal when we work in our stores a few nights a week. But one of our buyers told me that he and his wife figured up what portion of the time he was away from home one year, and it aggregated at least six months out of the twelve.

Why was he away so much? The answer is: He was working to supply us with merchandise, attending to business so that it should benefit every one of us.

The Convention teaches me how little I know about many things that I should be posted on. I have, therefore, made up my mind to put in all the spare time that I can command in studying, and in posting myself on the different lines we carry.

I am always inspired by the Convention to put forth greater effort; to concentrate more on what I am doing; do the most work with the least lost motion; to ever be watchful as to the appearance of the store, seeing that it is kept attractive and clean, and finally to render the best of service to our customers. This last I consider one of the biggest assets of any store.

I am a firm believer in what Mr. A. E. Otis once wrote in The Dynamo. He says:

1. We believe in what we are handing out, in the Organization we are working for and in our ability to get results.
2. We believe that honest merchandise can be passed out to honest people by honest methods.
3. We believe in working, not shirking, in boosting, not knocking, and in the pleasures of our work.
4. We believe in today and the work that we are doing, in tomorrow and the work we hope to do, and we believe in the sure reward which the future holds.
5. We believe in courtesy and kindness, in generosity and good cheer, in friendship and honest competition.
6. We believe there is an opportunity somewhere for everyone who is seeking it.

If every one in business would take that as a guide and live it, in less than six months there would be created an over-supply in most merchandise lines and the high cost of living would be cut from 25 to 50% at least.

It is impossible for me to tell you of all the ways in which I benefit at the Convention. To our associates in the stores I recommend reading The Dynamo each month. You will find there all the good talks as they were given at the Convention and besides these a multitude of other splendid articles that appear in every issue.

CORRECTION

In the Final Result of Inventories published in the May Dynamo, the Marysville Store was listed under having Two Errors. This was an error and same should have been Marysvale (Utah).
July and Straw Hats

By GEORGE C. BROWN, Buyer, Hat Department, New York

The present season has been exceptional in the straw hat department. It has been the largest, busiest period we have passed through and therefore must have proven a profitable one so far to our stores.

July is really the critical straw hat month. It is the month to liquidate your stock and turn the last hat into cash. The real profit is in the last few hats; our associates should be aware of this fact and put forth their utmost efforts to clean house now.

How? First of all forewarned is forearmed. We hope every associate of our Company will absorb the spirit of this message. Every hat salesman at least should know coming conditions. It makes better salesmen. He knows why a certain thing must be done. It gives him an objective, to work for a certain condition to overcome, and, when accomplished, the satisfaction of knowing the value of his efforts. The salesman who knows is the Manager’s greatest asset and in this article we have tried to explain conditions existing in the hat business, so that our salesman may more ably assist his Manager in meeting the present straw hat condition.

Depreciation of Stock

Even though your stock is carefully re-packed, it will not carry over to the next season without a certain amount of depreciation. This holds true this year to an even greater extent than usual. Market conditions have remained firm throughout the season, but with the opening of the lines for the Summer of 1922, drastic revisions in price are bound to ensue. Buyers expect to see, and we can say they will see, a downward trend of prices varying from 25 per cent to 50 per cent, some braids being affected to a much greater degree than others. Though reductions will not be effective this season, we must anticipate this condition and take steps to offset any disadvantage that would otherwise follow. This revision of price, together with the depreciation of carried over stock, will have an undesirable effect unless we turn our stock of straw hats into cash during July.

We can do it. There is still straw hat time ahead; actually, we are in the very heart of the season. Our stocks are in good condition; we have no large quantity in our Wholesale Department to dispose of; in fact there is no surplus stock on the market. We are going to meet this depreciation without taking the usual loss and be ready to operate next season, taking the full advantage of the new market conditions.

Helpful Suggestions

The proper time to start cleaning a straw hat stock, of course, is at the beginning of the season. There always have been and always will be certain styles in your stock which are less desirable than others. One or two braids or styles are bound to forge to the front. The salesman who understands his work instinctively knows his condition before the season’s business has gained momentum. He sells with the idea of keeping his stock balanced and at the season’s end his stock is nearly as salable as it was at the very beginning. This can be done and is done without detracting from the service rendered to the customer. And boys, what a help it is to you in July.

Again as the season draws to a close there are generally a few hats left at various prices. It will materially assist the salesman if the prices are rearranged to meet the one or two prices which are most in demand. It will give the salesman enough hats to have a showing at the wanted prices. This of course may require a small mark-down, but nothing to compare with the loss in carried over stock. A revision of prices of this kind does not mean a sale, but it does mean meeting a condition. In fact, sales have actually hurt the straw hat business generally, and many good merchants have discontinued advertised straw hat sales.

Have you size reducers in stock? The new corrugated reducer which is illustrated in your catalogue is needed more at this time than any other part of the season.

It fits smoothly under the leather, assisting the hat to cushion even better to the head. It costs but little and works wonders in building up your size range at this time. Where the stock of sizes left to be disposed of is large it is a good idea to have this size reducer already in a part of the hats.

Care of Stock

This is a good time also to keep your stock in a sightly condition. Many stores, not necessarily J. C. Penney stores, overlook dusting straw hats. While dust does not show as prominently on a straw hat as it does on the darker hat, it does disfigure. Don’t use the same brush used on felts. If a clean brush is not available, take a clean white cloth and lightly dust off every hat. In the case of Panamas and Toyos which show marks prominently, take a clean white cloth dipped in clear cold water; wring out until merely damp and go over each soiled hat lightly. This will work wonders in making the hat presentable. Keep your stock sightly; a marred hat may often mean a lost customer.

Another Suggestion

Just as soon as your straw stock is closed out, show caps and felt hats. It is surprising the number of customers who will buy a cap or lighter weight felt in July or August to replace a straw. You may be the only store showing felts but this is no disadvantage, rather a big advantage.

Inventory and Straw Hats

If this article offers you but one helpful suggestion—let it be this: we are on the move. No more difficult problem confronts the hat man than the one of properly merchandising his straw hats. We hope that many of our stores will be so thoroughly clean of straw hats that if at inventory time you were to decide to take a total mark-down of remaining straws, its effect would be negligible. Nothing will encourage you to go into the next season with the idea of making it a bigger and more profitable one than a clean slate and a profitable season this year.

But bear in mind the critical month of your straw hat season is July.
Character—the Great Essential
By C. M. CRAFTON, Manager, Mansfield, Ohio, Store

I AM so full of enthusiasm when I get on the subject of character building that I bubble over at times from the sheer want of words in which to express myself. I would recommend that you all read the book Oliver Twist. Charles Dickens built around this lad all the horrors of the British Workhouse System; he took him through the dens of thieves and murderers and brought him out a clean moral man, a tribute to God and his fellow-men. While this story is fiction, a great deal of it is based on facts and it points a moral which is loyalty to truth, honesty and that great underlying moral courage which determines the destiny of us all. Our lives are as we live them. As we will so shall we do.

If we determine to live the right kind of life naturally we seek the kind of environment that will conform to our mode of living. I have seen men rise from the most lowly stations of life to the highest point of success simply by determining in their own minds that they were going to do it. These things do not merely happen; they are brought about by years of toil and energy backed up by a will and determination. A man might will that he be a success, until the end of the world, but if he lacked the initiative, the dynamic force, the energetic stimulus and the proper amount of energy, he would not advance far in the direction of the better things of life that God put here for us all. It is simply up to us whether we get them or not. A man must have character to forge ahead in this world and he must develop the most of this character himself. If he wants his character to be right, his heart must be right, his mind must be clean, his honor and integrity of the highest order. These things all function together and are the very foundation of character.

I have heard people say of a down-andouter:
Poor fellow, he never had an opportunity. His chances were smothered and killed from his birth. The atmosphere in which he was raised was of the poorest. What more could you expect?

I do not agree with that line of reasoning altogether. What are these same people going to say of the man who has had every advantage, whose environment has been of the finest kind, who has been raised in a religious family and then falls from grace? It surely isn’t the fault of his surroundings. It lies within the man himself. He is a weakling. That is the point I want to bring home. It lies in the power of every one of us to build up our own character, no matter who we are or where or under what conditions we came into this world. If we are void of honor and honesty, why blame it on the conditions of our birth? From a little child we know the difference between right and wrong. That is true or the little four-year-old would not tell you a fib to keep from getting punished for something it had done that it knew was not right.

It is essential that every one should develop character along these lines for after all what would our Organization be if it wasn’t for the character of its founders? Boys, did you ever stop to think that Mr. Penney when he put you out in a store with thousands of dollars at your disposal, without bond, with no other guarantee than your moral qualifications, what a compliment he paid you? Your character was right or you would never have gone into a store under those conditions. That one act alone should repay you for the years of development of sterling character that permitted you to participate in the problems and the earnings of this Organization.

But Boys, we do not want to rest with this. We must continue to develop character even though we have been successful enough to secure a partnership interest. Think of the young men coming on that we must help. We must live our lives better now than ever before, for our conduct will surely be reflected in the men we train. My whole life has been influenced by an example of the first man I worked for. He was a man of sterling character, extremely courteous at all times; a finer gentleman I never knew. Yet with it all he was stern and exacting. It was always a pleasure to me to see him approach a customer. I watched him closely and soon found myself acting very much as he did. That man had character and personality that made its impress upon me for life.

Our actions are likely to be copied; why not, then, set a good example ourselves and help the boys who are coming on to see the light? Can we set a good example by slacking up now that we have one, two or three stores? No, the minute we do so we are losing a strong factor in character building. It is the easiest thing in the world to slack up. It takes a strong character to keep forging ahead with bull dog tenacity and the never-say-die spirit. Things do not happen; they are all brought about by constant hammering. We must hammer ourselves into line, for it is our duty to make ourselves. We shall grow as big as we think we shall grow. Ask yourself these questions: Are you building your character day by day?
Are you living each day as you would be proud to see your sales force live?
Are you going forward or slipping back?
Are you as big as you think you are?
Are you preparing for the place ahead?
Are you trusting to your knowledge of the fundamentals of business to get you there?
Or are you trusting to luck?
Are you going to write an article for THE DYNAMO next month or are you going to say—I can’t?
Which?

PROSPERITY

No one has said so much about Prosperity as Abraham Lincoln did in these few sentences:

Prosperity is the fruit of labor; it is a positive good in the world. That some should be rich shows that others may become rich and hence is just encouragement to industry and enterprise.

Let not him who is houseless pull down the house of another, but let him work diligently and build one for himself.

Thus by example assuring that his own shall be safe from violence when built.

J. L. DUFFY associated himself with our Company in the Spring of 1913 at the Pendleton, Oregon, store. He left the latter part of that year but returned to the Company at Dayton, Washington, in 1917, continuing until the Spring of 1920, when he became manager of this store.

Mr. Duffy writes from experience when he repeats the old familiar saying: If at first you don’t succeed, try, try again. Leaving the Company on two occasions, he returned and, the third time, he decided he was going to beat the game, to work and work, and succeed.

JULY, 1921
Mr. O. Timer,
Care J. C. Penney Company,
Friend Old Timer:
You are right. Old Timer. The way I have the effect of these meetings doped out is this. Mr. Penney comes to us with the principles, the theories, the sure-enough way of doing things just as he and the Board of Directors have decided and it’s up to you and me to put them into practice. They are the architects with the plans. We are the master builders who take their blue prints and build the business. We can’t blame the architects if we don’t follow the plans.
Yes, the basement has been swept. We have thread and Hope muslin. Our windows sure do shine and we’ll be on the June Roll of Honor. Watch us.
Yours respectfully,
Mr. O. Timer.

Mr. B. Ginner,
Care J. C. Penney Company,
My Dear Bud:
That was certainly a great meeting we had at S——. I have no doubt every man went home filled with inspiration and purpose to do better than he has ever done before. It would be impossible to measure the benefits of these get-together times in terms of dollars and cents. The mental and moral uplift is in the lives of men.

At the same time, Bud, there is not the least doubt in my mind that these things do come back to us in material returns. That is, always provided, Bud, if we put them into practise. Precept is good, but practice is what counts. The thought is father to the act but if the act does not materialize the thought is a dead thing.

I was reminded of this while visiting one of our stores recently. I was admiring a fine display of Pyralin toilet articles in the front show case when a lady came in and asked for a spool of thread. Fifty white, she said in answer to the clerk’s inquiry, I am sorry to say we are out, Madam, he said instantly. Is there anything else?
Well, yes, I want ten yards of Hope muslin.
Again the clerk said, All out of Hope muslin today. We have Lonsdale which is a better grade.
By that time I had my ears open, Bud, and I noticed four or five women ask for various staple articles such as elastic and white pearl buttons and black sewing silk and the store was out of every one of these things. I spoke to the Manager about it and he said: We have those things on order. Not much money in thread and Hope muslin anyway. I keep my stock low on those articles. I thought to myself: You may be right, old boy, but I’m going to follow that thread lady and see where she gets it.

So I went down the street to the Hustling Mercantile Store and got in just in time to hear a clerk say: Here you are Madam, five spools for a quarter. Anything else? We’re selling Hope muslin today at 15c. And as sure as you’re born Bud, that clerk sold her muslin and percale and ribbon, three suits of underwear, six cards of buttons, a corset, a pair of shoes, a small rug, a Pyralin powder-box, and fourteen yards of curtain goods. Not much money in thread, Bud, but the Hustling Merchant is selling it and the Pyralin, too. That Manager knows better too, Bud. He has the precepts. But how about the practise?
Now, don’t get me wrong, Bud. I don’t believe in overstocking on anything but I do believe we ought to keep these staple articles coming all the time. There may be times when we happen to be out of one of them through a delayed shipment, but to be out of half a dozen at a time is positively wrong.
By the way, Bud, how’s the boys swept the basement yet? I sure needed it when I was up to your place last.
With kindest regards,
O. Timer

B. Ginner

He Profits Most Who Serves Best

By H. D. Dudding, Porterville, Calif. Store

THE oldest and soundest rule we know is the Golden Rule and that means service, for service means: To do as we would be done by and doing it first and always. This was never so true as today when every ideal, of an economic kind, is becoming practical and is on the eve of accomplishment. In our personal contact and our business methods let us practise and preach right thinking. This is a sure cure for unrest and all our ills. The one big cause for the unrest in the country today is the great number of people who are incapable of thinking right and straight. Let us remember this:
I am benefited when someone does something for me;
I am benefited more when I do something for myself;
I am benefited most when I do something for someone else.

There can be no doubt that the life one leads and the thoughts one thinks make their impress on the human countenance. If you want to look right—THINK RIGHT.

A Penney man looks for his pay in the harvest, not in the seed, nor in the pay envelope. His preferred profits are in service; they are not measured by dollars. And regardless of the ultimate reward, ours is a worthy occupation. For this reason we should never look upon our daily work as drudgery, to be done with as quickly as possible; we should regard each new day as an opportunity to do something of actual and material value to others as well as ourselves.

The one vital principle the employee has to learn is that careless indifferent work, loathing on the job, incomplete knowledge of the work to be performed, just getting by on bluff, disloyalty and indifference to our employers’ interest are forms of dishonesty that are destructive to the life and prosperity of this institution and of the individual.

Let us have more constructive and less destructive criticism in everything. If you fancy your thoughts are higher, your ideas more progressive and sane, your views more sensible than seems to be demonstrated by your fellow workers, tell us about them. You cannot exalt your virtues by everlastingly condemning our vices and errors. We may not accept your ideas, but many different paths often lead to the same goal. Be tolerant in all things; you will never know how much better you are than the other fellow until the judgment day.

As to service, look around you and you will find that most men get their pleasure out of this life by service to others. But no evidence is forthcoming to show that the man of inaction, the man of one view and that a narrow one, ever performed any great service to his employers nor to himself.

The training of a man the Penney way is like unto the tempering of steel. The
Patriotism and Ambition

By H. B. Doland, Auditor of the J. C. Penney Company

I

AMBITION to some reminds me of the story of William the Conqueror who, as a child, pulled a handful of straw from his mattress. His nurse could scarcely take it from his clenched hand.

This was considered to mean that some day he would signalize himself by seizing and holding great possessions, and he did. But after all, many of his conquests were but a handful of straw in a baby fist—the mere gaining of the desired object followed by the lethargy of a satisfied man.

To the successful man, ambition is a lasting and ever potent force. Do you know of any successful man who will not acknowledge that his success was gained by the impulse of ambition, despite physical or temperamental obstacles?

Ambition is the keynote of success. It is the Fountain of Youth in business. It is something you may imbibe of freely or refuse to partake of; but its waters are life-giving.

Why should we be ambitious? One might just as well ask why should we wish to be successful. Ambition is the seed of the talent God puts in us, and development of this enriches God's domain by making it fruitful.

The ambitious man is earnest in his work and he is therefore a patriot. Our Country's strength is found in the great number of successful enterprises established or developed by ambitious men.

Why is this country able to offer the foreigner a greater opportunity than he finds at home? Because it recognizes ambition and ability as of more worth than family, heredity or pedigree. Benjamin Franklin gained his wonderful name and success by developing his ambition unceasingly.

II

LET us consider what ambition demands as a condition of the rewards it bestows. First of all ambition demands from a man what is good for him—work, plans, industry, drudgery, dark days, disappointments, sacrifices. These bring out his grit for only by heat can the welding take place.

Thus a man becomes better spiritually, mentally and physically, for as he gives pursities of thought and action and stands the acid test he is judged competent to handle his own store. The graduates of our stores are tempered with the heat of service, they wear and stand up under any trial, having become dependable, durable instruments of service.

You may be ambitious and meet with success but that does not mean you are no longer ambitious. This usually makes you more ambitious than ever. Never be afraid of exceeding your ambition. If you take more responsibilities than your position warrants, you will at least be respected for them.

What is the object of ambition?
The answer is Service. There was an old Roman Coin which bore the design of an ox standing between a plow and an altar, thus signifying its readiness for either service or sacrifice.

We can find nothing more applicable to God's servants, ever laboring and toiling in this service.

To sum up, then: Give Service from the strength of your ambition. Let the spirit of Service permeate your entire world of action. Endeavor at all times to make others ambitious. Do not believe in luck, the common expression often applied to the successful man. And you will find joy in service and ambition leading to happiness.

The leaders in the marriage column, this month, belong to the Oil City, Pennsylvania, Store. Manager W. J. Schneck comes to us with the announcement of two marriages taking place in the same week.

On Monday, May 2nd, Miss Edna Ray became the life partner of Leslie J. Schneck. The newly wedded couple immediately left, for a two weeks wedding trip.

On Saturday, May 7th, Miss Elizabeth Mau and Mr. Randolph Fornof were quietly married. The young couple immediately left for an auto trip to Cleveland. Mrs. Fornof will take up the larger task of home-making on their return.

Miss Hilda Bateson, of the Hibbing, Minn., Store, was married on April 21st to Mr. Charles Stevens of the same city. Mrs. Stevens was formerly in charge of the Ready-to-Wear Department of the Hibbing Store. The newly-weds took a short honeymoon trip to Duluth.

Both Miss Jaunita Hull and Mr. Ernest V. Milano are such skilled salesmen in the Bingham Canyon, Utah, store, they have instinctively sold each other in friendship which culminated in their marriage on May 29th. The folks in the Bingham Canyon store have lost the daily association of a mighty fine young lady, but their loss is Mr. Milano's gain.

Miss Willa Murray, one of the associates of the Grand Junction, Colo., store, was married on March 20th to Mr. Melvin Schupp of the same city.

Mrs. Schupp will continue for a while at the store before taking up permanent duties of home-building.

Mr. Walter A. Weix, of the Antigo, Wisc., store, has decided to take upon himself the responsibilities of a benedict. On May 16th, Miss Louise Moldenhauer and Mr. Weix were married in the home of the bride's parents in Pella, Wisc. The young couple will make their home at Antigo, Wisc.

JULY, 1921
Suggestions

MAKING OUR SHOE DEPARTMENT A SUCCESS

SATISFACTION to the shoe customer is secured by a little sensible reasoning on the part of the clerk. It involves fulfilling the customer's need to the best of one's ability. In my opinion the course to pursue is to get a general idea of what the customer wishes in a shoe, then take a moment or two to determine what will most nearly fill that need. The general outcome will be satisfaction.

Correct fitting of shoes plays a big part in pleasing the customer. Always consider the type of shoe the customer has on, and if a woman, notice particularly the heel. If the shoe has a high heel, giving the proper support to the arch, fit the foot with a high heel shoe, unless the customer expresses herself otherwise. If a Cuban heel, a military heel, or even a growing girls' heel is better, then give the one best suited to the purpose.

When the customer's shoe is off, a glance at the foot often helps to determine the proper vamp. An error here often means injury to the foot through improper fitting. Little need be said along this line for everyone of us realizes the evils of a long vamp shoe on a short, chunky foot or on the other hand a short vamp on a long narrow foot. Always consider a moment before choosing the first shoe; then the first shoe chosen is often satisfactory. Never fit a shoe that is too short to get a narrow width. Allow plenty of length.

Do not understand me to mean that total satisfaction to the customer can be secured by quality and fit of a shoe alone for such would indeed be a mistake. Stock keeping, proper arrangement of the stock, neatness, the line of reasonable talk and many other factors enter into the sale.

Stock in any department should be arranged so that it is most available at the time of the sale. Arrange stock so that the most frequently needed goods are nearest the point where the sale is made. From this go down the row to your least often called for article. Of this there will be undoubtedly a very small stock.

Nevertheless this should not be hidden away. It is there to sell, so sell it.

Always consider your customer's time more valuable than your own and try to use as little of it as possible. Thus you will have a smiling customer who will always return, looking forward to prompt service and satisfaction. Nothing disturbs a customer more than to have a clerk gaze hopelessly over a large portion of the stock, then to try perhaps a dozen pairs of shoes in a fruitless effort to find the proper one. A ready knowledge of the stock enters as a very important factor into the sale. It increases the number of sales through the efficiency of each individual sale, thus increasing the general efficiency of the entire sales force.

Suggestions from every member of the store sales force greatly helps in the proper arrangement of any stock, shoes included.

You all know that a certain portion of our gross monthly sales is to be sold in shoes. Some months we have gone over others, under, our quota. Our one great chance of bringing this up to par and helping to get our shoe stock moving faster than stock can come in, is the suggestion to every customer of something in our shoe line. Mention our stock of solid leather, satisfaction guaranteed shoes along with the reasonableness of price. If the customer's shoes look shabby suggest a new pair. If the shoes are in good condition, mention overshoes or house-slippers. Interest the women in our latest styles. Tell the men of the well made work shoes we have. Speak to the boys of our classy English shoes. Interest the girls in pumps and oxfords. Here is a chance to work off a few pairs of wool hose along with them. Every season brings new needs so always try to find something to fit the need.

Fostoria, Ohio

LUTHER R. FISHER

A BOX MARKER

I AM submitting, herewith, drawing and description of a device that I think may be of benefit to some of the men in our stores.

Almost every display man has felt the need of a better way of marking the container of shoes on display. This article saves time and keeps the containers in better shape inasmuch as it eliminates the necessity of marking with a pencil, then erasing when shoes are again put back in stock.

The Box Marker can be made very cheaply as the only materials needed are: coil of common stove pipe wire and two or three sheets of Bristol board. First cut board into small tickets 1 1/2 x 2 inches; next print or write WINDOW or DISPLAY at the bottom of cards (See fig. 6). Then with a small nail the size of the

Illustration of the Box Marker
wire pierce holes ¼ inch down from top of ticket and ½ inch from each edge, see Fig. 6.

Now cut wire in lengths 6¼ inches long then bend over as in Fig 4, each end being 2¼ inches long (letter B) the center or A must be 1¼ inches long. Next bend the ends of B as in Fig. 5. C; then bend one fourth of an inch of the end over as Fig. 5. D.

Now take a ticket and insert D in each of the holes and clamp the short piece of wire fast to ticket, then bend wire down to ticket as in Figs. 1, 2 and 3 leaving ½ inch between ticket and wire.

To use, simply clip ticket over top of box in front and put on lid, place on shelf and you have a good plain marker that can be seen very readily.

Roseburg, Oregon  
STANLEY BANEY

A SLOGAN THAT HELPS

IT has been my hardest task to concentrate my thought and effort on the one task in hand when I am confronted with the many duties that arise daily in the store. And many times I have found myself floundering about, as it were, with a dozen different jobs needing my attention at the same time and I did not accomplish much.

Then one very busy day a few weeks ago when I was striving desperately to finish some work during odd moments, there came to my mind these words of Saul of Tarsus: This ONE thing I will do. And since that time I have been applying those words as a slogan to each task as it came before me with all the zeal and determination I could command until that task was finished. And now my work is ceasing to be a task and is becoming a pleasure instead. And does it seem strange that I am learning to love my work, and to be proud of the department of which I have been given charge? I want to see it become the envied department of the store. And to this end I am striving. And my slogan is: THIS ONE THING I WILL DO.

A CO-WORKER, in the HBing Store.

MAIL BAG

IT may be of interest to the readers of THE DYNAMO to know how business is lining up—with us—as compared with last year.

On Saturday, May 29, 1920, we waited on 716 customers and on Saturday May 28th, 1921 we waited on 840 customers, an increase of 124 customers.

A year ago we sold 132 pair of shoes, and this year we sold 162 pairs, or 30 pairs more.

We certainly had a wonderful time at Salt Lake. The two Conventions, with Mr. Penney presiding, were wonderful Get-together meetings and I do not believe there was a man present who did not go away with stronger convictions and a greater desire to carry out the ideals of the Company. I am sure that I was never in a Convention, large or small, where the men so fully realized their deep obligation to right living. I wish you could have been there.

I have just returned from St. Louis and I want to say to you that we had a real old fashioned revival meeting. I am sure that every man there enjoyed it with all his heart; it seemed like the real old times again to have Mr. Penney with us. But it was nothing to compare with our big Conventions. I, for one, will never be willing to give up our once a year Convention and Get-together meeting, and it will surely break my heart if it ever comes to pass. It is just what has made our Company and, without it, I feel certain we could never have developed some of our great men in the Organization. I, for one, feel that it would be a step toward commercializing this Institution and would have a tendency to kill That Something which we have that no other corporation in the world can have, and that is brotherly love.

I recently received, by your courtesy, a copy of THE DYNAMO for which I beg to thank you. We have all read it and enjoyed it very much. Robert says he read every word of it.

Mrs. Booster:—I have been house cleaning today and even while at this homely task I found a striking illustration and a very helpful idea along with it. You remember that big walnut dresser, Ima! It is twice as large and several times as heavy as the present day article. Every time I have cleaned house I have wished I could move it. How nice it would be, I thought, if I could give a really good cleaning under it, but of course I couldn't. So I have put a cloth on the broom and got down on my knees and cleaned under it just the best I could year after year. Mrs. Newcomer:—It is big and cumbersome, but what happened that was so unusual?

Mrs. Booster:—Well, just this—I must have been in an unusually determined frame of mind today for I decided that the big unwieldy piece of furniture should be moved, no matter how much strength it took—so, I braced myself for a big tug, took a deep breath and pushed. Can you imagine my surprise when I found that it didn't require any effort at all? The huge monster slid across the floor as though on ball bearings instead of great big old fashioned wooden castors. Well! I just sat down and laughed to think how ridiculous it had been to have kept wishing, year after year, that the thing could be moved when it could have been so easily.

Mrs. Newcomer:—It must have been quite a surprise and I have an idea it probably reminded you of how some of us Newcomers sit down and look at our job and say: Yes, it ought to be done. I wish it could be done, but of course it can't be done.

Mrs. Booster:—Yes, and some of us older ones do as badly. Sometimes we have visions of what we would like to do, how we would like to help hubby and spur him on to greater attainments or perhaps we would like to carry out certain plans or remove or overcome difficulties. And we think and wish and wish and think and we don’t lift a hand to start the ball rolling in the right direction. We think the thing won’t budge and so it doesn’t.

No, indeed! It won’t budge without some assistance, but given that assistance, it will slide out into the ways of the ocean of life and endeavor and accomplishment as easily and as gracefully as the stately ship slides down the greased skidway into the water.

Mrs. Newcomer:—I know Bee! All it takes is just courage enough to give the first little push toward the goal for which we long. Then we will no doubt find that each successive effort becomes amazingly easy.

Perhaps we will some day look at ourselves and laugh and wonder why we didn't give that first little push a lot sooner than we did, but the most important thing for us right now is that we start without further delay. If we think it won’t budge, it most certainly will not.
The Personal Equation

THE ESSENCE OF TRUE PATRIOTISM

To be patriotic one must be loyal, ready to serve and willing to cooperate. The Great World War, perhaps, gave us the greatest lesson in patriotism and co-operation our country has ever had. Rich and poor labored together at home, at sea, and in the trenches, so that victory might be ours.

It ushered in a new form of patriotism, something we had not conceived before. It was patriotism, loyalty to humanity. It was this conception of patriotism, this high ideal, which made us willing, yes, eager to fight in 1917.

We do not commonly think of patriotism in relation to the business world or our private life. Although, when one comes to think of it for a moment, it can be seen that the success of our Company, and many other business organizations, is due to the patriotism or loyalty of its component members. It was the loyalty of Mr. Penney to the Golden Rule, and the loyalty of all his associates to him which has made our Company what it is today. And continued success will be in proportion to the patriotism of its associates.

When a body of men or women are willing to serve and co-operate, forgetting their petty differences in working for the common good, you have a body of patriotic people. And these people are not alone helping themselves and their Company, but their Community and Country. The greatness of our country lies in its industrial supremacy, and, therefore, big business is essentially patriotic. We have confined the application of the term patriot to men prominent in public life, such as Washington, Lincoln and Roosevelt. These men undoubtedly rendered great and lasting service to our country. However, it is not too much to say that without men like Schwab, Edison, Rockefeller, Woolworth, McCormick, our country would not be what it is today.

A nation is merely an aggregation of individuals, and its prosperity and its soundness is in proportion to the cooperation of its people.

Thus, the speed with which reconstruction of the life of the country can be achieved depends entirely on each one of us. Production and Thrift are supremely necessary. It may seem to us individually that our little bit will not affect the nation much, but this is not so.

Patriotism has a pertinent meaning in our daily life. Most of us have some ideal, some creed that we have dedicated ourselves to uphold. Let us be loyal to this ideal, to this creed. Let us cling to it with that perseverance which we apply to our given tasks in times of our country’s danger, and this patriotism, this loyalty, will achieve for us individually what the united effort of a body of patriotic people always achieves for a right-minded nation—Success.

New York Office

BEN. J. FEWKES

THE LOYALTY ATTITUDE

LOYALTY is one of the most important factors in the success of the J. C. Penney Company. The four letters on the little button each Manager wears are H-C-S-C, standing for Honor, Confidence, Service and Co-operation. We must have Honor and Confidence for ourselves as well as for the Company, but we must be Loyal before we can give the Service and Co-operation demanded.

Jesus said: Those who are not for Me are against Me, and applying this in Business, we can translate it to mean that we are either loyal or disloyal. A disloyal employee in any organization is a liability because he has not the interest of the organization at heart, and cannot give it the service that it should have. A loyal employee is an asset because he is a constructive force for the organization.

It was loyalty that won the late war, loyalty of the men to their country and government which made them willing, if necessary, to sacrifice their lives.

Why have we so much faith in the J. C. Penney Company? Simply because we admire the character and principles of those at the head. We know that they are loyal to us and are looking after our welfare. Why cannot we a little further and display even more loyalty in the future? Let us think J. C. Penney Company, Penney merchandise, and Penney customers—let us devote every minute of our time doing things worth while, helping the manager, helping those who are working with us on the floor and helping the customer in every little way possible. Then I am sure that success for ourselves and still greater success for this Company will be the result.

Bingham Canyon, Utah L. J. McShane

LOYALTY, OBEDIENCE AND INITIATIVE

THERE are to my mind three qualifications that a person must possess or acquire to become a real success in our Organization. I put loyalty first, for a man to be obedient or to show initiative must be loyal to his employer and to himself. If he is not loyal, then neither can he be obedient in the fullest sense of the word nor can he show any great amount of initiative.

We all know what the word Loyalty means and yet sometimes we are apt to forget to be loyal when things are not going to suit us. To be loyal to our Manager and our Company, we must forget our individual self and work for the greatest good of all.

If we are loyal it is not hard to be obedient. Yet how easy it is to be disobedient. I do not mean that we flitily refuse to do what we are asked to do, but sometimes we just put off the duties that should be done today. This is a form of disobedience.

There are lots of little duties in our work besides waiting on our customers. It is these little duties that we sometimes neglect. For example:

I come to work in the morning, I know that there is a fire to build, papers to file, winding up to wash, stock to be dusted and arranged. If I see that this or that thing is not done and I don’t do it I am being disobedient, not only to my Manager but to the dictates of my own mind. And this latter is more harmful than the former, for if I disobey what my mind or conscience dictates then I am destroying that which builds the man in me.

A. McALPINE was first employed at our Pullman, Washington, store, July 15, 1917. He took an interest in his work that it materialized for him into the managership of that store in the Spring of 1920.

Mr. McAlpine writes there is no question that the Pullman store is striving to render the service it believes is due its patrons.

JULY, 1921
I was considerably surprised to see the statement a few weeks ago, that from the standpoint of business, co-operation was to be secured only at the expense of all aggressiveness and ambition, and in no other way. Since our Company has adopted co-operation as one of its basic principles, we are especially interested in the subject, and I wonder how many will agree with this opinion? To my mind, it is unjust and unwarranted. It certainly needs more than the mere assertion to prove it true.

I have a very strong and honest doubt that any one of us finds it necessary to give up, in the slightest degree, our initiative or ambition in order to apply the principle of Co-operation in business. On the contrary, experience demonstrates that the value and power of Co-operation lies in the sum total of the contributions each one brings to the common good. Mass action has very great weight, but it is effective only when it has acquired momentum. Individual ambition, initiative and aggressiveness must furnish the necessary motive power. But the moment these forces are diverted toward the accomplishment of selfish aims, true co-operation ceases and the individual has injured his fellow workers, as well as defeated his own case through the forfeiture of their confidence.

Discontent in industrial plants often continues for years, and to a certain degree it is always a present evil, but it does not become an active menace until it takes form under the leadership of some aggressive individuals who endeavor to crystallize thought in that direction and make a weapon of it. What must be done to offset the undesirable effects, sometimes growing out of an association of workers, is to make capital of every ounce of aggressiveness in the right direction.

Unquestionably there is more initiative and original thinking developed through the interchange of ideas in a group of men working together, than there is in the same group of men operating independently. This is the worth and justification of society and of co-operative effort, which requires, for its success, not the sacrifice of individual aggressiveness, initiative or ambition, but rather that these qualities be fostered and developed. Co-operation without aggressiveness and ambition would be as worthless and uninteresting as a mass of bread dough without the yeast.

It is freely and heartily granted that the giving up of selfish motives and actions, which always work injustice to others, is eminently desirable. But this is true of individual as well as of co-operative effort. The selfish person is the pariah in society. He is his own enemy, as he deprives himself of full development and happiness.

What splendid results are accomplished when men can go forward together with faith and courage, with sincerity and good fellowship in their hearts, a friendly word on their lips, and a wholesome regard for the opinions, achievements and welfare of their co-workers.

For the good of all concerned, let us not stifle the force of ambition and initiative in co-operative action but develop it in the right direction. It will bring the greatest benefit to the whole group.

UP FROM THE GROUND

ABRAHAM LINCOLN once said:
The ground must touch a man before he can amount to anything.

This little bit of wisdom is especially appropriate to us who are establishing ourselves with this Organization. Many of us left work that may have been more remunerative, in dollars and cents. More than likely we lived accordingly. It is hard for us to live within our incomes and try to save, but when we see the door of opportunity before us we are glad of the sacrifices we make for the privilege of standing near it when it opens.

It lies within all of us to rise above the ground and the energetic man is the one who rises ahead of the rest.

No matter how menial a task may seem to be, go to it with a will for it means better things to come. Your pride may get a bump when you are told to sweep the floor but remember that everyone in the Organization has had to do it, at one time or another.

So take heart. Be a sport and take the knocks with a smile. It will make things much easier for you.

SALES

Sales for the month of May, 1920, 284 Stores, amounted to........ $3,712,405.39
Sales for the month of May, 1921, 313 Stores amounted to........ 3,806,306.93
Increase in May Sales, 2.53 per cent. ................... 93,901.54

The following Stores show a gain of 50 per cent, or over for the month of May 1921:

Stockton, Cal. ................................. 189 3/4 per cent
Muskegon, Mich. ....................... 168 3/4 "
Hamilton, O. ...... 164 "
Evansville, Ind. .......... 158 3/4 "
Nogales, Ariz. ...... 140 3/4 "
St. Joseph, Mo. .......... 136 3/4 "
Fresno, Cal. ................................. 115 1/4 "
Anaheim, Cal. .................... 77 3/4 "
San Antonio, Tex. ..... 68 3/4 "
Rockford, Ill. .......... 63 3/4 "
Fall City, Neb. .......... 59 "
Portland, Ore. ............ 55 1/4 "
Fort Worth, Tex. ...... 52 3/4 "

ALL AROUND THE STORE

ARE you the first one at the store in the morning? Is your store ready for business by eight o'clock? Don't you think, boys, it would be better if we had everything in tip top shape by eight o'clock or earlier? Let us try it.

Let us determine that every day shall be a missionary day in the store. Let us show our customers around and tell them what we have; explain to them the potentiality of our Company, and the many advantages we offer both in price and quality. If we are a new store it is very important that we make customers for the store, so as to assure its future. Why not do missionary work with the customers of the established stores in order that they may tell others about us and our service?

Boys, let us make sure every customer is waited on promptly and in turn. It is most important to do this because customers may become impatient when not served in proper order. Let us give the elderly folks a chair and assure them that they will be waited on promptly, and as you go along why not pull down a piece of gingham and let the lady get her mind on this instead of getting impatient or the man a work shirt, a pair of overalls. Let us take good care of the kiddies because they remember the little things, and it is the little things that count.

All around the store means from the sidewalk to the basement. When the store is opened the sidewalk should be swept clean, the tables cleared of covers, and everything made ready for the morning rush. It would be well to change a few articles, to put up some different colors for display, for one soon gets tired looking at the same thing.

Let us make sure too that the floors are clean, the windows washed, the counters kept spotless and above all let us put or return the merchandise back from whence it came. If it is returned, the next person can find it much easier. If it is not returned where it belongs he will be looking around and asking some one for it, or he may say that we are out of it since he cannot find it. It does not take long to put merchandise back and straighten it as it should be. Do it while you are waiting on the customer. How much easier is than to have to go around after the store is closed and straighten up; it saves time for the store and you.

Ventura, Calif. W. Maynard Jones

BUSINESS IS SENSITIVE

Business is sensitive. It goes only where it is welcome but walks out where ill treated. First of all without customers there is no business; therefore, the most important thing, first, last and all the time, is the Customer.

The customer may be cranky, eccentric, peculiar and hard to get along with, but we are not here to change the customer's disposition nor to find fault, nor to be offended at the customer's lack of common decency or courtesy. We are here to serve him. The fact that he has come into our store and has favored us with a visit shows he is anxious to give us his patronage.

The true test of salesmanship, the one which shows that you have tact as well as talent, is to be able to take a cranky, ill-natured, unreasonable person and smile at him while you please him. Every person who buys goods of us, whether he is a foreigner or an American, whether he has on greggy overalls or the finest broadcloth, really represents bread and butter to every one connected with this business. Nothing costs so little as courtesy and nothing returns such big dividends.

Kearney, Neb. Gus Ruwe

KARAKUL

KARAKUL is the name of a lake in Russian Turkestan that has been given to a breed of sheep, the pelts of whose young are sold as Persian lamb, one of the most beautiful of furs. The sheep are natives of Bokhara, in Central Asia, and to western people are valuable only because of their pelts, especially the pelts of the lambs.

In appearance the Karakul sheep is not handsome. It is long of body, of medium size, with steep or sloping hindquarters, broad tails, and drooping ears. In comparison with a well-bred Cheviot or Shropshire it looks like a scrub.

On a mature Karakul the wool is long, coarse and hair-like, and in colors varies from light grey to brown. The wool of the lamb is curly and silky, and if the lamb is killed within three days after birth, the wool retains these qualities.

From Bokhara the pelts come to the Western world where they are dyed and dressed and then go on the market under the name of Persian lamb, probably because the pelts first came out of Bokhara by way of Persia.

Peoria, Ill. J. K. MacMillan

Our Business Training Course— Its Benefits

By Dr. Francis Burgette Short

EXPERIENCE is stern and unrelenting and frequently demands terrible wages but men have been obliged to face him, to be lashed with his storm, blistered by his sun, gnawed at by his hunger, bitten by his frost and sometimes laid to rest in a casket of ice beneath a blanket of snow. But thereby highways have been charted upon the seas, paths have been made across the desert, prairies have been caused to produce their abundance of food, and heating apparatus has been dispatched to frozen regions. Let it be remembered that whenever a profitable lesson is taught someone has been that way before and learned by experience the lesson.

Special training, therefore, is the easier and the quicker method of coming into possession of those facts and principles for which others have suffered, and while we sometimes plod along laboriously over the lesson wishing such were not our task, it may prove a helpful tonic to remember the ease with which we are permitted to possess the facts and principles for which others were obliged to sacrifice and even suffer.

Our Business Training Course offers an opportunity for all our associates to prepare themselves for life's greater tasks with the least expenditure of effort and energy, and we confidently believe that increased efficiency will not only be realized in the Stores but will also be evidenced in every channel in which our associates seek to express themselves. We seek to draw out the best and to lead all to the largest undertakings and benefits of life.
SUCCESS OR FAILURE—
WHICH SHALL IT BE?
(Continued from page 14)

order. It would fall to him to decide on kinds and quantities of stock needed. He must watch the changing fashions and keep his stock up to date.

I informed him that he would be called on to give information regarding textiles, qualities, comparisons of materials and dyes. He would be asked by customers the amount of material needed for certain garments. He would have to suggest styles suitable for the material and to match the trimmings. Well, that's as far as I got. He looked up in a bewildered way and said: Mr. Day, it would take me three years to learn all of that. And I said: Exactly so. Haven't you prepared for this during the past three years? No, he hadn't. And so these were three years wasted.

Do you get the point? Competent business management of our stores is not learned in the office. It comes through close observation while working the stock, selling goods; comparing values; knowing the construction of articles; studying every detail. It is the application of the knowledge gained through observing and studying the reasons for and why.

(To be concluded in August)

WELDING THE LINKS
(Continued from page 15.)

Be kind to others even in your thoughts and let kindness find expression in your actions and words.

LOYALTY. As we learn more of the J. C. Penney Company methods and purpose we cannot be otherwise than loyal. But let me remind you that, unless we are loyal in our cause, we cannot possibly put the enthusiasm in our efforts that bring success to our Company.

LOVE. Love thy neighbor as God commands. Let us make this a part of our daily life.

It is the purpose of the J. C. Penney Company to make its stores a benefit to the community in which they are located. This service they have entrusted to you and me. We should take pride in making ours the best store in the community, rendering the best possible service.

Let us make the customer King. When he enters the door, greet him pleasantly; show goods freely; at all times, treat him as an honored guest. You would hardly be so rude as to neglect a guest in your home. Let us practice this courtesy in the store.

Let us practice positive selling and say: I will show you some new goods that arrived this morning; not, May I? Use I will in every instance and note the results.

Let me suggest the smile at all times. A good morning exercise would be five minutes before a mirror studying the expression on your face. Register disgust, approval, pleasure, anger and then figure out the effect they surely have on the customer.

And another five minutes might be spent in your room practicing Good Morning and How Do You Do aloud. Note the different feelings you can put in the tones of your voice. Be careful of your voice. You can work wonders with it or drive a customer from the store never to return by the very sound of it. Selling merchandise is an art. It is just as important a calling in life as law or medicine. It matters not what your task; it really depends on the amount of good you do through it for humanity.

Be interested in your work. Think not of the wages you get but of the service you render. The reward or compensation will surely follow. Always keep in mind that it is the customers who make our very existence possible. The minute they pass by our door, we have lost our opportunity.

Let each of us be a great strong link in our Nation-wide Institution.

New York Office Doings

OUR country is enjoying the most wonderful era of sport it has ever had. It is not too much to say that baseball is Our premier sport, for, certainly, the immense throngs which flock day after day to the ball fields testify to that. Our OWN team is keeping busy. They have already played four games with other teams and have shown that they have some good material. However, it is desirable that the best possible aggregation be formed and it is requested that all those who think they can play baseball (and what American youngster thinks he can't) come out for the team.

LET'S GO TO IT, FELLOWS. All of you contributed generously toward the purchase of those gorgeous uniforms. But don't let your support end there. If you can play, come out for the team. It needs your services. And if you can't play well enough, in your opinion, to make the team, then give it your moral support. It needs that more than it did your money.

We all know how far a word of encouragement will go, and what effect it has, especially on the ball player. The teams we have played so far this year have all had a good crowd of supporters with them. And our team, as all opposing teams do, may come in for some derision and criticism. Let's be there to offset it with our words of good cheer and helpfulness. LET'S BACK THEM UP. They are OUR team. They are not playing for their own personal glory, but for all the rest of us, and it's up to us to do our share.

Last year all of us derived a great deal of fun from some games between the married and the single men of the New York Office.

It is doubtful whether any more games between such teams will be played. It is getting increasingly difficult to find enough single men to form a team.

Another desertion from the ranks is that of Mr. Dahl, who has worked his way up until now he is heading one of the departments in the Accounting Department, and is now trying to manage the department of life known as matrimony. If Mr. Dahl has as much success in this department as he has had in the office, it will be recorded of his marriage that "they lived happily ever after." Mr. Dahl was married on June 4th.

Mr. Penney and the Buyers returned from their trip to the West several weeks ago, and reported that the meetings there were the best ever held.

Mr. Hyer, Mr. Mudd, and Mr. Payne arrived here June 6th to take part in a meeting of the Board of Directors.

Mr. Wm. M. Bushnell and Mr. D. G. McDonald also visited the New York office.

Our baseball team played a game with the Bronxville A. A., who are known heretofore as a crack aggregation of ball players, on Saturday afternoon, June 11. The boys from the office went to the game in a large sightseeing bus hired especially for the occasion.

New York Office

B. J. F.

The unanimous verdict of all who went was that they had not had such good fun in a long time. The game itself was a contest between pitchers. Our pitcher, Bob Grody, gave a masterful pitching exhibition. To use a colloquial expression, he held them in the hollow of his hand. He struck out approximately 20 men, and allowed only two hits. Need more be said? A very snappy double play, Fern to Kearney to Bromley, featured the fielding work of the team.

JULY, 1921
Business Training Course Students Attention

We are glad to report that there has been improvement in the character of the work done on Lesson II. Many students sent in Lesson II before the corrected papers for Lesson I were returned with the suggestions of the examiners.

We are looking forward to much better papers for Lesson III for students will have considered carefully the suggestions made on the corrected papers for Lesson I. Every Lesson should show improvement and future Lessons should be even more interesting to the student than the first two. Various phases of the subject of Salesmanship will be discussed in Lessons III, IV, V, VI, VII and VIII. These Lessons will undoubtedly enable the student to develop in the art of selling for he can put into daily practice the principles set forth in these Lessons.

We find one observation generally true of the papers so far examined. The nearer the paper the better the quality of the language and the character of the work. The student who takes enough pains to be neat generally thinks out the answers to the examination questions thoroughly. The examination paper we are now sending out is lined and the written work can be done much more neatly.

One big improvement is now noted and that is the ability of students to use their own language in writing answers rather than to memorize the text. The development of the power of organized thought can be obtained only by using one's own ideas and giving expression to them in the individual's own language. This is one of the most notable improvements in Lesson II. This ability is sure to be developed in the Salesmanship Lessons where the student is asked to write answers to questions, using his own selling experience as a basis.

The report on Lesson I which is very gratifying follows:

Total Corrected Papers for Lesson I returned .................. 2,348

Total Number of Stores submitting papers for Lesson I ............ 250

Total Number of Stores which have not submitted papers for Lesson I ........................................ 57

Total Number of Stores taking the Course .................................. 307

Total Number of Stores not taking the Course .................. 6

One of our Managers, Mr. W. J. Drewes, Tonopah, Nevada, pursues the following programme in connection with the Lessons:

In order to make the Lessons of the Business Training Course more impressive, we had printed on cards the size of our sales books, to be attached thereon the following:

(1) Did I present the advantages of the merchandise just sold in such a manner as to arouse the desire of the customer to profit or be pleased by it?

(2) Did I create additional business without additional expense?

(3) Did I sell goods that won't come back to customers who will?

(4) Did I thoroughly know the article sold?

(5) Did I know and tell the customer the service it will render?

(6) Was I just a clerk or a salesman in the sale just made?

(7) Did I exercise any Creative Salesmanship and thereby reduce the overhead?

We find that this not only makes the Lessons more interesting but when applied to every transaction makes us better salesmen and thereby renders additional service.

The student will find the method adopted by Mr. Drewes fits in with the personal analysis examination charts which are given at the end of all lessons, beginning with Lesson III. We urge every student to make a careful personal analysis and examination of himself, recording an accurate percentage grade in the spaces opposite the personal examination questions. These percentages will indicate in his own candid and frank examination of himself what success the student has had. We urge that this personal examination be made frequently. If this is done, the student can readily determine where and in what respects he still needs to be very careful in the development of characteristics of personality and salesmanship. These charts, which are not to be sent to the New York Office, will help all students to gauge their own rate of progress and development.

O child! O new-born denizen Of life's great city! On thy head The glory of the morn is shed, Like a celestial benison!
—Longfellow

Mr. and Mrs. Thomas H. Edwards, of the Hibbing, Minn., store are the proud parents of a son, born on the 17th day of May. Thomas H., Jr., hasn't learned to talk yet, but his dad surely has, and the folks at the store judge that the newly arrived will be talking soon if the reports that Dad hands out are right.

A nine pound baby girl is the most recent guest in the home of Mr. and Mrs. George Linton at Shoshone, Ida. The little girl has been answering to the name of Miss Sarah Nell since May 25th.

Manager Wright of the Shoshone Store writes us that it is a job to keep the proud father's feet on the ground.

One of the early duties and pleasures in the life of Mr. A. W. Hughes was acting as inspiring tutor to boys. With the recent arrival of John Whitaker in the home of Mr. and Mrs. Hughes his early pleasures are again realized. Mr. Hughes is one of the boys at the Moberly, Mo., store.

In Sterling, Colorado, there are a happy father and mother, Mr. and Mrs. Willard L. Cordrey who are rejoicing (since May 1st) over the arrival of a baby boy.

Another ray of sunshine has come into the home of Mr. and Mrs. Roy Hamilton Ott with the arrival, on May 20th, of a baby girl answering to the name of Phyllis Elaine Ott.

It is the usual custom to say that daddy is stepping a bit higher, but the folks in the New York Office have witnessed this daddy actually skipping up the steps on his jaunts from his office on the sixth floor to the ninth.

A Boston statistician has recently submitted facts to the effect that single men are much more steady and punctual in attendance upon business than married men who are called upon to walk the floor at nights. Brother Ott, the married men are awaiting your vindication of this statement.

On April 4th a seven and half pound baby boy arrived at the home of Mr. and Mrs. J. W. Groulage. He is a real boy and the proud father and mother have decided his name will be J. W., Jr. Mr. Groulage is the Manager of the Richmond, Utah, store.
The Patriotism of Obedience

When our forefathers drew up the Declaration of Independence, they declared that although all men are created free and equal, government is necessary to secure these rights. They believed that governments are instituted among men, deriving their just powers from the consent of the governed. Thus we have representative government. This is a distinguishing feature of Our Country.

Our law makers are elected by the people and represent us. America, therefore, enjoys the greatest freedom of choice and of speech. No President has become our ruler without the consent of the majority of our Citizens. Whether we voted for the successful candidate or not, we, as American citizens, have been true and loyal to the declarations of our forefathers. This is a fundamental principle of American liberty.

Therefore, loyalty to Our Constitution demands love and devotion to Our Country, obedience to its laws, support and defense of its existence, rights and institutions.

If we love America, we will be true to American ideals and traditions and, as loyal and obedient Americans, we shall not swerve from the clear and straight path of obedience to our laws. We will cheerfully obey the Constitution and all its amendments.

Let us now, as American citizens, give the full measure of obedience to the will of the majority of our people, as our love for Our Country demands.
BEHOLD it! Listen to it! Every star has a tongue; every stripe is articulate. "There is no language or speech where their voices are not heard." There is magic in the web of it. It has an answer for every question of duty. It has a solution for every doubt and perplexity. It has a word of good cheer for every hour of gloom or of despondency. Behold it! Listen to it! It speaks of earlier and of later struggles. It speaks of victories, and sometimes of reverses, on the sea and on the land. It speaks of patriots and heroes among the living and the dead. But before all and above all other associations and memories, whether of glorious men, or glorious deeds, or glorious places, its voice is ever of Union and Liberty, of the Constitution and the Laws.—Robert C. Winthrop.