GOD'S Purpose requires that we love one another, for only in so doing can we serve helpfully and lend a hand when the need calls.
The Spirit of Co-operation

Life must not be ordered by the competition of individuals in which each seeks his own interest whatever may be the cost to his neighbor.

True competition is that striving which raises the level of life for us all, while the true spirit of life is found in that mutuality of helpful service in which each recognizes the rights and privileges of his brother, friend and neighbor.

Not alone in commercial activity does the law of mutual service obtain. It must be the inspiration of home life, of friendship, of business and of tolerance toward the stranger.

Once we comprehend this application of the true nature of Co-operation we shall thenceforth live and have our being with one another in the spirit of that bond which proclaimed: All for one and one for all. And this is but another way of saying:

Love thy neighbor as thyself.
The Spirit of Co-operation

By E. C. Sams

President of the J. C. Penney Company

WHAT I mean primarily by co-operation is close and efficient team work between the Directors and all associates of the J. C. Penney Company. This co-operation must be based upon mutual confidence, for, without confidence, no business, of any kind, can operate successfully. Therefore, while we are the Directors of this business as a whole, each of our associates is—in a sense—the director of that part of our Company’s work that falls to his hands to perform. This close personal relation between our associates and their work is the health of our Organization.

We have never attempted to grade our associates. We never look upon any one except as a co-worker; we are all moving forward shoulder to shoulder, striving to solve the problems that arise in our nation-wide business of serving the public. Therefore, we extend to all our fullest confidence.

We must safeguard not only our business itself but this confidence of which we speak that binds us together as a working unit in the conduct of our business. Therefore our confidence is based upon co-operation. We want to know your problems and we want to share them and to confer with you in solving them, for only thus can we unify the running of this business and stabilize its momentum.

Business is constantly changing. If it did not change from day to day, we could soon learn all about it and there would be no problems to solve. But the great forces of supply and demand create countless activities of a kind that no man can foresee. We must reckon with these. These currents demand constant study. We, as a body of Directors, must study them from our point of view. You, our associates, must study them from your point of view. We both look upon the same problems but from different angles and only by our mutual consideration and effort can they be solved satisfactorily.

Therefore, let us never cease to study and by this study let us increase our ability and knowledge of market conditions, of supply, demand, production, distribution and all the like.

Sometimes in the conduct of business there is guessing. In nearly every form of business, men have been guilty of it to an extent. But we must never be satisfied to guess at anything that concerns the conduct of this business. Every man must master his work in full measure so that his opinion and action shall be based on what he knows to be true, rather than what he hopes to be true. Therefore, one of the essential factors in the cooperation of the Directors, and all the associates of this business, must be found in our mutual, earnest and thorough mastery of the problems that confront us.

Just here, I want to return to the thought that I presented at the beginning of this article. I want to emphasize the fact that co-operation as we, the Directors see it, as we believe it to be and as we try to practise it, is to let every one of you express yourselves fully in your ability to do your work. We want each one of you to carry out your initiative. Be willing to accept responsibility. Take all the rope that you need to demonstrate your ability. Do this up to the point where you are sure of yourself. Beyond that point let us co-operate. For in co-operation is safety.

I believe that the love of one’s work will solve the problem of co-operation. If we love what we are trying to do, co-operation will follow as a natural consequence. I want to illustrate this by telling...
you a story of a man who was searching the world for a certain kind of precious stone. He had experienced difficulty in finding this particular stone, but finally he learned that it could be secured in a certain store in Washington. So he journeyed there. When he went in he approached a salesman and asked him if he had the kind of stone he was seeking. The salesman replied that he had exactly what he was looking for and led him to the counter. The salesman produced the stone and it seemed to be just what the purchaser wanted.

Then the salesman told him all about the stone; where it was originally found; how it was cut and brought to its present state of beauty. He told him the price of it and in short, all about it. The customer thought for a moment and then said:

I don't believe I will take this stone today.

The proprietor who had overheard the conversation approached the customer and said:

You didn't purchase the stone that you were examining?

The man said: No, I have decided not to purchase it today.

The proprietor said: May I show you that stone?

The man replied: I don't think there is any use, because I have quite decided that I won't purchase it.

Oh, the proprietor said, I don't want to sell it to you, but I would like to show it to you.

Very well, replied the customer, I will look at it again.

So the proprietor took him back to the same counter, took the same tray of gems out of the case, lifted the stone from the tray, held it before him and began to talk of the beauty of the stone. He displayed the appreciation for the stone which only a man with love and affection for a thing of beauty can command. In a very short time the man took out his check book and began writing a check. He said to the proprietor:

I will buy this stone on one condition and that is, that you tell me why you could sell it to me, when I wouldn't buy it from your associate.

That's very simple, said the proprietor. The salesman who showed you this stone knows much more about it than I know. He told you of its origin, how it was cut and brought to its present state of beauty, but he lacks something that I have and that is the love and affection for the thing that he is trying to sell.

And so it is in our business. If we love the thing that we are doing, if we get up in the morning, glad that it is morning, if we go to our work feeling and displaying the affection for it that shows we love it, then co-operation between Director and Director, between Director and all associates, between Man and Man will take care of itself.

Benefits I Receive from Attending Church

By J. W. Cummings, Manager Hamilton, Ohio, Store.

THE benefits that come to a man from attending church are so many that I feel my inability to present them all in an interesting way. However, in thinking of my past life I readily see the many pitfalls I have missed by attending church.

All of us realize that as the week goes by we become more susceptible to temptation; we find ourselves the more frequently off guard. Then, I find that by attending church on Sunday morning, listening to the music and giving my close attention to the sermon I find a help and inspiration for the battles of the coming week, that I cannot secure in any other way.

It is then that we get a glimpse of the better side of life, a glimpse which brings us closer to the realization of our actual purpose in life. It is then that one offers his thankfulness to the Creator for his opportunities and for everything in life that is worth while. This makes a man a true optimist. He is sure, then, to love the laugh of a child, to love his neighbor as himself, to bring himself into sympathy with the mother as he looks into her care-worn face. It lifts him from the every-day temptations and makes it easy for him to cultivate the better and more profitable forces in himself.

Without hope man would be most miserable. To whom does man look to secure this hope? What is the best source to go to in order that one become filled with hope? I find that by attending church this hope grows stronger within me.

By attending church I get another vision of the man, that vision which Mr. Sams brought to us so forcibly in his address at the Convention of 1919 on: When a Man's a Man.

By attending church we are more apt to gain a better conception of the dollar's true value. We should not look on a thousand dollars as so much wealth, without having a clear conception of the good one might accomplish with that amount of money. In other words, we should not work for the dollar but for the good we may do with it.

I do not want to impress upon anyone that it is necessary to attend church to make a success in business. But it is my experience that attending church has helped to eliminate the vision of the dollar as something merely valuable in itself. Church attendance has helped me to learn intrinsic values; it has given me a clear vision that I am the Steward of all I have and after life is done that I am accountable for my Stewardship.
Heart to Heart

BY DR. FRANCIS BURGETTE SHORT

JUNE is here. The fields are robed in varied hues and colors and sweet fragrance fills the air. The trees are a-shimmer in their leafy garments adorned with delicate designs and evidences of fruit-bearing abundances are everywhere.

June is here. Birds are joyful and happy as they fly from tree to tree giving assurance that they are looking after their own little homes that are the centers of their concern and care.

Yes, June is here, and folks are beginning to think about and to plan for their vacation days—where they will go—what they will do and when they will return to their present homes or, perchance, set up home-making for themselves.

THE BRIDE COMES

June is here and along with it come the measured movements of music from Wagner and Mendelssohn announcing that the Bride is here, too. Her gown is a model of simplicity and the beautiful bridal veil adds grace to her stateliness. A wonderful bouquet she presses to her bosom with fondest delight and I can almost smell the perfume of the Orange Blossoms so daintily entwined in her hair.

Yes, the Bride is here along with June. I can see her entering the drawing-room or coming down the church aisle leaning upon the arm of her father, while the relatives and invited guests look on with a serious appreciation of the occasion, exceeding that of the principals for the time. I can see the Bride place her hand on the arm of her soon-to-be husband as the minister who proceeds to ask the solemn questions. I can hear them answer the questions clearly and fervently. I can see them receiving the congratulations of relatives and friends, and then off for their own vine-clad cottage that will soon be the sacred citadel of two hearts with but a single purpose and two souls with but one ambition—Devotion to each other.

I know of nothing else so packed full of unadulterated loveliness as a June wedding. I know of nothing that surpasses the embodiment of contemplated happiness of the June Bride. Nature, artistic planning and over-flow of soul combine to make it the most promising oasis along the pathway of life. The warm and clear sky, the profusion of nature's loveliest flowers, the singing of birds and the pervadure of God's great Out-doors with His approval—all combine in their contribution of Blessings upon earth's divinest consummation—the Wedding.

I have witnessed my full share of these scenes of embodied loveliness and anticipated happiness. I have looked upon hundreds of them come and go. Some have passed on along the highway of tender devotion until death did them part, while others have strayed off to the submerged byways of distrust, infidelity, scorn and death. However, I have been happy to rejoice, through the years, with those that rejoice, and I have tried to sympathize helpfully with those whose matrimonial felicity did not seemingly last very long.

THE TRAGEDY BEGINS

Some years ago, one morning, my phone rang and a voice calling my name said:

Do you know Mr. and Mrs. Blank?
I know who they are but I cannot say that I know them, I replied.

Well, they have separated and she feels you are the only one that can get her husband to return, said the voice over the phone.

The sorrowful woman came to see me and frankly told me her story. In some respects it was silly and in every respect it was sad. She told me of their little home and how happy they had been until—until—O, the volume locked up in that word—until. I need not—must not—will not tell it. But what could I do?

I meditated seriously and prayerfully over the situation during the day and did not forget the fragments of that broken-up home during my wakeful hours of the night. The next morning I succeeded in locating the husband, who had taken a room in one of the hotels. I told him what I had heard and he informed me it was all too true. I asked him to meet his wife and to return to their home with her. At first he refused to see her. Though the fault was his, he was stubborn. However, he finally said:

Well, I'll talk it over with her, if she cares to come down to the hotel.

THE TRYING OUT

In a few moments, she entered the room. I do not remember that either spoke to the other.

He was seated in a chair. I provided her with one,
and locating myself on the side of the bed, I said: I understand you have had some trouble. I know little or nothing of its cause but I have an interest in its solution. We must not leave this room until peace is restored. I want each of you to tell me what seems to be the trouble. Talk just as saucily about each other as you please and get rid of all your spleen. I will assume to judge which is right.

The face of a once beautiful bride looked the part of despair and lost hopes; there was no lustre in her eyes, no music in her voice, no gladness in her soul. Her countenance and her sobs indicated the awful struggle through which a real and a true woman was passing in the interest of her home and her nobler self, while the husband sat side-wise across his chair looking stern and defiant.

I asked them to proceed, and the husband replied in a sarcastic tone:

Well, it's up to her; it's her fault, not mine.

Certainly—of course—what else would we expect him to say?

She then looked him squarely in the face and replied:

You know that is not true.

was interesting, pathetic, lamentable. To her it was grievous. To him, it was a rebuke that verily chastened. I have pitied few others as I pitied her. I have blamed none more than I blamed him. She was right. He was wrong.

Having listened to the whole story, I asked them these questions:

What do you now want to do? Do you want to break up your home? Do you want to bring disgrace upon your family and untold grief to yourselves? Has the flame of love for each other ceased to burn in your hearts? Do you think you could be happy apart?

A NEW LIGHT

THOSE were tense moments. There were no more bitter words spoken by either; they had all been said and taken effect. The atmosphere of the room was changing; the winds of March and the frost of November were giving place to April showers and May sunshine. Each was sobbing the sobs of sympathy for the other and I was mingling my tears with theirs.

The richest experiences of life come to those who

JUNE CALLS TO RIVER AND MOUNTAIN

Then she proceeded to administer to him one of the cleanest cut rebukes any wife ever gave her husband. She told him how he had treated her, why she had resented it and why he left home. I had very little to do, except listen and to ask him to permit her to complete her story. To me it rejoice with them that rejoice and that weep with them that weep. The mingling of tears means the blending of natures, the fusing of dispositions in the common caldron of sorrow and the mingling of purposes and plans along the pathway of life. I was glad to see them cry. I was glad to cry with
them—to enter into their sorrow and to share their joys.

After the storm began to break, it was not long before they looked furtively and wistfully toward each other. I did not tell them what I wished, nor what I thought, nor what I saw. But I began to laugh and to thank God way down in my heart. The husband was losing his arrogant spirit and ceasing to utter words steeped in biting sarcasm.

Once in a while he would still a smile. That was fine. Once in a while she would blurt out some half-crying laughter. That was lovely. And when I concluded they had warmed up to each other sufficiently, I took hold of her hand with one of mine and his hand with the other and, putting them in each other, I said:

Mr. Blank, I want to introduce to you your dear wife, and Mrs. Blank, I want to introduce to you your naughty husband.

As they grasped each other’s hand, I reached for my hat and coat, and disappeared down the elevator. The scene of those two making up was too beautifully sacred for others than God and the angels to see. Therefore, I could not bear to witness it.

YEARS LATER

WEEKS, months and years passed. One day I met him in a southern city and greeted him eagerly. I asked for his dear wife. The story had changed again from happiness to sorrow. My inquiry re-opened the newly made wound in his heart. The spectacle of the past came up before him. The bitter words he had uttered came back to his mind. The scene in that hotel stood out in his memory and as he held my hand he said with intense effort:

I brought her body here for burial yesterday. She was such a good girl. I was so unkind to her, and if it had not been for you, Dr. Short, I don’t know what would have become of us. Poor girl! Poor girl!

And there he stood on the Main Street of that southern city holding my hand and crying, while passersby looked on in amazement and wonder. O, yes, I pitied him in spite of his attitude that day in the hotel. But I pitied him so much more as he held my hand and told me how much he would give if he could undo the past. Poor man! Poor man! And poor other men, too, who have been guilty of like conduct toward defenseless wives. They all regret it.

The story just related is one of the most pathetic I have known, and as I write this imperfect outline of it, I cannot keep back the tears. It all comes to me again: the call over the phone, listening to her tearful story, the meeting in the hotel, the reconciliation, her death and my meeting him so unexpectedly in that southern city. Too bad! Too bad!

THE JUNE BRIDE—WHAT BECOMES OF HER

HAVE you ever wondered what becomes of so many beautiful June Brides?

Answer: It depends solely upon the established relation between them and their husbands.

Questions: Have their countenances become haggard? Do they appear unhappy? Will they ever be buoyant and sweet, producing the fruits that are yielded only in those Homes wherein love nests are built?

Answer: It depends upon the relation established and maintained between them. Nor will this relation just happen; it must be planned, fostered and cultivated.

Sentiment and care must each play its part in the important program. The humdrum of married life? There is no such thing where the fires of sentiment are kept burning. There can be no such thing when each throws about the other the protecting influence inspired by confident devotion.

Certainly, problems will arise that must be settled. Differences will obtain that must be adjusted. Mistakes will occur that must be overlooked. Tastes will differ and they must be patiently cultivated. But every problem that may arise will be readily and lovingly adjusted when both are actuated by the deepest sentiment, seeking with loving care the other’s greatest happiness.

There are entirely too many once happy Brides that have lost the color from their cheeks and the buoyancy from their form by inconsiderate and irritable husbands, and too many of them have passed along the journey of life with a knowledge of happenings they dared not reveal. But these are far, far in the minority. I know our divorce Courts seem to be working overtime in airing cases it were better the world never heard. I know it. But I want to pay tribute to that vast multitude of sincerely loving, home-making, child-rearing, Christian wives and husbands who are living their lives humbly before God and profitably before the communities in which they reside.

And these are they that are nurturing the well-springs of affection with sentimental tenderness and devoted consideration. The personal courtesy, the pound of candy, the bouquet of beauty and fragrance, the tender caress—all these are the fuel that will keep the fires burning that were kindled years before. I wish we could not forget them; their bestowment would keep cheeks abloom, voices resonant and eyes a-sparkle; their practice would make the June Bride young in heart and happy in spirit, though the snows of many winters had fallen across her pathway.
A MAN'S worth to a community or nation is no longer measured by his physical assets, but rather by his ability to render service to humanity.

The late Russell Sage was perhaps one of the most unpopular characters that ever attained any great wealth. He was a hard working, careful, conservative business man. During his life he gave little thought, apparently, to the welfare of humanity; still, at the death of his wife, not long ago there was left, from his estate, about twenty million dollars to educational and benevolent organizations.

After all, did he not devote his entire life working to amass a fortune that sooner or later might be used for the betterment of society?

And what are we but guardians of the talents that have been entrusted to our care?

We came into this world without anything; we take nothing with us when we go. Our record here can be either one of two things: fame or riches. The former needs no towering statue to remind the world of its worth but the memory of one's deeds lives forever.

GIVERS OF SERVICE

CAN anyone doubt that the name of Theodore Roosevelt will ever pass from the minds of the American people? Although he accumulated a goodly amount of this world's goods which was told in one-half dozen lines, it took several pages to tell of his deeds and even then they were not half told.

Do you suppose his family would exchange the legacy he left them in the life of usefulness he lived for that of a few paltry dollars? His life is so identified with the history of our country in the last twenty years that his name will be immortal.

Think of the service George Washington, Thomas Jefferson, Benjamin Franklin, Abraham Lincoln, and scores of others rendered to this country. We think little of the pecuniary circumstances of these great men nor do we care. Their acts made history; this was the service they rendered.

Which, then, will it be, dear reader, a life of consecrated service that will live forever or a life of selfishness, with little thought of others about you?

What an opportunity for service at the present time!

Countries devastated by war or pestilence are appealing with open arms to the generosity of Americans. Not for money alone, but for enlightenment.

In India and China millions are dying annually that might be saved. Armenia, which for centuries has been terrorized by the ruthless Turk, looks to us for assistance.

The countries of our Allies, laid waste by the recent war and robbed of the flower of their manhood, find solace and comfort in the assistance we have given them.

Service! What greater incentive to urge us on and bring out the best within us when we have such an opportunity to help? Never was there so great an opportunity for red-blooded men and women as there is today. How thankful we should be to live in an age when we can have such an opportunity to help. Until a man learns that it is better to give than to receive, the full meaning of service will not be evident to him.

SERVICE IS UNSELFISH

TOO many men ask this question: What is there in this thing for me? The service they are willing to render is in proportion to the remuneration they expect to receive. Show me a man who renders service regardless of his wage, and I will show you a real man, a man who is a valuable asset to any community.

The men who have furnished me with my greatest inspiration have not been men of wealth but men of deeds.

In our stores, service is the one thing that stands out from all the rest, that is compatible with economic administration of our business affairs.

Some stores go to the extreme in rendering service; that is to say, goods are delivered, sold on approval, sold on indefinite time. These are not modern business ideas. They entail a useless expenditure for which the consumer pays and which is eliminated by the modern progressive store.

But the service we render costs the consumer nothing. We regard this kind of service as fundamental and necessary to the successful carrying on of our business.

Merchandise that is selected for our stores is chosen with the idea of service to our customers. Is it stylish? Is it durable? Will it give satisfaction? Salesmen in our stores are taught the value of true service; thus the store in each community becomes a center of service. It establishes a clientele. The store has a following so long as it continues to render service. The greatest advertisement that a store can possibly have is its service reputation.

Service cannot be bought nor paid for in money. It must be earned and rendered.

WHAT SERVICE MEANS IN OUR STORES

SERVICE in a store means something more than courtesy or kindness. It means that a store must be well kept, the windows well trimmed, the
stock in good shape, for it is impossible for a storekeeper to render service when his goods or wares are topey-turvy and covered with dust.

The man in the store who puts service first will see that the customer secures just what he wants, or as nearly so as possible. If he fits him to a shoe, it is neither too long nor too short, too wide nor too narrow.

The profit of a store is a by-product; it comes after service and unless the store renders a service there is usually no profit for there are no customers. Customers today are demanding something more than value; they want service and the man who is alive to this situation is the man who is most likely to be a success.

ADVANTAGES OF THE ORGANIZED STORE

The one man store is at a tremendous disadvantage, as compared with an organization, for the latter can offer the public many more advantages in the way of service. There are the advantages of concentrated buying, of united effort; the organization man has the advantages of the exchanging of ideas, of the help and assistance one store can give another. In all of these, the customer shares. I was first impressed with the idea of service when I began, as an apprentice, to learn the dry goods business. This was in Hamilton, Mo., in 1897. I started in at Hale Brothers store on a salary of twenty-five dollars for the year's work.

A PERSONAL EXPERIENCE

I STARTED out well, but it did not last long. I began to think about my wages being so small and, for a time, I lost interest. One day I had an awakening. No one had said anything to me but I knew in my own heart that I was not only doing wrong but I was getting nowhere; so I resolved to forget my salary, to learn all I could, to render as much service to my employer as if I were drawing one hundred dollars a month. Until I awoke to that realization I did not improve. But when I solved the problem, I began to grow and develop; my sales began to be bigger; I felt happier; I was a better man; and much stronger for I had had a fight and won. When I went west, a few years later, the service idea was well entrenched in my mind. It had paid me, not so much in a monetary way, but in other ways that mean so much more.

Co-operation vs. Reconstruction

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

NEVER have the nations of the world so much needed co-operation as they do today.

Co-operation is just a familiar word, the meaning of which is joint operation.

During no time in our national history have we been confronted with the amazing array of complex problems, financial, commercial, industrial, foreign, and domestic that we face now. If I were asked at this moment for the most practical solution for reconstruction of the business affairs of the world at large, I would say: Co-operation.

As to our own Organization, our future success depends almost entirely upon co-operation. What progress we shall be able to make depends on just how thoroughly we all co-operate with our associates.

Our Organization is one in which Co-operation means everything. One man alone can do but little. Co-operation is the very soul of progress. Great is the opportunity before us and to avail ourselves of it we must set our house in order. The change is upon us. The greatest battle ever fought is before the American people to-day. We must whip ourselves.

The Business Training Course, made possible by our Educational Department, is but another proof of the great change that is upon the business world to-day. We must know our business better. The time is near at hand when business men cannot grope in the dark for the knowledge they need. Training must go hand in hand with the day's work. The successful business man must be prepared to face the most difficult problems. He must learn to act quickly for he who hesitates will be lost.

The whole world is in the midst of a reconstruction period. The J. C. Penney Company is face to face with the problems of the day but the substantial gain in sales of so many of our stores since the revision of prices January 1st, proves beyond any doubt that we are masters of the situation.

The future success of our Organization is the responsibility of every one of us. It depends on how well we work with one another, or how well we work for one another. The more we co-operate the more we shall want to co-operate. Let's all pull together Boys, over the road to mile post No. 1922.

Everything is in our favor if we work faithfully and sacrifice for the common cause of us all.
Harmony in the Life Partnership

By MRS. DORA HUMESTON, Ishpeming, Mich.

DID you ever see a team of horses, one, his head up, pulling with ease, the other with head drooping, traces slack or worse yet, plunging around and wasting energy? It always reminds one of people in a life partnership. In-harmony is the little fox that spoils the vine of efficiency. Physicians recognize the physical effect and financiers the business effect. A disturbed home atmosphere is as destructive to business success as a disordered digestive tract. This is why our Company prefers men whose wives show a leaning toward team work.

Probably somebody says: Why pick on the ladies as the possible slack or plunging partner? Simply because the men have already been chosen for their partnership qualities and their training begins the minute they apply for the position.

The base of partnership-harmony is interest. Interest puts self aside and helps the individual automatically to follow the principles of efficiency. Whoever feels interest carries himself a long way on the path of success. The double strength in the team work of husband and wife naturally gets full horse power results. So it is the aim of every Manager to foster teamwork in the lives of his associates, domestic as well as business.

HOME atmosphere is hard to define but it isn't hard to spot. It is a pretty safe bet that in the average store the employees have the domestic number of every one of their associates. What of it? Well, assuming that the man is real J. C. Penney Company material and yet isn't progressing rapidly, then everybody knows who is retarding the procession. If he is already a Manager what place can the wife fill in the store's spirit of friendliness and co-operation? If she can't guard and guide her interest in her side of the business game how will she manage to guard and guide her tongue in all times and places?

Wordsworth has said this:
Endurance, foresight, strength and skill:
A perfect Woman, nobly planned,
To warn, to comfort, and command.

Interpreted literally it sounds rather maternal, but broadly it means partnership. It means keeping interest at such white heat that warning, comforting and commanding will be just another form of business acumen—just the double strength necessary to resist the corroding influences of discouragement.

As statements about running a store must be elastic to permit of good judgment about local requirements so must statements regarding domestic conditions be equally elastic. Every wife is not equipped to be a working partner, nor does every man require such specific help, but just as the universe is tuned to the key of harmonious action so must husband and wife tune themselves to the key of teamwork else there will be seesaw results. One person cannot tell another how this tuning is to be done. It has to come through self analysis. One heartening thing is that few are born with the tuning already done. This isn't to be wondered at since each lived twenty-some-odd years before either thought of the other as a partner.

SINCE we are talking to the hypothetical restless wife let us suggest that she ask herself some questions. For instance:

Am I holding the bit in my teeth until something breaks this period of economy?
If you are it will be longer in breaking.
How about my faith in my partner's ability?
There is the big thing! You never can tell what jumping ability a frog has till you prod him. But set your heel on him and how far will he go? Our Company makes it its business to have faith in the men it hires.

Or does some wife think business is just a matter of buying goods and putting on a get-rich-quick profit and then ordering a Cadillac and becoming oblivious to the rest of the game? Only as people get the true vision of business can they rise from pipe-dreams to substantial realities.

Seek and ye shall find. Each must do his own seeking. What woman would wear a basque or a habit-back skirt when smart one-piece dresses are in vogue? She would seek a way to modify her garments to meet style requirements. Instinct would make her get into the game; interest would carry her through. But the result would depend upon how joyously she went about it, for ideas crowd into a mind cleared by joy and interest. Now just compare the new business venture to the dress-making in this word-picture. There is a similarity, isn't there?

THE J. C. Penney Company has reached out the glad hand to your partner; has blazed the trail for him. Are you going to balk at a few rough places and let him do all the pulling? No! You are not built of such flimsy material. You'll get in tune and by the time he becomes a Manager you will see that a tidy basement spells efficient Saturday selling instead of the unnecessary night work you thought it. You will be as satisfied over it as with your own tidy home.
M ANY have searched the world for a full and adequate definition of the word Home and have found it not yet beautiful and many have been the answers. What does it mean to you—"A world of love shut in, a world of cares shut out" or "Home is where the heart is"; is it "Heaven on earth" as it was to Thomas Hood or the "Happiest spot on earth" as Oliver Goldsmith described it? One writer has described it thus: Ask a little child, what is home? You will find that, to him, it is the whole big world—he knows none other. The father's love, the mother's smile, the sister's embrace, the brother's welcome, that's his heaven, his glory-land. There he pours out his troubles. There he buries his sorrows too deep for any resurrection.

Home! When the evening shadows draw on apace, in old age, no star shines brighter than the memory of our childhood home. And the writer goes on to say: We must pack the child's trunk for the journey of life. In the first tray he would have us place the things that make for his physical good. The second tray must contain those things which make for a cultivated, educated mind. The third tray must hold all that makes for moral good and worth and the choicest tray is kept for his religious equipment. We who call ourselves grown folks are but children of a larger growth. We should begin where our parents must leave off and through life keep adding to the equipment in each of the trays of our particular trunk. Let us make our J. C. Penney Company homes and home influences such that the children will find their equipment for the journey of life complete and that we shall be daily adding to our own equipment those things which we find lacking or needful.

IN order to make home attractive, and therefore a real home center, certain things are necessary. There must be cheerful and healthful surroundings. There must be peace and quiet, love and sympathy. Mother and father should be the children's chums. The children should be kept busy and interested. Idleness breeds discontent and mischief. They should have healthful recreation and certain appointed tasks. We are most interested in that which we help to create, therefore let us teach the children to help create the home influences. I can well remember when home attractions had almost no rival. Today the auto, the movies, the dance, clubs, societies, lodges, golf, baseball and—yes—even the airplane are bidding for first place. These and kindred attractions are making it increasingly difficult to make and keep home the center of attraction and influence. Not that we love home less but these other things more, allowing them to encroach on our time more and more until the home life is crowded out.

Again we are leaving education, both religious and secular, too much to the Sunday school teacher, the preacher and the public schools. The A.B.C's. of both should be learned on father's and mother's knee. The home is the center of power. There we find the place for building a nation in virtue, knowledge and religion. We should be careful to create a home atmosphere in which the physical, intellectual and spiritual life of a child may freely unfold and develop.

THE children in the J. C. Penney Company homes of today will be the dominating spirits of our great Organization a few years hence. As we build our homes today so shall our Organization be built tomorrow. It has well been said that an institution is the length and shadow of a man. J. C. Penney Company homes should be in harmony with the stores and with the aims and high ideals of the Company. The homes should enter into the plans, ideas and feelings of the stores and lend their hearty support to all efforts put forth. The ideals of each should influence the other. What home could fail to be made happier when influenced by the noble principles which actuate our associates in business? And again, I ask: What organization could fail to be more prosperous and successful when influenced by the harmony, love and inspiration of home?

We are striving harder each year to make our stores centers of community service, to give the public more of that service which money cannot buy, more of that service which only the Golden Rule in the heart of each associate can prompt us to give. And while our stores are becoming, more and more, centers of community service, let us strive to make our J. C. Penney Company homes not merely centers of influence for family life solely but centers of community influence as well.

The service ideal of our Company should be the service ideal of our family. Let us, each one, be willing, if necessary, to sacrifice our time, our pleasure, and our personal desires if by so doing another may benefit. Let the motto of our home as of our Company be: We serve you better.
The Conditions of Success

By George T. Mitchell, Manager, Preston, Idaho, Store

A GREAT many people sum up Success by asking: How much is he worth? How many automobiles, farms or stores has he? Many of us figure success by our bank balance or by the salary we draw.

Webster says: Success is the favorable termination of anything attempted.

Mr. Penney has said: Every day of my life I thank God I am a member of an Organization which has for its aim in life something more than the mere making of money. I think the man who has for his goal the making of dollars is about the most miserable creature on earth.

Success is service. When our service reaches its highest degree of efficiency, then is our success most apparent. We arise in the morning leaving a happy household whose loyalty is the foundation of success. We proceed to our place of business with a smile and a cheerful Good Morning to all. We organize ourselves for the day's demands, going out of our way to help the other fellow with his tasks and problems. We serve the customers as we would our best friends, putting the very best we have into everything we do. We strive to raise the ideals of all with whom we come in contact, making an effort to better conditions, in the home, the store and the community. That sort of a day brings a man happiness. Are all of your days of this kind?

LET your own conscience tell you of the unsuccessful days. We never live one without knowing it.

Life is not luck, neither is success luck. It has been said that luck means rising at six o'clock in the morning, living on one dollar a day when we make two. Minding our own business and not meddling with other people. Luck means appointments you have never failed to keep; trains you have never failed to catch and trusting in God and your own resources.

Are you turning to account all the faculties and personal advantages which may be employed in connection with your vocation, which may be made effective instruments in the promotion of your success?

Make a self analysis. Subject yourself to honest searching scrutiny. Determine your strong points and your weak ones. Decide whether you are deriving the fullest possible advantages from the former and plan for a complete eradication of the latter. Bear in mind that all your skill today originates in your thought-power of the past. The man you desire to be can be created by your thoughts in the present. Constantly have in your mind's eye a picture of yourself in the character you are desirous to attain.

Proper preparation makes one ready for opportunities when they come.

Life presents unfathomed depths of joy, of happiness; wonderful possibilities of development. We can best enjoy these by giving to the world, at all times, the best that we have and by giving to our fellow man in excess of what we receive.

The Plan

By Mrs. Roy L. Malmsten, Mt. Pleasant, Utah

'Twas a wondrous plan that placed us here,
'Twas planned in heaven above,
God bade us look to Him for cheer,
For faith and hope and love.

The plan was laid for each and all,
Tho we alone could choose,
Either to climb, mark time or fall,
Either to gain or lose.

We are either here or there, our will—
We do much as we please,

We shirk, we work, do good or ill,
Or simply take our ease.

But if we should His help but ask,
His guidance every day,
Our day is well, there is no task,
Our joy is there alway.

'Tis ours and ours alone to choose.
If we ignore the plan
And it is written, we shall lose.
A man is but a man.

JUNE, 1921
Economic Review
A Statement of General Financial Conditions

By Prof. D. Walter Morton, Educational Department

GENERAL CONDITIONS: There are signs of business improvement but nothing to warrant enthusiasm over the general outlook. Some financial experts declare that we are now entering upon the last stage of the post-war reconstruction period but few persons are willing to hazard a prediction that the end of the reconstruction adjustment period is in sight. Compared with the conditions of last November and December there is considerable improvement but the summer months, even in normal times, are usually the dulllest months of the year in many lines of business.

Impending legislation causes some uncertainty. The Young Emergency Tariff Bill passed the House on April 14th and passed the Senate on May 11th. The bill is similar to the Fordney Emergency Tariff Bill, with the addition of an anti-dumping provision and also provisions for limiting currency depreciation.

Secretary Mellon has sent a communication to the House Ways and Means Committee, outlining his views on Tariff Legislation. He suggests the repeal of the Excess Profits Tax which he would replace with a modified tax on corporate profits or a flat additional income tax on corporations and the repeal of the $2000 exemption now allowed. He would readjust the income tax rates to a maximum combined normal and surtax of 40% for the present year and a reduction to 33% thereafter. This would apply to incomes of $70,000 or more.

Mr. Mellon suggests the retention of the miscellaneous specific sales taxes and excise taxes, including the transportation tax which brings in about $350,000,000 annually. He proposes the adoption of new tax provisions, such as increased stamp taxes or a license tax on automobiles. The uncertainty regarding the final test of both the tariff bill and the income tax measure added to the business uncertainty.

One of the big problems is to bring back foreign trade to the level of 1920, from which it has fallen 33% in value. Unless some means is provided to increase foreign purchasing power we can see no early solution of this perplexing problem.

The railway wage question, which was so menacing a month ago, has been temporarily adjusted by the Railroad Labor Board which decided that the present national rules and regulations shall be abrogated on July 1, 1921. This decision will allow all roads to negotiate directly with their men.

LABOR: The labor situation is still ominous. Strikes and threatened strikes are reported almost daily. It is estimated that there are 3,000,000 idle in the nation. The greatest unemployment exists in New York City, Philadelphia, Chicago, Cleveland and Detroit. Six thousand engineers have gone out, tying up some 200 ships in New York Harbor. About 40,000 unlicensed men are affected by the refusal of seamen and firemen to accept a 15% wage cut. Printer's strikes are crippling the printing plants in 54 cities, in which 8000 men are estimated to be on strike. Four thousand five hundred men in printing trades are out in Chicago. The men are demanding a 44-hour week with the same pay they have been receiving for a 48-hour week.

According to figures from thirty industries, from pins to automobiles, with 900 firms reporting, there were 245,000 persons employed in the Chicago Federal Reserve district on April 1st as against 370,000 on the same day last year. Weekly payrolls totaled $7,800,000 as against $12,205,000 a year ago. Labor must undoubtedly realize that it must make its share of sacrifice, if we are to complete the readjustment period at an early date.

The Department of Labor reports that the wage loss to workers will amount to $1,000,000 a day, while the loss to employers is approximately $4,000,000 a day. This is a real economic loss which may never be recovered. No laborer can sell today's time again and the losses in wages will cause much suffering among the families of the strikers, if the strikes continue for any length of time. Production also must suffer and production is necessary to bring prices down to a normal level, where the purchasing power of the dollar will compensate for the lowering of wages.

STEEL: One of the outstanding events of the past month has been the announcement by the U. S. Steel Company, of a reduction in the price of steel. The reduction ranges from $1.50 on certain classes of products to $15.00 on other classes. This price reduction may stimulate construction. Wage reduction announcements have followed the price reductions. The wage reduction amounts to about 20% and will save about 58 millions a year. It will bring the wage scale back to the level of the early months of 1918.

COST OF LIVING: Statistics prepared by the Department of Labor show a decrease of but 1% in the retail prices of food for the month of March. The index figures fixed by the Federal Reserve Board show a reduction since January of 11% in raw materials as compared with 3% in prices to the consumer. The index figure now stands at 50% above the 1913 average.

JUNE, 1921
AMPLIFIED RESPONSIBILITY

LACING the Ballot in the hands of Women has not lessened their responsibilities; it has amplified and intensified them; it has not proven a reason for neglecting their home duties, though many may have accepted it as an excuse for their so-doing. Hitherto the important sphere of a Woman has been her home circle—wife to her husband, mother to their children and companion of them all. There is nothing better than filling just those positions. She has learned by personal experience and contact with home problems in their every form and phase just what the home most requires in order that it may attain unto its intended place in life's unfolding programme.

Her knowledge, gained by such experience, places her in the position to enter upon her broadened opportunities keenly conscious of what the world outside of the home ought to become and do in order to place it where it properly belongs, and THE DYNAMO believes she will accept her responsibility in the fear of God and will enter upon her enlarged domain with the high purpose of fully measuring up to the privilege afforded her.

We may, therefore, anticipate that the coming years will result in a higher degree of spiritual idealism and effort on the part of our national policies and our local endeavors. Politics will cease to be dominated by groups of partisan demagogues unmindful of the moral, intellectual and physical welfare of their constituency. The vast majority of women seek first of all to do the right thing, and since their intuitive sense of moral perception is keener than that of men, they may be fully counted upon to support those issues and men that have as their foundation the general principles as set forth in the Decalogue and the Sermon on the Mount.

And further, THE DYNAMO believes that through their influence Child Labor will be reduced to a minimum, sobriety will be encouraged and preserved, the single standard will ultimately take its place in society, the divorce iniquity will receive its death-dealing blow and the old-time sanctity of the Home will once more sweeten the social atmosphere of the entire world.

HOME—CENTER OF POWER—HOME

FOLKS may sometimes laugh and even sneer when told about the old-fashioned homes in which love nests were built but it will be well for those very same folks to remember that the security of any nation and of all nations is snugly wrapped up in the safe keeping of its homes and their homes. And when told that the guardian Angel of national life and security reposes in the sacred citadel of the wife's and the mother's influence, let no one question it. Illustrations of loyalty to God and to Country reach their highest degree of excellency in Womanhood, and this degree has never been exceeded by that attained by the Womanhood of America.

During those awful days in 1917-1918, when so many of our American Mothers were called upon to give their Sons that the World's freedom might be maintained, I lived in Spokane, Washington, and I can testify to the unadulterated loyalty of those Mothers and Sweethearts. I have tried to cheer them in their hours of leave-taking and to comfort them afterward when the sad, sad news came from across the seas and yet, never have I heard a single word of regret in being able to give a son to such a noble cause.

MATERNAL INFLUENCE

THE Home, the Home—it is the center of our Christian instruction, ideals and inspiration by precept and example, and it is the fountainhead of our patriotic faith and purposes. The atmosphere of the home is very positive, very real and largely decided by the dominating spirit of kindness as manifest by the wife and mother. What she is in the deepest depths of her soul will, in time, be
reflected by all those that imbibe her silent influence. This Mother whose soul light is kept aglow by contact with His light is God's divinest adornment and earth's greatest blessing.

I wish they were all so. I do. But there are some so-called homes where such wholesome and stabilizing influence is not known—the homes of unnecessary poverty, improvidence, shiftlessness, the gad-about, the matinee devotee, the card-playing enthusiast. O such homes! Such Homes! Where the children are looked after mostly by servant, and where the husband is obliged to eat his breakfast alone.

We all know some such homes, and we regret their loss of life's richest experiences. We pity them all, wife, husband, children. We would correct the loss they are all sustaining, if we could, and we would bring to bear upon them everywhere the influences of the ideal home, where the Mother of men dominates by kindness and inspires to noble deeds by the gentleness of her spirit.

**HOME INFLUENCE IN BUSINESS**

Just what a man amounts to in business does not depend solely upon his own genius, industry, determination; the atmosphere of his home is a very deciding factor in business success or failure. The sympathetic relation of the wife to her husband's business is fuel for his ambition all day long and her encouragement keeps his spirit of determination at the white heat of effort all the time. We have seen the results of such a spirit of co-operation and we have rejoiced abundantly in their successes.

"Cling to thy home! If there the meanest shed Yield thee a hearth and shelter for thy head, And some poor plot, with vegetables stored, Be all that heaven allots thee for thy board, Unsavory bread, and herbs that scattered Grow wild on the river brink or mountain brow; Yet e'en this cheerless mansion shall provide More heart's repose than all the world beside. Cling to thy home."

**WOMEN STUDENTS OF COURSE**

Some of our Store Managers are reporting that their Saleswomen are not taking the Business Training Course for the reasons: Some are married and have not the time, others are thinking about getting married and still a third class don't care to take it.

The Educational Department has tried to make it plain that no one is obliged to take the Course—it is entirely optional. We are sorry that some Saleswomen cannot take it but most of all, we regret that some others don’t care to take it. We feel the latter class is making a serious mistake and one that they will deplore in the coming years. But the worry will not be ours.

However, the brighter side to the situation is this: A very large number of our Saleswomen are taking the Course and evidencing great enthusiasm in their work. This means that their information will be broadened, their knowledge intensified and their inspiration will be quickened. They will not only become more intelligent Saleswomen but also better wives and more serviceable to their respective communities.

The Educational Department extends its heartiest congratulations to the large class of Women enrolled in the Course. We sincerely wish all were taking it. But the number will increase steadily, no doubt.

**TEAM WORK IMPORTANT**

The present standing of the J. C. Penney Company in the mercantile world is not the result of chance or a just happen so. The result is that it has behind it positive causes: A dominating idea, a purposeful determination, wise planning, quality in Goods at lowest possible costs, organized effort and team work. These are all succeeding elements but the team work became a vital factor early in the life of the Company’s career.

More and more are organizations learning and practicing the team work method. The star player must learn to adjust himself to and become a part of the team machinery; he cannot play the best game for the team by seeking to occupy the stage alone; he must relate himself to every other player; he must gladly function with the entire team in harmony with the program as outlined by the directing head.

Team Work is one of the principal factors in the development and strength of our Company. We have no star performers; they are all dependable and loyal players in the J. C. Penney Company game of merchandising; and when an extra effort is required, every man is ready to take his place and to do his full share in the desired task. Team Work is the system that, under wise direction, will cause the Company to head the list of Chain Store accomplishments within the next few years. The Game has started, and every Associate is ready. All together! Let’s Go!

_June, 1921_
A MEETING was called by our Manager, Mr. Clausen, of the associates of Store No. 78, for the purpose of reorganizing our Club.

The following election of officers took place: Mr. F. W. Tracy, President; Mr. J. L. Magnusen, Vice President; Mr. J. P. Reilly, Secretary, and Mr. N. Clausen, Chairman and Instructor.

After the election of officers, it was decided to call our Club The Penney Educational Club of Devils Lake, North Dakota.

The following subjects had been assigned to the members at the previous meeting and were discussed at this meeting:


Each talk was followed by a general discussion pertaining to the question.

Mr. N. Clausen explained to us the purpose of the Business Training Course, and the necessity of each member giving it wholehearted support.

We then took a vote of thanks to Mr. Penney and the Board of Directors for making this Course possible for us, and we pledged ourselves to be worthy of the opportunity afforded.

JOSPEH P. REILLY, SECY.

SALT LAKE CITY, UTAH

THE largest and most enthusiastic meeting of the year was held at the Salt Lake City store Thursday evening, April 7, with all the valley stores attending. Mr. H. R. Done of the Salt Lake City store presided as Chairman.

The entire evening was given over to Lesson No. 1 of the Business Training Course. The committee appointed at the last meeting, which was comprised of a representative of each of the valley stores, assigned the questions. Each store was assigned two questions which were covered by two members of their respective stores.

Five minutes was allowed for open discussion after the answering of each question, the result being that on quite a few of the questions we went over the time limit. The questions were covered by the following members:

No. 1, Miss Greenwood, Midvale Store.
No. 2, Mr. Plume, Murray Store.
No. 3, Mr. Carpenter, Salt Lake Store.
No. 4, Mr. Harcourt, Salt Lake Store.
No. 5, Mrs. Hangar, Murray Store.
No. 6, Mr. Baldwin, Bountiful Store.
No. 7, Mr. Albrecht, Midvale Store.
No. 8, Mr. Carter, Magna Store.
No. 9, Mr. Schwan, Salt Lake Store.
No. 10, Mr. Rutherford, Bountiful Store.

Upon Mr. Payne’s suggestion a vote was taken and it was decided that in preparing our answers to the questions we should cover them in detail for our meeting. However, in writing out our answers to be sent to the Educational Department for examination it was decided to cover them fully but to make them as short and to the point as possible.

Our next meeting is to be held Thursday evening, April 28, at the Salt Lake City Store at which time we shall cover Lesson No. 2.

J. J. DALY, SECY.

SALT LAKE CITY, UTAH

OUR regular meeting was held at the Salt Lake City Store Thursday evening, April 28, 1921, at all the valley stores attending. Mr. Hockstetter of the Midvale store presided as chairman. The entire evening was given over to Lesson No. 2 of the Business Training Course.

Mr. Hess, Mgr. of the Bountiful store, covered question No. 1. Miss Donna Erickson, Salt Lake City store, No. 2. Mr. Swenson, Magna store, No. 3. Mr. Bozart, Mgr. Murray store, No. 4. Mr. Tripp, Midvale store, No. 5. Miss Donna Harris, Salt Lake City store, No. 6. Mr. Barbee, Bountiful store, No. 7. Mr. Robinson, Murray store, No. 8. Miss Dorris Zwick, Salt Lake City store, No. 9. Miss Egbert, Midvale store, No. 10.

The ladies who covered questions at the meeting were highly complimented on their splendid papers. The meeting voted to extend to Dr. Short an acknowledgment of his letter of appreciation for the manner in which we conducted our meetings.

Our next regular meeting will be held Thursday evening, May 19, 1921.

LET’S GO! J. J. DALY, SECY.

BAKERSFIELD, CALIF.

A REGULAR store meeting of the Pep Club was called to order on April 12th by our Chairman, and opened with the singing of our usual song.

The minutes of the previous meeting were read and approved.

New merchandise was discussed by the heads of the various departments.

Mr. Carlson spoke on the subject of Essential Phases to Good Merchandising.

Mr. Worthington spoke on Service.

Mr. Young spoke on Co-operating with the Office; Mr. Donie spoke on Giving 100 per cent Service. Mr. Spencer read an article on Self Respect in Business.

Meeting adjourned with the singing of America.

MATTISON, ILLINOIS

THE meeting of the Mattison Efficiency Club was held on Tuesday, April 5th, with Mr. J. A. Murphy, Chairman.

The Chairman talked to us on holding the customer’s interest. When finishing a sale, he said, don’t stop with saying: Is there anything else, but show other merchandise and talk about it.

Mrs. Akers gave a short talk on: Loyalty to our Company.

Mrs. Cazenave spoke on being careful when making out sales slips. Always add them twice. Be sure you are right—then go ahead. Watch the pin ticket on merchandise, as in some instances such as underwear and overalls, different sizes carry different prices.

Mr. Robertson spoke about keeping the shoe stock straight, and putting shoes back in the proper box.

Mrs. Cazenave gave a short talk of interest to the store. A few outstanding facts were: Courtesy in answering phone calls, suggesting and showing more merchandise, the benefit which can be obtained from the Business Training Course the J. C. Penney Company Educational Department is giving.

P. R. COURTNEY, SECY.

PORTERVILLE, CALIF.

ON April 12th, the first regular meeting was held since March 15, due to the fact that the time had been devoted to the Business Training Course.

The meeting was called to order by Mr. Hyden, with all members present.

Mr. Slivers read the minutes of the last regular meeting.

Mr. Berglund reported on the new arrivals in dry goods and called our attention to new summer materials.

Mr. Dudding explained the finer points of our new oxfords and pumps.

Mr. Hyden called attention to the new
furnishings, especially the silk shirts and straw hats.

Mr. Silvers gave a talk on the importance of coming to Pep Club meetings with material on hand to conduct the meeting in order that it might accomplish its mission more easily. He also called our attention to the fact that if THE DYNAMO is to live and expand it must have the contribution from and the support of the associates. To accomplish this end, at every meeting some member should have an article ready. (Splendid —Editor).

Mr. Sammon read an article from the Los Angeles Apparel Gazette on the Key to Stock Numbers in Shoes.

An excellent article for THE DYNAMO was read by Mr. Dudding entitled: As a Man Thinks—So Is He.

Mr. Berglund read an extract from last month’s DYNAMO which dealt with the care that should be used in making suggestions to a customer. He also read the Economic Review.

Things in general throughout the store that needed attention were brought to mind by Mr. Sammon.

After a general discussion the meeting was adjourned.

R. J. SILVERS, Secy.

DICKINSON, N. D.

A REGULAR meeting of the Better Service Club, held on April 12th, was called to order by Mr. F. P. Whitney, Chairman.

Following the roll call, the minutes of the last meeting were read and approved.

The election of officers followed. Mr. B. O. Refvem was elected Chairman, Mr. George Steckler, Vice Chairman, Miss Oukrop, Secretary and Treasurer.

Various questions brought before the meeting were read and discussed.

The remainder of the time was spent by Mr. Whitney reading the little book entitled That Something. This is a splendid story and we all enjoyed it.

Every one left the meeting with enthusiasm and a feeling that it had been of great benefit.

MISS LAURA OUKROP, Secy.

VENTURA, CALIF.

A MEETING was called on April 14th, at 8:00 P.M.

Mr. Hensey explained the use of the Question Box. He told us that in it were to be deposited any questions that may arise during the week that could be discussed and answered at the next meeting.

Mr. Lovvorn read an advertisement from a magazine, along the lines of the Turn-over, or the Turn as it was stated. From this article the members learned that the word Turn would be the master word for 1921; that all profit would be determined from the word and the action of the Turnover or Turn in merchandise.

In other words—sell quick and buy often. Light stock would be the doorway to a bigger and more prosperous business year.

Then the study of the Business Training Course was taken up for further discussion.

Meeting came to a close after the Lesson was finished.

MAYNARD JONES, Secy.

PALESTINE, TEXAS

THE Penney Pep Club, Store No. 236, held its regular monthly meeting on Monday evening, April 14th. Every one present displayed keen interest in the discussions of the various topics, bearing mostly on how every associate could be loyal to the ideals of our Organization. Our Manager gave a very interesting talk on this subject, speaking in detail of those things that are essential that one may be loyal. Each associate was then called upon to give his definition of Loyalty.

We are all greatly interested in the work carried on by the Educational Department. The opportunity offered to all of us to learn more of the things that are fundamental to success and to make us more efficient to carry on the great work of our Organization is one we appreciate highly.

In the future, it was decided to hold our meetings on the first Monday evening of each month. F. M. BUTLER, Secy.

An Advertising Suggestion

Mr. E. M. De Moss, Manager of our Clinton, Iowa, store, writes us: “I am enclosing an ad I am running this week in the High School Annual, and with this an ad featuring Organdies and Blue Serge Suits for the High School dance at the end of the year festivities.”

J. C. PENNEY COMPANY—A NATION-WIDE INSTITUTION

“More Truth Than Poetry”

In Clinton, a freshman named Hope,
Gave all of his class some new dope,
“If at PENNEY’S you’ll trade
Your fortune is made
For there you can never go broke.”

A Soph in this school, who was clever,
Made it her her earnest endeavor
To save money each day
And to put it away
To buy shoes she knew were all leather.

Your professor who trades at our store,
Will tell you he always saves more;
And the goods that he buys,
Are the best, in his eyes
That he’s seen since he crawled on the floor.

Now the reason for this, as you know,
Is the fact that wherever you go,
Our stores you will find,
And they bring to your mind,
That they’re BETTER or they never would grow.

—By E. M. DeMoss

A NATION-WIDE INSTITUTION

J. C. PENNEY COMPANY, INC.

312 DEPARTMENT STORES

1st Door West River House
210-212 Fourth Avenue, Clinton, Iowa

J. C. PENNEY COMPANY—A NATION-WIDE INSTITUTION

17
The Customer

DO NOT ARGUE WITH A CUSTOMER

WHEN a customer says, I can do better elsewhere, then it is the time to give him information regarding our system, our enormous buying power, our buying and selling for cash, no delivery system, and so on.

Instead of arguing and insinuating that the customer does not know what he is talking about, it is sometimes advisable to change the conversation to a topic which the salesman thinks he is interested in. If his views are not the same as yours do not oppose him. It costs nothing to let him think that he is right. Do not oppose the arguing customer and you will have a better chance of making a sale and a satisfied customer.

Lima, Ohio.  
DAROLD PLACE

THE HESITATING CUSTOMER

WHENEVER I sell goods and the customer does not want to buy, I always put forth earnest effort to discover the real reason.

Excuses are not reasons. A customer will find all kinds of excuses for not buying, but it is often difficult to learn the reason. You can never make a sale until you find out the real objection and you cannot answer the objection until you know what it is.

One time I was showing a customer a shirt. She listened very carefully to everything I had to say. She admitted the value was very good but still I couldn't sell her. I talked a long time and tried to convince her but failed. As I was putting the shirts back into the case slowly, I said to her: Is it the pattern of the shirt to which you object, Mrs. Jones?

Well, really, she said, I don't know whether my husband would like it or not. Is your husband here? I said. Yes, she replied, he is outside in the car. Would you mind if I call him in to see the shirt?

Why no, she replied, but we are in an Rush hour today.

I called in Mr. Jones and showed him the shirts I had been trying to sell. It was only a matter of a few minutes when he had decided on the shirt and the sale was made.

In this instance, salesmanship is nothing more or less than finding out the real reason for the customer's refusal to buy.

If I had not found out the real reason I might have used selling arguments all day without results. One may think it impossible always to find the real reason. That may be true but a factor in helping to find the reason is being agreeable. And to be agreeable costs nothing, but is worth much.

Ishpeming, Mich.  
L. O. RAMBERG

RIGHT ATTITUDE TOWARD THE CUSTOMER

THERE is no other one thing which costs so little and is worth so much as Courtesy. It is an outward expression of inward kindness. It is an indication that the heart is right and that we delight to serve.

The Customer who wishes either to purchase, to inform himself or simply to visit the different departments, must receive most careful and prompt attention. We must bear in mind that every person who enters the store is in a sense an invited guest and should be treated as such. The older associates are expected to set a proper example of courtesy, energy, cheerfulness and enthusiasm to those around them. They will be especially considerate of new associates, assisting them in any way they can, cheerfully answering questions and making them feel at home. We are very desirous that a spirit of cheerfulness shall pervade the store at all times. Customers respond readily to cheerfulness on our part. This makes every transaction of the day pass more easily and pleasantly for all concerned.

See that every customer is so treated that she feels the immediate transaction to be the chief point of interest in your mind at that time. Have patience in serving customers, show goods willingly and pleasantly without asking too many questions as to price or color. There should be no change in manner when you discover that a person is not an actual buyer but is simply looking at goods. Be of assistance in showing the merchandise, whether she buys or not. Some day she may become a purchaser.

Lima, Ohio.  
G. E. GEIGER

THE CUSTOMER—THE GUEST

THE customer should be considered and treated as if he were an invited guest to your home. In this thought lies a wonderful opportunity for every one in our Organization to grasp a truth that will help him to be a more efficient salesman.

When you ask a friend into your home you are, of course, courteous, attentive and thoughtful. You proceed to interest yourself in the things in which he seems interested. In fact, you try to make every moment of his time with you enjoyable. Is not the customer deserving of just as much attention?

We prepare to open our store in a city, we install fixtures and arrange them in an attractive and systematic order. In various ways we display merchandise to win the public's attention. Eventually we advertise our opening through various means, telling of our Organization, its policies and methods. Our advertising is an invitation to visit our store. We ask people to be the guest of our store. Time and money have been spent for this very purpose. Since this is true, the customer is, without question, deserving of courteous, attentive and thoughtful treatment.

He, the customer, is our guest. Therefore, we are friendly, we make him feel welcome, we are glad he came.

This demands that the salesman be attentive, thoughtful, interested in the thing the customer is interested in which is, primarily, the article he entered the store to purchase.

One of the most important factors in good salesmanship is to be natural. Meet your customer with a smile and a Good-Morning that you mean from the bottom of your heart. Proceed to interest yourself in his wants and you have taken one of the most important steps to make a satisfied customer, a customer who will remember the service and return.

An efficient salesman sells himself with every purchase. The customer learns to rely on his earnest endeavor; upon his simplicity and sincerity; and upon the knowledge he has of his merchandise. He sells this with each and every purchase and the one who can give the customer the most service is the most successful salesman.

Let us all remember the customer is of first importance. He is the invited guest.

Hibbing, Minn.  
H. L. JORDAN

MAKING FRIENDS FOR THE STORE

THERE is, unquestionably, no one thing a salesman can do with such gratifying results as to be able to call a customer by name. Further let him always have a cheery greeting ready. The personal touch that is thus immediately established is of inestimable value in winning and holding trade.

There are many of us in every J. C. Penney Company store who are able to call quite a few of our customers by name. Especially is this true of those of us who have been in the same store for some time. And we all know no doubt how much easier it is to interest acquaintances than strangers in our merchandise. All of us know some of our customers. Some of us know others that some of the rest do not know. None of us know them all.

I would suggest that whenever we see a customer whom we know by name and
The Spirit of Our Organization

BY H. B. DOLAND, Auditor of the J. C. Penney Company

I reported for work with the J. C. Penney Company on Monday morning August 17th, 1914. I shall not forget my first day's work. Not being acquainted with the spirit that actuates our Organization there were many things strange and new to me. The hours were from 8 A.M. until 6 P.M., almost unheard of in New York for office employees. But when six o'clock finally did come not one made a move to leave, not even to get up. I wondered what kind of an Organization it could be.

Was it a slave driving concern? The executives did not seem of that type. Quarter after six chimed from a neighboring clock, then half past sounded. Finally one of the men said: Well, let's go and eat. Being new to the firm, I did not wish to appear impatient and worked on wondering all the time what hour was supposed to be the end of the day. Well—when I eventually arrived home it was 11:30 P.M. This, naturally, necessitated a lengthy explanation to my wife.

After a few weeks of this work, I began to realize that the men with whom I was working were laboring for something more than what they were receiving from week to week. To them it was more than a matter of dollars and cents. They were giving the best in them for a purpose. What could that purpose be?

The customer is being waited upon by another clerk, who we think may not know her by name, that we make an especial effort to get close enough to that customer to call her by name. Then the clerk who is waiting upon her will hear what the name is. This will not only make a favorable impression upon the customer but it will also materially help the clerk who is serving her. He can thank her personally for her purchase and ask her to call again.

This plan is especially helpful to new associates as it serves the purpose of an introduction. The plan will benefit all of us if we try it out. Any one of us can very easily verify the value of it by simply applying it to ourselves. Whenever you go into a store of any kind, don't you always prefer that store where you have previously been and where you are always personally greeted and made to feel at home? Of course you do. And the more at home you can make a customer feel, the more custom will she bestow upon you.

Try this plan out. It will enable you to learn your customers' names, their likes and wants. I feel sure you will agree with me as to its advantages.

Olympia, Wash.

R. E. Taylor

A REAL INSPIRATION

When I fully realized the situation, I made up my mind to become one of those men, working early, late and holidays when necessity required. Gradually I became imbued with the great spirit of co-operation which is the watchword of the J. C. Penney Company and I eagerly grasped the opportunity that was offered to me.

I soon learned that application will bring results; it is the fundamental principle of success, and an honest day's work spent in the right direction brings recognition.

The years I have spent with the J. C. Penney Company, associated mainly with Mr. Geo. H. Bushnell, and in the Accounting Department, are the happiest years of my life. Having begun to earn my living when I was eleven years old, and with the average eastern concerns at that, I readily appreciated the advantages offered by the J. C. Penney Company. I felt its prevailing spirit of democracy and good fellowship that exists between all associates of the Company.

GROW WITH YOUR COMPANY

Boys, there is a castle waiting for every one of us, all that is needed to reach it is to climb and climb hard. If we were on a vacation, mountain climbing, we would not try to climb the easy places. We should try a hard, steep climb so that when we reached the top we should be rewarded for our efforts with a magnificent view. We should expect to suffer some discomfort, perhaps sustain some bruises, get footsore and weary but we would have the satisfaction of knowing we had reached our goal.

Let us set our goal today, and strive diligently, day by day, to attain it. The sooner we start the sooner we shall get there and the longer we shall be able to remain. We may suffer some inconveniences, some temporary setbacks. The demands of business may encroach on some of our time that otherwise might be spent in leisure, but let us remember that the men who reach the top are the men who have sacrificed to attain it.

And as men rise to other heights so must others be found who are capable of taking their places. Business must be carried on. When those now carrying its responsibilities are obliged to take their well merited rest, they must have others trained to carry forward the work.

Shall we be prepared to move forward? The Opportunity is before us, let each man answer for himself.

JUNE, 1921
Service

APPROACHING A CUSTOMER

There are several ways of approaching a customer. It rests with the salesman to select the way most adapted to the conditions of the sale. A good article on this subject appeared in a recent issue of The Dynamo.

But there are many wrong ways. Always such greetings as these are incorrect: What do you want? Do you want something? What do you wish to get? But the suggestion in The Dynamo seems to be the best I have ever seen. In an interesting way, say: Good Morning, or Good Afternoon, and continue—What can we do for you?

This shows the customer we are interested. It makes her feel at home. Always use the word We, not I.

Judgment should be used in approaching a customer to ascertain her wants. Not every woman wants a man to sell her a corset, and not every man wants a woman to sell him a pair of trousers.

The ending of a sale depends upon the beginning. Therefore, approach the customer in the manner you think best suited to the sale.

Sharon, Pa.

EstellA Dresch

WHEN TO MENTION PRICE

As a rule the description of an article should always precede the mention of price. However, if the customer asks the price before the description is given, answer him without hesitation. It is better to sell goods on their appearances and use your knack of salesmanship to make the customer want them before the price comes under discussion. Then, if the price is a serious objection, you can explain to the customer the many reasons to justify it, thus showing her she is not extravagant but that she is getting the best for the price.

The conception of quality is often based on the comparison of prices. If the price is very favorable the salesman can mention it first; otherwise he can hold it until he has informed the customer that she is getting something that will be serviceable. This will make the customer satisfied.

A salesman can use price in his introductory remarks by saying: This is only $2.98, and then proceed to explain the quality of the article shown and the policy of our Company. Thereby he eliminates all unnecessary questions, such as: Will this give the best of service?

A salesman, if he knows his business, can usually judge the character of the customer at first sight. Again, a customer comes in who will argue with a salesman for some time; after she hears the price she will say she can get the same article elsewhere a few cents lower. Often a customer will pass a window which has an article displayed at $1.98; she will then come to you and say your goods do not compete with those in the window though she may know nothing of the quality. In that case you should show your merchandise first and mention price afterward.

Elwood Hilleary

CHEERFULNESS WHILE WAITING ON TRADE

We should always be cheerful and pleasant while waiting on trade. At all times our thoughts must be on the customer we are serving.

It is very important that the trade be attended to promptly; that no customer be neglected at any time. For instance, to attempt a piece of stock work, on a busy day, diverts the attention of the salesman, and possibly causes him to lose interest in the wants of the customer.

To cultivate cheerfulness is one of the most important matters for a salesman to consider. Treat your customer with kindness and never do or say anything that will disturb her. In serving a customer be cheerful, regardless of whether the transactions be a refund or a $50.00 sale.

When you leave your customer be sure she is happy and satisfied with her purchase and the service you have given. Make her feel pleased that she came to the store. Then she will be glad to come back.

Sharon, Pa.

Cecelia Fetzner

SHOWING MERCHANDISE

One of the hardest things to do and yet one of the things that will increase our sales most is the skilful showing of merchandise.

How easy it is when a lady comes in to ask her what she wants, find it for her, wrap it up, and take her money. That is not salesmanship, neither does it increase our business. To increase our business we must not only get new customers but we must sell our old customers more. Customers like to be shown new merchandise as it arrives. Therefore tell them of the new merchandise that came in and better still, show it to them. This may create a desire in the mind of the customer for that article and in many instances she will buy. If you haven’t just the article the customer wants suggest something similar or that will work as well. A great many times this pleases the customer and you make the sale.

Therefore, I think our idea should be to show everything we have and sell the customer something more than what she asks for, every day.

Whitefish, Mont. H. L. Bondurant, Mgr.

HOW DO YOU SELL MERCHANDISE?

Do you sell every article so that it will stick or do you just sell it in a way that it may not give fullest satisfaction?

Sometimes it may take a little more time to sell an article in the right manner but in the majority of cases it is just as easy to sell it right in the first place.

Another thing—when you are selling an article which runs in sizes, do you slip a size once in a while when the stock is getting a little low? Or do you really sell the size you have and let the customer know you are selling a different size?

In the writer’s opinion you are just as dishonest when you give the wrong size knowingly to a customer as you would be if, when selling yard goods, you give short measure.

Do unto others as you would have others do unto you.

Bakersfield, Calif. Leihg L. Moyle

COURTESY AND SERVICE

We, as associates of the J. C. Penney Company, should do all in our power to increase our efficiency. We are the Company’s representatives and our personality and knowledge influence the number of sales and, in turn, determine the volume of business the Company does.

The first step in salesmanship, if not the most important, is Courtesy to our Customers. Being courteous to all alike is of vital importance. To meet the stranger who comes into the store, probably for the first time, and not to show him the same courtesy and service that we give our friends or old customers will never assure us of a greater business. We should make everyone feel at home.

It is important and right to show the same attention and courtesy to children as to older people, for they are our future customers.

Let us make ourselves competent for the great service we can render the public by learning to distinguish the characteristics of the different types of customers, never showing the least bit of partiality in rendering our Service.

Service is the greatest factor in business. Our employer is entitled to it. The customer must have it. Even our own success depends largely upon our ability to make ourselves more useful and of more service. We should show interest in our customer and have a thorough knowledge of the goods we have in stock. At all times we must appear energetic and confident of our ability and show willingness to serve.

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We should study and know human nature in order to serve to the best advantage. The jovial, joking man likes humor and the quiet, sedate gentleman is more serious. By adjusting ourselves to each individual we shall be able to give the service each appreciates.

Courtesy is one of our greatest assets, not only because we represent the finest Organization in the country, but because it is due our customers who have made possible the opening of so many stores.

Our duty toward our patrons does not end when they leave the store. They should be treated with friendliness when outside the business. Each one helps to contribute to our livelihood and our appreciation should be shown by our friendly attitude.

If we constantly keep before us the fact that customers have a right to expect from us honesty, courtesy and good fellowship, both in the store and outside, we shall build our business and have more boosters and no critics.

Preston, Idaho.

E. R. Allbee

WHAT HAS THE CUSTOMER A RIGHT TO EXPECT?

Do we realize that with each sale we advertise to the customer that we give better service and more value for the money than can be had elsewhere? The duplicate sales slip enclosed in each package states: We serve you better and save you more. It is up to each one of us to uphold the truthfulness of this statement. Our customers patronize us on the strength of such inducements and they have a right to expect us to live up to our claims.

We must take care of our customers in such an efficient manner that they will notice the difference when patronizing a J. C. Penney Company store, and will realize that we really do give better values and service.

We are all familiar with the advantages we possess in buying and therefore there is no question as to the values our patrons receive. Another factor which counts is our low cost of operation. This is, to a great extent, made possible by the production of each man which is considerably more than is attained by the average salesman.

But the service our Company renders to the customer comes from the sales people who are in personal contact with the trade. We are the people who make the impression on the customers and they judge the J. C. Penney Company accordingly. We must render the highest standard of service so as to impress customers with the fact that we really do serve in a superior manner.

Service does not necessarily mean that the customer, on entering the store, immediately finds what he wants and departs in a few minutes. People are so different that one person may appreciate a kind of service that another would not.

Mrs. Newcomer:—I’ve just had a chat with Dr. Tapper about the importance of the right influences in the home life and it has certainly set me to thinking.

Mrs. Booster:—One of the things I think we might improve, to the benefit of all, is our conversation at home. For instance, we will suppose Will has had a hard day at the store, the day has been warm, the customers hard to please and everything has, seemingly, gone criss-cross all day. Would it make matters better for either of you, if Will should come home with a long face and live over the worries and perplexities of the day?

Mrs. Newcomer:—No, indeed, Bee; that would be making mountains out of mole hills.

Mrs. Booster:—Then you will agree with me that it would be much better if each Mr. Newcomer would lay aside his cares, come home with a cheery face and a conqueror’s heart and talk and plan something interesting, pleasant, instructive and constructive. Why not do as that famous Englishman did who, during the war, when the burdens of State bore heavily, would at the close of the day’s work fold his vestments of office and lay them down saying: Lie there Lord Chamberlain until the morrow. And he went home to his family a carefree man to return to the duties of the morrow refreshed and strengthened for his great task.

Mrs. Newcomer:—It would be wonderful to be able to do just that—to lay our cares aside like a garment—but do you think it can really be done?

Mrs. Booster:—I know, from experience, that it can be done. Both husband and I used to carry our burdens around with us, like a pall, everywhere we went. We used up our energy worrying when we should have used it to remove our worries and we soon saw that we must go down with the tide or battle against it. So we turned, right about face, and today though we have far greater responsibilities and burdens, they do not weigh heavily at all. At home they are completely forgotten, as much so as if they did not exist. Like all worth while things, it means a battle to reach this point, but it pays and pays richly.

Mrs. Newcomer:—Then I presume you mean that what is right for one is right for both and that the Mrs. as well as the Mr. Newcomers should lay aside the cares of the day, keep the laments about burned cakes, cross babies, mischievous children, the clothes line that broke with the nice clean washing on it, etc., all to ourselves and regale husband with smiles and the cute sayings of little “Buddie” even though the tears are not far away.

Mrs. Booster:—We certainly should do our best in that direction, always remembering that each time we conquer our moods will make the next much easier of accomplishment until, in time, it will become a habit that takes not nearly so much effort, as it used to, to master our moods.

JUNE, 1921
Getting Behind Your Hat Department

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

THE day you get behind your hat department, you are naturally going to push it. Is that a good department for one to get behind? Yes! So is every department that is worth having in your store. But on this subject let us quote one of the master business minds of the country, one who has made his business a growing success from the beginning and whose ideas we may well absorb.

This may not be quoted verbatim, but the idea is one you should have. He says in substance—When I was managing a store, I was always right behind our hat department, because I believed it a profitable department,—one that would show a good return for the money invested. Because of this belief I was not satisfied with selling our customers some other article of apparel unless we could interest them in our hat department as well. The result was we had a very satisfactory hat business.

This was said to me by Mr. J. C. Penney, founder of this Company and Chairman of the Board of Directors.

A FEW THOUGHTS LEFT UNSAID

Mr. Penney did not say he always carried a minimum stock or investment. But we know every alert business mind estimates the profit according to the amount invested and we know a small investment re-invested time and again throughout the year must certainly show a profit on the original amount. In other words have a working investment.

He did not say he took out of this investment more than was put in. We know he did not do the impossible. Greater capital than money must be used. He did not mention the amount of enthusiasm, effort, alertness, salesmanship, judgment and work that were invested. This is capital which we can and must invest. If we expect a maximum profit from our business, let us classify the forces required. They are Salesmanship, Management, Buying and Co-operation.

SALESMANSHIP

Every associate of our Company should have a thorough understanding of the value of quick turnover of an investment. Right salesmanship is the prime factor in a properly merchandised department. With but half your capital active, the balance acts as the negative force which cancels your every effort. The remedy is right salesmanship. The kind that puts life into the slower moving stock, that sells the last twelfth of the dozen, that sells the lots which eventually may prove a liability instead of an asset.

Right salesmanship is not a gift—it is a profession open only to those who are alert and enthusiastic, who know their stock, who desire to sell, who have an understanding of business and who take pride in their work. The salesman who knows how to sell right and has, as an objective, a frequent turnover is indeed a valuable salesman and worthy of his calling.

MANAGEMENT

The Manager must be the merchant, the manipulator, the director of the department. His store can be no greater than he; our Organization no greater than the Managers or merchants in it. He must be able to visualize conditions as they will be two weeks, a month and even six months ahead. He must think, plan and perfect his departments for the future. He must have judgment and the ability to exercise it.

Properly to merchandise his hat stock the merchant must know more than his own stock. He must know value as it exists in his own community. This will enable him to mark his own stock in such a manner that it will return him its full value. He must possess a working knowledge of quality, style, salability and the market conditions which directly affect his merchandise. Coupled with this knowledge he must be a merchant who understands the fundamental elements such as the cost of doing business, the percentage of mark-up and the value of a frequent turnover of stock.

These are the same factors that allowed Mr. Penney to receive a profitable return from his hat department, when he was at the head of his store.

BUYING

The buyer must furnish the ammunition. He must absolutely know his merchandise. It is he who must have it ready to use at the opportune time. Knowing his merchandise means more than knowing value, the cost of production and the source of supply. He must be a close student of the trend of fashion, have original ideas, foresee conditions, be capable of designing and know the likes and dislikes of the critical customer. In short he must be capable of putting desirable, wanted, dependable merchandise on your shelves at the right price and at the right time. This merchandise must be the kind that will make and keep your store force and customers enthusiastic, thus creating a natural inborn enthusiasm for your goods. This will move your stock, stimulate your turnover and bring back your customer. This will actually build your business.

CO-OPERATION

In our efforts to produce a clean, profitable hat business it is necessary to have the co-operation of the Managers, Salesmen, Buying Department, Advertising Department and our manufacturers. Each one of us must have the same objective in mind and we must strive for the same goal,—that of producing a maximum business on a minimum investment. Only by putting forth our maximum efforts can we produce this maximum result. We must have the thorough co-operation of our selling, merchandising and buying departments. Therefore, let us unite our forces and together get behind our hat department so that we may secure the kind of results that Mr. Penney secured when he made his hat department one of the most profitable in the store.

A LETTER OF APPRECIATION

THE following letter addressed to the Board of Directors tells its own story better than we could possibly do it.

My Dear Friends:

The time has come when I find it necessary to sever my connection with the J. C. Penney Company but, before doing so, I feel I must express to you my appreciation to you all for so generously aiding me in my work at The Dailes Store.

When I entered the employ of the Company, I was alone in the world and so broken down with grief I hardly knew which way to turn. The fact that I had never known anything but a life of leisure made it doubly hard for me to enter into the work.

It was a glad day for me when I asked Mr. Otis if I might come into the store, although I am sure he will tell you he accepted me with very little hope of my ever making good. What the co-operation of this Company has done for me it will surely do for others if they will but let it. There is no limit in possibilities to those employed in this Company. The freedom and the confidence alone extended to the employees is proof positive that it will bring out all the latent qualities in every employee that is really interested and truly desirous.

It is a great day in a person's life when we truly begin to understand ourselves. The latent capacity of every one of us is greater than we realize. We may find it if we diligently seek.

We may own a tract of land for many years without a knowledge of its value; we may think of it as merely a pasture but one day we discover a rich vein of coal beneath the surface which was there all the time, even when we thought of it only as a pasture.

Beneath the surface of each one of our lives there must be, in the nature of
things, a latent capacity greater than has yet been discovered, and until we find the wealth of our own possibilities we shall toil grievously to reach the desired goal.

Do you, employers and superior officers, realize how much of this hidden strength is in your men and women in this Company? Perhaps a word from you, giving certain ones more scope, would liberate that ability and develop both your business and its associates.

It is with much regret that I am leaving the Company and my Ready-to-wear Department in The Dalles Store. It has been, in a way, a part of my life. I feel I have created it and my only ambition has been to build it up until it ranked first in the J. C. Penney Company Stores. I have not only worked during the business hours, but I made friends and took a personal interest in my customers by getting to know them to let them know when I had new merchandise or articles that I was aware they needed.

Once more I wish to thank you, gentlemen, for your co-operation and for all the privileges I have enjoyed while in your employ.

I feel especially indebted to THE DYNAMO. The pleasure and the benefit I have derived from the number of letters has meant much to me and I hope I may continue to keep in touch with this splendid Company.

Very sincerely,

MRS. W. J. MOREHEAD

Editor’s Note: Dame Rumor has it that Mrs. Morehead has become Mrs. W. J. Stevenson and is now living in Kansas City, Kansas. The Company extends to the happy couple its congratulations and best wishes.

Miss Verna Ruby, the efficient cashier of the McMinnville, Oregon, store, as well as secretary of the store meetings, gave up her position to build a home and a happy center of life with Mr. Robert Meyers of Portland, Oregon. The happy young couple will make their home in Portland.

Mr. J. J. Maloney, one of the boys of the Oakland, Calif. store, was married in Denver, Colorado, on March 1st, to Mrs. Nan Stephenson of Mason City, Iowa. We congratulate the happy couple.

Mr. B. H. Lieurance, Manager of the Santa Rosa, Calif., store, was married on March 4th, to Miss Helen Odell Reynolds, at the home of the parents of the bride in Los Angeles.

Mr. Lieurance started with the Company at Murray, Utah, in the Spring of 1913; he was later transferred to Chico, Calif.; he opened the store in Santa Rosa in 1916. Mr. Lieurance should now be thoroughly qualified in the matter of knowing the wants of the ladies’ department when making orders for Department “E.” Mr. Pilcher had better send an extra order book to the Santa Rosa store as the Editor anticipates a marked increase in the sales of that department.

Miss Jennie R. Farr and Mr. Daniel B Steele were quietly married on March 2nd at Fort Morgan, Colorado. Both Mr. and Mrs. Steele are old settlers of Fort Morgan and Mr. Steele is one of the boys of Store No. 52.

Miss Grace Fosler and Mr. D. I. Smith, both of the Rockford, Illinois store, were married March 20th. Mr. Smith has charge of the Shoe Department. Mrs. Smith, who was the first associate of that store, resigned her position as cashier in order to give her entire time and attention to the building of the new home.

Mr. D. H. McGillivray, of the Mail Department in the New York Office, was quietly married to Miss Anna Clay Coleman of Austin, Texas, on April 26th. After a two weeks honeymoon trip to Boston, Mac is again at his duties with more enthusiasm for work than ever. Now that you are settled down, Mac, the Educational Department looks forward to great assistance from you in handling the Lessons and Examination Papers for the 2,380 students of the Business Training Course.

THE Kiwanis Club, Red Wing, Minnesota, conducted, recently, a politeness campaign among the Stores of that city, and according to the report printed in a paper of that town, the J. C. Penney Company Store won the prize.

THE DYNAMO congratulates the Kiwanis Club of Red Wing for its work without regard to the winner. Naturally, we are greatly pleased to learn one of our Associates in that Store carried off the trophy, and our congratulations are hereby extended to Mr. William Hughes.

Our Associates are, or ought to be, at least equally polite as among the most polite in any of the stores of any of the places where the J. C. Penney Company hangs out its sign. Duck-neck conversation is fast dying out in the smaller cities and it ought to be driven out of the stores of our large eastern cities by customers who simply refuse to be talked to by the quack and chew method. Such unbusinesslike and un-American noises as: Haw, Yep, Aha, I should say not, Wacher ave, Do you want anything—should be reported to the floor walker and then to the Manager of the institution.

Politeness is a Business asset, and every Store should see to it that it has its proper and full share in operation every day to every customer.
HOW TO MEET THE NEW CUSTOMER

COURTESY is merely the application of the Golden Rule. Make everyone who comes in the store feel at home. The manner in which we greet our customers when they enter the store is very important. We know there are stores where no one is really greeted in the true sense of the word—the customers being spoken to only when they speak to a clerk. This sort of treatment does not gain favor with many. The new customer should be given all the attention possible. We never know but what he may be a new resident of the town looking for a good place to trade.

Sometimes we have customers who are rough shod, so to speak, and try to find fault with everything we show them. Instead of arguing with them we should treat them politely. This will cause them to leave the store in an altogether different frame of mind.

Little favors are sometimes very important. Telephone calls should be given special attention and there should be just a little more courtesy shown over the telephone than is over the counter, because many things said face to face cannot be said in the same way over the telephone.

Always appear neat and clean before your customers, and when you introduce merchandise be able to look your customer in the eye and let him know you are telling the truth.

It has always been said that: Honesty is the best Policy, and I believe it has not been denied. We should be sincere and enthusiastic when talking to customers; then they will have more faith in what we are telling them. It is not only honesty but the appearance of honesty that produces honesty in others. We must speak in a simple, sincere and straightforward manner. Try to answer all questions intelligently and do not misrepresent merchandise in any way. Have confidence in yourself and be enthusiastic in what you have to sell. If you are not you should not remain in the business.

Enthusiasm is contagious and if we have the proper amount of it in our system we are sure to give it to someone else. If we want others to be enthusiastic about our goods or our services we must have the proper spirit ourselves.

Kindness and honesty then linked with personality, must come to those who know that all business is service to the customer. We must not neglect any of these because a chain is just as strong as its weakest link.

Great Falls, Mont. ROY S. CURRELL

MENTAL PROSPERITY

YOUTH builds its castles in the air and this is fitting, normal and well. Childhood and youth must see and dream about the roads they hope to travel and the conquests they expect to make. All prosperity has its source in the imagination and there it is cultivated and developed until it takes a firm hold upon our thought.

Life is very largely the result of what we think, believe and do. And our thoughts are largely controlled by what we read and desire and by those with whom we associate. Hence, we should strive to move in the atmosphere that stimulates right thinking.

It should be the purpose of all to concentrate our minds upon the right things, to keep them as much as possible in the currents of prosperous movements. Success is contagious and if we are possessed of the elements that make for success and add to them industry and economy, we shall realize our dream—a life of victory.

Recently, I read some lines entitled Get A Transfer that might help some discouraged soul to pull out of the rut of despond. The lines are as follows:

If you are on the gloomy line,
Get a transfer;
If you’re inclined to fret and pine,
Get a transfer;
Get off the track of doubt and gloom,
Get on the sunshine train—there’s room,
Get a transfer.
If you are on the worry train,
Get a transfer;
You must not stay there and complain,
Get a transfer;
The cheerful cars are passing through,
And there’s a lot of room for you,
Get a transfer.
If you are on the grouchy track,
Get a transfer;

JUNE, 1921
Getting Acquainted with Buyers

George J. Yaeger of Department J, with headquarters at St. Louis, was born and reared in the same Missouri town. Though he came from a family of merchants, it was the boy’s ambition to become a chemist. But his career as a chemist came to a sudden termination through an explosion that took place in the laboratory, an occurrence that made his parents urge him to seek a profession less dangerous.

The old wholesale firm, the Hargadine-McKittrick Dry Goods Company, gave him a start in their business at a small salary. He began as office boy, and advanced rapidly to stenographer, order man, salesman and assistant sales manager. He remained with this house for fourteen years learning the business thoroughly. Before he was advanced to take orders he had to acquire knowledge of weight, count, weight, weave and finish of the goods, their origin and their uses. After some years of this training he began to wait on customers. Mr. Yaeger next associated himself with the Rice-Stix Dry Goods Company, of St. Louis, remaining with them for five years. His connection with these two houses, extending through nineteen years, gave Mr. Yaeger valuable experience in serving his Southern and Western customers.

Mr. Yaeger came with the J. C. Penney Company in April, 1920. He considers the opportunity to identify himself with this Organization as a great forward step. He finds the St. Louis office most congenial, for here he meets, in our store managers, not only new friends, but many old acquaintances whom he served for years. Mr. Yaeger finds the greatest pleasure in business service. His ambition is to build himself solidly in the confidence of our Company.
THE HABIT OF DOING THINGS CHEERFULLY

The word habit means a tendency toward an action which, by repetition, becomes spontaneous. Habits are easily acquired. Those that are attained once, in a proper way, are of benefit. They enable us to do the difficult things more easily.

The word cheerfully means willingly, lively and happily.

Having defined the word habit, and the word cheerfully, we shall find on reviewing them that it is not the size of a word that fixes its value.

It often happens that we are requested to perform a difficult task, one that at first seems like a mountain. But by going at it cheerfully, we find it to be only a hill.

Therefore the habit of doing things cheerfully is one we should all strive to attain in our daily work.

Sharon, Pa.

ALICE DRISCOLL

JUNE, 1921

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for is not their work sometimes hard? Does not discouragement sometimes knock for admittance? Certainly. But how grateful we partner-wives are when we see that no suggestions of discouragement lower the standard and faith in the outcome of earnest endeavors.

I often wonder if we are really grateful enough to Mr. Penney for founding this Company and for opening up such an avenue of business opportunity for our husbands?

We must be more grateful and God's richest blessings will follow.

MRS. BESSIE WOODWARD LUSHER

Shenandoah, Pa.

SALESMANSHIP

EVERY man's success depends in some measure upon his ability to sell. Every transaction of life, whether large or small, involves salesmanship to some degree.

A very successful business man may tell you how he succeeded, but you cannot follow him to the same degree of success. So with Salesmanship, the best salesman in the world may outline for you the principles of salesmanship but you must begin to apply them in your own crude way, until you have mastered them.

Salesmen may be divided into two classes: those who have natural qualifications, such as a pleasing personality, originality, intuition and tact; and those who have qualifications acquired by concentration and the study of the essential qualifications of salesmanship.

Here is something to remember and study. There are five steps that all salesmen acknowledge must be made to make a sale:

1. Attracting Attention.
2. Arousing Interest.
3. Creating Confidence.
5. Inducing Resolution or Action.

You must secure a customer's attention and interest in order to create confidence. It is essential that you arouse desire for what you are trying to sell or your sale is lost. You are now arrived at the critical moment—the closing of the sale. This sometimes depends upon the salesman's ability to make the decision for his customer. This must be done in a tactful manner.

There are five reasons why a prospect's interest may be brought to the point of desire:

1. The saving or gain of money.
2. The gain of usefulness.
3. The satisfaction of pride.
4. The satisfaction of caution.
5. Yielding to weakness.

You must appeal to your prospect through one or more of these reasons.

A great salesman gives the following ten commandments of salesmanship:

1. Be agreeable.
2. Know your business.
3. Tell the truth.
4. Don't argue.
5. Make it plain.
6. Remember names and faces.
7. Be dependable.
8. Don't be egotistical.
9. Think Success.

William Davenport says: When you are satisfied with your place, the world will be perfectly satisfied to leave you in that place.

Lima, Ohio. LONE D. JOHN

SALES

Sales for the month of April, 1920, 255 stores, amounted to $2,852,627.15
Sales for the month of April, 1921, 313 stores, amounted to 3,726,325.57
Increase in April sales, 30.63 per cent. 871,716.05

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

A fine bouncing baby boy has come to gladden the hearts of Mr. and Mrs. Ben Refvem of Dickinson, N. D. The young-ner will bear the name of Whitney Oliver.

A very neat announcement has been received of the arrival on April 28th of Ernest Robert to Mr. and Mrs. E. V. Blair. Ernest has caused considerable excitement at McMinnville, Oregon, for the boy seems active enough to be on the job in the store in a few days. He arrived a month too late to get the first Lesson of the Business Training Course, but that McMinnville bunch states that he will be ready to start when the second Lesson comes along.

A seven pound baby girl is the most recent guest at the home of Mr. and Mrs. L. L. Paine out there in Kemmerer, Wyo. No name has been selected thus far, so far as THE DYNAMO knows. Our readers surely will very gladly lend their assistance in making a selection, if appealed to.

On March 7th a seven and half pound baby boy arrived at the home of Mr. and Mrs. D. H. Mudd, in St. Louis, bringing joy supreme to the happy parents. THE DYNAMO sends its congratulations and begs to express the hope that the young-ner will win as great a success as his distinguished father.

Sales Jan. 1, 1921 to Apr. 30, 1921 inclusive .......... $12,949,713.41
Sales Jan. 1, 1920 to Apr. 30, 1920 inclusive .......... 8,496,612.03
Increase in Sales for period, per cent. $ 4,453,101.38
The following stores show a gain of 50 per cent or over for the month of April 1921:
San Antonio, Tex. 275 per cent
Stockton, Cal. 273
Nogales, Ariz. 242
Muskogon, Mich. 140
St. Joseph, Mo. 108 1/2
E. St. Louis, Ill. 106 1/2
Hamilton, O. 106
Portland, Ore. 105
Saginaw, Mich. 102
Columbus, O. 80
Silver City, N. M. 73
Connersville, Ind. 67
Fond du Lac, Wis. 58
Albany, Ore. 55 1/2
Peoria, Ill. 53 1/2
Marion, O. 51

The Dynamo joins in extending hearty congratulations and best wishes.

Our American Fork, Utah, store recently wrote in for an extra copy of the Lessons of the Business Training Course. In reply to our letter asking the name of the new student, Mr. J. L. Firmage announced it to be Edna Fae, who arrived on March 16th. Mother and Edna Fae at the last report are doing very nicely.

The Stork Department has received a very handsome announcement of the arrival of an eight pound baby boy on April 6th, in the home of Mr. and Mrs. W. H. McDowell, Durango, Colo. The boy's name is Glen Earl and he sure ought to stir up that Durango bunch together for a store meeting one of these days.

The light has been radiating more brilliantly than usual from the Yellow and Black Front of the store at Fort Morgan. Recalling the advertisement, There's a Reason, the cause of this brilliancy is the birth of a son, Kenneth Eugene, to Mr. and Mrs. Charles M. Cooper, on March 24th.

Mr. Thomas C. McGill of our Albany, Oregon, store is the proud father of a ten pound boy, born March 28th. Sharing his joy with Mrs. McGill, he has been so overcome with happiness that he overlooked getting this news to THE DYNAMO, and the announcement was accidentally discovered by the Editor in one of the columns of a Missouri paper.

JUNE, 1921
NEVER SAY I CAN'T

If you go about with defeat in your mind, it will be written plainly on your face. Thus you advertise to the world your incapacity and inability to do what you attempt to do.

If you go about your business as if you have little or no confidence in yourself, as though you do not believe you can accomplish much, you are already beaten. If, as some one has said, if we choose to be no more than clods of clay, then we shall be used as clods of clay, for braver feet to tread.

Assert your superiority and employ your power to succeed. Believe in yourself, realize that you were made to dominate your surroundings. Resolve that you will be the master, not the slave of circumstances. Always say—I can and will. If to be an egotist is never to be afraid to tackle your job, then be an egotist and nothing can keep you from ultimately succeeding in any venture. It is not birth, nor rank, nor state.

It is get up and get, that makes men great.

J. A. CURRENT

KEEPPING OUT OF A RUT

MEN and women of the J. C. Penney Company cannot afford to get into a rut. We haven't the time. We are with a live organization and we must keep wide awake and be alive on the job at all times or we shall lose out.

Take a personal inventory of yourself: Are you getting into a bad rut? Are you asleep on the job in any form? If so, get busy.

You know how easy it is for us to get into a rut. Here is a good way to keep from it. Read the store rules every now and then. Keep your mind working and brushed up on the business. Keep watch of the customers when they enter the store; give them service. Don't wait for someone else to greet them. Study how to keep your customer interested and when he is gone straighten the merchandise on the shelves and counters.

Keep from standing in groups of three or four salesmen, if possible. There is a proper time for work and business.

There is a time for pleasure and enjoyment after store hours. There is also a proper time to rest.

If the J. C. Penney Company is too fast in this business of merchandising for you, step out of the way, let someone else have your place that can follow. A J. C. Penney Company man or woman doesn't dare get into a rut.

Lima, Ohio.

E. J. SEILER

LITTLE ECONOMIES

Let us all try to co-operate on the question of expense. There are several ways in which we can all help. Turning out lights that are burning unnecessarily is one of the best ways of helping the good cause along. Using the elevator only when it is an absolute necessity should be practised by all of us.

Whenever we sell a small article such as hose, a necktie, handkerchief or the like, it is not necessary to tear off a piece of wrapping paper; instead use a small envelope. If an article can be wrapped in an 18 inch piece of paper do not use 24 inch. Small purchases of dry goods, overalls, a union suit, a work shirt, work pants and many other such things can be wrapped by crushing in the ends of the paper, thus eliminating the waste of string.

We must all introduce merchandise because it is the big factor in building our business and what we do across the counter saves the expense of advertising in the newspapers.

Lima, Ohio.

GEORGE SCHAAF

NEST EGGS

The things we have accomplished are our inspirations upon which to build our future. They seem closely related to us; and, in fact, they are, for they are a part of our growth.

However, new things to undertake, of a nature we have never attempted before, cause us to stop and wonder how best to begin, and to ask where we are to get the stimulus for the accomplishment. We know that others have travelled a road like the one before us and have left their footprints on the sands of time. Therefore, we too can make the journey, if we will.

The character and deeds of those whom we most admire are of greatest value, not alone for the material good immediately resulting to themselves but for the inspiration they have given to others. Such stimuli are our nest eggs, our inspirations, if we choose to make them so.

A study of the thoughts of great men, of their achievements and character, of the lives they have led tell us how we can make our lives a little better, happier, keener, more lovable and companionable. Then perhaps we, too, can leave a few footprints for a forlorn and shipwrecked brother, who, "seeing, shall take heart again."

If we can only weave just a wee bit of some great deed or character into the fabric and pattern of our own lives what a good little spot of sunshine it will seem to us, as we stand off for a perspective of the design we are slowly weaving; a design that can never be unravelled.

And the more of these bright little spots we can weave in, the better shall we come to realize how good it is to live and be active in God's universe.

New York Office

W. G. BAUMAN

A BUSINESS CREED

J-oin hands only with the virtuous.

C-onsider well, then decide positively.

P-ave the way for the success of others.

E-nure trials patiently.

N-ever try to appear what you are not.

N-ething succeeds like success.

E-xcell in all thy work.

Y-eld not to discouragement.

C-onquer the thief of time.

O- pen thy heart to all good counsel.

M-ake each day the best day of life.

P- erseverance brings rich rewards.

A-mition is the mother of success.

N-ever release when once you attack.

Y-ou are known by your associates.

Enid, Okla.

B. R. JENKINS

* * * * *

J ust what you want.

C ost you less.

P rices are right.

E ntire satisfaction guaranteed.

N ew styles.

N eat patterns.

E fficient buyers.

Y our interests are ours.

C ooperative power.

O ur bargains are yours.

Fort Madison, Iowa

C. W. BUSSARD

* IN MEMORIAM

Announcement is made of the death of Miss Cordelia Bertch which occurred on Wednesday, March 30th. Miss Bertch was one of the most loyal associates at the Emporia, Kansas Store.

Miss Bertch is survived by her father and mother and five sisters who with a wide circle of friends mourn her loss.
New York Office
Doings

Mr. J. C. Penney left on April 22nd to attend the meetings between the buyers and the boys from the stores which are being held in St. Louis and Salt Lake.

Mr. C. E. Dimmitt started on April 14th for an extended tour of the West and Northwest with California and rest as his goal. The good wishes of the New York Office go with him.

Mr. Hawke and Mr. Patton visited St. Louis and Salt Lake where they met the managers and took their orders for Fall merchandise. All success to them.

Mr. Geo. H. Hurd, who is the uncle of our Mr. Geo. H. Bushnell, spent the week of April 18th with us. Mr. Hurd is from St. Paul, which, by the bye, he claims is a much nicer place to live in than New York. We were besieged with queries as to whether the gentleman was a brother to Mr. Bushnell, the resemblance was so great, especially the smile.

More recent arrivals here include the brother and nephew of our President, Mr. E. C. Sams, and we extend them a hearty welcome.

A recent addition to the staff of the New York Office is Mr. A. J. Meury. From what we understand, Mr. Meury is quickly making a place for himself in the hearts of the boys by his geniality. The habitat of Mr. Meury is Room 619.

In last month’s DYNAMO we recorded the promotion of Mr. H. B. Doland to Auditor, and Mr. R. Alexander to Chief Clerk. A recent bulletin informs us that Mr. R. W. Trown, as Assistant Chief Clerk, will have supervision of all General Books. We wish Mr. Trown success.

The recent Easter Selling Campaign, which the stores indulged in, brought a large influx of additional work to the New York Office. The electric light bill, we are informed, will be tremendous.

Spring is here, and Summer is on its way. At least so our baseball team insists. Yes, we have a baseball team. At a recent meeting in the main accounting room, at which Mr. Bushnell and Mr. Doland were present, the latter making a short address to the boys, Mr. Wm. J. Jackson was elected Manager, and Mr. J. Kearney, Captain of the team. A call has been issued for all aspirants for the team. On Saturday, May 7, an interesting game was played with the American Can Company team. The score was:

Our team 7 runs. A. C. Team 5 runs.

Mr. Newell Beeman of Salt Lake City is visiting his friends, Dr. and Mrs. Short, in this city. Mr. Beeman and Dr. Short have been old traveling companions for many years. They have made many trips into various parts of the country. During the next two weeks they will travel quite a bit visiting the places and folks of Mr. Beeman’s childhood years. There are few men, if any, who enjoy traveling more than Mr. Beeman and there are few, if any, can do more of it than he can, and there is no man in the United States of his years who can begin to pass him in physical effort in those tiresome matters that travel always involves. The Editor of the DYNAMO sincerely hopes that his dear old friend may live many years to enjoy his favorite pastime. Mr. Penney and his sons, Roswell and James Cash, Junior, made an extended European trip in 1912 along with Mr. Beeman and Dr. Short.

New York Office

B. J. F.

Just between Managers

Mr. B. Ginner,
Care J. C. Penney Company

My Dear Bud:

I am writing this letter today because tomorrow I am leaving for S—— to attend the buying convention. Sorry you are booked for the other meeting but no doubt I shall be able to pick up some good company on the way. I have never started on a trip with a lighter heart, Bud. Never felt so well satisfied that the store will be well looked after in my absence.

I feel quite certain, Bud, that when I return I shall not find an accumulation of unchecked and unmarked merchandise that is badly needed in stock. The windows will be just as shiny as they are now and I won’t have to tell the boys that the ledge trim needs to be changed. There will be a lot of goods listed in the want books and that will mean some work. There are always some places that are short but that gives an opportunity to clean out a lot of odds and ends.

Another thing, Bud, I think these trips are valuable because they give us a chance to judge our future partners. Even if it is for a short time we are able to take a little measure of them as managers. Will they tear the stock to pieces and demoralize the store force or will they organize to beat all records? I am betting on my boys doing things to their credit during this time.

Now, Bud, if you come home and find that pile of empty cases still standing in the way at the foot of the stairs and that litter of paper from the last shipment of work shirts still scattered over the basement let me know. And by the way, just give the boys a hint that I asked you to write me just how the stock looked under the counters when you get back.

With kindest regards,

O. Timer

Mr. O. Timer,
Care J. C. Penney Company
Friend Old Timer:

You remind me of the times we used to have when I worked for Oldman and Young. When Oldman went to market Young sort of let things drift and there was a lot of play and neglect of business in the store. Al. Jones, a kid who looked a good deal as Virge Horn must have looked at his age, was window trimmer’s helper. This kid had just carried a lot of fixtures from the basement to the window when he took a sudden notion that he was most awful hungry. So he slipped out and around the corner to the restaurant and came back with a huge piece of pie. Oldman coming home a day earlier than expected paused in front of the show window and there sat Al. munching that pie. Oldman was a stickler for discipline and constant work and you can bet there were things doing when he got in. He fired Al. and the rest of us suffered his suspicions and fiery watchfulness for weeks afterward.

Take my advice, Old Timer, and don’t let some little thing like a hungry kid, making a monkey out of himself, get your eye away from the main chance. Al. is a good merchant today and he wouldn’t stand for any pie eating exhibition in his show windows either. Two things tell the main story of what goes on while you are gone. The condition of the stock and the sales record.

Well, so long, Old Timer. Write when you get back from S——.

Yours very truly,

B. Ginner
Business Training Course Students

Attention

We desire to express our appreciation for the splendid co-operation extended to this Department by Managers and Associates who have enrolled for the Business Training Course. We also appreciate all the good things which have been said about the Lessons. We hope that future Lessons of the Course may be as well received as have those already sent out.

Great benefit may be derived from the study of this Course, for the Lessons will give the Associate the proper idea of the Foundation Principles and Policies of our Company, as well as indispensable information regarding salesmanship and merchandising. The writing of the examination answers will develop the power to give expression to ideas clearly and this accomplishment will not only afford personal satisfaction but will greatly aid in salesmanship success. Many have ideas but are unable to express them on paper.

The purpose of the Course is to train Associates to become more efficient. Anyone who seriously studies these Lessons will find many ways in which he may make himself more efficient and this will ultimately result in a greater volume of sales and eventually more stores—a thing for which every Associate is anxious. Every Manager and Associate should study these Lessons conscientiously and earnestly, in order that individual efficiency and salesmanship may increase. Then new stores will be opened and our own efforts rewarded the sooner.

A word about the examination papers on Lesson 1. These papers revealed the fact that many have made splendid efforts to write correct answers to the examination questions. It has been a pleasure to read many of the papers and we are sure that some know more about the beginnings of business and the development of business organization than they would know if they had not put forth the effort to master this Lesson.

There is still room for improvement, however, and each Lesson paper should show how well all have profited by the corrections and suggestions made on the papers. Care must constantly be observed in regard to our spelling, grammar and sentence structure. But these things will surely come with repeated effort to write better examination papers for the coming Lessons. A good plan will be carefully to save and compare each examination paper with all which have previously been written. Undoubtedly such a comparison will reveal much improvement and afford great personal satisfaction.

It is encouraging to note the way in which our Associates have responded to our efforts to enroll for this Course. The following will be of interest:

- Number of stores which have not requested the Course: 13
- Total number of enrollments for the Course: 2387
- Number of students who have submitted examination papers for Lesson 1: 1358
- Number of stores which completely or partially sent in examination papers for Lesson 1: 1029
- Number of stores which have not sent in any examination papers: 219
- Number of stores which have not returned their examination papers for Lesson 1: 80

We hope that those who have not yet returned their examination papers for Lesson 1 will shortly do so and that by the time this issue of THE DYNAMO reaches the stores, all stores in the chain will have sent in their list of enrollments for the Course.

Some cautions are necessary:

1. All papers should contain on every sheet the name and chain store number of the writer of the paper. Some few examination paper sheets have been received without names and numbers and we are compelled to hold these papers until we are able to identify the writers.

2. A uniform writing of the name of the student should be used with every sheet and every lesson. Mrs. Mary Smith Jones should not be used one time and Mrs. J. E. Jones at another, for example. Our grade cards are all filed according to names which have been used on the examination papers for Lesson 1.

If more examination paper is needed, a request to the Educational Department will bring it.

Lessons III and IV will be forwarded to those only who have sent in examination papers for Lesson 1.

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About the Dynamo

As a feature of a recent store-meeting programme at Bartlesville, Okla., the following appreciations of THE DYNAMO were presented.

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It is difficult to decide which part of THE DYNAMO one likes best. The educational value of all the articles is of great benefit to anyone who will study and apply the principles they set forth.

Personally I find the letters written between Old Timer and Mr. B. Ginner especially interesting, because of the personal touch that is conveyed between the two correspondents. Old Timer gets his point over in good shape and it is followed up admirably by B. Ginner.

In regard to improving THE DYNAMO: The only suggestion I have to offer is that it be mailed out twice each month.

J. C. CERNÝ

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It is not an easy task to state what part of THE DYNAMO I like best, for I like every page of it. There is not a part of it that I should like to have taken out.

To read THE DYNAMO fires one with ambition. You want to do something really worthwhile. You look back and note that your life has been an idle one, even though you have tried to make yourself think you had done as much as the other fellow and could be as proud as he. THE DYNAMO just wakes one up to the reality of life. It bids us not to be hopeless, but to see what great things are still ahead and attainable.

MADGE POOY

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Though I have been with the J. C. Penney Company only a short time, and have read only one issue of THE DYNAMO, I find myself looking forward to the time for the next one. At a recent Store-meeting we listened to a review of THE DYNAMO, which I found very interesting. The next day, when I found I had a few moments, I borrowed a copy and read a few pages. The educational pages I found of much value and interest. I enjoyed the reports from different Store-meetings. When I have read the other papers I'm sure I shall like the entire DYNAMO.

ETHEL CAIN

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That part of THE DYNAMO which especially appeals to me is, Talk of the Stores and With the Buyer.

In these articles we get a description of new goods, of styles to be worn, of leading colors, ideas on stock keeping and many other helpful hints.

Then come many valuable articles by the ladies, telling of their experiences in selling.

As I am very much interested in our Store-meetings, I enjoy the reports of other Store-meetings.

The educational articles are of equal value. In fact no part of THE DYNAMO is without interest.

MRS. L. M. BARNARD

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Most men work for the present, a few for the future. The wise work for both—for the future in the present and for the present in the future.
The Home Spirit

THE necessity for Co-operation in the world of business is so generally acknowledged that it needs no urgency. Men have learned that by working together co-operatively they can bring to bear upon their objectives a degree of concentration that often produces results little short of marvellous.

There is, however, an application of the principle of co-operation that sometimes fails to eventuate. The pity of it is told with heart-breaking realism in the Heart to Heart pages of this issue of The Dynamo. The tragedy which Dr. Short relates is, unfortunately, not infrequent.

Readers of the daily press know that the most pathetic happening in life is the wrecked home. Death itself is not so dreadful as this. It matters not whether the participators be the laborer’s family who have struggled with too little money, or the banker’s that often seems to struggle with too much—the wrecked home is ever a Symbol—a sign of sin against the Spirit, which Spirit, itself, never ceases to pour its blessings upon all.

To secure the highest and worthiest gifts of life we must play fair; we must live in unison with the spirit of co-operation; we must avoid the divided life interest; we must bring our objectives into tune with one another and seek the true spirit of the home.

For out of the home there should radiate all that is real and endearing in life. Here is where co-operation begins linking itself with co-operation with God’s purpose, with one’s neighbor, with one’s community and with one’s country. Let a man ignore these and he cuts himself off from all true success however great his material resources may be.

[Signature]
A NATION-WIDE INSTITUTION
312 Busy Stores

KEY

🇸🇲 Mother Store—KEMMERER, WYO.
• 312 Stores
⊙ St. Louis Office
[]={ St. Paul Office
★ New York Office

From Our Humble Beginning in 1902, Covering 26 States in 1921
AND STILL GROWING!